



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

Wednesday, February 15, 2017 at 5:30 p.m. – Room 240, Downtown Campus

**Board of Governors:** Pam Ryan (Chair), Sumit Ahuja, Chloe Choi, Brenda Aynsley, Mike Tourigny, Dee Dhaliwal, Steve Kukucha, Howard Grant, Erin Klis, Garth Manning, Janet Crawford, Danica Kong

**Ex-Officio:** Dr. Peter Nunoda (President & CEO), Todd Rowlatt (Chair, EdCo)

**Board EA:** Deborah Lucas

**Staff Resources:** Dr. Kathryn McNaughton, Marlene Kowalski, Shannon Railton, Karen Wilson (Senior Executive Team)  
Debbie Sargent, David Wells, Brett Griffiths, Shirley Lew (Deans)

**Guests:** Constituency group representatives

| Item | Topic                                                                                                                                                                                                                                                                                                                                                   | Time   | Speaker                    | Pre-reading materials                                                                                                                                                               | Action                     | Page         |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------|
| 1.   | Call to Order                                                                                                                                                                                                                                                                                                                                           | --     | P. Ryan                    | --                                                                                                                                                                                  | --                         | --           |
| 2.   | <b>APPROVAL OF AGENDA/CONSENT AGENDA</b><br><b>Recommended Resolution:</b><br><i>“THAT the VCC Board of Governors approve the agenda and approve/acknowledge receipt of the following items on the consent agenda”</i><br><b>2.1</b> Minutes – Nov 16, 2016 Public Board Meeting<br><b>2.2</b> VCCFA Report<br><b>2.3</b> SUVCC Pledge to Vote Campaign | 2 min  |                            | DRAFT Minutes – Nov 16, 2016 Public Board Mtg<br>VCCFA Report - Jan 30, 2017<br>SUVCC Pledge to Vote Campaign Flyer                                                                 | Decision                   | 3<br>9<br>11 |
| 3.   | Chair’s Remarks                                                                                                                                                                                                                                                                                                                                         | 2 min  | P. Ryan                    | --                                                                                                                                                                                  | Information                | --           |
| 4.   | President’s Remarks                                                                                                                                                                                                                                                                                                                                     | 2 min  | P. Nunoda                  | IN – News & Events                                                                                                                                                                  | Information                | 13           |
| 5.   | <b>FINANCIAL REPORTING</b><br><b>5.1</b> Finance & Audit Committee Report<br><b>5.2</b> Q3 Goals & Objectives Update                                                                                                                                                                                                                                    | 10 min | M. Tourigny<br>M. Kowalski | REPORT: Management Discussion & Analysis (MD&A) – Period Ended Dec 31, 2016<br>REPORT: Q3 Goals & Objectives                                                                        | Information<br>Information | 16<br>26     |
| 6.   | <b>6.1</b> Rescind - C.3.9 Degree Standards Policy<br><del><b>6.2</b> Revisions D.3.10 Aboriginal Education Enrolment Policy</del>                                                                                                                                                                                                                      | 10 min | T. Rowlatt                 | DN – Rescind C.3.9. Degree Standards Policy<br><br><b>NOTE: 6.2 D.3.10 Aboriginal Education Enrolment Policy has been removed &amp; will be presented at the April 5, 2017 mtg.</b> | Decision                   | 66           |

**NOTE: This meeting was scheduled from February 8, 2017**



| Item        | Topic                                                                                                 | Time          | Speaker              | Pre-reading materials                                                    | Action                                         | Page          |
|-------------|-------------------------------------------------------------------------------------------------------|---------------|----------------------|--------------------------------------------------------------------------|------------------------------------------------|---------------|
| <b>7.</b>   | <b>NEW PROGRAMS &amp; TUITION</b>                                                                     | 30 min        |                      |                                                                          |                                                |               |
| <b>7.1</b>  | Pre-Health Science Diploma                                                                            |               | T. Rowlatt           | EdCo DN – New Program -<br>Pre-Health Science Diploma                    | Decision                                       | 71            |
|             |                                                                                                       |               | D. Sargent           | DN – Tuition – Pre-Health Science Diploma EdCo                           | Decision                                       | 79            |
| <b>7.2</b>  | CAD & BIM Diploma                                                                                     |               | T. Rowlatt           | DN – New credential –<br>CAD & BIM Diploma                               | Decision                                       | 83            |
|             |                                                                                                       |               | B. Griffiths         | DN – Tuition – CAD & BIM Diploma                                         | Decision                                       | 98            |
| <b>7.3</b>  | UT Courses - Engineering Certificate<br>(UBC Option)                                                  |               | D. Wells             | DN – Tuition – UT Courses Engineering Cert                               | Decision                                       | 103           |
| <b>7.4</b>  | Culinary Arts (International Cohort) Diploma                                                          |               | T. Rowlatt           | DN - Culinary Arts (International Cohort) Diploma                        | Decision                                       | 106           |
| <b>8.</b>   | Education Council Chair Report                                                                        | 5 min         | T. Rowlatt           | IN – EdCo Chair Report                                                   | Information                                    | 108           |
| <b>9.</b>   | <b>BOARD OF GOVERNORS CORRESPONDENCE</b><br>Response to Government on 2017/18 Draft<br>Mandate Letter | 2 min         | P. Ryan              | --                                                                       | Information                                    | --            |
| <b>10.</b>  | <b>PRESENTATION</b><br>Library, Teaching & Learning Services –<br>Dean, Shirley Lew                   | 10 min        | S. Lew               | --                                                                       | Information                                    | --            |
| <b>11.</b>  | <b>CONSTITUENCY GROUP UPDATES</b>                                                                     | 5 min<br>each | Constituency<br>Reps | --<br>VCCFA Report - Jan 30, 2017<br>SUVCC Pledge to Vote Campaign Flyer | Information                                    | --<br>9<br>11 |
| <b>11.1</b> | CUPE 4627                                                                                             |               |                      |                                                                          |                                                |               |
| <b>11.2</b> | VCCFA                                                                                                 |               |                      |                                                                          |                                                |               |
| <b>11.3</b> | SUVCC                                                                                                 |               |                      |                                                                          |                                                |               |
| <b>12.</b>  | Next meeting date: April 5, 2017                                                                      | --            | --                   | --                                                                       |                                                |               |
| <b>13.</b>  | Meeting Adjourns                                                                                      |               |                      |                                                                          | <b>Meeting duration:</b> Approximately 1.5 hrs |               |

**DRAFT**

**MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS  
OF VANCOUVER COMMUNITY COLLEGE  
HELD ON NOVEMBER 16, 2016 AT THE DOWNTOWN CAMPUS**

|                         |                                                                                                                                                   |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Board Members:</b>   | Pam Ryan (Chair) Claire Marshall, Dee Dhaliwal, Mike Tourigny, Brenda Aynsley, Sumit Ahuja, Garth Manning, Erin Klis, Janet Crawford, Danica Kong |
| <b>Ex-Officio:</b>      | Dr. Peter Nunoda (President & CEO), Todd Rowlett (Chair, EdCo)                                                                                    |
| <b>Board Secretary:</b> | Deborah Lucas                                                                                                                                     |
| <b>Staff Resources:</b> | Marlene Kowalski, Dr. Kathryn McNaughton (Senior Executives)                                                                                      |
| <b>Guests:</b>          | Karen Shortt (VCCFA), Tiffany Ottahal (SUVCC)                                                                                                     |
| <b>Regrets:</b>         | Stephen Kukucha (Board Member), Shannon Railton, Karen Wilson (Senior Executive)                                                                  |

**1. CALL TO ORDER**

The meeting was called to order at 5:34 p.m. by P.Ryan. D. Lucas acted as Secretary of the meeting. P. Ryan declared the meeting to be properly called and constituted.

**2. APPROVAL OF CONSENT AGENDA**

UPON MOTION duly moved, seconded and resolved:

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

- Agenda – November 16, 2016 VCC Board of Governors Public meeting
- Minutes – September 28, 2016 VCC Board of Governors Public meeting
- Management Discussion & Analysis (MD&A) – Period Ended Sept 30, 2016
- VCCFA Report

**ABSTAINED: J. Crawford and Danica Kong**

**3. CHAIRS REMARK'S**

- P. Ryan welcomed newly elected Board Members representing the SUVCC, J. Crawford and D. Kong and thanked outgoing Board Member, C. Marshall for her service to VCC.
- BRDO have reappointed Board Members, B. Aynsley, C. Choi and M. Tourigny for terms ending Dec 31, 2018 and Howard Grant has been newly appointed for the term Jan 1, 2017 to Dec 31, 2017.
- In October, the Board Chair and FAC Chair attended a governance best practice workshop, presented by the Association of Governing Boards (AGB) and hosted by Okanagan College. Takeaways will be used at the upcoming Board Strategic Planning Retreat on Nov 23, 2016.

**4. PRESIDENT'S REMARKS**

- Nov 1 - VCC welcomed Shirley Bond, Minister of Jobs, Tourism, Skills Training (JTST) and Minister Responsible for Labour and MLA, Greg Kylo. They celebrated Apprenticeship Recognition Week and announced funding of \$16,400 to support the improvement of training outcomes and employability for apprentices in Level 1 Auto Glass Technician Program. They complimented VCC on the new partnership with Samsung and the relationship with ITA.

- VCC and BMW Group Canada signed a Memorandum of Understanding (MOU) in October. The two-year agreement will see VCC and BMW collaborate in developing high-level automotive collision and refinishing technicians. Graduates will have a separate certification from BMW.

## 5. FINANCIAL REPORTING

### 5.1 Finance and Audit Committee (FAC) Report

The Committee met on October 26, 2016. FAC Chair, M. Tourigny and M. Kowalski presented highlights and responded to questions by the Board:

- The Q2 Financial Performance Management, Discussion & Analysis (MD&A) Report for period ended Sep 30, 2016 was presented.
- VCC is currently trending above budget. The forecast indicates that VCC is projecting to breakeven, in line with the balanced budget presented in the 2016/17 Integrated College Plan.
- Tuition revenue is \$1.2M below budget, but it's offset by higher revenues from other areas. Enrolment in VCC's University Transfer (UT) programs has increased.
- The reduction in enrolment was in part due to soft enrolments in the Professional Cook 1 & 2 programs resulting from high industry demand that prevents working cooks from returning to school for their next stage of training. The second cohort planned for September was cancelled. The Culinary Arts programs are in the process of being redesigned to better meet industry and student needs.
- FAC recommended that the Board approve the 5-Year Capital Plan for the period 2017/18 to 2021/22.
- The next FAC meeting is December 14, 2016. The Office of the Auditor General of BC (OAG) will present the 2016/17 Audit Plan.

### 5.2 Five-Year Capital Plan 2017/18 to 2021/22

- The Capital Plan was provided in the meeting materials. AVED requests Five-Year Capital plan submissions from all public post-secondary institutions. The submissions are for the period 2017/18 to 2021/22.
- The Capital Plan has been submitted to AVED, subject to Board approval.
- There is no funding for capital projects at this time, but the process allows VCC to communicate its capital priorities for future consideration should funds become available.
- VCC has submitted four project proposals for consideration, including three that has previously been identified for the Federal Strategic Investment Fund (SIF) submissions. The Building Envelope Renewal BWY A, is an addition.
- There were no significant revisions to the SIF proposals or substantive feedback from AVED. The proposals remain the same for the Capital Plan.
- M. Kowalski responded to questions regarding the capital planning process, in particular, about not presenting it to the Board in advance of its submission and VCC's response to AVED's concerns around space utilization:
  - There is an initiative by Management to improve the Capital Planning process, however, the submission is in response to AVED's request and not before. The timing of this request does not always allow for it to be presented for Board approval in advance.
  - An inventory of the campuses is being conducted to identify space and program growth. Improved timetabling will encourage more student traffic.
  - VCC is encouraging MLAs to visit the College so they can see that programs are full.
  - The development of the Learning Commons would likely be considered as an internally funded project and not included in Capital Planning.

UPON MOTION duly moved, seconded and resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves in principle the Five-Year Capital Plan for the period 2017/18 to 2021/22.

**ABSTAINED: E. Klis**

### 5.3 Q2 Goals and Objectives Update

- In response to the Board’s request, the format of the report has been revised to include an Executive Summary.
- It was explained that the Partnership Development Office was formed by consolidating different contract training areas. There are no new positions. This team will assist with prioritizing contract training and support internal departments with proposal writing. The benefit to this structure is VCC can be more responsive to contract proposals. A database will be developed to document current partnerships and new opportunities.

## 6. POLICIES

### 6.1 C.1.3 Granting of Credentials Policy

T. Rowlatt referred to the Decision Note in the meeting materials, provided highlights and responded to questions by the Board.

- A major revision to the C.1.3 policy and procedures were approved by the Board of Governors in May 2014.
- This policy governs what credentials the College offers, and defines the requirements for achieving each type of credential.
- The revision to the policy procedures is minor in nature. It adds “post-degree diploma” as an approved credential.
- The College is proposing a post-degree diploma in Canadian Business Management that is also coming for Board approval at this meeting. The Credential policy needs to list that as an option.
- In response to the Board’s question around which credential was more advantageous to students. T. Rowlatt commented that a Post Degree and not Post Graduate is more consistently used. Graduate can suggest graduate school.
- Education Council reviewed the changes at its November 2016 meeting, and recommend the Board approve the revisions.

UPON MOTION duly moved, seconded and resolved:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, the revised C.1.3 Granting of Credentials Procedures.

## 7. NEW PROGRAMS AND TUITION

### 7.1 Canadian Business Management Post-Degree Diploma

T. Rowlatt referred to the Decision Note in the meeting materials, provided highlights and responded to questions by the Board.

- This credential is designed for international students, who already hold an undergraduate degree from an accredited university and are interested in business studies in a Canadian context. If the

degree was not granted by a university in an English speaking country, applicants will be required to have an IELTS score of 6.0.

- Currently no public colleges offering a post-degree business diploma in downtown Vancouver. Market research indicates that there's a large demand for international business programs.
- The program will offered by Continuing Studies, in collaboration with the Office of International Education.
- The program is taught over a two year period, the minimum amount of time needed for international students to apply for a post-graduation work permit.
- It was confirmed the initial recruitment of students will likely focus on India. VCC Office of International Education will recruit students with the assistance of overseas recruitment agents. The agents ensure interested parties meet the pre-requisites.
- International students receive the same support as domestic students
- A Program Advisory Committee (PAC) will provide input on the design and structure of the program and support the 2 month practicum placement of students.
- EdCo reviewed the program in June 2016 and had no significant concerns. They are presenting the credential and implementation of the program for board approval.

UPON MOTION duly moved, seconded and resolved:

THAT, on the advice of Education Council, the Board of Governors approves the new Canadian Business Management Post-Degree Diploma credential.

ABSTAINED: J. Crawford and D. Kong.

An Information Note for the implementation of international tuition for the new Canadian Business Management Post-Degree Diploma was provided in the meeting materials. As per Policy D.3.7, Administration approved international tuition as follows:

- \$550 per credit for a total of \$33,000

In a very competitive market, at this price point, VCC will deliver a high quality program that covers all direct and indirect costs and provides a return to the institution.

## **7.2 ABE Graduation Certificate and ABE Intermediate Certificate (Adult Basic Education)**

T. Rowlett referred to the Decision Note in the meeting materials, provided highlights and responded to questions by the Board.

- The new programs are composed of existing non-credit courses and are designed to recognize the achievements of students and to provide clear pathways to students taking ABE, which has not had credentials attached to its courses prior to this. It validates ABE as a pathway to students.
- The goal is to facilitate greater progression into VCC's programs. Once students graduate with Grade 12 education, it opens opportunities to bridge into career and training programs at VCC. The intermediate level program is a direct bridge into trade programs
- Students can graduate and then apply for their Adult Dogwood from AVED.
- Students still have the option to take individuals courses.
- EdCo are presenting the credential and implementation of the programs for board approval.

P. Ryan temporarily left the meeting at 6:36pm and returned at 6:50pm. P. Nunoda acted as Chair in her stead.

UPON MOTION duly moved, seconded and resolved:

THAT, on the advice of Education Council, the Board of Governors approves the new credentials:

- ABE Graduation Program Certificate
- ABE Intermediate Program Certificate

## 8. GOVERNANCE COMMITTEE REPORT

S. Ahuja, Chair, Governance Committee presented an update to the Board. The Committee met on November 2, 2016. They are in the process of reviewing the current Board Governance Manual with the purpose of implementing a plan for its renewal. Examples of Board Manuals & By-Laws have since been provided in preparation for a Special Governance Committee meeting on December 8, 2016 to discuss next steps.

## 9. EDUCATIONAL COUNCIL REPORT

T. Rowlett referred to the Information Note provided in the meeting materials. He provided highlights and responded to the Board's questions:

- Drafting department is doing a significant re-development of their diploma program
- The School of Arts & Sciences is developing two associate degrees.
- Development of an Advanced Certificate in ECCE, which is similar to a Post-Degree.
  - It's an opportunity fix concerns by students and industry, including the fees which were implemented in 2015 when the certificate programs were renewed and relaunched as diploma programs. The programs failed to meet the requirements to be diplomas under the Granting of Credentials policy and even with a waiver, students indicated it was too expensive
  - Advantages: Advanced Certificate provides graduates with the skills to work in both specialties (Infant/Toddler and Special Needs). Along with the Basic certificate, this will provide them with the credential and skills needed to secure employment.
  - At a later date, the program will explore creating one diploma.
  - To avoid the same error occurring, the credential policy has changed and the requirements are clearer. VCC has improved internal knowledge of this program. The PAC has been consulted and is supportive, as is the Ministry of Children & Family Services.
  - The new tuition will be brought to FAC.

## 10. BOARD OF GOVERNORS CORRESPONDENCE

- 2017/18 Draft AVED Mandate Letter received for board review and input by Nov 18, 2016.
- Received Order In Council for renewed appointment of members C.Choi, M. Tourigny, B. Aynsley and new appointment of H. Grant.

## 11. CONSTITUENCY REPORTS

### 11.1 Student Union of Vancouver Community College (SUVCC)

SUVCC Executive Director, T. Ottahal, welcomed new Board members and gave a presentation on "What is the SUVCC?" The presentation provided the Board with insight into the services it provides, how it's funded, its campaigns, events and membership to BC Federation of Students (BCFS).

## 11.2 CUPE Local 4627

There was no representative from CUPE Local 4627.

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

VCCFA President, K. Shortt, welcomed new Board Members and referred to the report provided in the meeting materials.

- In September 2016, there were 100 ABE students who couldn't afford the ABE program, as they work and earned more than the AUG grant threshold. Meetings with AVED to discuss ABE have been unsuccessful. They were informed that funding was not available and there would be no changes to the threshold.
- The VCCFA are asking VCC to consider a waiver for these students.

## 9. NEXT MEETING

The next Board of Governors Public Board meeting will be held on February 8, 2017.

## 10. MEETING ADJOURNED

There being no further business, the meeting adjourned at 7:12 p.m.

**APPROVED AT THE FEBRUARY 8, 2017 PUBLIC MEETING:**

**Pam Ryan**  
**Chair, VCC Board of Governors**



**VCC Faculty Association Report to the Board of Governors  
Submitted January 30th, 2017 for the Board meeting on February 8<sup>th</sup>, 2017**

**Our Congratulations to the College on the Trademark Court of Appeal Decision**

We were very pleased to read the Court of Appeal decision in favour of VCC regarding the trademark dispute against a local private college. The permanent injunction granted by this highest Provincial Court has been a long time coming. We appreciate the College's commitment to seeing this issue through the lengthy, time-consuming and expensive litigation process.

**Adult Basic Education**

At the November 8<sup>th</sup> Board meeting, we suggested that, with a projected balanced budget, the College may now be in the financial position of offering fee waivers to ABE students who do not qualify for the Adult Upgrading Grant. The number of these working poor students is estimated to be 10 to 15% of Basic Education's enrolments. Many of the students turned away are seeking upgrading in order to enrol in Culinary Arts, Nursing, Health Care Assistant and many other VCC career programs.

**Federal Contract - Language Instruction for New Canadians (LINC)**

We understand that the College has reached an agreement with the Federal Government for a three-year contract. However, there is a six percent reduction in each of the three years. This cut is hard to rationalize considering that VCC continues to have close to 1,000 students on the waitlist for English Language LINC courses.

**Draft Budget**

Operations Council has just had a preview of the first draft of the 2017/2018 Budget. The amount of the Provincial grant remains the same as last year despite the increasing cost of running the College. If the Government could recognize that education is for the public good and not a business that has to continually seek additional sources of revenue, we believe the long-term effects on society would be significant.

## **Federation of Post-Secondary Educators – Open the Doors Campaign**

Our Open the Doors campaign advocating for adequate government funding for post-secondary institutions continues. Watch for our ads on TV, print media and the radio over the next few months and our trendy “Who is ABE?” campaign buttons.

## **VCCFA Community Action contributions**

We are pleased to offer contributions this month to the following community groups:

### **Youth Unlimited, \$500 towards art supplies for the Creative Life Arts initiative.**

Creative Life (East Vancouver Youth Unlimited) provides a three-hour weekly open studio for youth aged 12-25 who face the challenges of homelessness, poverty and addiction. Instructional workshops are offered for skill development in various art disciplines, facilitated by community artists. Youth led projects cultivate leadership, community involvement, social change and the development of soft skills.

**Atira Women’s Resource Society, \$600 to be divided equally between a) fieldtrips for youth (Sorella Family Program) and b) intergenerational activities (Intergenerational Mentorship program).** This community-based organization supports all women and their children who are experiencing the impact of violence through education, advocacy and outreach.

**Helping Spirit Lodge Society, \$500 towards pajamas and baby supplies (diapers, wipes, milk).** This organization helps Aboriginal women fleeing abuse with transition housing, programs and support. The organization uses a holistic approach in stopping the cycle of Aboriginal family violence using the principles of the medicine wheel.

Happy New Year.

Wishing all of you a prosperous and healthy 2017 along with an adequately-funded post-secondary education system.

Respectfully submitted,

Karen Shortt, President,  
Vancouver Community College Faculty Association

## FOR VCC BOARD OF GOVERNORS INFORMATION - SUVCC CAMPAIGN

This election will be close. **Incredibly close.**  
Every vote will make a difference.



Join us!  
Pledge to  
vote May 9.

## THANK YOU FOR PLEDGING TO VOTE THIS MAY

In the last provincial election,  
4 ridings came down to less  
than 200 votes!  
Your vote will make a  
difference in 2017.

You can vote early!  
Advanced polls will be open on  
April 29-30 and May 3-6. All you  
need to vote is proof of identity,  
and proof of address.

[www.StudentsAreVoting.ca](http://www.StudentsAreVoting.ca)

First Name: \_\_\_\_\_

Last Name: \_\_\_\_\_

Email Address: \_\_\_\_\_

Postal Code: \_\_\_\_\_

SIGNATURE

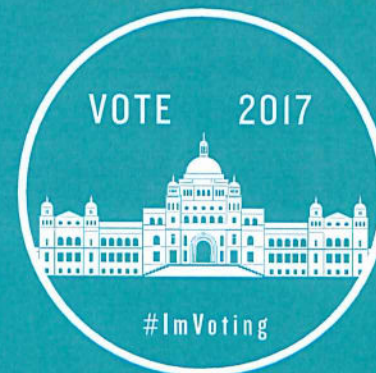
Authorized by BC Federation of Students

**“I pledge to vote in the 2017  
provincial election this May.”**

SIGNATURE

A campaign of the British Columbia Federation of Students and students across BC

**bdfs** | british columbia  
federation of students



• STUDENTS ARE VOTING •

[StudentsAreVoting.ca](http://StudentsAreVoting.ca)



## VCC NEWS AND EVENTS

December 2016/January 2017

### NEWS

- VCC was granted a significant judgment against Vancouver Career College over trademark and keyword advertising on Jan. 26. The B.C. Court of Appeal reversed an earlier trial judgment and ordered a permanent injunction restraining Vancouver Career College from using “VCC” and “VCCollege” in its internet advertising.
- Vancouver Community College and Salvation Army Harbour Light presented Christmas in January luncheon on Saturday, Jan. 21 at 11 a.m. VCC's culinary arts chef instructors and students prepared a Christmas lunch with all the fixings for more than 1000 people from the Downtown Eastside for the 19<sup>th</sup> year in a row.
- VCC welcomed Doowon Technical University from South Korea on Jan. 10 for a MOU signing. The delegation presented information about Doowon’s programs which are similar to VCC’s and took a tour of the Broadway campus.
- Initial results from VCC’s Engagement survey were positive. They included a 70% participation rate – 674 employees completed the survey including; 330 faculty 250 support staff, 74 administrators, and 20 Continuing Studies instructors. We are pleased to have exceeded the average 63% response rate in the post-secondary sector. Other preliminary results showed significant increases in engagement rates in all employee groups.
- VCC celebrated the first graduating class from the first cohort of its newly established Samsung Tech Institute. VCC president Dr. Peter Nunoda presented the grads with certificates in a special awards ceremony held on January 19, 2017 in the Samsung Tech Institute training facility at VCC’s Broadway campus.
- Open Door Group, a non-profit, registered charity, has signed an agreement to locate and deliver their employment services on-site at the VCC Downtown campus starting this March. While the employment centre will be open to all local job seekers, what is exciting for VCC is the increased access to services the co-location will provide for our students. The scope of services offered at the on-campus employment centre will include one-on-one career counselling and case management, workshops, job placement services, assessments, and specialized services for job seekers who may face barriers to employment.
- New employee positions announced recently:
  - Christie Macdonald joined the Human Resources Team as Labour and Employment Counsel on Jan. 3, 2017.
  - Matt Capper joined marketing department as Manager, Digital Strategist on Dec. 5.

## VCC GOVERNMENT RELATIONS

- **Government media release: Canada-B.C. partnership to train British Columbians for jobs on Lower Mainland, December 21, 2016**

Up to 80 Lower Mainland residents are receiving the training they need for jobs in their communities, thanks to the federal-provincial partnership under the Canada-B.C. Job Fund Agreement.

Approximately \$583,000 has been allocated to Vancouver Community College (VCC) to deliver the following three programs:

- Up to 32 female, youth and immigrant students will be trained in the Entry to Hospitality Careers for Women program. Funding of \$202,783 has been allocated to train participants for employment as food-counter attendants, kitchen helpers and related support occupations.
- The Office Assistant Training program is preparing up to 32 students for employment as administrative assistants, medical administrative assistants or administrative officers. Funding of \$292,635 has been allocated.
- Up to 16 students will participate in the Building Service Worker training program. Funding of \$87,888 will be allocated to prepare participants for employment as janitors, caretakers, building superintendents, and as light-duty cleaners. The program is designed for youth and immigrants.

## VCC IN THE NEWS

- **Appeal court overturns ruling that a private college could use VCC abbreviation** – The Province (Jan 26)  
The B.C. Court of Appeal has overturned a ruling that prevented Vancouver Community College, a public college, from stopping a similarly named private college from using the abbreviation VCC on the Internet.
- **Too much turkey? Don't freeze it! And other tips from a professional** – CBC News (Dec 26)  
The head of the VCC culinary arts department takes us through dos and don'ts of leftovers. Collin Gill, department head of culinary arts at Vancouver Community College, says while not everyone is keen on a repeat meal, there's of course nothing wrong with reheating a plate of all those familiar foods the next day.
- **Aer Café serves up freshly baked goods in East Vancouver** – Georgia Straight (Dec 20)  
When Pui Lun Lee was enrolled at Simon Fraser University, he majored in a science subject. Little did he know that he would eventually dabble in Vancouver's food scene, and open up his own café... His interest in making food slowly became a passion, and he decided to apply to the culinary program at Vancouver Community College.

## UPCOMING EVENTS:

- Town Hall meetings:
  - Broadway campus on Feb. 15, noon (live streamed), room 1227
  - Downtown campus on Feb. 16, noon, room 240
- Try-A-Trades, several hundred high school students to learn about trades through interactive booths at the Broadway campus, Mar. 1

- VCC Foundation Gala, Flourish, will be held on Mar. 9. Alumni Award of Distinction will be held earlier in the evening.
- Experience VCC, recruitment event where visitors can attend workshops for several career programs and find out about VCC in general.
  - April 26 at the Broadway campus

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

**DATE:** Jan 27, 2017



## **FINANCIAL PERFORMANCE**

### **Management Discussion & Analysis**

**for the Nine Months Ended December 31, 2016**

## PERFORMANCE HIGHLIGHTS

### 2016/17 Nine Month Operating Overview

VCC continues to trend above budget for the nine months ended December 31st. Although enrolments and tuition revenues are down from budget, this has been offset by increased revenue in other areas and lower expenses for the period. The college continues to closely monitor enrolments, revenues and expenses to ensure budget targets that were established in the 2016/17 Integrated College Plan are being met.

Revenue for the period is \$77.9 million compared to budget of \$77.7 million (\$200K above plan) and prior year of \$74.9 million (\$3.0 million above prior year) (Table 2). The School of Hospitality Food Studies and Applied Business domestic revenue is \$281K lower than budget and international programs are \$616K lower. Professional Cook 1 & 2 programs have experienced softer enrolments and one of the reasons for the redesign of the Culinary Arts program. In addition, Continuing Studies is down by \$295K from budget. The \$1.7 million below budget for total tuition has been offset by higher revenues from other areas, mainly \$443K in contract training.

Expenses for the period are \$77.2 million compared to budget of \$77.7 million (\$500K below budget) and prior year of \$76.3 million (\$900K above the prior year). The main cost saving of \$413K is in salaries and benefits and is due to recruitment lag and timing of program delivery.

The net surplus for the period ended December 31st is \$500K compared to a budget deficit of \$310K (\$810K more favourable than budget) and prior year deficit of \$2.0 million (\$2.5 million more favourable than prior year).

**Table 1:**  
**Summary Enrolment Full-Time-Equivalent (FTEs)**

## FTE Report - April - December 2016 by School

| Total Student FTE by School |                                                        | Year to Date    |                 |                |
|-----------------------------|--------------------------------------------------------|-----------------|-----------------|----------------|
|                             |                                                        | FTE Budget      | FTE Actual      | FTE Variance   |
| CCS                         | Centre for Continuing Studies                          | 400.07          | 406.38          | 6.31           |
| CIN                         | Centre for International Education                     | 360.41          | 370.72          | 10.31          |
| SAS                         | School of Arts & Sciences                              | 1,312.66        | 1,271.34        | -41.32         |
| SHS                         | School of Health Sciences                              | 625.88          | 601.34          | -24.54         |
| SHP                         | School of Hospitality, Food Studies & Applied Business | 775.34          | 602.89          | -172.45        |
| SIE                         | School of Instructor Education                         | 194.12          | 197.59          | 3.47           |
| CTT                         | School of Trades, Technology & Design                  | 682.76          | 652.73          | -30.03         |
| <b>Total</b>                |                                                        | <b>4,351.24</b> | <b>4,102.99</b> | <b>-248.25</b> |

## FTE Report - April - December 2016 with Forecast to Budget

| Total Student FTE by School |                                                        | ACTUAL FTE by School by Year |                 |                 |                 |                 | 2016-17 Forecast and Budget |                          |                |
|-----------------------------|--------------------------------------------------------|------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------------------|--------------------------|----------------|
|                             |                                                        | 2011-12                      | 2012-13         | 2013-14         | 2014-15         | 2015-16         | Forecast Total FTE 2016-17  | Budget Total FTE 2016-17 | FTE Variance   |
| CCS                         | Centre for Continuing Studies                          | 859.09                       | 926.57          | 727.23          | 624.97          | 641.30          | 611.79                      | 605.48                   | 6.31           |
| CIN                         | Centre for International Education                     | 253.54                       | 257.20          | 304.23          | 378.20          | 507.12          | 615.78                      | 605.47                   | 10.31          |
| SAS                         | School of Arts & Sciences                              | 3,438.61                     | 3,555.40        | 3,520.54        | 2,880.70        | 2,091.57        | 1,986.23                    | 2,027.55                 | -41.32         |
| SHS                         | School of Health Sciences                              | 858.00                       | 792.15          | 852.18          | 844.38          | 813.43          | 865.70                      | 890.24                   | -24.54         |
| SHP                         | School of Hospitality, Food Studies & Applied Business | 1,249.93                     | 1,231.85        | 1,167.61        | 1,008.66        | 1,000.55        | 1,005.25                    | 1,177.70                 | -172.45        |
| SIE                         | School of Instructor Education                         | 287.46                       | 288.50          | 305.45          | 279.68          | 266.51          | 276.84                      | 273.37                   | 3.47           |
| CTT                         | School of Trades, Technology & Design                  | 926.45                       | 861.94          | 966.16          | 951.08          | 919.42          | 933.97                      | 964.00                   | -30.03         |
| <b>Total</b>                |                                                        | <b>6,946.64</b>              | <b>7,913.62</b> | <b>7,843.41</b> | <b>6,967.68</b> | <b>6,239.90</b> | <b>6,295.56</b>             | <b>6,543.82</b>          | <b>-248.25</b> |

**Statement of Operations – Comparison to Budget and Prior Year  
For the Nine Months Ended December 31, 2016**

Table 2:

| (In \$ Thousands)                                  | 2016/17 Actuals<br>(April - Dec 2016) | 2016/17 Budget<br>(April - Dec 2016) | Variance<br>favourable<br>/(unfavourable) | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 2015/16 Actuals<br>(April - Dec 2015) | Variance favourable<br>/(unfavourable) |
|----------------------------------------------------|---------------------------------------|--------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------------------------|
| Province of B.C. Grants                            | 40,438                                | 40,176                               | 262                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 40,583                                | -146                                   |
| ABE Grant                                          | 2,675                                 | 2,250                                | 425                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2,409                                 | 265                                    |
| Sales of goods and services                        | 4,794                                 | 4,619                                | 175                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4,517                                 | 278                                    |
| Tuition and student fees                           | 19,332                                | 21,088                               | -1,756                                    | Domestic tuition for School of Hosp, Food & Business lower by \$281K (Culinary Arts program \$189K less than budget). Domestic tuition for School of Arts & Science \$130K less than budget. Domestic tuition for Continuing Studies \$295K less than budget (CS Fashion program \$180K less than budget). International tuition for School of Hosp, Food & Business (Hospitality program \$200K less than budget; baking program \$210K and culinary \$206K less than budget). | 18,026                                | 1,306                                  |
| Other grants, fees & contract services             | 4,959                                 | 4,484                                | 476                                       | *ASP \$159K, CALP \$75K, OAT \$132K & SDEB \$77K                                                                                                                                                                                                                                                                                                                                                                                                                                | 4,028                                 | 931                                    |
| Miscellaneous income                               | 1,182                                 | 713                                  | 468                                       | Movie rental revenue increased by \$200K                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1,028                                 | 154                                    |
| Donation income (Foundation Related)               | 387                                   | 285                                  | 102                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 348                                   | 39                                     |
| Amortization of deferred capital contribution      | 4,039                                 | 4,030                                | 9                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3,815                                 | 224                                    |
| Investment income                                  | 112                                   | 113                                  | -1                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 123                                   | -11                                    |
| <b>REVENUES</b>                                    | <b>77,918</b>                         | <b>77,758</b>                        | <b>160</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>74,878</b>                         | <b>3,040</b>                           |
| <b>SALARY AND BENEFIT EXPENSES</b>                 | <b>53,276</b>                         | <b>53,688</b>                        | <b>413</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>52,857</b>                         | <b>418</b>                             |
| Supplies and general expenses                      | 4,539                                 | 4,866                                | 327                                       | Overall supplies were not spent /booked in December. Some unspent amounts re-forecasted.                                                                                                                                                                                                                                                                                                                                                                                        | 4,454                                 | 85                                     |
| ABE Financial Aid                                  | 2,675                                 | 2,250                                | -425                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2,409                                 | 265                                    |
| Bursary/Scholarship (donation related)             | 387                                   | 285                                  | -102                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 348                                   | 39                                     |
| Professional fees                                  | 2,132                                 | 2,063                                | -69                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1,759                                 | 373                                    |
| Building and telecom                               | 4,632                                 | 4,763                                | 131                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 4,713                                 | -81                                    |
| Cost of Goods Sold                                 | 3,097                                 | 3,119                                | 21                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3,165                                 | -67                                    |
| Depreciation Expense                               | 6,466                                 | 6,657                                | 192                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 6,576                                 | -110                                   |
| <b>OPERATING EXPENSES</b>                          | <b>23,927</b>                         | <b>24,003</b>                        | <b>-76</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>23,423</b>                         | <b>504</b>                             |
| <b>TOTAL EXPENSES</b>                              | <b>77,203</b>                         | <b>77,691</b>                        | <b>-489</b>                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>76,280</b>                         | <b>922</b>                             |
| <b>NET SURPLUS (DEFICIT) BEFORE ONE TIME COSTS</b> | <b>716</b>                            | <b>67</b>                            | <b>649</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>-1,402</b>                         | <b>2,118</b>                           |
| Other severance                                    | 217                                   | 375                                  | 158                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 587                                   | -371                                   |
| <b>Total One Time Costs</b>                        | <b>217</b>                            | <b>375</b>                           | <b>158</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>587</b>                            | <b>-371</b>                            |
| <b>NET SURPLUS (DEFICIT)</b>                       | <b>499</b>                            | <b>-308</b>                          | <b>807</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>-1,990</b>                         | <b>2,489</b>                           |

\* ASP: Aboriginal Service Plan  
 \* CALP: Community Adult Literacy Plan  
 \* OAT: Office Assistance Training  
 \* SDEB: Skills Development Employment Benefit

## **2016/17 YEAR END FORECAST**

### **2016/17 Forecast to Budget Overview**

The 2016/17 Forecast (9 months actual + 3 months forecast) in Table 3 shows that VCC is projecting breakeven, in line with the balanced budget presented in the Integrated College Plan. Revenue is forecasted to be \$106.6 million compared with budget of \$106.4 (\$200K higher than budget) and prior year of \$103.0 million (\$3.6 million higher than prior year).

Expenses before one-time-costs are forecasted to be \$106.1 million compared to budget of \$105.9 million (\$200K higher than budget) and prior year of \$104.0 million (\$2.1 million higher than prior year).

## Statement of Operations – Comparison to Budget and Prior Year

**Table 3:**  
**2016/17 Forecast with Nine Months Actual (Ended December 31, 2016) and Three Months Forecast**

| (In \$ Thousands)                                  | 2016/17 Current Forecast<br>(9 + 3) | 2016/17 Budget | Variance<br>favourable<br>/(unfavourable) | Comments                                                                                                                                                                                                                                      | 2015/16 Actuals | Variance favourable<br>/(unfavourable) -<br>16/17 current fcst vs<br>15/16 actuals |
|----------------------------------------------------|-------------------------------------|----------------|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------|
| Province of B.C. Grants                            | 53,761                              | 53,568         | 194                                       |                                                                                                                                                                                                                                               | 53,411          | 351                                                                                |
| ABE Grant                                          | 3,425                               | 3,000          | 425                                       |                                                                                                                                                                                                                                               | 2,744           | 681                                                                                |
| Sales of goods and services                        | 6,500                               | 6,321          | 180                                       |                                                                                                                                                                                                                                               | 6,386           | 115                                                                                |
| Tuition and student fees                           | 28,658                              | 30,770         | -2,112                                    | Domestic tuition for School of Arts & Science \$300K,<br>CS \$500K, Food Science and Hospitality Programs<br>\$350K less than budget; overall international tuition<br>revenue \$582K less than budget; other fees \$200K less<br>than budget | 26,278          | 2,381                                                                              |
| Other grants, fees & contract services             | 6,755                               | 5,908          | 846                                       | Added contracts : ASP \$214K, ESS \$173K, CALP \$78K,<br>OAT \$277K \$ SDEB \$350K                                                                                                                                                            | 6,483           | 271                                                                                |
| Miscellaneous income                               | 1,485                               | 980            | 505                                       |                                                                                                                                                                                                                                               | 1,668           | -183                                                                               |
| Donation income (Foundation Related)               | 482                                 | 380            | 102                                       |                                                                                                                                                                                                                                               | 619             | -137                                                                               |
| Amortization of deferred capital contribution      | 5,425                               | 5,374          | 52                                        |                                                                                                                                                                                                                                               | 5,224           | 201                                                                                |
| Investment income                                  | 151                                 | 152            | -1                                        |                                                                                                                                                                                                                                               | 166             | -15                                                                                |
| <b>REVENUES</b>                                    | <b>106,643</b>                      | <b>106,452</b> | <b>190</b>                                |                                                                                                                                                                                                                                               | <b>102,979</b>  | <b>3,664</b>                                                                       |
| <b>SALARY AND BENEFIT EXPENSES</b>                 | <b>72,045</b>                       | <b>72,512</b>  | <b>467</b>                                | Expense reduction for unfilled positions and future<br>reductions for some positions are reflected.                                                                                                                                           | <b>71,656</b>   | <b>389</b>                                                                         |
| Supplies and general expenses                      | 6,886                               | 6,766          | -120                                      | Operating lease \$90K addition                                                                                                                                                                                                                | 6,357           | 529                                                                                |
| ABE Financial Aid                                  | 3,425                               | 3,000          | -425                                      |                                                                                                                                                                                                                                               | 2,744           | 681                                                                                |
| Bursary/Scholarship                                | 482                                 | 380            | -102                                      |                                                                                                                                                                                                                                               | 619             | -137                                                                               |
| Professional fees                                  | 3,289                               | 3,172          | -117                                      | expenses added to accommodate new contracts                                                                                                                                                                                                   | 2,809           | 480                                                                                |
| Building and telecom                               | 6,756                               | 6,706          | -50                                       |                                                                                                                                                                                                                                               | 6,377           | 379                                                                                |
| Cost of Goods Sold                                 | 4,266                               | 4,290          | 24                                        |                                                                                                                                                                                                                                               | 4,539           | -273                                                                               |
| Depreciation Expense                               | 8,995                               | 9,127          | 132                                       |                                                                                                                                                                                                                                               | 8,942           | 53                                                                                 |
| <b>OPERATING EXPENSES</b>                          | <b>34,098</b>                       | <b>33,440</b>  | <b>-657</b>                               |                                                                                                                                                                                                                                               | <b>32,387</b>   | <b>1,711</b>                                                                       |
| <b>TOTAL EXPENSES</b>                              | <b>106,143</b>                      | <b>105,952</b> | <b>190</b>                                |                                                                                                                                                                                                                                               | <b>104,043</b>  | <b>2,099</b>                                                                       |
| <b>NET SURPLUS (DEFICIT) BEFORE ONE TIME COSTS</b> | <b>500</b>                          | <b>500</b>     | <b>-</b>                                  |                                                                                                                                                                                                                                               | <b>-1,065</b>   | <b>1,565</b>                                                                       |
| Year End VDI/ERIP/1415 recall list true up         |                                     |                |                                           |                                                                                                                                                                                                                                               | 2,474           | -2,474                                                                             |
| Other Severance                                    | 500                                 | 500            |                                           |                                                                                                                                                                                                                                               | 588             | -88                                                                                |
| <b>Total One Time Costs</b>                        | <b>500</b>                          | <b>500</b>     |                                           |                                                                                                                                                                                                                                               | <b>3,062</b>    | <b>-2,562</b>                                                                      |
| <b>NET SURPLUS (DEFICIT)</b>                       | <b>-</b>                            | <b>-</b>       | <b>-</b>                                  |                                                                                                                                                                                                                                               | <b>-4,126</b>   | <b>4,126</b>                                                                       |

- \* ASP: Aboriginal Service Plan
- \* ESS: Essential Skills Service - Intro to Culinary
- \* CALP: Community Adult Literacy Plan
- \* OAT: Office Assistance Training
- \* SDEB: Skills Development Employment Benefit

### 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                                                                    |
|------------------------|-----------------------------------------------------------|---------------------|-------------------|--------------------------------|---------------------------------------------------------------------------|
| <b>Recurrent Needs</b> |                                                           |                     |                   |                                |                                                                           |
| Spicers                | Fine Paper                                                | 19-Mar-13           | 31-Dec-17         | \$175,000                      | One year bridging EDCO contract in place while BCNETSource completes RFP. |
| Citrix                 | IT Software Licenses                                      | 19-Sep-15           | 19-Sep-17         | \$180,000                      | Projected spend for 5yrs over \$200k. Contract extended for one year.     |
| PJS Systems            | Audio Visual Equipment, Support and Installation Services | 10-Apr-12           | 31-Mar-17         | \$1,200,000                    | Projected 5 year spend (approximately \$200K per year) Solicitation stage |
| White & Peters         | Automotive Supplies                                       | 1-Jul-15            | Month to month    | \$100,000                      | Solicitation stage                                                        |

| Vendor                             | Commodity                 | Contract Start Date | Contract End Date | Cumulative Contract Commitment      | Status                                                                                                                                                                       |
|------------------------------------|---------------------------|---------------------|-------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Known New Opportunities</b>     |                           |                     |                   |                                     |                                                                                                                                                                              |
| Partial Roof Replacement - BWY     |                           |                     |                   | >\$200,000                          | Planning stage. Roofing consultant competition complete and consultant selected.                                                                                             |
| Culinary Renovation - DTN          |                           |                     |                   | >\$200,000                          | Planning stage                                                                                                                                                               |
| Automotive Renovation              |                           |                     |                   | >\$200,000                          | Planning stage                                                                                                                                                               |
| Physics Lab Renovation             |                           |                     |                   | >\$200,000                          | Director of Facilities informed Purchasing that project is on hold                                                                                                           |
| 9th Floor Renovation               |                           |                     |                   | No costing information at this time | Planning stage - Consultant competition complete and architect selected                                                                                                      |
| <b>ASDT Common Needs Projects:</b> |                           |                     |                   |                                     |                                                                                                                                                                              |
| Trade Equipment                    | Trade Equipment           |                     |                   | >\$200,000                          | Culinary equipment - Award stage<br>Baking equipment - Completed<br>HMT/Automotive Service Tech equipment - Completed                                                        |
| 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 |

## 2016/17 Risk Assessment Update

The 2016/17 Integrated College Plan identified a number of risks with ratings associated with achieving the plan as well as potential opportunities. The Risk Register (Table 5) has been updated to reflect any changes. The main change to the register is that the Labour relations rating has moved from a medium (M) to low (L) with the conclusion of collective bargaining.

### Risk Rating

|   |        |
|---|--------|
| L | Low    |
| M | Medium |
| H | High   |

**Table 5:  
Risk Register**

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                               | <ul style="list-style-type: none"> <li>• Create a deficit mitigation plan that would include cuts in programming, costs and organizational restructure (right sizing)</li> <li>• Increase revenue from other sources such as continuing studies, contract training, international students and strategic partnerships</li> </ul> |
| L      | Below-target enrolment compared to plan                                                                                 | <ul style="list-style-type: none"> <li>• On-going monitoring of enrolments by deans, department heads and leadership</li> <li>• Address soft enrolment by target marketing and increase in student recruitment efforts</li> </ul>                                                                                                |
| L      | Decrease in ITA funding – is dependent on the performance of all post-secondary institutions in BC                      | <ul style="list-style-type: none"> <li>• On-going monitoring of enrolments</li> <li>• Maintain proactive relationship with ITA to ensure any changes in funding formula is known in advance</li> <li>• Ensure program curriculum meets ITA expectations</li> </ul>                                                               |
| M      | Uncertainty around future Language Instruction for Newcomers to Canada (LINC) program (after 2016/17 extension expires) | <ul style="list-style-type: none"> <li>• Reduce contract liability by offering voluntary departure incentives to faculty</li> <li>• Cross train faculty to transition to pathways programs</li> </ul>                                                                                                                            |

|   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                 |
|---|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| L | 2016/17 financial targets not realized                                                        | <ul style="list-style-type: none"> <li>• Strong emphasis on budgeting process and establishing realistic budgets</li> <li>• Monthly financial review and forecasting</li> <li>• Comprehensive monthly cost analysis</li> <li>• Reduce manual processes by streamlining, automating and continuous improvement to create efficiencies</li> </ul> |
| L | Labour relations with Faculty Association and CUPE                                            | <ul style="list-style-type: none"> <li>• Foster favourable relations with bargaining units</li> </ul>                                                                                                                                                                                                                                           |
| L | Government relations become fragmented                                                        | <ul style="list-style-type: none"> <li>• Significant and sustained outreach to government representatives, particularly in AVED</li> <li>• Ensure there is government awareness of the VCC mandate and priorities</li> </ul>                                                                                                                    |
| L | Program delivery not meeting changing students expectations                                   | <ul style="list-style-type: none"> <li>• Revive or establish Program Advisor Committees (PACs)</li> <li>• Monitor enrolment reports</li> <li>• Student surveys</li> <li>• Develop an education technology strategy, expand online program delivery, and build flexibility in programs</li> </ul>                                                |
| L | Reputation damage                                                                             | <ul style="list-style-type: none"> <li>• Develop internal and external communication strategy</li> </ul>                                                                                                                                                                                                                                        |
| M | Emergency response plan roles and responsibilities not clearly defined or communicated        | <ul style="list-style-type: none"> <li>• Update emergency preparedness and response plan</li> <li>• Conduct training workshops on emergency response</li> </ul>                                                                                                                                                                                 |
| M | Aging capital infrastructure including seismic upgrading, layout, and physical attractiveness | <ul style="list-style-type: none"> <li>• Develop a comprehensive space utilization plan</li> <li>• Develop a long-term plan and strategy on how to address the infrastructure</li> </ul>                                                                                                                                                        |

#### Opportunities associated with the 2016/17 Integrated College Plan

|   | <b>Opportunities</b>                                               | <b>Strategy</b>                                                                                                                                                                                                               |
|---|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| M | Capitalize on non-government revenue generating opportunities      | <ul style="list-style-type: none"> <li>• Identify strategic partnerships that could result in contract training opportunities</li> <li>• Signed MOA with Samsung to create the Samsung Tech Institution</li> </ul>            |
| M | Leverage VCC Foundation fundraising to support college initiatives | <ul style="list-style-type: none"> <li>• In collaboration with VCC Foundation establish fundraising campaign initiatives and set targets</li> <li>• Reinvigorate alumni relations and turn more alumni into donors</li> </ul> |



**2016/17 Consolidated Goals, Objectives and Initiatives**

**Update**

**for the Period Ended January 31, 2017**

## CONSOLIDATED GOALS, OBJECTIVES AND INITIATIVES SUMMARY

### VCC's Five 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 success drivers are:

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



VCC consolidated goals, objectives and initiatives are closely monitored and updated regularly. The following is a summary of the updated goals, objectives and initiatives for the period.

## KSD #1 – Educational Quality

- Q1-Q2: First year Environmental Studies university transfer certificates (School of Arts & Sciences) – pilot courses launched in September 2016 (and another pilot set for January 2017) with the full launch slated for September 2017.
- Q3: Adult Basic Education Pathways, Pre-Science, Technology, Engineering & Mathematics (STEM) – governance process completed, program start slated for September 2017.
- Q1-Q2: Practical Nursing funding received from Ministry of Advanced Education for program development and delivery (School of Health Sciences) - development in progress with the launch scheduled for October 2017.
- Q3: Pre-Health Sciences – governance process completed, program launch slated for September 2017.
- Q1-Q2: New Dental Technology Science Program (School of Health Sciences) approved by Ministry of Advanced Education – approved by the Board in September 2016 with the first intake scheduled for January 2017.
  - Q3 Update: Program started January 2017 with 16 students (including 3 international).
- Q1-Q2: Successful BScN accreditation (School of Health Sciences) - received accreditation from the Canadian Association of Schools of Nurses (CASN) in June 2016 for both the BSN and Advanced BSN.
- Q1-Q2: Renewal of Culinary Arts program (School of Hospitality, Food Studies & Applied Business) – curriculum has been completed and taken through governance and was approved by the Board in September 2016. First cohort of PC1 to start in January 2017 and PC2 in September 2017.
  - Q3 Update: New PC1 - first cohort started January 2017.
- Q1-Q2: Aboriginal Baking and Pastry Art (School of Hospitality, Food Studies & Applied Business) – funding has been secured and program delivery started in October 2016.
- Q1-Q2: Fashion Arts renewal (Continuing Studies) – Board approved and program launched in September 2016.
- Q1-Q2: Renewal of Computer-aided design (CAD) & Building Information Modeling (BIM) (School of Trades, Technology & Design) - Board approved in June 2016 with certificates launched in September 2016 and citations scheduled to launch in spring 2017.
- Q1-Q2: Renewal of Digital Graphics Design certificate (School of Trades, Technology & Design) – program was renamed to Visual Communications Design and approved by the Board in June 2016. Program start scheduled for January 2017.
  - Q3 Update: Visual Communications Design program started January 30, 2017.
- Q1-Q2: New Canadian Business Management Post Degree Diploma (International Education) – an international program that has gone through the governance process and slated for implementation in September 2017.
- Q1-Q2: Established an EDCO Program Review & Renewal Committee – several short and long term goals for the committee have been identified.
- Q1-Q2: Research Ethics Board has been reconstituted – first step in the development of an infrastructure to support applied research at the college.

- Q1-Q2: Program advisory committees (PACs) have been established, renewed or reconstituted in many of the schools including Continuing Studies.
- Q3: EDCO Program and Renewal committee formed to review programs, determine findings and develop action plans.

## KSD #2 – Operational Excellence

- Q1-Q2: Implement Curriculum management software that will house all course outlines, program guides and approvals – Course Leaf software implementation is in progress with a go live date scheduled for February 2017.
  - Q3 Update: Curriculum management software implementation delayed due to migration of information from Banner. Currently in the test phase of implementation.
- Q1-Q2: Implemented a Technology Leasing Refresh program – identified CSI Leasing as the vendor for leasing equipment and launched the new program in the summer of 2016. The IT Refresh program will assist with utilizing current technology; conserving cash and redistributing capital funds for other priorities; facilitating budgeting; and mitigating risk of IT obsolescence.
- Q1-Q2: Emergency Mass Notification System – successfully implemented and fully operational as of September 2016 for staff and students.
- Q1-Q2: Conduct college-wide employee engagement survey – employee engagement strategy committee established and TalentMap Survey retained to deliver the survey. The survey is to be distributed November 14<sup>th</sup> and completed by November 25<sup>th</sup>.
  - Q3 Update: Employee engagement survey completed – 70% of staff participated and results are being compiled by TalentMap.
- Q1-Q2: Event Management Software (EMS) room booking software - room inventory and data cleanup is in progress. Facilities staff have received training and process changes have been made.
  - Q3 Update: Statement of Work (SOW) for Phase II has been finalized and approved. Next phase of EMS schedule for roll out in early summer.
- Q1-Q2: Space utilization – inventory has been completed for the downtown campus, Broadway A & B. Discussion in progress with Deans on space requirements based on programs.
  - Q3 Update: Meeting scheduled for mid-February to discuss needs based on 5-Year Academic plan and areas of growth.
- Q1-Q2: E-text books – a number of pilots either successfully completed or in development.
  - Q3 Update: First rollout of e-textbook in Culinary PC1 program started in January 2017.

### KSD #3 – Financial Stability and Sustainability

- Q1-Q2: Enrolment and Financial reporting – monthly and quarterly reports are prepared and distributed to the leadership team for review. Carefully monitoring actual to budget results to ensure targets that were set in the 2016/17 Budget is being achieved.
- Q1-Q2: Monitoring of Integrated College Plan goals and objectives – quarterly updates.
- Q1-Q2: Started the Integrated College Planning cycle for 2017/18.
  - Q3 Update: Developing goals and objectives for 2017/18 based on input from VCC Day.
  - Q3 Update: 5-Year Academic Plan developed; 1<sup>st</sup> draft of 2017/18 Budget completed and finance is now in the process of working with deans and department budget holders to develop the final draft of the budget.
  - Q3 Update: Visioning exercise in progress to create a new vision statement for the college.

### KSD #4 – Reputation Management

- Q1-Q2: Refresh of VCC Digest.
- Q1-Q2: Preparation for the launch of the new marketing campaign.
  - Q3 Update: New 18-month ad campaign started in late December.
- Q3 Update: Development of a digital marketing strategy in progress.
- Q3 Update: Fundraising activities in progress and preparing for Flourish Gala in March 2017.

### KSD #5 – Business Development

- Q1-Q2: Samsung Tech Institute at VCC – launched first cohort of the Professional Appliance Repair pathway in October 2016.
  - Q3 Update: First cohort of Samsung professional pathways completed their program December 2016.
  - Q3 Update: Curriculum under development for Samsung Entry Pathway – launch scheduled for October 2017.
- Q1-Q2: Gold Trial Partnership (Early Childhood Education) – launched in September through Continuing Studies.
- Q1-Q2: Partnership Development Office – created in October 2016.
- Q3 Update: International Education – new agreement signed with agent to recruit students from India.

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## Status Updates for VCC Key Success Drivers (KSDs) and

APPENDIX A

### 2016/17 Detailed Consolidated Goals, Objectives and Initiatives

#### KSD #1 – Educational Quality

| 2016/17 Objectives                                                                                                                                                                                      | Initiatives                                                                                                                                                                                                                                                               | Responsibility                                  | Timeline                                                                                                                                                           | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                       | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                          | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                                                                |
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| <b>Goal 1.1 – Deliver a superior student educational experience</b>                                                                                                                                     |                                                                                                                                                                                                                                                                           |                                                 |                                                                                                                                                                    |                                                                                                                                     |                                                                                                                                                                                           |                                                                                                                                                                                                                                 |
| 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 | <ul style="list-style-type: none"> <li>Associate of Arts Degree – develop business case for a two-year program intended to provide a pathway to a degree, or to stand alone</li> </ul>                                                                                    | VP Academic/<br>Dean , School of Arts & Science | <ul style="list-style-type: none"> <li>Business case Sept 2016</li> <li>Potential course launch Sept 2016</li> </ul>                                               | <ul style="list-style-type: none"> <li>Two new UT courses going to BoG for final approval June 8, 2016</li> </ul>                   | <ul style="list-style-type: none"> <li>Board approved UT courses: Criminology and Canadian Legal System – June 8, 2016 &amp; Environmental Studies Certificate – June 29, 2016</li> </ul> | <ul style="list-style-type: none"> <li>In governance process (Curriculum Committee and EDCO)</li> <li>Soft launch - some courses slated to be offered in September 2017.</li> <li>Full program launch September 2018</li> </ul> |
|                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>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</li> </ul> | VP Academic/<br>Dean , School of Arts & Science | <ul style="list-style-type: none"> <li>Course launch – 1<sup>st</sup> Year Jan 2017</li> <li>Course launch – 2<sup>nd</sup> Year 2018/19</li> </ul>                |                                                                                                                                     | <ul style="list-style-type: none"> <li>Full launch in September 2017</li> </ul>                                                                                                           | <ul style="list-style-type: none"> <li>In governance process (Curriculum Committee and EDCO)</li> <li>Soft launch – some courses slated to be offered in September 2017</li> <li>Full program launch September 2018</li> </ul>  |
|                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Transfer Certificates in Environmental Resource Management, Global Environmental Systems, and Environmental Science – develop business case to increase course</li> </ul>                                                          | VP Academic/<br>Dean , School of Arts & Science | <ul style="list-style-type: none"> <li>Fee structure developed by Mar 2016</li> <li>Letter of Understanding (LOU) by Jun 2016</li> <li>Launch Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>Fee structures for new courses approved by Finance &amp; Audit Committee May 2016</li> </ul> | <ul style="list-style-type: none"> <li>Board approved – June 29, 2016</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>Completed governance process</li> <li>Program launch September 2017</li> </ul>                                                                                                           |

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|  | offerings that enable a student to access a preferred pathway into the SFU Faculty of Science                                                                                                               |                                             |                                                                                              | <ul style="list-style-type: none"> <li>LOU approved by SFU Faculty of Environment April 2016</li> </ul>                                                                                                |                                                                                                                                                             |                                                                                                                                                                                                                   |
|  | <ul style="list-style-type: none"> <li>Develop business case for a base range of Adult Basic Education (ABE) Pathways, Pre-Science, Technology, Engineering &amp; Mathematics (STEM), Pre-Trades</li> </ul> | VP Academic/Dean, School of Arts & Science  | <ul style="list-style-type: none"> <li>Business case Mar 31 2016</li> </ul>                  | <ul style="list-style-type: none"> <li>Business Concept Paper, PCG and Outlines brought to Curriculum Committee in May on advice of EdCo Chair. Sent back to Department for additional work</li> </ul> | <ul style="list-style-type: none"> <li>No further updates at this time</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Completed governance process</li> <li>Program launch September 2017</li> </ul>                                                                                             |
|  | <ul style="list-style-type: none"> <li>Pre-Health Sciences – complete governance assessment and business case</li> </ul>                                                                                    | VP Academic/Dean, School of Health Sciences | <ul style="list-style-type: none"> <li>Sept 2017</li> </ul>                                  | <ul style="list-style-type: none"> <li>New program approved at EdCo. Needs to go to the Ministry and Tuition needs to be established before going to the Board</li> </ul>                              | <ul style="list-style-type: none"> <li>Tuition proposal being prepared</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Decision Note regarding tuition presented at FAC on Jan 25/17</li> </ul>                                                                                                   |
|  | <ul style="list-style-type: none"> <li>Practical Nurse Refresher Program – develop business case</li> </ul>                                                                                                 | VP Academic/Dean, School of Health Sciences | <ul style="list-style-type: none"> <li>Jun 2017</li> </ul>                                   | <ul style="list-style-type: none"> <li>Proposal submitted for one-time funding to AVED</li> </ul>                                                                                                      | <ul style="list-style-type: none"> <li>Did not receive funding for this so project will be deferred until another funding opportunity arises</li> </ul>     | <ul style="list-style-type: none"> <li>No longer an active initiative</li> </ul>                                                                                                                                  |
|  | <ul style="list-style-type: none"> <li>Licensed Practical Nurse (LPN) Perioperative Program – develop business case</li> </ul>                                                                              | VP Academic/Dean, School of Health Sciences | <ul style="list-style-type: none"> <li>June 2016 with implementation October 2017</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul>                                                                                                                                                     | <ul style="list-style-type: none"> <li>Proposal submitted to AVED for development and delivery – 2 teleconferences – awaiting response from AVED</li> </ul> | <ul style="list-style-type: none"> <li>One time funding was received from AVED for development and delivery of one cohort in Oct 2017. Concept Paper has been presented to EdCo; Development continues</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>Licensed Practical Nurse (LPN) to Bachelor of Science in Nursing (BSN) Bridging – develop proposal</li> </ul>                                                                                                                                                          | VP Academic/<br>Dean, School of Health Sciences                              | <ul style="list-style-type: none"> <li>Jun 2016</li> <li>Implement Sept 2017</li> </ul>                        | <ul style="list-style-type: none"> <li></li> </ul>                                                                       | <ul style="list-style-type: none"> <li>4 courses have been revised and will go through governance</li> </ul>                                      | <ul style="list-style-type: none"> <li>4 courses have been approved at Curriculum Committee and will move to Education Council</li> </ul>                                            |
|  | <ul style="list-style-type: none"> <li>Bachelor of Applied Science Dental Hygiene Degree – develop curriculum</li> </ul>                                                                                                                                                                                      | VP Academic/<br>Dean, School of Health Sciences                              | <ul style="list-style-type: none"> <li>2016/17</li> <li>Potential launch 2018</li> </ul>                       |                                                                                                                          | <ul style="list-style-type: none"> <li>Concept paper approved at EdCo. Development is in process</li> </ul>                                       | <ul style="list-style-type: none"> <li>Development continues</li> </ul>                                                                                                              |
|  | <ul style="list-style-type: none"> <li>Business/Entrepreneurship – complete needs assessment</li> </ul>                                                                                                                                                                                                       | VP Academic/<br>Dean, School of Hospitality, Food Studies & Applied Business | <ul style="list-style-type: none"> <li>Dec 2016</li> </ul>                                                     |                                                                                                                          | <ul style="list-style-type: none"> <li>At the discussion stage within the School</li> </ul>                                                       | <ul style="list-style-type: none"> <li>Have begun developing a catering class</li> </ul>                                                                                             |
|  | <ul style="list-style-type: none"> <li>Aboriginal Baking &amp; 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 &amp; Pastry Arts program</li> </ul> | VP Academic/<br>Dean, School of Hospitality, Food Studies & Applied Business | <ul style="list-style-type: none"> <li>May 2016</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Funding has been secured for an on-site Baking and Pastry Arts program</li> </ul> | <ul style="list-style-type: none"> <li>Program delivery has started: In community (Musqueam) on October 10 and On-Campus on October 31</li> </ul> | <ul style="list-style-type: none"> <li>Completed Musqueam and onsite delivery</li> </ul>                                                                                             |
|  | <ul style="list-style-type: none"> <li>Journeyman upgrading and Aboriginal transportation course – develop business case</li> </ul>                                                                                                                                                                           | VP Academic/<br>Dean, School of Trades, Technology & Design                  | <ul style="list-style-type: none"> <li>April 2016</li> </ul>                                                   | <ul style="list-style-type: none"> <li>Discussions with three transportation trades are ongoing</li> </ul>               | <ul style="list-style-type: none"> <li>No further updates at this time</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>Discussion ongoing, ACR and glass may run pilot in Prince George</li> </ul>                                                                   |
|  | <ul style="list-style-type: none"> <li>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</li> </ul>                                                                                  | VP Academic/<br>Director, Indigenous Education                               | <ul style="list-style-type: none"> <li>Business case Sept 2016</li> <li>Potential launch – Dec 2017</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                | <ul style="list-style-type: none"> <li>Ongoing business case development. Will not ladder into paralegal program</li> </ul>                       | <ul style="list-style-type: none"> <li>Ongoing – part of the indigenization plan</li> <li>Submitted application for curriculum funding through the Law Foundation (\$50K)</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Seek to develop partnerships with</li> </ul>                                                                                                                                                                                                                           | VP Academic/                                                                 | <ul style="list-style-type: none"> <li>Assessment Sept 2016</li> </ul>                                         |                                                                                                                          | <ul style="list-style-type: none"> <li>Ongoing discussions</li> </ul>                                                                             | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                                                                            |

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|                                                                                                                                                                                                                                         | Indigenous Adult and Higher Learning Association (IAHLA) institutions                                                                                                                                                                                                                                                                             | Director, Indigenous Education                                               |                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                             | taking place                                                                                                                                                                                                              |                                                                                                                                                                                  |
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| 1.1.2 Renew programs that have not gone through renewal in the past 5 years                                                                                                                                                             | <ul style="list-style-type: none"> <li>Denturist Program – develop business case</li> </ul>                                                                                                                                                                                                                                                       | VP Academic/<br>Dean, School of Health Sciences                              | <ul style="list-style-type: none"> <li>Potential launch Sept 2017</li> </ul>                                                                                                                                 | <ul style="list-style-type: none"> <li>Concept paper has been approved by EdCo</li> <li>Curriculum is being developed</li> </ul>                                                                                                                                            | <ul style="list-style-type: none"> <li>Development continues</li> </ul>                                                                                                                                                   | <ul style="list-style-type: none"> <li>Need to hire content experts to develop courses once budget is approved</li> </ul>                                                        |
|                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Fashion Arts – currently under review</li> </ul>                                                                                                                                                                                                                                                           | VP Academic/<br>Dean, Continuing Studies                                     | <ul style="list-style-type: none"> <li>Develop business case May 2016</li> <li>Potential launch Jan 2016</li> </ul>                                                                                          | <ul style="list-style-type: none"> <li>Renewed and approved</li> </ul>                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Board approved – New program successfully launched in September 2016</li> </ul>                                                                                                    | <ul style="list-style-type: none"> <li>Program launched; second year curriculum is still being developed</li> </ul>                                                              |
| 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 | <ul style="list-style-type: none"> <li>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 Professional Cook 1 (PC1), Professional Cook 2 (PC2) and all work-based training hours in a single admission</li> </ul> | VP Academic/<br>Dean, School of Hospitality, Food Studies & Applied Business | <ul style="list-style-type: none"> <li>Project manager retained to develop plan – kickoff meeting schedule for Feb 2016</li> <li>Implementation plan Feb 2016</li> <li>Program launch – Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>Curriculum Development is ongoing with a planned start date of January 2017.</li> <li>If funds from SIF are secured, the implementation date may change (Note that in July we were informed SIF funding was not approved)</li> </ul> | <ul style="list-style-type: none"> <li>Curriculum has been completed and approved by BOG on Sept 27, 2016. First cohort of PC1 to start in January 2017 and PC in September 2017</li> </ul>                               | <ul style="list-style-type: none"> <li>The first cohort of students started in the new PC 1 program in January 2017</li> </ul>                                                   |
|                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Computer-aided design (CAD) &amp; Building Information Modeling (BIM) renewal – develop implementation plan</li> </ul>                                                                                                                                                                                     | VP Academic/<br>Dean, School of Trades, Technology & Design                  | <ul style="list-style-type: none"> <li>Complete business case Mar 2016</li> <li>Launch new certificates Sept 2016</li> <li>Launch new citation spring 2017</li> <li>Launch new diploma Sept 2017</li> </ul>  | <ul style="list-style-type: none"> <li>3 CAD and BIM certificates and 1 Citation are being presented to the Board on June 8<sup>th</sup>. Certificates will be launched Sept 2016 and Citation in the spring of 2017</li> <li>Proposal for the Diploma is in</li> </ul>     | <ul style="list-style-type: none"> <li>Board approved June 8, 2016</li> <li>Certificates launched Sept 2016 and Diploma will be presented at Curriculum Committee in November. Launch expected to be Sept 2017</li> </ul> | <ul style="list-style-type: none"> <li>Curriculum has been approved, currently uploaded to PSIPS awaiting feedback.</li> <li>Presented at FAC meeting on Jan 25, 2017</li> </ul> |

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|                                                                                       | <ul style="list-style-type: none"> <li>Digital Graphics Design - Renewal of Certificate and creation of a new Diploma program</li> </ul>                                                 | VP Academic/<br>Dean, School of<br>Trades, Technology &<br>Design | <ul style="list-style-type: none"> <li>Complete business case Mar 2016</li> <li>Launch new diploma Jan 2017</li> <li>Launch new certificate Sept 2017</li> </ul> | <ul style="list-style-type: none"> <li>Program has been re-named to Visual Communications Design</li> <li>Will be presented to the Board June 8<sup>th</sup> with new tuition</li> </ul>                                                                                                                    | <ul style="list-style-type: none"> <li>Board approved June 29, 2016</li> <li>Launch is expected Jan 2017</li> </ul>                                                                                                                | <ul style="list-style-type: none"> <li>Program started January 30, 2017</li> </ul>                                                                                                                                                                                                                                                                                                                                                          |
| 1.1.4 Identify, promote, support articulation and transferability of courses/programs | <ul style="list-style-type: none"> <li>Develop repository of all articulation agreements (centralized housing – in Registrar’s Office with copies in Academic) – develop plan</li> </ul> | VP Academic/<br>Registrar                                         | <ul style="list-style-type: none"> <li>Plan – Sept 2016</li> <li>Implementation - 2017</li> </ul>                                                                | <ul style="list-style-type: none"> <li>Gathering articulation agreements has begun (Dave)</li> <li>Planning session to be scheduled for July 2016 (Dave)</li> <li>VP Academic Office is in the process of consolidating all education agreements from partnerships to articulation (VP Academic)</li> </ul> | <ul style="list-style-type: none"> <li>Education agreements have been updated and the list provided to Education Council and posted to myVCC. Electronic copies of the agreements are stored in the VP Academic Office.</li> </ul> | <ul style="list-style-type: none"> <li>Education agreements are up to date. Next steps work with RO to upload agreements perhaps on Sharepoint (VPA)</li> <li>Partnership Development Office is developing an inventory of service agreements (VPA)</li> <li>Looking at a comprehensive approach for not only articulation agreements but an overall strategy for administering all transfer credit, articulation and BCCAT (RO)</li> </ul> |

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|                                                                                                                                 | <ul style="list-style-type: none"> <li>Determine courses and programs that would enable VCC to become a “receiving” institution and have these added to the BC Council Admissions &amp; Transfer (BCCAT) guide</li> </ul>                                                                                                                                      | VP Academic                                                    | <ul style="list-style-type: none"> <li>Develop plan Mar 2017</li> </ul>                | <ul style="list-style-type: none"> <li>Several new courses and new programs under development</li> <li>Strategic Enrolment Management Committee (SEM) discussing high attrition courses, action plan to be developed thereafter</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing program development at Department level.</li> </ul>                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Academic schools have identified pathways as part of their department program review process</li> </ul>                                                                        |
| 1.1.5 Create an integrated college plan for development of flexible learning                                                    | <ul style="list-style-type: none"> <li>Explore expanding afternoon/evening/weekend delivery – integrate into business cases for program renewal and new programs – develop plan</li> </ul>                                                                                                                                                                     | VP Academic/<br>Deans/<br>Directors/<br>Facilities/<br>Finance | <ul style="list-style-type: none"> <li>Jun 2016</li> </ul>                             | <ul style="list-style-type: none"> <li>Ongoing discussions at ASR and D2 forums</li> <li>New partnership under discussion with Royal Roads University</li> <li>Several initiatives underway with School Districts</li> </ul>               | <ul style="list-style-type: none"> <li>Ongoing conversations with ASR and D2 teams. New partnerships have been added in several areas. The establishment of the Partnership Development office will further strengthen this goal</li> <li>Gold Trail – ECCE dual credit program successfully launched in East Kootenays</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing discussions with ASR Team, D2 members, PACs</li> <li>Timetabling</li> </ul>                                                                                            |
| 1.1.6 Seek accreditation and/or external program approval status and implement strategies to fulfill accreditation requirements | <ul style="list-style-type: none"> <li>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</li> <li>Certified Dental Assisting – implement recommendations</li> <li>Follow through with Pharmacy Technician admission requirement</li> </ul> | Dean, School of Health Sciences                                | <ul style="list-style-type: none"> <li>Follow up on recommendations 2016/17</li> </ul> | <ul style="list-style-type: none"> <li>Expecting to hear the outcome of CASN accreditation in June 2016</li> <li>CDA is implementing recommendations spring 2016 and fall 2016</li> <li>Pharmacy Tech</li> </ul>                           | <ul style="list-style-type: none"> <li>Received accreditation from CASN for our BSN and Advanced BSN programs in June 2016</li> <li>Curriculum changes are being made to the OPTA program in preparation for</li> </ul>                                                                                                            | <ul style="list-style-type: none"> <li>Implementing strategies identified in the Certified Dental Assisting Pharmacy Technician, and OPTA accreditations;</li> <li>Working with Senior Executive regarding</li> </ul> |

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|                                                                                          | <p>changes as per accreditation recommendations</p> <ul style="list-style-type: none"> <li>• OPTA Program – site visit 2018</li> </ul>                                                          |             |                                                                                                                | English Language Proficiency requirements are being implemented for January 2016                                                                                                                                                                                   | accreditation                                                                                                                                                                                                                                                                                                                                                                                                   | strategies to improve infrastructure for Scholarship to fulfill CASN accreditation requirements                                                                                                                                                                                                                                                                                                                                                           |
| 1.1.7 Review non-performing programs and develop plan for suspension and/or cancellation | <ul style="list-style-type: none"> <li>• Programs will be identified through the 3-year rolling academic review</li> <li>• HCA Upgrade</li> <li>• Access to Dental Hygiene for CDAs.</li> </ul> | VP Academic | <ul style="list-style-type: none"> <li>• Throughout 2016/17</li> </ul>                                         | <ul style="list-style-type: none"> <li>• Deans have identified program renewals in the 3 year Academic Plan</li> <li>• The EDCO Program Review and Renewal committee has been established and will be following up with the Deans on their Action Plans</li> </ul> | <ul style="list-style-type: none"> <li>• EDCO Program Review and Renewal Committee has identified several short and long term goals. Immediate focus will be on allocation of Curriculum Development funds, review and track action plans arising from annual program reviews and research a process for program renewal</li> <li>• Revisions underway to Program Suspension and Cancellation policy</li> </ul> | <ul style="list-style-type: none"> <li>• Program Review findings and action plans are discussed at the newly formed EDCO Program and Renewal Committee.</li> <li>• Second review of the Program Suspension and Cancellation policy nearing completion.</li> <li>• VCC is scheduled for review in 2018 as part of the Ministry's Quality Assurance Audit process.</li> <li>• Review underway of the Program Renewal process to make it relevant</li> </ul> |
| 1.1.8 Develop a Scholarship and Research Initiatives Plan                                | <ul style="list-style-type: none"> <li>• Create an infrastructure to support scholarship and research initiatives – develop a plan</li> </ul>                                                   | VP Academic | <ul style="list-style-type: none"> <li>• Develop plan by Mar 2017</li> <li>• Implementation 2018/19</li> </ul> | <ul style="list-style-type: none"> <li>• The Research Ethics Board has been reconstituted</li> <li>• Faculty professional development in research underway</li> </ul>                                                                                              | <ul style="list-style-type: none"> <li>• Planning under way for a Research Day sponsored in part by the President's Office.</li> </ul>                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Research Day planned for May 2017 – poster session</li> <li>• Tutorial on how to apply for Tri-council research funding is</li> </ul>                                                                                                                                                                                                                                                                            |

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| 1.1.9 Develop new relevant programs for international students                                                    | <ul style="list-style-type: none"> <li>• Develop and launch two existing Post Graduate Diplomas – develop business case</li> <li>• Work with Deans and Department Heads to determine and develop relevant programming for international students</li> <li>• Investigate and initiate planning for post-graduate diplomas for international students</li> </ul> | President's Office/ VP Academic/ Director, International Education | <ul style="list-style-type: none"> <li>• Launch Jan 2017</li> </ul>                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• The concept paper for a new Post Graduate Diploma in Canadian Business Management has been submitted for Governance review</li> </ul>                                                                                                                 | <ul style="list-style-type: none"> <li>• New Canadian Business Management Post Degree Diploma approved by Education Council and recommended for approval to Board of Governors (meets Nov 16)</li> <li>• Tuition &amp; fees will be brought for information to the Board</li> <li>• Slated for implementation Sep 2017</li> </ul> | <ul style="list-style-type: none"> <li>• Board approval given. The first cohort of Canadian Business Management will start in September 2017</li> <li>• Business case for second post-degree diploma written</li> </ul>                                                                                |
| 1.1.10 Ensure programs have active program advisory committees and effective partnerships with industry/community | <ul style="list-style-type: none"> <li>• Implement a revised program advisory committee (PAC) policy and ensure adequate representation – develop revised process.</li> </ul>                                                                                                                                                                                  | Deans & Department Heads                                           | <ul style="list-style-type: none"> <li>• Inventory of advisory groups and frequency of meetings by May 2016</li> <li>• Initiate or restructure PACs where required <ul style="list-style-type: none"> <li>- 2016/17</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• PAC establishment process initiated for ECCE, Interior Design, future Int'l Business Diploma.</li> <li>• School of Trades have begun refreshing out PACs to ensure there is a wide range of industry involvement</li> <li>• PAC policy and</li> </ul> | <ul style="list-style-type: none"> <li>• Strategic Enrolment Management (SEM) Committee has discussed ways to engage and acknowledge PAC participation</li> <li>• PAC inventory close to finalization, waiting on information on new groups</li> <li>• PAC meetings will be</li> </ul>                                            | <ul style="list-style-type: none"> <li>• Most schools have reconstituted their PACs.</li> <li>• Need to work with Marketing and Senior Executive for a PAC/Board event</li> <li>• Applied Business and Baking &amp; Pastry Arts PAC meetings have taken place. Culinary and Hospitality are</li> </ul> |

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|  |  |  |  | procedures revised (VP Academic) | <p>scheduled this fall for all program areas in the School of Hospitality, Food Studies and Applied Business</p> <ul style="list-style-type: none"> <li>In CS, several PAC meetings have been held for ECCE, Building Management, Business, Interior Design MDRT, Counselling Skills in August to September</li> </ul> | refreshing their PACs and will have their first meetings in the spring |
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| 2016/17 Objectives                                                                        | Initiatives                                                                                                                                                                                                                                                                                                                                              | Responsibility                                             | Timeline                                                                                                                               | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                                                                                                                                                                                                                                                  | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                                              | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                                                                                                                                                                                  |
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| <b>Goal 1.2 – Enhanced instruction, instructional strategy and educational technology</b> |                                                                                                                                                                                                                                                                                                                                                          |                                                            |                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                   |
| 1.2.1 Develop an online educational technology strategy                                   | <ul style="list-style-type: none"> <li>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</li> <li>Create a framework around online course development for faculty</li> </ul> | VP Academic/ Deans/Centre for Instructional Development/IT | <ul style="list-style-type: none"> <li>Online strategy working group has been formed</li> <li>Strategy in place by Dec 2016</li> </ul> | <ul style="list-style-type: none"> <li>IT is a supporting department for this project and as such we joined the appropriate committees, etc., but at this time there is no action for IT to take, or deliverable that this project waits for (IT)</li> <li>CID developing Moodle shell for Culinary faculty to support revised curriculum (Shirley)</li> </ul> | <ul style="list-style-type: none"> <li>CID Supporting Culinary faculty for roll out of Moodle courses for January 2017 term</li> <li>Dean, CS attended an information session with an LMS provider</li> </ul> | <ul style="list-style-type: none"> <li>New Culinary courses in Moodle rolled out to first cohort in January. CID will provide ongoing support as revisions to Moodle course are anticipated in coming months (SL)</li> <li>Continue to discuss online platform opportunities</li> <li>Online videos to support users developed by CID.</li> </ul> |

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|  |                                                                                                                             |                                               |                                                                                                                    | <ul style="list-style-type: none"> <li>• Terms of Reference established for Online Strategy Advisory Group (VP Academic)</li> <li>• Inventory of online courses compiled (VP Academic)</li> </ul>                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>• Online Strategy working group is developing phase I of a project plan to enhance the online teaching and learning environment</li> </ul>                                                                                                                                                                                                                                                                                                                                                               |
|  | <ul style="list-style-type: none"> <li>• Open Education resources and e-text books – develop a strategy and plan</li> </ul> | Deans/Centre for Instructional Development/IT | <ul style="list-style-type: none"> <li>• Pilot starting Jan 2016</li> <li>• Plan developed by Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>• Open Textbooks from BC Campus loaded into Library catalogue and are searchable (Shirley)</li> <li>• VCC is partner developing Digital Learning Resource Network (DLRN) initiative for the province. S. Lew will be presenting at Festival of Learning with Steering Committee members (Shirley)</li> <li>• Successful pilot with Hospitality Management program (VP Academic)</li> <li>• Discussions underway with Pearson Canada to finalize arrangement (VP Academic)</li> </ul> | <ul style="list-style-type: none"> <li>• DLRN initiative in-progress to document e-textbook pilots at other institutions and develop a Business Plan</li> <li>• Culinary Arts transitioning to e-textbook for core textbook as of Jan 2017 term on Texidium platform. License negotiations, payment model, integration with Moodle work in-progress</li> </ul> | <ul style="list-style-type: none"> <li>• First rollout of e-textbook in Culinary's PC1 program with payment completed with January 2017 cohort. Working group has met for debrief on problems encountered and planning on more effective rollout for February cohort. Very low adoption is a concern</li> <li>• DLRN initiative is progressing. ASDT provided additional \$25K project management funding. Business Case is almost complete. Next step is developing policy – AVED will be involved. Reconstitution of DLRN Steering</li> </ul> |

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|                                                                                                |                                                                                                                                                                                                                                                                                                                                                                    |                                                                         |                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>College wide awareness generated at the Education Technology Showcase (VP Academic)</li> </ul>                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                  | Committee – VCC will have a seat in this group (Shirley Lew is currently the rep)                                                                                                                                                                                                               |
| 1.2.2 Identify new educational technologies and software that could be supported and resourced | <ul style="list-style-type: none"> <li>Identify types of technology that should be supported in the classroom</li> <li>Ensure program curriculum is modified to support new software that is current and relevant – develop a rollout plan</li> <li>Develop and implement strategies around simulation and inter-professional education (IPE) in Health</li> </ul> | Deans/Centre for Instructional Development/IT                           | <ul style="list-style-type: none"> <li>Inventory current technology in classrooms both hardware and software – Dec 2016</li> <li>Develop plan – Mar 2017</li> <li>Implement simulation and IPE strategies – Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>Inventory compiled</li> <li>Plans to be developed</li> </ul>                                                                                                                                                                         | <ul style="list-style-type: none"> <li>CS will create a business case to support the purchase of a Banner module that will facilitate online registrations</li> <li>E-Portfolio software identified as need across various programs. CID/Library leading a needs analysis and survey of solutions to raise with STECG</li> </ul> | <ul style="list-style-type: none"> <li>Software has been identified in the Capital proposals for the School of Health Sciences</li> </ul>                                                                                                                                                       |
| 1.2.3 Continue to develop the Learning Commons concept                                         | <ul style="list-style-type: none"> <li>Work with advisory committee to confirm long-term objectives, timeline, capital plan at the downtown and Broadway campuses</li> </ul>                                                                                                                                                                                       | VP Academic/Division of Library/Centre for Instructional Development/IT | <ul style="list-style-type: none"> <li>Planning session to be scheduled by Mar 2016</li> <li>Plan developed by Jun 2016</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Integrated service pilots underway or completed: GET HIRED workshops and Career resources Web page. Pilots will continue in the Fall (Shirley)</li> <li>Learning Commons committee has developed short term and long term</li> </ul> | <ul style="list-style-type: none"> <li>Consultation planning underway to survey students &amp; employees</li> </ul>                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Student survey and focus groups will take place late Feb.</li> <li>Learning Commons Advisory Committee will revisit their mandate, membership, and scope after the survey is complete. We anticipate the group will break into working groups</li> </ul> |

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|  |  |  |  | <ul style="list-style-type: none"> <li>plans (VP Academic)</li> <li>• Sub-committees working on tasks (VP Academic)</li> </ul> |  | focused on projects and development of new initiatives |
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| 2016/17 Objectives                                                                          | Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                       | Responsibility                         | Timeline | 1 <sup>st</sup> Qtr Status Update – June 2016 | 2 <sup>nd</sup> Qtr Status Update - October 2016 | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| <b>Goal 1.3 –Deliver superior student services</b>                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        |          |                                               |                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 1.3.1 Review and develop support services which contribute to student success and retention | <ul style="list-style-type: none"> <li>• Ensure coordination between academic areas</li> <li>• Participate in the development of student-related activities</li> <li>• Participate in the creation of outreach activities to students to improve their understanding of VCC programs</li> <li>• Participate in the creation and maintenance of a vibrant social environment on campus that supports student engagement</li> </ul> | VP Academic/ Dean, Student Development |          | •                                             | •                                                | <ul style="list-style-type: none"> <li>• Advising Department has completed Operations manual</li> <li>• Expanding the Student Development concept</li> <li>• Expanding student exam space at DTN</li> <li>• Peer helpers have been active</li> <li>• Invited community groups on campus</li> <li>• Activities planned on mental health issues</li> <li>• Healthy campus initiative being developed by VP People &amp; Culture</li> <li>• Gender Based Violence policy is being developed with the intent to have the policy in</li> </ul> |

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|                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                  |  |                                                     |                                                     | place by May 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>1.3.2 Provide timely and relevant international student support</p> | <ul style="list-style-type: none"> <li>• Remain current on the needs of international students at VCC, relevant policies and procedures, and student transition and engagement</li> <li>• Identify possible projects that will enhance the academic and personal success of all international students</li> <li>• Liaise with IRCC and BCPNP and community organizations for the delivery of immigration-related sessions</li> <li>• Coordinate opportunities for accepted international cohort students to meet department leaders and tour facilities</li> <li>• Provide ongoing orientation for new international students</li> <li>• Update and maintain 'current student' section of International VCC website as well as newsletters for current international students</li> </ul> | <p>International Education/ Student Services</p> |  | <ul style="list-style-type: none"> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• IE staff attending various BCIE sponsored training events on topics related to International Students</li> <li>• Several student service projects identified and planning is underway</li> <li>• Met with SUCCESS and arranged for them to attend student orientation to supply immigration-related information to new students; will continue to work closely with SUCCESS to support International students looking to immigrate</li> <li>• Ongoing campus tours</li> <li>• Successful orientation sessions held early January; more planned for end of January and February</li> <li>• New testimonials</li> </ul> |

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|  |  |  |  |  |  | added to VCC International website; student newsletters updated and distributed monthly |
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## KSD #2 – Operational Excellence

| 2016/17 Objectives                                                                                     | Initiatives                                                                                                                                                                                                                      | Responsibility                | Timeline                                                                                                     | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                                                                                                                                                                 | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                                                                              | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                       |
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| <b>Goal 2.1 – Develop efficient systems and collaborative communication</b>                            |                                                                                                                                                                                                                                  |                               |                                                                                                              |                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                               |                                                                                                                                                                                        |
| 2.1.1 Evaluate current functions/processes in order to streamline, reduce manual input and duplication | <ul style="list-style-type: none"> <li>Resource and complete Data Integrity project for position control and Web time entry system Phase I</li> <li>Develop implementation plan for Phase II of Web time entry system</li> </ul> | VP Admin & CFO/<br>Payroll/HR | <ul style="list-style-type: none"> <li>Plan in place by April 2016</li> <li>Plan by Sept/Oct 2016</li> </ul> | <ul style="list-style-type: none"> <li>Plan is moving forward and a majority of position control cleanup project is done</li> <li>Delay in hiring a temp clerk – this will be likely pushed to Sept/Oct 2016</li> <li>Need to put together working group (Marlene)</li> </ul> | <ul style="list-style-type: none"> <li>Data integrity project is done</li> <li>Web Time entry project working group established and meeting regularly</li> <li>Payroll manager has started meeting with time keepers in each dept.</li> </ul> | <ul style="list-style-type: none"> <li>Web Time Entry project charter has been done and currently working on mapping status</li> <li>Developing Phase 1 of the project plan</li> </ul> |
|                                                                                                        | <ul style="list-style-type: none"> <li>Develop plan and implement an Electronic Document Management system</li> </ul>                                                                                                            | IT                            | <ul style="list-style-type: none"> <li>Plan in place by Jun 2016</li> </ul>                                  | <ul style="list-style-type: none"> <li>Plan will be in place by August 2016</li> </ul>                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Plan in place by January, 2017</li> </ul>                                                                                                                                                              | <ul style="list-style-type: none"> <li>No update at this time</li> </ul>                                                                                                               |
|                                                                                                        | <ul style="list-style-type: none"> <li>Develop plan for implementing electronic signature system/process</li> </ul>                                                                                                              | IT/Procurement                | <ul style="list-style-type: none"> <li>Plan in place by Jun 2016</li> </ul>                                  | <ul style="list-style-type: none"> <li>Procedures document for use of digitized signatures on contracts created and presented to Ops Co.</li> <li>Pilot for the use of</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>Pilot ongoing</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Phase I pilot has been successful in Procurement</li> <li>No further pilots planned at this time</li> </ul>                                     |

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|  |                                                                                                                                                                             |                                       |                                                                                                                                                        | digitized signatures on contracts commenced 16 <sup>th</sup> May                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                            |
|  | <ul style="list-style-type: none"> <li>Develop implementation plan to improve Help Desk software functionality</li> </ul>                                                   | IT                                    | <ul style="list-style-type: none"> <li>Plan in place by Jun 2016</li> </ul>                                                                            |                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Phase 1 completed: Help Desk software now in use and maximized efficiency to the level of training received. More training plus additional module needed to bring it to the next level.</li> </ul> | <ul style="list-style-type: none"> <li>Phase 1 completed – no further initiatives planned at this time</li> </ul>                                                                                                                                                                                                                          |
|  | <ul style="list-style-type: none"> <li>Develop project plan to improve Banner data quality, expand statistical reporting and implementation of new functionality</li> </ul> | Registrar/Working Group               | <ul style="list-style-type: none"> <li>Delayed to June 2016, related to hiring Associate Registrar</li> <li>Full implementation - Sept 2018</li> </ul> | <ul style="list-style-type: none"> <li>While finalizing the hiring of the Associate Registrar position, we have looked at revision to Timetabling policy and practices in an effort to streamline and enhance the student experience.</li> <li>Working towards November 2016 implementation.</li> </ul> | <ul style="list-style-type: none"> <li>Incremental approach being utilized with curriculum structure revision to be completed by April 2017.</li> <li>Additional detail of finite data projects to follow.</li> </ul>                     | <ul style="list-style-type: none"> <li>Clean up of Banner data underway with new curriculum structure framework developed. Hoping for May, 2017 rollout</li> <li>Timetabling policy now in place. Meetings with individual departments will commence in February to move towards greater standardization in timetabling process</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Develop plan and implement curriculum management software that will house all course outlines, program content guides and</li> </ul> | VP Academic/<br>VP Admin & CFO/<br>IT | <ul style="list-style-type: none"> <li>Planning kick-off Feb 2016</li> <li>Implementation planned for Sept 2016</li> </ul>                             | <ul style="list-style-type: none"> <li>Implementation (phase 1) by August 2016 (Peter G)</li> <li>Agreement signed</li> </ul>                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Due to delays in migrating information from Banner and identifying a realistic</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>Testing plan is being developed</li> <li>Implementation date pushed out</li> </ul>                                                                                                                                                                                                                  |

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|  | <p>approvals</p>                                                                                                                    |                                |                                                                | <p>with CourseLeaf Academic Catalog Management Software (VP Academic)</p> <ul style="list-style-type: none"> <li>• Project on time (VP Academic)</li> </ul> | <p>workflow plan, the implementation date has been delayed to Feb 2017.</p>                                                    | <p>due to delay in migration of information from Banner</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|  | <ul style="list-style-type: none"> <li>• Develop plan to consolidate and streamline admission and registration processes</li> </ul> | <p>Registrar/Working Group</p> | <ul style="list-style-type: none"> <li>• April 2017</li> </ul> |                                                                                                                                                             | <ul style="list-style-type: none"> <li>• Process review ongoing with phased in implementation commencing April 2017</li> </ul> | <ul style="list-style-type: none"> <li>• There is a dependency that exists where we have to have the new curriculum structure in production to facilitate new admissions processes. We are still hopeful of streamlining admissions processes by July 2017</li> <li>• Streamlined registration processes will be based on greater standardization of timetable structure and a reduction of internal time conflicts that exist. In addition, once this is resolved, we will also be looking at revising how we are administering pre-requisites</li> </ul> |

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|  |                                                                                                                                                         |                                            |                                                             |                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                              | within Banner. We hope to have improvements in registration by late summer 2017                                                                                         |
|  | <ul style="list-style-type: none"> <li>Evaluate and streamline Bookstore processes</li> </ul>                                                           | VP Admin & CFO                             | <ul style="list-style-type: none"> <li>Apr 2016</li> </ul>  |                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Bookstore working group was formed in Oct 2016 to identify &amp; review the bookstore operational requirements &amp; processes to support the consolidation of the two bookstores into one location</li> <li>Develop a transition plan to ensure that students are not impacted by the consolidation. This will include expanding online services and popup bookstores during peak periods</li> </ul> | <ul style="list-style-type: none"> <li>Transition plan is still in development and bookstore working group continues to meet to discuss process improvements</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Review and develop project plan to streamline process for procurement, receipt of goods and reporting</li> </ul> | VP Admin & CFO/<br>Procurement/<br>Finance | <ul style="list-style-type: none"> <li>Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>Created a Process Improvement Register to track progress</li> <li>Purchasing about to implement first round of improvements that will have an impact on various areas of</li> </ul> | <ul style="list-style-type: none"> <li>First round of improvements have been implemented. Reduced contract administration and faster turnaround of certain Department requests are some of the benefits we are seeing</li> </ul>                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Phase I of process improvements completed</li> </ul>                                                                             |

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|                                                                                                  |                                                                                                                                                                                                                                                                           |                                                               |                                                                                                                                                                                                    | work, including planning, solicitation, and contract administration                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 2.1.2 Evaluate technology refresh/leasing options                                                | <ul style="list-style-type: none"> <li>Evaluate leasing option from such providers as Macquarie Equipment Finance Ltd. to ensure on-going IT technology refresh</li> </ul>                                                                                                | VP Admin & CFO/ IT                                            | <ul style="list-style-type: none"> <li>Apr 2016</li> </ul>                                                                                                                                         | <ul style="list-style-type: none"> <li>Decision note from IT</li> <li>perspective done</li> </ul>                                                                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Board approved the move to a tech refresh leasing program</li> <li>Program and vendor are now in place and processes have been developed</li> </ul>                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Project completed</li> </ul>                                                                                                                                                                                                                                                                                                                                                           |
| 2.1.3 Identify, evaluate, recommend and implement software applications to increase efficiencies | <ul style="list-style-type: none"> <li>Fully implement Event Management Software (EMS) – develop plan</li> <li>Examine software options for improving process of agent commissions payment and implement best option for International Education (ISP Project)</li> </ul> | IT/Facilities/<br>Registrar<br><br>International Education/IT | <ul style="list-style-type: none"> <li>Project manager retained – kick-off meeting Jan 2016</li> <li>Implementation by Nov 2016 (Dave)</li> <li>Delayed implementation until March 2017</li> </ul> | <ul style="list-style-type: none"> <li>Waiting for DEA to send us a report after their on-site visit. As of May 24, 2016, promised delivery is end of the week. (IT)</li> <li>Phase 1 Assessment completed in Apr 2016<br/>Phase 2 Implementation pending Statement of work from vendor (Jerry)</li> <li>We have looked at revision to Timetabling policy &amp; practices in an effort to streamline and enhance the student experience.</li> </ul> | <ul style="list-style-type: none"> <li>Waiting response from vendor (DEA) to determine scope of Phase 2 of the implementation</li> <li>Significant data reconciliation and entry of information into EMS completed by end of November 2016. Configuration of EMS Campus Planning Interface to facilitate switch to new timetabling process to be completed by March 2017.</li> </ul> | <ul style="list-style-type: none"> <li>Facilities: Finalizing the SOW with DEA for Phase II. Configuration of the Campus Planning Interface will commence. We are hoping for a limited roll out in May with a final delivery of timetabling and room booking functionality available in July, 2017 (RO)</li> <li>IE: phase one of ISP project complete (creation of Banner report); phase 2 beginning shortly (IE)</li> </ul> |

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|  |                                                                                                                                                                                                                                   |                            |                                                            | Working towards Nov 2016 implementation (Dave)                                                                                                           |                                                                                                                                                                           |                                                                            |
|  | <ul style="list-style-type: none"> <li>Assess financial report writer and analyzer tools options – make recommendations and develop implementation and training plan for the utilization of the software &amp; modules</li> </ul> | VP Admin & CFO/ IT/Finance | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>In progress, currently evaluating options (IT)</li> <li>A Decision note sent to CFO for review (Jamie)</li> </ul> | <ul style="list-style-type: none"> <li>FAST budget and forecasting module is being set up and being tested in the development site. Implementation in progress</li> </ul> | <ul style="list-style-type: none"> <li>Implementation completed</li> </ul> |

| 2016/17 Objectives                                                    | Initiatives                                                                                                                                                                                  | Responsibility                               | Timeline                                                                                               | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                                                                                                                     | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                                                                                                           | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                    |
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| <b>Goal 2.2 – Ensure a safe student and working environment</b>       |                                                                                                                                                                                              |                                              |                                                                                                        |                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                            |                                                                                                                                     |
| 2.2.1 Ensure compliance with WorkSafe BC and other safety regulations | <ul style="list-style-type: none"> <li>Implement changes as required under new legislation for chemical substances (e.g. used in chemistry classes)</li> </ul>                               | Occupational Health & Safety/HR              | <ul style="list-style-type: none"> <li>As per regulations timeline</li> </ul>                          |                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>MSDS library system now in place</li> </ul>                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                           |
| 2.2.2 Update emergency management                                     | <ul style="list-style-type: none"> <li>Ensure faculty and staff have appropriate training to enable them to respond effectively in emergency situations – develop a training plan</li> </ul> | Director, Security                           | <ul style="list-style-type: none"> <li>Sept 2016</li> </ul>                                            | <ul style="list-style-type: none"> <li>Created a training plan</li> <li>Notices will go out</li> <li>Link on VCC Website</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Plan has been updated and now with the VP/CFO for review 2016/10/03</li> </ul>                                                                                                                                                      | <ul style="list-style-type: none"> <li>Emergency response plan manual has been updated and is with the VP/CFO for review</li> </ul> |
|                                                                       | <ul style="list-style-type: none"> <li>Develop plan and implement emergency mass notification system</li> </ul>                                                                              | Director, Security/ Director, Facilities/ IT | <ul style="list-style-type: none"> <li>Plan by Feb 2016</li> <li>Implementation by May 2016</li> </ul> | <ul style="list-style-type: none"> <li>IT provided support by reviewing it for IT needs during implementation</li> <li>IT also reviewed and provided feedback for user documentation (Peter G)</li> <li>SOW Signed Feb</li> </ul> | <ul style="list-style-type: none"> <li>Notification system is fully operational as of Sept 19/16</li> <li>600+ emails sent out with 43 bounce back</li> <li>Notification system is operational and successful used in the BC shake-out event on October 20/2016</li> </ul> | <ul style="list-style-type: none"> <li>Project completed</li> </ul>                                                                 |

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|                                                                             |                                                                                                                                         |                                    |                                                                                     | <ul style="list-style-type: none"> <li>2016 (Surinder)</li> <li>• Training Mar/Apr (Surinder)</li> <li>• Beta testing May</li> <li>• Implementation by Sept 2016 (Surinder)</li> </ul>                                                                              |                                                                                                                                                                                                                                         |                                                                 |
|                                                                             | <ul style="list-style-type: none"> <li>• Host provincial ERM conference</li> </ul>                                                      | Director, Security                 | <ul style="list-style-type: none"> <li>• Oct 2016</li> </ul>                        | <ul style="list-style-type: none"> <li>• Working group created</li> <li>• Rooms confirmed</li> <li>• Web page set up completed (waiting for final content from RMB)</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>• Conference date Oct, 6-7, 2016</li> <li>• have 87 tickets sold</li> <li>• Minister to give opening speech</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>• Completed</li> </ul>   |
| 2.2.3 Start procurement process for new Physical Security Services contract | <ul style="list-style-type: none"> <li>• Complete procurement RFP for security contract – current contract expires June 2016</li> </ul> | Procurement/<br>Director, Security | <ul style="list-style-type: none"> <li>• Proponent selection by Apr 2016</li> </ul> | <ul style="list-style-type: none"> <li>• Procurement complete</li> <li>• Board approved</li> <li>• New contract executed and services commenced Jun 1</li> <li>• Unsuccessful proponents have been debriefed</li> </ul>                                             | <ul style="list-style-type: none"> <li>• Complete</li> <li>• No further action required</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>• Completed</li> </ul>   |
| 2.2.4 Upgrade security infrastructure                                       | <ul style="list-style-type: none"> <li>• Upgrading key security infrastructure (i.e. key scan, CCT, access control)</li> </ul>          | Director, Security/<br>Facilities  | <ul style="list-style-type: none"> <li>• Apr 2016</li> </ul>                        | <ul style="list-style-type: none"> <li>• Upgraded all labs on campus to card access as well as dental clinic</li> <li>• Installation communicated out</li> <li>• Operationalized all cameras on campus</li> <li>• Installed cameras in receiving area of</li> </ul> | <ul style="list-style-type: none"> <li>• Stage two roll out starting</li> <li>• Security provider asked to give quotes for capital project as well as offer suggestions for further enhancements</li> <li>• New installation</li> </ul> | <ul style="list-style-type: none"> <li>• In progress</li> </ul> |

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|  |                                                                                                                                                                                                                    |                    |                                                                                  | <ul style="list-style-type: none"> <li>Bldg A</li> <li>Upgraded client management software client control and CCTV</li> </ul> | areas: <ul style="list-style-type: none"> <li>Advising/disability services</li> <li>Indigenous students area</li> <li>Public hallways both campuses</li> </ul>                                                                |                                                                                                                                           |
|  | <ul style="list-style-type: none"> <li>Consolidate all privacy functions under one umbrella, reporting to VP Admin, CFO</li> <li>Create privacy policies and have them reviewed, passed and implemented</li> </ul> | Director, Security | <ul style="list-style-type: none"> <li>Sept 2016</li> <li>Dec 2016</li> </ul>    | <ul style="list-style-type: none"> <li>In process</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>Privacy Impact Assessment (PIA) has been completed</li> <li>In consultation around policy and process</li> <li>Timeline needs to be extended</li> </ul>                                | <ul style="list-style-type: none"> <li>Consolidation of privacy functions completed</li> <li>Process/procedures in development</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Review Emergency Risk Management as outlined in the Integrated College Plan and report back to CFO for reporting to Board</li> </ul>                                        | Director, Security | <ul style="list-style-type: none"> <li>Quarterly (starting June 2016)</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                                 |
|  | <ul style="list-style-type: none"> <li>Assume Operational lead for Insurance coverage for Institution</li> </ul>                                                                                                   | Director, Security | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                        | <ul style="list-style-type: none"> <li>Insurance responsibilities transferred to Safety &amp; Security</li> </ul>             | <ul style="list-style-type: none"> <li>All responsibilities have been transferred and now reside in Safety and Security</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>Completed</li> </ul>                                                                               |
|  | <ul style="list-style-type: none"> <li>Draft Sexual Assault Policy</li> </ul>                                                                                                                                      | Director, Security | <ul style="list-style-type: none"> <li>Immediate</li> </ul>                      | <ul style="list-style-type: none"> <li>Working Group formed</li> <li>Draft in process</li> </ul>                              | <ul style="list-style-type: none"> <li>Committee has been struck and meetings have been scheduled</li> <li>Other post sec policy has been reviewed and committee is condensing information to formulate VCC policy</li> </ul> | <ul style="list-style-type: none"> <li>In progress</li> </ul>                                                                             |

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| 2016/17 Objectives                                                                  | Initiatives                                                                                                                                                | Responsibility                                                                | Timeline                                                   | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                                                                                                                           | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                             | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                                                                                               |
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| <b>Goal 2.3 – Maximize our campus facilities and resources</b>                      |                                                                                                                                                            |                                                                               |                                                            |                                                                                                                                                                                                                                         |                                                                                                                                                                                              |                                                                                                                                                                                                                                                                |
| 2.3.1 Assess space requirements and utilization                                     | <ul style="list-style-type: none"> <li>Conduct needs assessment based on enrolment forecast and develop space utilization plan for all campuses</li> </ul> | VP Admin/VP Academic/Deans/Directors/Facilities                               | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>Pending implementation of EMS software (Campus Planning Module) (Jerry)</li> <li>Space Utilization Committee formed (VP Academic)</li> <li>Terms of Reference developed (VP Academic)</li> </ul> | <ul style="list-style-type: none"> <li>SOW for implementation of Campus Planning Module has been received</li> <li>Initial meeting of Space Utilization Committee has taken place</li> </ul> | <ul style="list-style-type: none"> <li>Meeting with Deans scheduled for February 2017 to discuss needs based on 5-Year Academic plan and areas of growth</li> </ul>                                                                                            |
|                                                                                     | <ul style="list-style-type: none"> <li>Review space utilization of Automotive Trades areas at BWY campus</li> </ul>                                        | Dean, School of Trades, Technology & Design/Director Facilities               | <ul style="list-style-type: none"> <li>Mar 2016</li> </ul> | <ul style="list-style-type: none"> <li>Functional program issued May 2016</li> </ul>                                                                                                                                                    | <ul style="list-style-type: none"> <li>Preliminary planning with Architects started</li> </ul>                                                                                               | <ul style="list-style-type: none"> <li>Preliminary plan has been developed by the architect and is being reviewed by Automotive Trades and facilities</li> <li>Once the Architect has received feedback a more comprehensive plan will be developed</li> </ul> |
| 2.3.2 Develop fitness facility plan – change focus to promoting Health and Wellness | <ul style="list-style-type: none"> <li>Reassess fitness facilities project and make recommendations</li> <li>Develop a health and wellness plan</li> </ul> | Director, Facilities<br><br>Director, Student Services /VP People and Culture | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>On hold pending funding</li> <li>Change focus to health and wellness for students and staff</li> </ul>                                                                                           | <ul style="list-style-type: none"> <li>On hold</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>Continues to be on hold</li> </ul>                                                                                                                                                                                      |

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| 2016/17 Objectives                                                           | Initiatives                                                                                                                                                                                                                                        | Responsibility                           | Timeline                                                                                                  | 1 <sup>st</sup> Qtr Status Update – June 2016                                 | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                   |
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| <b>Goal 2.4 – Develop a high-performing college team</b>                     |                                                                                                                                                                                                                                                    |                                          |                                                                                                           |                                                                               |                                                                                                                                                                 |                                                                                                                                                                    |
| 2.4.1 Implement an enhanced performance management system                    | <ul style="list-style-type: none"> <li>Review performance appraisal and evaluation processes for all employee groups and develop an enhanced performance management system – develop plan</li> </ul>                                               | HR                                       | <ul style="list-style-type: none"> <li>Develop monitoring and training plan timeline Sept 2016</li> </ul> |                                                                               | <ul style="list-style-type: none"> <li>No update at this time</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>No update at this time</li> </ul>                                                                                           |
| 2.4.2 Enhance staff orientation process                                      | <ul style="list-style-type: none"> <li>Develop a robust staff orientation process – develop a plan/process</li> </ul>                                                                                                                              | HR                                       | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul>                                                |                                                                               | <ul style="list-style-type: none"> <li>No update at this time</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>No update at this time</li> </ul>                                                                                           |
|                                                                              | <ul style="list-style-type: none"> <li>Develop an Indigenous Advisor Handbook and Department Handbook</li> </ul>                                                                                                                                   | Indigenous Education                     | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul>                                                |                                                                               | <ul style="list-style-type: none"> <li>No update at this time</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>No update at this time</li> </ul>                                                                                           |
| 2.4.3 Increase overall level of employee engagement                          | <ul style="list-style-type: none"> <li>Conduct a college-wide employee engagement survey</li> <li>Develop a comprehensive plan for addressing employee engagement based on survey results</li> </ul>                                               | President's Office/VP People and Culture | <ul style="list-style-type: none"> <li>Fall 2016</li> <li>Mar 2017</li> </ul>                             | <ul style="list-style-type: none"> <li>Put together advisory group</li> </ul> | <ul style="list-style-type: none"> <li>Employee engagement survey will be rolled out on Nov 14<sup>th</sup>. Employee responses required by Nov 25th</li> </ul> | <ul style="list-style-type: none"> <li>Engagement survey has been completed by staff – 70% completion</li> <li>Results are being compiled by Talent Map</li> </ul> |
| 2.4.4 Review organizational structure and assess human resource requirements | <ul style="list-style-type: none"> <li>Review and update job descriptions and department requirements to ensure staffing levels are adequate and meet budgetary targets</li> <li>Optimize position/role effectiveness and efficiency</li> </ul>    | HR/All Departments                       | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul>                                                |                                                                               | <ul style="list-style-type: none"> <li>Reviews have taken place in some departments</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>In progress</li> </ul>                                                                                                      |
| 2.4.5 Assess employee needs and develop a training plan                      | <ul style="list-style-type: none"> <li>Provide customer service excellence training for front line, finance, registrar and student services staff</li> <li>Coordinate the development of a formal training program with key departments</li> </ul> | HR/Departments                           | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul>                                                |                                                                               | <ul style="list-style-type: none"> <li>No update at this time</li> </ul>                                                                                        | <ul style="list-style-type: none"> <li>Training plan in development</li> </ul>                                                                                     |

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| 2016/17 Objectives                                                 | Initiatives                                                                                                     | Responsibility                 | Timeline                                                   | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                 | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                               | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                        |
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| <b>Goal 2.5 – Review, develop, update and communicate policies</b> |                                                                                                                 |                                |                                                            |                                                                                                                               |                                                                                                                |                                                                                                         |
| 2.5.1 Review, develop, update, implement and communicate policies  | <ul style="list-style-type: none"> <li>Review, develop, update and communicate policies in all areas</li> </ul> | VP Admin & CFO/<br>VP Academic | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>New and updates to several administrative and educational policies underway</li> </ul> | <ul style="list-style-type: none"> <li>Good progress with review and revision of education policies</li> </ul> | <ul style="list-style-type: none"> <li>Progress continues to be made with education policies</li> </ul> |

**KSD #3 – Financial Stability and Sustainability**

| 2016/17 Objectives                                          | Initiatives                                                                                                                                                                                                                                  | Responsibility                      | Timeline                                                   | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                                                                                            | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                          | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                                               |
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| <b>Goal 3.1 – Implement our financial strategy</b>          |                                                                                                                                                                                                                                              |                                     |                                                            |                                                                                                                                                                                                          |                                                                                                                                                                                           |                                                                                                                                                                                                                |
| 3.1.1 Meet our domestic and international enrolment targets | <ul style="list-style-type: none"> <li>Provide monthly/quarterly enrolment reports for departments to monitor progress</li> <li>Support agents and maintain agent relationships to ensure international enrolment targets are met</li> </ul> | Registrar/<br>Director IR/IE        | <ul style="list-style-type: none"> <li>Apr 2016</li> </ul> | <ul style="list-style-type: none"> <li>Monitoring enrolments on a monthly bases and communicated to the leadership team</li> <li>Reports prepared by IR</li> </ul>                                       | <ul style="list-style-type: none"> <li>Reports are completed on a monthly and Quarterly basis, prepared and distributed by IR to the Deans, Finance and Senior Leadership Team</li> </ul> | <ul style="list-style-type: none"> <li>Monthly reports continue to be shared with leadership team</li> <li>Agent updates given regarding subcontinent office, seat availability and new programming</li> </ul> |
| 3.1.2 Meet our financial budget targets                     | <ul style="list-style-type: none"> <li>Provide monthly/quarterly financial reports for departments to monitor progress</li> </ul>                                                                                                            | VP Admin & CFO/<br>Director Finance | <ul style="list-style-type: none"> <li>Apr 2016</li> </ul> | <ul style="list-style-type: none"> <li>Up to date and ongoing</li> <li>Monthly reports provided to departments by finance</li> <li>Monthly financial information presented to leadership team</li> </ul> | <ul style="list-style-type: none"> <li>Continue to carefully monitor monthly financial results</li> <li>Present monthly financial information to leadership</li> </ul>                    | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                                                                                                      |
|                                                             | <ul style="list-style-type: none"> <li>Develop three year procurement strategy for recurring needs to</li> </ul>                                                                                                                             | Procurement                         | <ul style="list-style-type: none"> <li>Dec 2016</li> </ul> | <ul style="list-style-type: none"> <li>Making process improvements so</li> </ul>                                                                                                                         | <ul style="list-style-type: none"> <li>No further update at this time</li> </ul>                                                                                                          | <ul style="list-style-type: none"> <li>No further action required at this time</li> </ul>                                                                                                                      |

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|  | increase value/saving for the college |  |  | that buyers can be more proactive by meeting with departments to understand future needs |  | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |
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| 2016/17 Objectives                                      | Initiatives                                                                                                                              | Responsibility | Timeline                                                   | 1 <sup>st</sup> Qtr Status Update – June 2016                             | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                                                                         | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                                 |
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| <b>Goal 3.2 – Achieve our long term growth strategy</b> |                                                                                                                                          |                |                                                            |                                                                           |                                                                                                                                                                                                                                          |                                                                                                                                                                                                  |
| 3.2.1 Execute the integrated planning cycle and process | <ul style="list-style-type: none"> <li>Complete and implement 2016/17 Integrated College Plan</li> </ul>                                 | VP Admin & CFO | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>In progress and ongoing</li> </ul> | <ul style="list-style-type: none"> <li>Started the 2017/18 integrated college planning cycle</li> <li>2017/18 integrated college survey distributed and completed</li> <li>half day goals and objectives planning for VCC Day</li> </ul> | <ul style="list-style-type: none"> <li>5-Year Academic plan in development</li> <li>1<sup>st</sup> draft of the 2017/18 Budget done</li> <li>Finalizing of 2017/18 Budget in progress</li> </ul> |
|                                                         | <ul style="list-style-type: none"> <li>Ongoing tracking and reporting out on 2016/17 goals and objectives progress</li> </ul>            | VP Admin & CFO | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>In progress and ongoing</li> </ul> | <ul style="list-style-type: none"> <li>2016/17 goals and objectives updated quarterly</li> <li>Update reports distributed to leadership and posted to MyVCC</li> </ul>                                                                   | <ul style="list-style-type: none"> <li>2016/17 goals and objectives updated quarterly</li> </ul>                                                                                                 |
|                                                         | <ul style="list-style-type: none"> <li>Review VCC vision and values and revise to be more relevant –develop plan and timeline</li> </ul> | VP Admin & CFO | <ul style="list-style-type: none"> <li>Dec 2016</li> </ul> | <ul style="list-style-type: none"> <li>In progress</li> </ul>             | <ul style="list-style-type: none"> <li>Visioning, values exercised completed by senior leadership</li> <li>Will be part of department planning sessions at VCC Day On Nov 3, 2016</li> </ul>                                             | <ul style="list-style-type: none"> <li>Visioning exercise in progress</li> <li>Draft vision statement to be presented at next Board Planning meeting in February</li> </ul>                      |

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| <p>3.2.2 Develop Facilities Master Plan</p> | <ul style="list-style-type: none"> <li>Develop plan (including timeline) to create a campus/facilities master plan</li> </ul> | <p>President’s Office/VP Admin &amp; CFO/ Director, Facilities</p> | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>Submitted three SIF proposals that will have an impact on the campus plan. Will wait to hear if the proposals will be approved before the planning will start (mid-July timeframe for hearing about approvals)</li> <li>Space utilization committee formed</li> </ul> | <ul style="list-style-type: none"> <li>Unsuccessful in receiving SIF funding</li> <li>Current space usage inventory completed for Broadway A &amp; B and Downtown campus</li> <li>Regular Space utilization committee meetings being held</li> <li>Space Utilization has developed Terms of Reference and is looking at campus inventory.</li> </ul> | <ul style="list-style-type: none"> <li>AVED 5-Year Capital plan submitted in fall</li> <li>Meeting scheduled in February to discuss space requirements based on 5-Year Academic Plan and areas of growth that will be used to create the facilities master plan</li> </ul> |
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| 2016/17 Objectives                                             | Initiatives                                                                                              | Responsibility            | Timeline                                                   | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                          | 2 <sup>nd</sup> Qtr Status Update - October 2016                                          | 3 <sup>rd</sup> Qtr Status Update – January 2017          |
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| <b>Goal 3.3 – Grow our commercial services revenue</b>         |                                                                                                          |                           |                                                            |                                                                                                                        |                                                                                           |                                                           |
| <p>3.3.1 Identify additional sources of revenue generation</p> | <ul style="list-style-type: none"> <li>Explore commercial services revenue generation options</li> </ul> | <p>VP Admin &amp; CFO</p> | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>In progress – working with movie company to increase filming revenue</li> </ul> | <ul style="list-style-type: none"> <li>Movie filming revenue continues to grow</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |

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| 2016/17 Objectives                                          | Initiatives                                                                                                                                          | Responsibility | Timeline                                                   | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                      | 2 <sup>nd</sup> Qtr Status Update - October 2016                                 | 3 <sup>rd</sup> Qtr Status Update – January 2017          |
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| <b>Goal 3.4 – Foster environmental leadership</b>           |                                                                                                                                                      |                |                                                            |                                                                                                                    |                                                                                  |                                                           |
| 3.4.1 Implement VCC's Environmental Sustainability Strategy | <ul style="list-style-type: none"> <li>Implement the Strategic Energy Management Plan and reduce energy consumption by 20% from 2010-2017</li> </ul> | Facilities     | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>In progress. Energy consumption reduced by 32% from 2010 to 2015</li> </ul> | <ul style="list-style-type: none"> <li>No further update at this time</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |
|                                                             | <ul style="list-style-type: none"> <li>Implement the Waste Management Plan and increase waste diversion to 90% by 2017</li> </ul>                    | Facilities     | <ul style="list-style-type: none"> <li>Dec 2016</li> </ul> | <ul style="list-style-type: none"> <li>Waste Diversion currently at 79%</li> </ul>                                 | <ul style="list-style-type: none"> <li>No further update at this time</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |

#### KSD #4 – Reputation Management

| 2016/17 Objectives                              | Initiatives                                                                                                                                                    | Responsibility                                                                      | Timeline                                                                                                           | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                                 | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                                                               | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                          |
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| <b>Goal 4.1 Increase Brand awareness of VCC</b> |                                                                                                                                                                |                                                                                     |                                                                                                                    |                                                                                                                                               |                                                                                                                                                                                                                                |                                                                                                                                                                                           |
| 4.1.1 Improve signage/wayfinding                | <ul style="list-style-type: none"> <li>Install signage on building B at Broadway</li> <li>Change campus logo signage (fix)</li> </ul>                          | Director, Marketing/<br>Facilities                                                  | <ul style="list-style-type: none"> <li>Jan 2017</li> <li>Sept 2017</li> </ul>                                      | <ul style="list-style-type: none"> <li>Tender documents prepared. Tender release pending funding confirmation (Facilities)</li> </ul>         | <ul style="list-style-type: none"> <li>Tender documents prepared. Tender release pending funding confirmation (Facilities)</li> </ul>                                                                                          | <ul style="list-style-type: none"> <li>We have put in a request for Capital funding for this project. It was put on hold for the past year a half.</li> </ul>                             |
| 4.1.2 Develop branding strategy                 | <ul style="list-style-type: none"> <li>Complete 50th campaign</li> <li>Ad plan</li> <li>Photo project</li> <li>Develop a digital marketing strategy</li> </ul> | Director, Marketing<br>Manager, Marketing<br>Manager, Marketing<br>Manager, Digital | <ul style="list-style-type: none"> <li>Aug 2016</li> <li>Oct 2016</li> <li>Ongoing</li> <li>Spring 2017</li> </ul> | <ul style="list-style-type: none"> <li>50<sup>th</sup> plan is complete and working on moving We Built this City Website to vcc.ca</li> </ul> | <ul style="list-style-type: none"> <li>50<sup>th</sup> will be complete by end-Dec 2016</li> <li>18-month media plan will be completed by end-Dec 2016</li> <li>Photo project is in planning &amp; evaluation stage</li> </ul> | <ul style="list-style-type: none"> <li>50<sup>th</sup> Campaign completed</li> <li>Ad plan is 80% complete</li> <li>Photo project is currently being scheduled for Spring 2017</li> </ul> |
| 4.1.3 Increase public                           | <ul style="list-style-type: none"> <li>Implement social media plan</li> </ul>                                                                                  | Marketing/Facilities                                                                | <ul style="list-style-type: none"> <li>Oct 2016</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Social media plan is</li> </ul>                                                                        | <ul style="list-style-type: none"> <li>Complete</li> </ul>                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Was reviewed by</li> </ul>                                                                                                                         |

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| engagement | <ul style="list-style-type: none"> <li>Canadian’s Day at Nat Bailey Stadium</li> <li>Investigate other opportunities for community involvement</li> </ul> | Marketing team       | Summer 2017                                                 | <p>complete</p> <ul style="list-style-type: none"> <li>Preparing for Canadians</li> </ul>                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Complete</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>digital manager &amp; is being executed</p> <ul style="list-style-type: none"> <li>Ongoing</li> </ul>                                                                                                                                                                                                                                                                                  |
|            | <ul style="list-style-type: none"> <li>Set fundraising priorities 2017/18</li> </ul>                                                                      | Director, Foundation | <ul style="list-style-type: none"> <li>Jan. 2017</li> </ul> | <ul style="list-style-type: none"> <li>2016-17 overall plan drafted</li> <li>AIC collaborative campaign with BCIT</li> <li>ABE Fundraising – would like a case for support from VCC</li> <li>Seats4Smiles – inventory and priorities to be signed off by Dean</li> </ul> | <ul style="list-style-type: none"> <li>2015-16 audit delivered &amp; financials approved by Foundation Board.</li> <li>\$500K raised in last fiscal</li> <li>2016-17 fundraising plan in progress –</li> <li>first-ever “Class of” employee, student &amp; alumni campaign; assist at least 4 external fundraisers during fiscal; increase last year’s event profits by 100% by hosting Mar 9 2017; write 23 grant requests (17% success rate)</li> <li>AIC collaboration – no cash donors so far. Only offers to configure past and future GIKs to create enough of a gift to name a bay.</li> <li>Re ABE – VCCF completed a</li> </ul> | <ul style="list-style-type: none"> <li>Planning 2017-18</li> <li>AIC Collaborative campaign with BCIT ongoing</li> <li>ABE Fundraising on hold</li> <li>Seats4Smiles ongoing</li> <li>Spring and Fall Awards completed</li> <li>Fundraising highlights - \$20k to student bursaries; new endowments at \$10k and \$20k</li> <li>Flourish Gala planning in progress – March 9th</li> </ul> |

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|                                                                              |                                                                                                                                                                                                                                                            |                                          |                                                             |                                                     | <p>promotional video with Marketing</p> <ul style="list-style-type: none"> <li>• Seven proposals to funders: secured two donations: \$2,500 - Hamber Foundation &amp; \$5,000 - Coast Capital Savings (dedicated to ABE Youth's emergency fund)</li> <li>• Seats4Smiles stalled until employee replacement (after Nov. 1)</li> <li>• *Capital request to assist with DTN culinary etc. approved in principle by VCCF Board. Requested feasibility study, case for support, business case, etc.</li> </ul> |                                                                                                                                                                                                                                                                              |
| <p>4.1.4 Increase VCC's competitiveness in the international marketplace</p> | <ul style="list-style-type: none"> <li>• Enhance international education marketing strategy</li> <li>• Promote VCC brand and VCC programming to key foreign markets</li> <li>• Enhance the social media presence of VCC International Education</li> </ul> | <p>International Education/Marketing</p> | <ul style="list-style-type: none"> <li>• Ongoing</li> </ul> | <ul style="list-style-type: none"> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>•</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Meeting between IE and Marketing scheduled for January 26</li> <li>• Marketing materials being updated to reflect VCC brand and new programs for new markets</li> <li>• Director travelling to emerging markets of India</li> </ul> |

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|  |  |  |  |  |  | and Vietnam to promote VCC programs <ul style="list-style-type: none"> <li>• Social media plans not yet determined – will meet with manager digital strategy subsequent to meeting with Marketing</li> </ul> |
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| 2016/17 Objectives                                           | Initiatives                                                                                                                                                                                                | Responsibility                                                                     | Timeline                                                                           | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                                | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                             | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                                                                                                                                                      |
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| <b>Goal 4.2 Improve internal and external communications</b> |                                                                                                                                                                                                            |                                                                                    |                                                                                    |                                                                                                                                              |                                                                                                                                              |                                                                                                                                                                                                                                                                                                                       |
| 4.2.1 Internal Communication                                 | <ul style="list-style-type: none"> <li>• Create communication tool kit</li> <li>• Digest refresh</li> <li>• IT to enable auto login for MyVCC</li> </ul>                                                   | Director, Marketing<br><br>IT/Marketing                                            | <ul style="list-style-type: none"> <li>• Sept 2017</li> <li>• Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>• Digest focus groups conducted</li> </ul>                                                            | <ul style="list-style-type: none"> <li>• Complete</li> <li>• Complete</li> <li>• IT is working on this</li> </ul>                            | <ul style="list-style-type: none"> <li>• Complete</li> <li>• Complete</li> <li>• Digital manger is still addressing with IT</li> </ul>                                                                                                                                                                                |
| 4.2.2 Develop external communications strategy               | <ul style="list-style-type: none"> <li>• Develop a stakeholders' relations plan</li> <li>• Government</li> <li>• Community agencies</li> <li>• Donors/Alumni</li> <li>• Indigenous organization</li> </ul> | President's Office/Director,<br>Marketing/ VCC Foundation/<br>Indigenous Education | <ul style="list-style-type: none"> <li>• Nov 2016</li> </ul>                       | <ul style="list-style-type: none"> <li>• Karen attended GR event in Ottawa to learn about liberal government</li> <li>• Not begun</li> </ul> | <ul style="list-style-type: none"> <li>• Karen attended GR event in Ottawa to learn about liberal government</li> <li>• Not begun</li> </ul> | <ul style="list-style-type: none"> <li>• First meeting took place and second meeting set for Jan. 27</li> <li>• Ongoing. Government relations has been successful – we have seen up to 20 gov't reps. Since June 2016</li> <li>• We have reached out to 100 community agencies and send them e-newsletters</li> </ul> |

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|  |                                                                                                                          |                                                            |                                                                                                                     |                                                                                                                                |                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>every 6 months.</li> <li>NN, MY, TS and TP informally meeting to cross-network and share community and employer activity (NN)</li> <li>Alumni &amp; Development 3 day/week is posting (NN)</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Develop Continuing Studies and Contract Training promotional materials</li> </ul> | Marketing/<br>Continuing Studies                           | <ul style="list-style-type: none"> <li>Dec 2016</li> </ul>                                                          | <ul style="list-style-type: none"> <li>Met with Dept and identified needs</li> <li>Created a BC trustee brochure</li> </ul>    | <ul style="list-style-type: none"> <li>Met with Dept. and identified needs</li> <li>Created a BC trustee brochure</li> <li>Redesigning CS flyer for Sept 2017</li> <li>Met with designer and distributors to find ways to achieve better outcomes (CS)</li> </ul> | <ul style="list-style-type: none"> <li>Marketing is reformatting the CS flyer and working closely with dean, CS on marketing plan</li> <li>Met with the new PDO to discuss website and materials- initial discussion</li> </ul>              |
|  | <ul style="list-style-type: none"> <li>Update crisis communication plan</li> </ul>                                       | Director, Marketing with input Director, Safety & Security | <ul style="list-style-type: none"> <li>Summer 2017</li> </ul>                                                       | <ul style="list-style-type: none"> <li>In progress, new emergency communication plan complete</li> </ul>                       | <ul style="list-style-type: none"> <li>In progress, VCC Alerts system launched early Oct 2016</li> </ul>                                                                                                                                                          | <ul style="list-style-type: none"> <li>Preliminary work on Crisis plan begun</li> <li>Met with Surinder and marketing managers Jan 2017. We are awaiting the sign off on the emergency plan from VP Finance.</li> </ul>                      |
|  | <ul style="list-style-type: none"> <li>Samsung appliance technician program promotion</li> </ul>                         | Marketing                                                  | <ul style="list-style-type: none"> <li>Oct 2016</li> <li>New date: Spring 2017 (dependent on Curriculum)</li> </ul> | <ul style="list-style-type: none"> <li>Working with Samsung, waiting for fees, curriculum.</li> <li>Met with Dennis</li> </ul> | <ul style="list-style-type: none"> <li>Complete, PR launch postponed until early 2017</li> </ul>                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Looking to recruit for Entry level program in late spring for Sept.</li> </ul>                                                                                                                        |

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|  |                                                                            |                    |                                                               | and recruiter                                                                             |                                                                                        | intake                                                    |
|  | <ul style="list-style-type: none"> <li>Increased media presence</li> </ul> | Marketing/Web team | <ul style="list-style-type: none"> <li>Summer 2016</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing, received CBC for Tooth Trolley</li> </ul> | <ul style="list-style-type: none"> <li>Media pitches on Oct 20 Shake-Out BC</li> </ul> | <ul style="list-style-type: none"> <li>Ongoing</li> </ul> |

| 2016/17 Objectives                                                  | Initiatives                                                                                                                                                                                                                                                                                                     | Responsibility                          | Timeline                                                    | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                               | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                              | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                   |
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| <b>Goal 4.3 Improve student recruitment and retention processes</b> |                                                                                                                                                                                                                                                                                                                 |                                         |                                                             |                                                                                                                             |                                                                                                                                                               |                                                                                                                                                                                    |
| 4.3.1 Develop student recruitment strategic plan                    | <ul style="list-style-type: none"> <li>Increase VCC's presence through recruitment activities for programs, course-based and apprenticeship registrations</li> <li>Improve operational effectiveness of the team</li> <li>Build a sales presentation that engages people and promotes VCC's benefits</li> </ul> | Director, Marketing                     | <ul style="list-style-type: none"> <li>Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>Plan is complete, all deliverables have been assigned and are in progress</li> </ul> | <ul style="list-style-type: none"> <li>Plan is complete, all deliverables have been assigned and are in progress</li> </ul>                                   | <ul style="list-style-type: none"> <li>Reviewed last year's plan and made adjustment in Dec. 2016.</li> <li>Meet every week on initiatives from plan</li> </ul>                    |
| 4.3.2 Develop new recruitment campaign                              | <ul style="list-style-type: none"> <li>Design and produce campaign</li> <li>Develop new program guide</li> <li></li> </ul>                                                                                                                                                                                      | Director, Marketing                     | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul>  | <ul style="list-style-type: none"> <li>Preliminary mock ups have been developed</li> </ul>                                  | <ul style="list-style-type: none"> <li>In production and in-market end-Dec 2016</li> <li>In creative development and will be complete end-Jan 2017</li> </ul> | <ul style="list-style-type: none"> <li>Campaign is now in marketing as of Jan 2017.</li> <li>We are now working on other assets and removing old campaign from campuses</li> </ul> |
| 4.3.3 Improve CS registration                                       | <ul style="list-style-type: none"> <li>Currently it takes 29 clicks to register students. We lose up to 50% of those trying to register</li> </ul>                                                                                                                                                              | Manager, Digital Strategist, IT, CS, IR | <ul style="list-style-type: none"> <li>Sept 2017</li> </ul> |                                                                                                                             |                                                                                                                                                               | <ul style="list-style-type: none"> <li>Discussion have begun and a working group has been set up</li> </ul>                                                                        |
| 4.3.4 Develop recruitment strategy for                              | <ul style="list-style-type: none"> <li>Investigate new agent relations and business partnerships with recruiting agencies in emerging markets</li> </ul>                                                                                                                                                        | International Education                 | <ul style="list-style-type: none"> <li>Ongoing</li> </ul>   |                                                                                                                             |                                                                                                                                                               | <ul style="list-style-type: none"> <li>Director travelling to India to support business partner</li> </ul>                                                                         |

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| emerging markets and new VCC programs | <ul style="list-style-type: none"> <li>Ensure existing agents have necessary support to promote new VCC programs</li> </ul> |  |  |  |  | <ul style="list-style-type: none"> <li>and agents in India</li> <li>Director travelling to Vietnam to solicit new agents</li> <li>Existing agents updated on new partnerships and programs</li> </ul> |
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## KSD #5 – Business Development

| 2016/17 Objectives                                                                                       | Initiatives                                                                                                                                                         | Responsibility                                                    | Timeline                                                   | 1 <sup>st</sup> Qtr Status Update – June 2016                                                                                                                                                                                               | 2 <sup>nd</sup> Qtr Status Update - October 2016                                                                                                                                                                                                                     | 3 <sup>rd</sup> Qtr Status Update – January 2017                                                                                                                                                                                                                                |
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| <b>Goal 5.1 Develop new partnerships and collaboration</b>                                               |                                                                                                                                                                     |                                                                   |                                                            |                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                 |
| 5.1.1 Strategy for improving processes in Continuing Studies                                             | <ul style="list-style-type: none"> <li>Streamline process and procedures in Continuing Studies</li> </ul>                                                           | Moved to Dean, CS & CT in May 2016 from VP Strategic Partnerships | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>New Associate Registrar, CS hired on May 24, 2016, allowing us to begin process of bridging two CS offices and streamlining processes within CS and between CS and the Registrar's Office</li> </ul> | <ul style="list-style-type: none"> <li>Admin team meets regularly to discuss work flows</li> <li>Organizational restructuring planned for 2017</li> <li>Discussion with Registrar to develop a new online registration system to improve customer service</li> </ul> | <ul style="list-style-type: none"> <li>Working group established with representation from IT, IR, and Marketing to streamline current online registration process</li> <li>Business case submitted to purchase a customer-friendly online registration system for CS</li> </ul> |
| 5.1.2 Expand dual credit programming options by partnering with more school boards in the lower mainland | <ul style="list-style-type: none"> <li>Consider new dual credit programming options – e.g. Hair Design, Health Care Assistant (HCA), Pre Health Sciences</li> </ul> | Moved to Dean, CS & CT in May 2016 from VP Strategic Partnerships | <ul style="list-style-type: none"> <li>Mar 2017</li> </ul> | <ul style="list-style-type: none"> <li>Agreement with VSB for 2 Health Care Assistant students finishing in June 2016 &amp; 2 new students entering in Fall 2016</li> </ul>                                                                 | <ul style="list-style-type: none"> <li>Two Vancouver School Board students have been registered in the HCA program as of Sept 2016</li> <li>Gold Trail Program</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>No further update at this time</li> </ul>                                                                                                                                                                                                |

## Consolidated Status update: January 31, 2017 (last revision)

|                                                  |                                                                                                      |                                                                   |                                                               |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  |                                                                                                      |                                                                   |                                                               | <ul style="list-style-type: none"> <li>• 2 VSB Hair Design students will come in fall 2016 along with the Maple Ridge cohort</li> <li>• Discussions taking place around a Hair Design program at Chilliwack HS</li> <li>•</li> </ul> | <p>launched</p> <ul style="list-style-type: none"> <li>• ECCE program in East Kootenays</li> </ul>                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                        |
| 5.1.3 Expand Continuing Studies programming      | <ul style="list-style-type: none"> <li>• Implement 3-Year program review and renewal plan</li> </ul> | Moved to Dean, CS & CT in May 2016 from VP Strategic Partnerships | <ul style="list-style-type: none"> <li>• Mar 2017</li> </ul>  | <ul style="list-style-type: none"> <li>• Renewals planned for Counselling Skills, ECCE, and Fashion Merchandising programs</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>• Samsung courses launched in October</li> <li>• Plans for new courses related to culinary and other areas in which VCC already offers courses</li> <li>• Counselling Skills renewal process has begun</li> <li>• ECCE restructuring has been launched</li> </ul> | <ul style="list-style-type: none"> <li>• Professional Pathways course delivered in Fall</li> <li>• Another Professional Pathways course is scheduled for April 2017</li> <li>• Five-year renewal plan for CS programs established</li> <li>• Non-credit CS-run courses in collaboration with Culinary Arts courses scheduled for April 2017</li> </ul> |
| 5.1.4 Implement a New Contract Training strategy | <ul style="list-style-type: none"> <li>• Set strategic focus – develop plan</li> </ul>               | Moved to Partnership Development Office in Oct 2016               | <ul style="list-style-type: none"> <li>• Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>• VCC Contract Strategy Report prepared and delivered by Consultant in April 2016</li> <li>• Implementation plan to be</li> </ul>                                                             | <ul style="list-style-type: none"> <li>• Contract training and other contract areas consolidated into the Partnership Development Office now reporting to the VP Admin &amp; CFO (Oct 1, 2016)</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>• Partnership Development Office (PDO) compiling contract data base</li> <li>• Developing processes</li> <li>• Meeting with schools to discuss</li> </ul>                                                                                                                                                       |

Consolidated Status update: January 31, 2017 (last revision)

|                                                      |                                                                                                                                                                                                                                    |                                                                    |                                                             | established by CT Team                                                                                                                       |                                                                                                                                                                                 | possible opportunities to pursue                                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.1.5 Develop new private sector partnerships        | <ul style="list-style-type: none"> <li>Establish Samsung Tech Institute</li> </ul>                                                                                                                                                 | President's Office/ VP Admin & CFO/VP Academic/Director, Marketing | <ul style="list-style-type: none"> <li>Sept 2016</li> </ul> | <ul style="list-style-type: none"> <li>MOA signed with Samsung</li> <li>Implementation Team established and project plan in place</li> </ul> | <ul style="list-style-type: none"> <li>Samsung professional pathways program underway as of Oct 11 2016</li> <li>Samsung entry stream launch aimed for February 2017</li> </ul> | <ul style="list-style-type: none"> <li>First cohort of Samsung professional pathways completed their program Dec 2016</li> <li>Curriculum under development for Samsung Entry Pathway – launch date set for October 2017</li> </ul>                                                                                                                             |
| 5.1.6 Develop new international business partnership | <ul style="list-style-type: none"> <li>Explore and implement mutually beneficial business partnerships with external stakeholders such as school districts, other post-secondary institutes, subcontinent offices, etc.</li> </ul> | International Education                                            | <ul style="list-style-type: none"> <li></li> </ul>          | <ul style="list-style-type: none"> <li></li> </ul>                                                                                           | <ul style="list-style-type: none"> <li></li> </ul>                                                                                                                              | <ul style="list-style-type: none"> <li>Director attended pathways workshop with International K-12 representatives; will follow up on partnership opportunities with VSB</li> <li>Partnership agreement signed with M Square Business Solutions Inc.</li> <li>Director travelling to India to orient M Square managers to VCC programs and practices</li> </ul> |



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** February 15, 2017

**ISSUE:** **RECOMMENDATION FOR BOARD APPROVAL:**  
Rescind C.3.9 Degree Standards Policy

### BACKGROUND:

The Degree Standards Policy C.3.9 was approved by the Board in 2008 and has not been revised since. The Policy's purpose states:

To ensure all Bachelor Degrees, whether new or revised, further the strategic plan (goals) of VCC, produce student outcomes of appropriate standards, and meet relevant education objectives and current Ministry Guidelines. The development, revision and approval of degree programs at VCC will follow a transparent and consistent process to ensure that programs are educationally viable and meet appropriate standards.

A working group of deans and directors reviewed the policy in 2008 but no action was taken. Dr. McNaughton, Vice President of Academics, Students & Research, recently discovered their recommendations:

*Research was carried out to identify similar policies at other postsecondary institutions. A review group consisting of Karen Belfer, Sal Ferreras, Ginny Cathcart, Sandra Bailey (unable to attend) and the writer met to review the policy. {Note – “the writer” refers to the external consultant who was working with the group.}*

*The review group believes that extensive processes are in place that address the degree standards issue and that this policy is redundant. The group recommends eliminating Policy C.3.9 for the following reasons:*

1. *The function assigned, in the policy, to the Degree Standards Committee, i.e. “the development of all degree proposals” is fully outlined in an existing VCC document “Process for a New Certificate/Diploma/Degree Program”; this document is used for all new program proposals regardless of the credential.*
2. *The roles of EDCO and the Board are clearly outlined in the “Process...” document.*
3. *The functions assigned, in the policy, to the Degree Standards Committee, i.e. “set standards” is addressed very adequately in the Provincial Ministry document “Degree Program Review Criteria and Guidelines”, section IV.*
4. *The process for developing a new program is managed through the office of the dean responsible for the program. The dean is responsible for ensuring that the process is fully adhered to.*

5. *The function assigned in the policy, to the Degree Standards Committee “determine a formal process for graduation...” is a function that is normally assumed by the Registrar’s Office.*
6. *Both the Chair of the Degree Standards Committee (Karen Belfer) and the former Registrar (Karen McCredie) believe that the policy is redundant, as do the other members of the review group.*

In a memo dated September 27, 2016, Dr. McNaughton recommended to the Education Policy Committee that based on the robust Curriculum Development and Approval Policy C.3.14, along with other recent work on educational policies, that the recommendation to eliminate the Degree Standards policy be followed.

**DISCUSSION:**

This policy has gone through the full policy review process, and has been reviewed twice by the Policy Committee and Education Council. It was sent out for community feedback in November 2016 and no feedback was received. No concerns have been identified around rescinding this policy.

**RECOMMENDATION:**

THAT, on the advice of Education Council, the Board of Governors rescind the C.3.9 Degree Standards Policy.

**ATTACHMENTS:** APPENDIX A - C.3.9 Degree Standards Policy

**PREPARED BY:** Todd Rowlett, Chair, Education Council

**DATE:** February 8, 2017



## APPENDIX A

Title: Degree Standards Policy  
 Effective Date: March 27, 2008  
 Date of Last Revision: N/A  
 Policy Category: Education  
 Number: C.3.9

### Degree Standards Policy

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purpose</b>        | To ensure all Bachelor Degrees, whether new or revised, further the strategic plan (goals) of VCC, produce student outcomes of appropriate standards, and meet relevant education objectives and current Ministry Guidelines.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Policy</b>         | The development, revision and approval of degree programs at VCC will follow a transparent and consistent process to ensure that programs are educationally viable and meet appropriate standards.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Applies to</b>     | Students, Faculty, Department Heads, Deans, Vice-Presidents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Responsibility</b> | Vice-President Education, Registrar                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Procedures</b>     | <p>A Degree Standards Committee, reporting to the Vice-President, Education, will be established to be responsible for the review of all degree proposals. The committee will assist with the development of all degree proposals, and review and advise on proposals prior to submission to the Curriculum Committee. The Committee will set standards for degrees that would include but not be limited to:</p> <ul style="list-style-type: none"> <li>• residency requirements</li> <li>• admission and advanced standing</li> <li>• core, mandatory and elective courses</li> <li>• the total number of credits</li> <li>• the designations of lower level and upper level courses</li> <li>• depth and breadth of the curriculum</li> <li>• instructor qualifications</li> <li>• prior learning assessment approaches</li> <li>• special services required by education areas</li> <li>• an appropriate degree audit process that assures that all degree requirements have been met before each student graduates</li> </ul> |

The Committee will determine a formal process for graduation that would include but not be limited to:

- student's application to graduate
- Registrar's Office process
- the role of the Degree Standards Committee
- notification to College Board
- official VCC 'grantor' of the degree

The Degree Standards Committee will consist of but not be limited to:

- Registrar or Designate
- A Dean responsible for applied programs
- Dean of Arts and Sciences
- Dean for the Centre for Instructional Development (Committee Chair)
- Chair, Education Council
- One Instructor from a VCC degree program

**Definitions**  
**Replaces**

Related to:

- C.1.3 Granting of Credentials
- C.1.4 Assignment of Credits to Courses Policy
- C. 1.1 Course/Program Grading Policy
- New Curriculum Development at VCC

1. **Policy Sponsor** VP Education

2. **Approvals:**

President\_\_\_\_\_

Date:\_\_\_\_\_

Education Council Chair\_\_\_\_\_

Date:\_\_\_\_\_

Operations Council Chair\_\_\_\_\_

Date:\_\_\_\_\_

Board Chair\_\_\_\_\_

Date:\_\_\_\_\_

3. **Amendments**

President\_\_\_\_\_

Date:\_\_\_\_\_

Education Council Chair\_\_\_\_\_

Date:\_\_\_\_\_

Operations Council Chair\_\_\_\_\_

Date:\_\_\_\_\_

Board Chair\_\_\_\_\_

Date:\_\_\_\_\_

4. **Review Date**



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** February 15, 2017

**ISSUE:** **RECOMMENDATION FOR BOARD APPROVAL:**  
New credential: Pre-Health Sciences Certificate program

### BACKGROUND:

The Pre-Health Sciences Certificate program is designed for students to explore the health science program options at VCC and other institutions, and make an informed decision about their own best career pathway. It is a 32 week full time program.

The Program Learning Outcomes are that upon successful completion of the program, students will be able to:

1. Confidently choose a Health Sciences career path appropriate to their interests;
2. Use computers and other technological tools to perform related tasks;
3. Discuss and apply a variety of Math, Biology, and Chemistry concepts as they relate to health care;
4. Interact with others in groups and teams in ways that contribute to effective working relationships and support Interprofessional collaboration;
5. Communicate clearly and concisely in the written and spoken form in relation to health studies;
6. Utilize problem solving and critical thinking skills that are essential for success in health sciences programs;
7. Acquire depth and breadth of knowledge through the exploration of multiple health sciences courses and an elective course.

This type of pre-health program has been common in Ontario since the mid-2000s, as most colleges have a program and offer multiple entries per year. It is designed to make students more aware of the professional roles they are entering, help them gain skills and knowledge that will help them succeed, and to feed students into other health sciences programs.

Two seats will be held in each of VCC's Health Sciences programs (except Bachelor of Science-Nursing and Dental Hygiene) will be held for students who have completed the Pre-Health Sciences credential and who otherwise meet the program admission requirements. It will be a powerful draw for students looking for entry into programs that often have lengthy waitlists. Discussions have begun with BCIT, Douglas College, and JIBC regarding articulation agreements into some of their health programs, as have some preliminary discussions with some high schools around "dual credit" programming.

The program's anticipated start date is September 2017.

**DISCUSSION:**

The curriculum was developed primarily by Debbie Sargent, the Dean of Health Sciences, as a partnership between the School of Arts and Sciences and the School of Health Sciences. She presented it to Curriculum Committee for review at its December 2015 meeting. There were a number of minor changes requested:

- Clarification around Math admission requirements
- Correction to some credit calculations, course description wording, and verbiage in the program outcomes

Significant discussion was had around how best to explain to students that the Math 1205 course has a passing grade of D but the program requires a C- to progress and receive the certificate. This is a common issue and is confusing to students, but is designed to allow students greater flexibility. A 'D' in Math 1205 might be enough to transfer this course credit to another program, but the requirements of a health program support setting a higher bar. The math courses are often some of the most challenging for health students.

Education Council reviewed the curriculum at its January 2016 meeting and had no additional concerns. It approved the curriculum, and recommended that the Board approve the program.

**RECOMMENDATION:**

THAT, on the advice of Education Council, the Board of Governors approve the new Pre-Health Sciences Certificate program.

**ATTACHMENTS:** APPENDIX A - Pre-Health Sciences Certificate Proposal for New Program

**PREPARED BY:** Todd Rowlatt, Chair, Education Council

**DATE:** January 31, 2017



## Proposal for New Program

**Name of Proposed Program:** Pre-Health Sciences

Additional material may also be included as appendices. For information about submitting the completed Proposal for New Program, please contact the Centre for Instructional Development.

Curriculum development is a consultative process. Therefore, it is understood that this is a living document which will be refined as it moves through the development process.

### A. *Concept*

Department Leader: TBA

Faculty: TBA

Dean: Debbie Sargent/David Wells

Proposal Date: September 2016

If this is a joint educational offering, name of other institution (refer to Affiliation Agreement Policy C.3.10):

NA

### Purpose and Context

1. Describe in detail the program's objectives and a description of the program outcomes, including a list of the occupations or roles that graduates will be prepared for:

The Pre-Health Science program will provide students with the opportunity to explore and study subjects related to Health Science programs at Vancouver Community College and other institutions. Students will gain an appreciation of professional roles and responsibilities in the health care system, and will gain the knowledge, skills and abilities necessary to help them be successful in a health science career path that is most suited to them. The goal of the program is to prepare individuals for success in their chosen health science career program.

Graduates of this program will have the knowledge, skills and attitudes to:

1. Confidently choose a Health Sciences career path appropriate to their interests;
2. Use computers and other technological tools to perform related tasks;
3. Discuss and apply a variety of Math, Biology, and Chemistry concepts as they relate to health care;
4. Interact with others in groups and teams in ways that contribute to effective working relationships and support Interprofessional collaboration;
5. Communicate clearly and concisely in the written and spoken form in relation to health studies;
6. Utilize basic skills that are essential for success in health sciences programs;
7. Demonstrate insight and awareness through knowledge gained from an elective course.

Graduates, upon meeting other program admission requirements, will be prepared to enter many different health sciences programs including, Nursing and Nursing related programs, Allied Health and Dental programs, Emergency response programs such as Paramedic, Technology programs such as Medical Radiography, and many other professional



## Proposal for New Program

programs such as Occupational Therapy, Physical Therapy, Speech Language Pathology, Audiology, Pharmacy, Medicine etc.

2. Explain how this program adheres to principles and priorities as indicated in the College's strategic, educational or ministerial planning documents:

The Pre-Health Sciences program is a preparatory program that will help to prepare students to enter and be successful in the health sciences program that is most suited to them. The program should draw large numbers of students and generate extra Full Time Equivalents (FTEs) for VCC and, as such, will contribute to the financial stability of the college. It will be a high quality program taught by faculty who are specialists in their field of study. This program will help to improve the retention rates in various health sciences programs by having more students in these programs that really know and understand what they are enrolling into. This will help with financial stability of the college as well.

3. Identify how the proposed program supports VCC's mission, core values, and strategic objectives?

This preparatory program will support student access and success in Health Sciences programs. It will provide a new pathway for students who are unsure of what program to enroll in.

4. How does this program relate to and/or support other programs at VCC?

This program fits very well with other Health programs at VCC. It will give students exposure to the requirements, knowledge, skills and attitudes required to enter health programs at VCC or elsewhere.

### Program Need

5. What educational gap, if any, is this program intended to fill?

This program is intended to provide students with the relevant science, Math and English skills that will help them to make choices about health careers they may wish to pursue. It is not intended to substitute for health program pre-requisites although some credits may be transferrable and students may choose an elective that will give them credit in their health program of choice.

6. What evidence is there of student demand for the program?

Pre-Health Sciences programs have existed in Ontario since 2004-5. These programs have continued to draw greater numbers of students each year. There have been waitlists for programs in some Ontario colleges and more sections have been added to keep up with the demand. It is expected that once the greater Vancouver community knows about this program, the demand will be strong. The numbers of programs in Ontario have continued to grow and there are currently 19 Colleges in Ontario that offer Pre-Health Sciences programs.

7. What evidence is there of labour market, professional or community demand for the graduates (report results)?

Since this will be a pathway to health sciences career programs, it is difficult to express the labour market demand in this way. There is not a community demand for graduates, however, once the program becomes established, graduates may be sought after for entry into Health Sciences programs at other institutions. A discussion with the Dean of Health Sciences at BCIT confirms this belief. Graduation from the VCC Pre-Health Sciences program may be an alternative to some other admission requirements at BCIT, and/or other institutions, in the future. Since this type of program is new to Vancouver, it may take some time for high school counsellors to understand the benefits and opportunities that such a program creates.



## Proposal for New Program

8. Anticipated start date of program (refer to Appendix XX):

September 2016

### Competitive Analysis

9. Which related programs are available in the lower Mainland and/or on-line: how do they compare in terms of focus, intended outcomes, length, costs and size?

There are no Pre-Health Sciences programs in the lower mainland. The only other Pre-Health Sciences program in BC is at Thompson Rivers University (TRU). Their 8 month certificate program is more intense than the one proposed at VCC. The TRU program is comparable to VCC's University Transfer entry requirements for BScN and Dental Hygiene programs. It includes higher level sciences and math and includes research fundamentals and Statistics. It appears to be designed for those who already know what career path they wish to proceed in.

10. Is this concept supportable and sustainable with existing and/or available resources?

New resources will be required to support this program since it is a new program at VCC. Some Curriculum Development funding for new course development will be required. No capital resources will be required although there could be opportunity to have large section sizes for some courses if there were a greater number of larger classrooms at VCC

11. Is this a cohort, selective entry, or open access program? How will the program be rolled out if you are not using a cohort model?

This will be a cohort program.

12. What is the expected length of program (in months/years)? What is the maximum allowable time for completion?

This program will be 8 month long, will be offered full time and will be face-to-face and blended delivery. The maximum allowable time for completion will be 3 years.

13. How many students would you expect to enroll in each year of the program?

The capacity will be 32 in each section. Once larger classrooms are created at VCC, the capacity could increase to 36-42 students. It is anticipated that there could be an intake each September and January pending demand.

### Admission and Delivery

14. Provide a detailed list of admission requirements, including language proficiency levels and assessment scores.

The program admission requirements will be as follows:

- Grade 12 graduation, or equivalent
- English 12 with a B grade or higher, or equivalent and English Language Proficiency: <http://www.vcc.ca/applying/registration-services/english-language-proficiency-requirements/>
- Human Biology 12 with a C+ grade or higher, or VCC BIOL 0983 & 0993, or equivalent
- Chemistry 11 with a C+ grade or higher, or equivalent



## Proposal for New Program

- Pre-calculus 11 with a C+ grade or higher or Foundations of Math 11 with a C+, or equivalent. If a C+ was not achieved in Pre-calculus 11, applicants must write the VCC Basic Arithmetic Assessment and score 80% or higher

15. Will the structure of the program allow for full-time, part-time, evening, weekend, on-line, mixed-mode delivery methods, or a combination of any of these? (Identify each as appropriate).

The structure of this program will be full time, offered in the daytime, and will be face to face although some courses will have blended and/or on-line activities. Sustainability of a part time program will be examined once the full time program is established.

16. Will the structure of the program allow for multiple entry and exit points? If there are multiple entry points, please specify requirements for each.

Students will enter into Semester 1 of the program and move through as a cohort into Semester 2. If a student is unsuccessful with a course in Semester 1, progression will depend on whether or not the course is a pre-requisite for courses in Semester 2. Students may be able to "insert" into any courses they have been unsuccessful with, pending the Department Head's approval.

### Student Profile

17. Who are your target students (age, gender, educational background, work experience)? Where do they come from (recent high school graduates, mature students, transfers from other institutions)? How do you plan to recruit or attract these students? Are there other characteristics applicants should have that you identify as important?

Most students entering this program will be high school graduates. Reaching out to inform high school counsellors about this new program will be critical. Sending fly sheets to the high schools will also help to draw interest. There will also be a number of students who have attempted other college or university programs and/or students who have worked in other fields who wish to discover new Health Sciences program options for themselves. Other applicants may be those on waitlists for health sciences programs. Informing those on the waitlists of this opportunity will be essential. There will likely be a number of students who have completed VCC upgrading courses and are not yet ready to move into a career program. They are likely candidates for this program as well. The student population will include all ages, all genders, and all cultures. Students must meet minimum academic requirements to get accepted to the program and those who do not meet requirements will be referred to VCC Advising. Information sessions will be conducted and there will be fliers available about the program at Info nights. Health Sciences Department Heads and faculty will be versed at discussing the Pre-Health program when questions are asked.

Characteristics that applicants should have include the following:

- A caring attitude
- Good command of English comprehension, verbal and writing skills essential.
- Ability to work in a team/group environment
- Excellent interpersonal skills



## Proposal for New Program

18. How will the program address the needs of under-prepared students? How will you get these students into appropriate upgrading courses or programs? What options are available?

Students who appear underprepared will be referred to the VCC Learning Centre, to Counselling, to Disability Services and/or to Advising to determine how their needs can best be met. Since it is expected that students have met minimum academic entrance requirements, they will not likely be under-prepared.

19. How will the program address equity by decreasing systemic barriers? Is this type of program traditionally or historically underrepresented in specific cohort groups? (e.g., gender and/or age imbalance, First Nations) How will the program address these issues?

The program will hold two seats for First Nations applicants. Those with disabilities will be welcome in the program. Faculty and administration will respond to perceived inequities if they arise.

### Quality

20. How will the program ensure educational effectiveness (e.g., retention, progression, completion)?

The program will meet all college policies and Education Council requirements and be approved by the VCC Board of Governor's before implementation. Students will be informed of requirements for success and be encouraged to seek assistance if success is challenged. Faculty will meet area hiring criteria and be selected through an approved process. Student feedback will be sought and recommended changes considered. An annual program review will be completed and a full program renewal will occur every 5-7 years.

21. Describe how the proposed program incorporates work experience, practicum, clinical practice, etc. (if applicable):

This program will not have any work experience, practicums or clinical experiences.

22. Does the program create opportunities for students to transfer credit and/or ladder from/to other programs?

The program has one elective course whereby students can choose a course that could be transferable into other health sciences programs upon graduation. Graduates, meeting a certain academic standard, will be given priority for entry into certain VCC health sciences programs, pending the completion of program pre-requisites.

23. Will this program allow students to continue with further study? Describe laddering, bridging, or post-credential continuation of education.

This program will definitely allow students to continue with further study. Graduates will likely apply to VCC and/or other health sciences programs. Seats into several VCC Health Sciences will be held for graduates of this program who meet certain academic standards.

24. Does this program include Prior Learning Assessment and Recognition (PLAR) as per *Policy ##* ?

The program does not include any prior learning assessment and recognition at this time as most courses are unique to the program. PLAR may be considered at a later time if there is a need and demand.



## Proposal for New Program

25. Explain how current faculty members are qualified to deliver the program. If they are not, how will this issue be addressed?

The Area Hiring Criteria for all courses in this program will be established. Content experts have developed the proposed courses in this program and will likely meet the area hiring criteria and be eligible to teach in the program. It is expected that all expertise required for this program is “in-house”. External hiring is unlikely.

### Consultation Overview

26. With whom have you consulted *internally* regarding this proposal? What were the results of these consultations? Please provide names, dates, and summary of feedback (refer to Appendix XX):

Over the past year, there have been numerous meetings about this program with the following people:

- Stephen Salem, Associate Registrar (Discussed concept of the program and holding seats for students in certain programs)
- Garth Manning, CID (reviewed program description, program outcomes and other documentation and provided advise)
- Dean of CID, Karen Belfer (Karen assisted with the development of the CD proposal and also travelled to Ontario to visit several colleges offering Pre-Health programs)
- Health Sciences Department Heads (several meetings discussing the key outcomes required for students)
- College Foundations, College Career Access and Arts and Sciences faculty (helped in the development of the Anatomy, Chemistry, English, Communications and Math courses)
- The Dean of Access, David Wells (working in partnership)
- Director of Aboriginal Services, Kory Wilson (very supportive of moving this program forward – good linkage for Aboriginal students wanting to access health sciences programs)
- Institutional Research (IR), Brian Beacham (further consultation required to determine FTE calculations)
- Vice President Academic, John Woudsia and Judith McGillivray
- Library faculty, Bill Nikolai and Todd Rowlatt (to discuss the course the library is developing and determine the fit)

Further consultations are necessary with the Assessment Centre, Learning Centre, Reg Office, IR, Dean of Access, Faculty in Access and Health Sciences, and the Library

27. With whom have you consulted *externally* regarding this proposal? What were the results of these consultations? Please provide names, dates, and summary of discussions.

- Have had two meetings/conversations with Bill Dow, previous Dean of Health Sciences at BCIT (now VP Academic) about the possibility of graduates of the Pre-Health Sciences program being considered for entry into certain health sciences programs at BCIT. Bill will consider this once the program is underway.
- Met with VP and Chairs from JIBC together with Judith McGillivray and David Wells to discuss potential partnership opportunities and discussed the Pre-Health Sciences program as a pathway into health programs at JIBC. We also discussed the possibility of one or two JIBC courses being available to students as an elective. They will consider this.
- Met with Vancouver and Burnaby School Boards about dual credit opportunities and discussed the future possibility of dual credit with both school boards, VSB was more interested than Burnaby
- Discussed the Pre-Health program at several of the Health Sciences Program Advisory Committees and there was tremendous support for offering such a program.



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** February 15, 2017

**ISSUE:** **RECOMMENDATION FOR BOARD APPROVAL:**  
Tuition Fees - New Pre-Health Sciences Certificate Program

### BACKGROUND:

In the mid-2000's, Ontario colleges developed Pre-Health Sciences certificate programs that were very successful at increasing college enrolment while providing an optional pathway for students to enter Health Sciences programs. The current Dean of Health Sciences at Vancouver Community College (VCC) was instrumental in developing and establishing these programs in Ontario. Most of the colleges in Ontario now offer a Pre-Health Sciences program and many have multiple entries of the program each year.

The Pre-Health Science program at VCC is similar to the Ontario programs. The program will provide students with the opportunity to study subjects related to Health Science programs at VCC and at other institutions. Students will gain an appreciation of professional roles and responsibilities in the health care system and gain the knowledge, skills and abilities necessary to help them be successful in a health science career path that is most suited to them. The goal of the program is to prepare individuals for success in their chosen health science career program.

Students will achieve the following Program Learning Outcomes:

1. Confidently choose a Health Sciences career path appropriate to their interests;
2. Use computers and other technological tools to perform related tasks;
3. Discuss and apply a variety of Math, Biology, and Chemistry concepts as they relate to health care;
4. Interact with others in groups and teams in ways that contribute to effective working relationships and support Interprofessional collaboration;
5. Communicate clearly and concisely in the written and spoken form in relation to health studies;
6. Utilize basic skills that are essential for success in health sciences programs;
7. Demonstrate insight and awareness through knowledge gained from an elective course.

This new program was approved at Education Council last year.

**DISCUSSION:**

There are currently no Pre-Health Sciences programs in BC that are specifically designed to help prepare students for college level Health Sciences programs. This type of program is common in Ontario, but unique to BC.

The VCC Pre-Health Sciences eight month certificate program was developed as a partnership between the School of Arts and Sciences and the School of Health Sciences. The English, Science and Math courses in the program will be taught by faculty currently in the School of Arts and Sciences and the other courses in the program will be taught by faculty in the School of Health Sciences. This will help to utilize existing faculty who may be underutilized and thus increase capacity in the two Schools.

The program will be attractive to high school students who are undecided on which program is best for them; mature individuals who are seeking a second career; and those who are on a waitlist for their program of choice. This program will help applicants be informed of the various professions in health and the jobs available in the health care field. This will help individuals make informed decisions about which program to enrol in.

The benefits of individuals taking a Pre-Health Sciences program are underscored in a number of testimonials voiced in YouTube videos from Colleges in Ontario:

- St. Clair College <https://www.youtube.com/watch?v=iHcJJym5IM>
- George Brown College <https://www.youtube.com/watch?v=UT3DjoLe7dw>
- Centennial College <https://www.youtube.com/watch?v=8X9bC1mEL8w>

Two seats in each of VCC's Health Sciences program (except BScN and Dental Hygiene) will be held for graduates of the Pre-Health Sciences program. During the first term, students will decide which health program is best suited to them. If they apply to one of our programs within a certain time frame, they will be eligible to fill these reserved seats. If there are more than two students applying to one program, then the students with the highest GPA will be selected. Others will still be eligible, but will be considered and ranked in the same manner as other applicants.

Discussions have begun with BCIT, Douglas College and the Justice Institute of BC regarding the development of articulation agreements that would enable graduates of the VCC Pre-Health Sciences program to enter some of their health programs. There have also been preliminary discussions with some high schools about "dual credit" programming options, whereby students could receive both high school and college credits at the same time while taking the program.

**OPTIONS:**

Tuition for the Ontario Pre-Health Sciences programs was established in the 2000's. Establishing tuition for this new program in BC needs to take into consideration the program costs, what the market will bear, and prospects post-graduation.

Tuition for established programs is found in the comparative chart below:

| College/University       | 2016 Tuition (Domestic) |
|--------------------------|-------------------------|
| Georgian College ON      | 3,976.56                |
| Confederation College ON | 2,818.00                |
| Durham College ON        | 2,851.00                |

|                         |          |
|-------------------------|----------|
| Lambton College ON      | 2,851.46 |
| Conestoga College ON    | 2,840.00 |
| Centennial College ON   | 2,743.50 |
| George Brown College ON | 3,529.00 |
| St. Clair College ON    | 2,041.30 |

It is important to note that this new VCC program includes one Elective course and the fee for this course will be in addition to the established tuition. The programs identified in the above table do not have this additional cost.

**OPTION 1: Tuition of \$3,553.00**

**Implications:** This tuition covers all program operating costs including 38% overhead. Students will have to pay for an Elective course (approximately \$400.00) in addition to this program tuition.

**OPTION 2: Tuition of \$3,787.00**

**Implications:** This tuition covers all program operating costs including 38% overhead, plus provides a 3% profit of \$7,008.00 for each cohort. Students will have to pay for an Elective course (approximately \$400.00) in addition to this program tuition. With the cost of the Elective course, this tuition would exceed all other colleges' tuition.

**OPTION 3: Tuition of \$3,951.00**

**Implications:** This tuition covers all program operating costs including 38% overhead, plus provides a 5% profit of \$11,926.00 for each cohort. Students will have to pay for an Elective course (approximately \$400.00) in addition to this program tuition. This tuition would be higher than all other related programs in the country.

**OPTION 4: Tuition of \$4,392.00**

**Implications:** This tuition covers all program operating costs including 38% overhead, plus provides a 10% profit of \$25,177.00 for each cohort. Students will have to pay for an Elective course (approximately \$400.00) in addition to this program tuition. This tuition would be much higher than all other related programs in the country.

**RECOMMENDATION:** Option 2

**RECOMMENDED MOTION:**

THAT, on the recommendation of the Finance and Audit Committee, the Board approves the implementation of tuition fees of \$3,787 for the new Pre-Health Sciences Certificate Program, effective September 5, 2017.

**ATTACHMENTS:** APPENDIX A – Financial Analysis

**PREPARED BY:** Debbie Sargent, Dean of Health Sciences

**DATE:** January 25, 2017

| Options (Domestic students only)                           | Option 1 | Option 2 | Option 3 | Option 4 |
|------------------------------------------------------------|----------|----------|----------|----------|
| Tuition fee per student                                    | \$ 3,553 | \$ 3,787 | \$ 3,951 | \$ 4,392 |
| Tuition fee per credit                                     | \$ 118   | \$ 126   | \$ 132   | \$ 146   |
| Students (after attrition)                                 | 30       | 30       | 30       | 30       |
| Minimum number of students to cover gross margin           | 20       | 20       | 19       | 18       |
| Minimum number of students to cover direct + indirect cost | 22       | 22       | 21       | 20       |
| Minimum number of students to cover all VCC costs          | 30       | 30       | 29       | 27       |

**Revenue**

|                            |                   |                   |                   |                   |
|----------------------------|-------------------|-------------------|-------------------|-------------------|
| Tuition revenue - Domestic | \$ 106,590        | \$ 113,598        | \$ 118,516        | \$ 131,767        |
| Block fund allocation      | \$ 120,000        | \$ 120,000        | \$ 120,000        | \$ 120,000        |
| <b>Total revenue</b>       | <b>\$ 226,590</b> | <b>\$ 233,598</b> | <b>\$ 238,516</b> | <b>\$ 251,767</b> |

**Instructor**

|                               |                   |                   |                   |                   |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|
| Salary (step 1)               | \$ 119,588        | \$ 119,588        | \$ 119,588        | \$ 119,588        |
| Benefits (23.75%)             | \$ 28,402         | \$ 28,402         | \$ 28,402         | \$ 28,402         |
| <b>Total instructor costs</b> | <b>\$ 147,990</b> | <b>\$ 147,990</b> | <b>\$ 147,990</b> | <b>\$ 147,990</b> |

**Support Staff**

|                                  |                  |                  |                  |                  |
|----------------------------------|------------------|------------------|------------------|------------------|
| Salary (actual)                  | \$ 11,815        | \$ 11,815        | \$ 11,815        | \$ 11,815        |
| Benefits (27.0%)                 | \$ 3,190         | \$ 3,190         | \$ 3,190         | \$ 3,190         |
| <b>Total support staff costs</b> | <b>\$ 15,006</b> | <b>\$ 15,006</b> | <b>\$ 15,006</b> | <b>\$ 15,006</b> |

**Operational costs**

|                                |                 |                 |                 |                 |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|
| Operational expenses           | \$ 1,200        | \$ 1,200        | \$ 1,200        | \$ 1,200        |
| <b>Total operational costs</b> | <b>\$ 1,200</b> | <b>\$ 1,200</b> | <b>\$ 1,200</b> | <b>\$ 1,200</b> |

**Indirect student support**

|                                       |                  |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Indirect student support              | \$ 62,394        | \$ 62,394        | \$ 62,394        | \$ 62,394        |
| <b>Total indirect student support</b> | <b>\$ 62,394</b> | <b>\$ 62,394</b> | <b>\$ 62,394</b> | <b>\$ 62,394</b> |

|                           |                   |                   |                   |                   |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Total expenditures</b> | <b>\$ 226,590</b> | <b>\$ 226,590</b> | <b>\$ 226,590</b> | <b>\$ 226,590</b> |
|---------------------------|-------------------|-------------------|-------------------|-------------------|

|                                                     |             |                 |                  |                  |
|-----------------------------------------------------|-------------|-----------------|------------------|------------------|
| <b>Net contribution to VCC overhead / (Deficit)</b> | <b>\$ -</b> | <b>\$ 7,008</b> | <b>\$ 11,926</b> | <b>\$ 25,177</b> |
|-----------------------------------------------------|-------------|-----------------|------------------|------------------|

|                                                     |              |              |              |               |
|-----------------------------------------------------|--------------|--------------|--------------|---------------|
| <b>Net contribution to VCC overhead / (Deficit)</b> | <b>0.0 %</b> | <b>3.0 %</b> | <b>5.0 %</b> | <b>10.0 %</b> |
|-----------------------------------------------------|--------------|--------------|--------------|---------------|



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** February 15, 2017

**ISSUE:** **RECOMMENDATION FOR BOARD APPROVAL:**  
New credential: Computer Aided Drafting (CAD) and Building Information Modelling (BIM) Technician Diploma

### BACKGROUND:

The Drafting programs at VCC have been delivered successfully for over 50 years. This proposal is the final phase of a significant restructuring of our current programs to focus both of Computer Aided Drafting (CAD) and Building Information Modelling (BIM).

The Board approved major changes to the three CAD & BIM certificates at its June 8, 2016 meeting, along with the credential of an introductory Citation program. This last stage seeks the approval of a major restructuring of the Diploma credential for students wanting to expand their skills in an additional year of learning.

The diploma greatly expands the use of BIM skills first learned in the certificates, as well as having students analyze and apply the current professional practice of 3D Integrated Design Process (IDP) and learn to contribute to the design/build team by utilizing Integrated Project Delivery (IPD) methods.

Upon successful completion of this program, students will be able to:

- Apply Integrated Design Process (IDP) to integrate people systems and practices into a process to reduce waste and optimize efficiency through all phases of design, fabrication and construction.
- Employ current Computer Aided Drafting (CAD) and three-dimensional modelling systems as a tool to produce drawings from data, designs and/or specifications.
- Apply terminology and conventions used in a project design team.
- Integrate a variety of CAD models for each discipline into a complete final model using CAD drafting, 3D BIM, and related trade skills and knowledge.
- Prepare a comprehensive professional portfolio.
- Contribute as part of a multidisciplinary design team.
- Use critical thinking, team building and interpersonal communication skills to work effectively in a team environment.
- Integrate various BIM software to communicate, collaborate and cooperate with a design team.
- Apply the concepts and processes of a second discipline, and apply those conceptions in a BIM setting.
- Apply personal reflection and critical thinking to the relation between the program's learning outcomes and the student's individualized learning.

- Communicate effectively and work collaboratively in a design team setting.

This revised diploma program along with the changes to the certificates will satisfy the accreditation standards of the Applied Science Technologists and Technicians of BC (ASTTBC). ASTTBC and the Program Advisory Committee have been asking VCC to develop an accredited program for some time. The Program Advisory Committee was consulted extensively on the proposed changes and is supportive.

**DISCUSSION:**

The curriculum was reviewed at the November 2016 Curriculum Committee meeting and the December 2016 Education Council meeting. Only minor corrections were needed.

The decision was made at Education Council to spell out the Computer Aided Drafting (CAD) and Building Information Modelling (BIM) in the title of the program, as this is the standard typically applied to our program.

EDCO approved the curriculum at its meeting, and recommends the Board approve the implementation of the program.

**RECOMMENDATION:**

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the new Computer Aided Drafting (CAD) and Building Information Modelling (BIM) Technician Diploma.

**ATTACHMENTS:** APPENDIX A - Proposal for New Program – CAD & BIM Technician Diploma

**PREPARED BY:** Todd Rowlatt, Chair, Education Council

**DATE:** January 31, 2017

**APPENDIX A**

**Name of Program: CAD and BIM Technician**

**Credential Level: Diploma**

**Anticipated Start Date: September 2017**

## **PART 1: CONCEPT PAPER**

Department Leader: Bruce McGarvie

Curriculum Developer / Faculty: Bruce McGarvie

Dean: Brett Griffiths

Proposal Date: December 13, 2016

If this is a joint educational offering, name of other institution (refer to Affiliation Agreement Policy C.3.10):

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### **A. Purpose and Context**

1. Describe in detail the program's objectives and a description of the program outcomes, including a list of the occupations or roles that graduates will be prepared for.

This program will replace the current Drafting Diploma. Graduates of this new program will have further developed and built upon skills gained in the certificate program in Computer Aided Drafting (CAD) and Building Information Modeling (BIM), will have learned to analyze and apply the current practices of a 3D Integrated Design Process (IDP) team, and will be able to contribute to the state of the art design/build team utilizing Integrated Project Delivery (IPD) methods.

The updated CAD and BIM skills will enable the successful graduate to enter the workforce in many more areas as team members in consulting engineering firms, architectural firms, fabrication and development companies, municipal, provincial or federal offices, as well as in private industry. Graduates will work on a wide variety of structures, highway construction and development work.

Building on the outcomes for the certificate program, completion of this the second year Diploma program is aimed to comply with the accreditation criteria for the Diploma program by the Applied Science Technologists and Technicians of BC (ASTTBC).

This redesign of the Diploma program mainly consists of:

- The introduction of a higher level applied learning component beginning with a nine (9) week Integrated BIM (Building Information Modeling) Project that will simulate the leading edge of today's technology in project delivery in design firms.
- The diploma graduate will then acquire the technical skills of a second CAD and BIM specialty which will give the graduate a broader range of knowledge and skill and thus, greater employment prospects. These skills will be applied at a higher level than in the Certificate program by incorporating the BIM processes.

- Graduates will complete a six (6) week Capstone project to finish the program, designed to apply the skills of both the specialties learned over two years of study, and synthesize a professional design office.

Upon successful completion of the program students will be able to:

- Apply Integrated Design Process (IDP) to integrate people systems and practices into a process to reduce waste and optimize efficiency through all phases of design, fabrication and construction.
- Employ current Computer Aided Drafting (CAD) and three-dimensional modelling systems as a tool to produce drawings from data, designs and/or specifications.
- Apply terminology and conventions used in a project design team.
- Integrate a variety of CAD models from each discipline into a complete final model using CAD drafting, 3D BIM, and related trade skills and knowledge.
- Prepare a comprehensive professional portfolio.
- Contribute as part of a multidisciplinary design team.
- Use critical thinking, team building and interpersonal communication skills to work effectively in a team environment.
- Integrate various BIM software to communicate, collaborate and cooperate with a design team.
- Apply the concepts and processes of a second discipline, and apply those conceptions in a BIM setting.
- Apply qualifications from two disciplines to become more competitive in the job market and adaptive in the work place.
- Complete a Capstone project consisting of creating individual BIM models of each discipline of a modular building that join with other modules to achieve a complete building.
- Apply personal reflection and critical thinking to the relation between the program's learning outcomes and the student's individualized learning.
- Communicate effectively and work collaboratively in a design team setting.

2. Explain how this program adheres to principles and priorities as indicated in the College's strategic, educational or ministerial planning documents.

The design of this new program supports the College's Strategic Initiatives and Education Plan, as demonstrated by the following:

- The program is designed to support the BC Government's "Labour Market 2020" forecast for increased demand in the technical and trades segment for the energy industry infrastructure, LNG and major hydro projects.
- The new program aligns with the learning outcomes outlined in the accreditation standard for Applied Science Technologists and Technicians of BC (ASTTBC) and the Technology Accreditations Canada (TAC); the goal being to have the Diploma program meet the accreditation criteria of these bodies.
- This new program is redesigned and updated to include a higher level of technical knowledge, and a higher level of learning to include application, analysis and design, and to allow our graduates to be more conversant with the ever evolving innovations of engineering and construction.
- With the focus on the student success, this new program has a greater emphasis on Building Information Modeling to address the industry's increasing need for technicians with modeling training.
- This program addresses the special needs of newcomers to Canada as well as international students looking to gain knowledge in the local industry.
- This program is well suited for students with certain physical disabilities provided the computer work station can be adapted for their use. This reduces barriers for those in wheelchairs or with walking difficulties.
- The focus of this new program is to provide relevant high-quality curriculum that leads to student success, and to maintain a positive reputation in the community.

3. Identify how the program supports VCC's mission, core values, and strategic objectives?

This new program will provide the most current training required by the building and design industry today. Building on the Certificate Programs in the CAD and BIM Technologies Department, our goal is to have ASTTBC accredit the Diploma program, and thus, the Diploma graduates.

VCC has many supports for students to facilitate success. The CAD & BIM Technologies Department refers students to these services in support of student success. Several strategies are built into the program to help students gain success.

The CAD & BIM Technologies Department has many partnerships and collaborations. Numerous informal affiliation relationships exist in support of student placement. Many engineering firms, architectural firms and contracting/development companies in the greater Vancouver area seek our graduates for placement.

The regulatory body, ASTTBC, and our Program Advisory Committee have been asking VCC to develop an accredited program for some time now. We value the positive partnership we have with these stakeholders. The Drafting program has historically achieved the highest standards of graduates. As such, it is known in the design and building community for its positive reputation. This new design and technological upgrade to the program will continue this tradition in the years to come.

4. How does this program relate to and/or support other programs at VCC?

This program can be a gateway for students who become interested in a higher level of engineering. Students could enter the first year engineering program if they meet the entrance requirements. Conversely, for those students who enter first year engineering and want a program that is more technically focused, the CAD and BIM Technician Diploma program would be a good option. International students and newcomers to Canada who have completed the ESL program, and local students who have completed the ABE program, can also enter this program after successfully completing one of the three (3) Certificate programs.

## **B. Program Need**

5. What educational gap, if any, is this program intended to fill?

There is a consistent demand for drafting, CAD and BIM technicians in British Columbia. The drafting program here at VCC has been providing skilled drafters for the engineering and construction industries for over five decades. With this new program, the department will continue to provide highly skilled technicians ready for today's market place. The CAD and BIM Diploma will be the only such program offered in the Lower Mainland with this concentration in Building Information Modeling and Integrated Project Delivery.

## 6. What evidence is there of student demand for the program?

The Drafting programs at VCC have been successfully delivered each and every year for over a half a century, producing the drafters that have assisted in building this city and this province over that time. Many of the local companies delivering drafting and CAD services are either owned by former grads, or have former grads in senior management positions. From a purely statistical standpoint, our programs over the past five years have attracted students as shown in the table below:

| YEAR         | Architectural |         | Civil/Structural |         | Steel Detailing |         |
|--------------|---------------|---------|------------------|---------|-----------------|---------|
|              | Credential    |         | Credential       |         | Credential      |         |
|              | Certificate   | Diploma | Certificate      | Diploma | Certificate     | Diploma |
| 2015         | 20            | 4       | 20               | 4       | 19              | 6       |
| 2014         | 18            | 1       | 18               | 1       | 7               | 8       |
| 2013         | 20            | 9       | 20               | 9       | 14              | 3       |
| 2012         | 19            | 5       | 19               | 5       | 18              | 1       |
| 2011         | 18            | 6       | 18               | 6       | 17              | 1       |
| Average/year | 19            | 5       | 19               | 5       | 15              | 4       |

Source: VCC Registrar's Office

## 7. What evidence is there of labour market, professional or community demand for graduates?

**From Employment and Social Development Canada projection (COPS) June 2016:**

“Over the 2013-2022 period, an occupation will be in excess demand (a shortage of workers) if the projected number of job openings is significantly greater than the projected number of job seekers. An occupation will be in excess supply (a surplus of workers) if the projected number of job openings is smaller than the projected number of job seekers. For Technical Occupations In Architecture, Drafting, Surveying And Mapping, over the 2013-2022 period, job openings (arising from expansion demand and replacement demand) are expected to total 16,340 and 10,998 job seekers (arising from school leavers, immigration and mobility) are expected to be available to fill the job openings.”

(Source: <http://occupations.esdc.gc.ca/sppc-cops/occupationssummarydetail.jsp?&tid=96>)

**From BC government’s Work BC “Labour Market Outlook” June 2016:**

Included in the “Top 100 High Opportunity Occupations” usually requiring college education, “Drafting technologists and technicians continue to be top opportunity occupations for the Career Outlook in B.C. 2014-2024.”

| OCCUPATION:                            | JOB OPENINGS to 2024 | MEDIAN WAGE RATE | OCCUPATION Code (NOC) |
|----------------------------------------|----------------------|------------------|-----------------------|
| Drafting technologists and technicians | 1,900                | \$22.50          | 2253                  |



Sources:

[https://www.workbc.ca/getmedia/665d2a37-78f2-4ec2-808f-91fa708039b9/English\\_2024\\_Labour-Market-Outlook\\_.pdf.aspx](https://www.workbc.ca/getmedia/665d2a37-78f2-4ec2-808f-91fa708039b9/English_2024_Labour-Market-Outlook_.pdf.aspx)

and

<https://www.workbc.ca/careercompass/2253>

### From Applied Science Technologists and Technicians of BC (ASTTBC) 2013 report “A Strategic Direction for Technology Education and Skills in British Columbia’ (Appendix 3):

While BC’s technology sector is growing and technology jobs are becoming strategically critical to our knowledge-based economy, other industrialized nations are also in the hunt for such workers.

In the Manpower Group’s most recent Talent Shortage Survey (2012), they asked employers throughout the world about which jobs they are having the most difficulty filling. The bottom line is that there is extremely strong competition for technical talent, with “top ten” lists dominated by jobs in Science, Technology, Engineering and Mathematics, including skilled trades.

| Occupation                                        | Projected Unfilled Positions by 2022] |
|---------------------------------------------------|---------------------------------------|
| Geological and mineral technologists              | 375                                   |
| Drafting technologists and technicians            | 315                                   |
| Heavy equipment operators (except crane)          | 305                                   |
| Mapping and related technologists and technicians | 280                                   |
| Geological engineers                              | 245                                   |

Source: [https://asttbc.org/wp-content/uploads/2015/10/ASTTBC.SDR1\\_.13.pdf](https://asttbc.org/wp-content/uploads/2015/10/ASTTBC.SDR1_.13.pdf)

### C. Competitive Analysis

8. Which related programs are available in the lower Mainland and/or on-line: how do they compare in terms of focus, intended outcomes, length, costs and size?

There are 3 related programs in the lower Mainland, offered by Kwantlen Polytechnic University (KPU) and British Columbia Institute of Technology (BCIT):

| Institution | Credential                                    | Credits | Cost       | Duration                                          | Pass marks                |
|-------------|-----------------------------------------------|---------|------------|---------------------------------------------------|---------------------------|
| KPU         | CADD DIPLOMA                                  | 65      | \$9114.30* | 60 weeks full time                                | 50% per course<br>65% GPA |
| BCIT        | Architectural and Building Technology Diploma | 143.5   | \$14,960*  | 70 weeks full time (Equivalent to VCC 70 credits) | 50% per course<br>65% GPA |
| BCIT        | Diploma In Civil Engineering Technology       | 80      | \$13,580   | 70 weeks full time (Equivalent to VCC 70 credits) | 50% per course<br>65% GPA |

\* Includes Student Association fee

9. Is there an existing articulation committee for this program? Is this committee recognized by the British Columbia Council on Admissions & Transfer (BCCAT)?

Yes, there is an existing articulation committee for this program and this committee is recognized by BCCAT.

10. Is this concept supportable and sustainable with existing and/or available resources?

Yes. The current instructors, equipment and support will not need to change.

11. Is this a cohort, selective entry, or open access program? How will the program be rolled out if you are not using a cohort model?

Yes, this will be a cohort based program.

12. What is the expected length of program (in months/years)? What is the maximum allowable time for completion?

The expected length is of the Diploma program 30 weeks, after the completion of the 10 month (40 week) Certificate program (thus 70 weeks total with a 2 month summer break).  
Maximum time for completion is 4 years.

13. How many students would you expect to enroll in each year of the program?

We would expect 18-20 students in the 2<sup>nd</sup> year of the CAD and BIM Technician Diploma program.

#### **D. Student Profile**

14. Who are your target students (age, gender, educational background, work experience)? Where do they come from (recent high school graduates, mature students, transfers from other institutions)? How do you plan to recruit or attract these students? Are there other characteristics applicants should have that you identify as important?

We have four (4) primary target populations of students.

1. Recent high school graduates or 1st year university/college students looking for a career in the technology design professions.
2. Those in their mid to late twenties who are looking for post-secondary training to obtain a better career.
3. Those trades people who have been hurt or laid-off and are looking for retraining through Work Safe or EI, to use the hands-on knowledge they have gained and combine that with technical training to be able to produce construction drawings.
4. International students

Recruitment activities will include:

- a targeted social media and online campaign
- visiting the area secondary schools and meeting with drafting teachers and counselors
- having teachers visit the college and tour our department
- trade shows
- VCC Info nights
- CAD & BIM Technologies Department information sessions
- hosting high school students on Pro-D days and Spring Break
- discussing with students currently enrolled in the Certificate programs of the CAD & BIM Technologies Department.

Other important characteristics that applicants should have would include:

- The ability to work with a variety of contractors and fabricators from various sectors across the industry
- Professional demeanor with a variety of design professionals
- Excellent English communication skills
- Good mathematical and mechanical comprehension
- Ability to work in imperial and metric units of measurement
- General good health
- Good hand-eye coordination
- Manual dexterity
- Successful work habits
- An ability to work well with others
- Logical reasoning
- Spatial ability
- An interest in all aspects of architecture, engineering, general construction and related fields.

15. How will the program address the needs of under-prepared students? How will you get these students into appropriate upgrading courses or programs? What options are available?

Students not meeting the program admission requirements will be able to meet with someone from the Advising Department to determine which courses will help them to best meet the requirements.

16. How will the program address equity by decreasing systemic barriers? Is this type of program traditionally or historically underrepresented in specific cohort groups (e.g., gender and/or age imbalance, First Nations)? How will the program address these issues?

Although the engineering and fabrication industry traditionally admits a larger percentage of male applicants than female applicants, females are strongly encouraged to apply. Marketing strategies are being developed to attain more gender balance. The program may be suited for those applicants with physical barriers (wheelchairs, crutches, walkers, etc.) that meet the program requirements as per admissions policy. We are encouraging First Nations students to apply by working closely with the Aboriginal Services Department.

#### **E. Quality**

17. How will the program ensure educational effectiveness (e.g., retention, progression, completion)?

VCC has been a leader in training drafters for more than 50 years. Our well-respected and longstanding Program is widely recognized by many of the industry leaders with a great number of Department managers and company partners being former graduates of the program.

Historically there has been some attrition within the first month of the program. Based on these past attrition rates, we plan to 'overfill' our intake to 20 students. We expect there will be a large interest in the Diploma program due to our anticipated accreditation from ASTTBC. This will motivate students and increase retention.

18. Describe how the program incorporates work experience, practicum, clinical practice, etc. (if applicable).

Learning is fostered through seminars, lectures, labs, and problem based learning. Students have opportunities to apply knowledge and practice various abilities while entering various design competitions, for example Skills Canada BC AutoCAD competition.

Although the program does not have a formal practicum component as the industry does not lend itself to a consistent placement model, there are frequent practicum positions that are offered to the department by our PAC members firms and industry relationships. The number and frequency varies from year to year as industry conditions vary.

The program is designed to foster the development of professionalism, a commitment to lifelong learning, and dedication to an ethical profession.

19. List all accreditations, affiliations or articulations for this program.

- National Accreditation is granted by Technology Accreditations Canada (TAC).
- Program approval is granted by Applied Science Technologists & Technicians of BC (ASTTBC).
- Articulation for this program is by the British Columbia Council on Admissions & Transfer (BCCAT).
- The program and department is an educational member of the national Canada BIM Council, and is affiliated with many local Architectural, Engineering and Fabrication Firms through our very active PAC.

20. Is there an existing PAC/CEG for this program? What are your plans for engaging in discussion with industry?

The CAD & BIM Technologies Department has a Program Advisory Committee (PAC) which is consulted regularly. In November 2014 and in February and October 2015 the Department presented this new program for feedback. The PAC was in full agreement and encouraged the department to proceed.

Faculty members of this department meet regularly and frequently with various architectural, engineering consulting firms, and major steel and concrete fabricators to keep the programs current and learn the newest trends in the industry.

21. Explain how current faculty are qualified to deliver the program. If they are not qualified, how will this issue be addressed?

As per the VCC Qualifications for Faculty Members policy and procedures, all current faculty members meet the area hiring criteria and have the appropriate balance of employment experience, academic and/or professional/industry credentials, with a commitment to teaching excellence.

## **F. Admission and Delivery**

22. Provide admission requirements, including language proficiency levels and assessment scores.

- VCC's Architectural, Steel Detailing or Civil/Structural Technician Certificate granted within the last 4 years.
- OR
- Recent Drafting Technician Certificate (any discipline) with Department review and approval.

23. Identify pathways that assist in meeting these requirements.

VCC has many programs to assist students to meet the requirements through the College and Career Access Department or the College Foundation Department.

24. Identify potential courses, if any, that could be developed to assist in meeting these requirements.

The above departments have existing courses that would help in meeting the requirements.

25. Will the structure of the program allow for full-time, part-time, evening, weekend, on-line, mixed-mode delivery methods, or a combination of any of these? (Identify each as appropriate).

The program structure will allow for full time, days and/or evenings, Monday to Friday.  
If enrollments demand more classes, both a day class and an evening class can run concurrently.

26. Will the structure of the program allow for multiple entry and exit points? If there are multiple entry points, please specify requirements for each.

The program structure is not suited for multiple entry or exit points.

27. Does this program include Prior Learning Assessment and Recognition (PLAR) as per policy D.3.5 Prior Learning Assessment & Recognition or Flexible Admissions as per policy?

PLAR is not available for this program.

28. Provide an outline of course sequence, demonstrating any leveling from lower to advanced courses. This is particularly important for diploma and degree programs.

Year 1: 40 week Certificate - Students will gain competency in one CAD and BIM specialty

Year 2:

First 9 weeks:

- Students will complete an integrated team style project applying their 1st specialty and BIM skills at a higher level than Year 1.

Next 15 weeks:

- While learning the essential concepts of a second specialty, the students will be applying their knowledge at a higher level building on and further developing the 3D BIM modeling fundamentals learned in the 1st year.

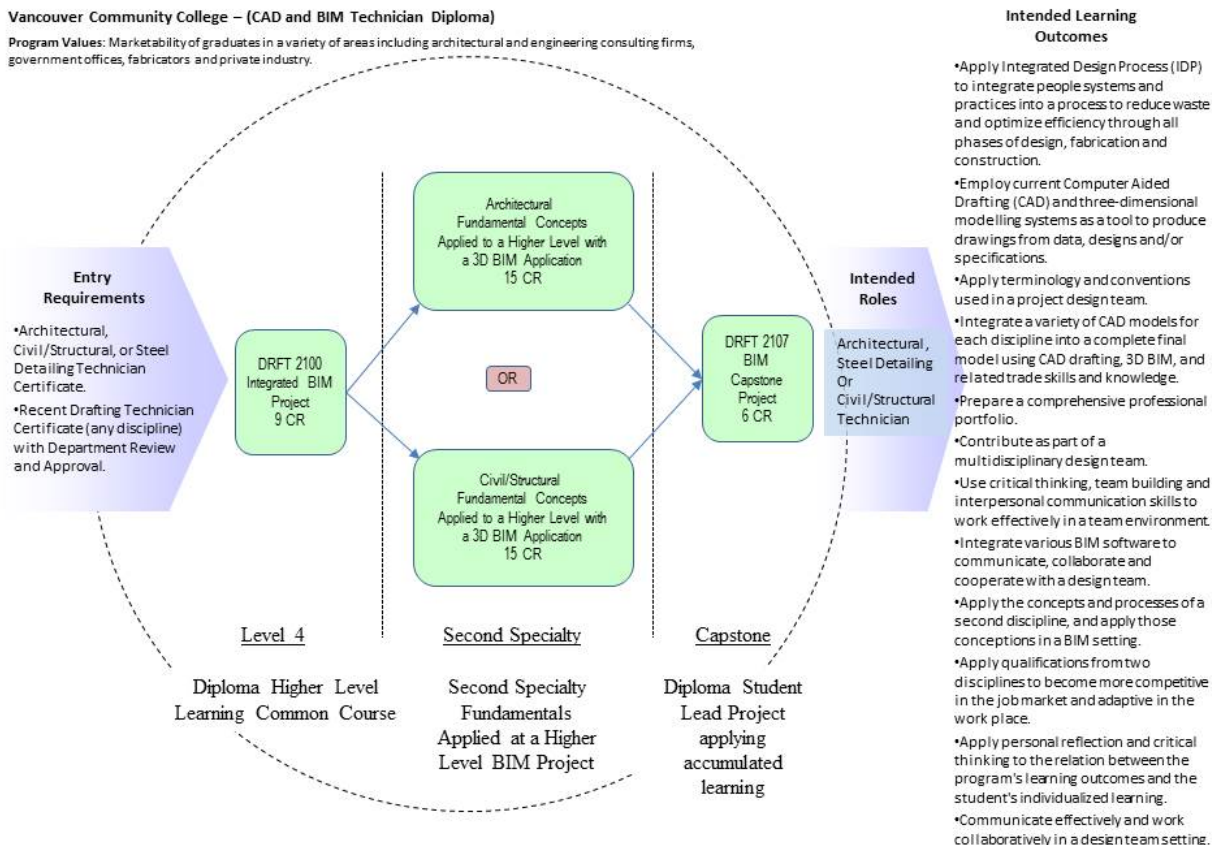
Last 6 weeks:

- Students will engage in a Capstone BIM project with students taking the lead in applying their 2nd specialty while integrating the knowledge gained with their 1st specialty.

**Program Map**

Vancouver Community College – (CAD and BIM Technician Diploma)

Program Values: Marketability of graduates in a variety of areas including architectural and engineering consulting firms, government offices, fabricators and private industry.



### G. Consultation (refer to Appendix A, Consultations)

29. With whom have you consulted *internally* regarding this proposal? What were the results of these consultations? Provide names, dates, and summary of feedback

We have consulted with:

- **Dean, School of Trades, Technology and Design**, Brett Griffiths, has been consulted many times in 2016. Brett has indicated his support and continued guidance to the department during the process.
- **Dean of Health Sciences**, Debbie Sargent on Sept. 1st and 21st, 2015. Debbie has indicated her support as well and has guided the department in the process.
- **Former Dean of Design**, Graham Webber, many times in the 2015. Graham had indicated his support and stated that the VCC PAC has been advocating for this for some time now.
- **Dean for Centre for Instructional Development**, Susie Findlay (several meeting in 2015). Susie has indicated the support of her area to provide assistance required for program development.
- **Instructional Associate for Centre for Instructional Development**, Garth Manning (numerous meetings and continual consulting). Garth has indicated the support of his area to provide assistance required for program development.
- **Director Marketing and Communications**, Karen Wilson (Oct 2nd, 2015). Karen has indicated her support for moving forward with this program.
- **Marketing & Communication Officer**, Kristy Neville (several meetings in the last year). Kristy has indicated her support and is working on new initiatives to support the new program.
- **Student Recruitment Specialist**, Niki Scarfo on Sept. 8th, 2015). Niki has indicated her support and is working on new initiatives to support the new program.
- **Director Institutional Research**, Brian Beacham (Oct 6th, 2015) Brian has indicated the support of his areas and to provide assistance required for proposals.
- **Associate Registrar** Records, Raymond Kaan (Oct 2th, 2015) Raymond has indicated the support of his areas and provides new course names and numbers for the proposal.
- **Supervisor Advising**, Angela Abbinante, and Student Services Asst., Rajesh Kapoor (Sept 2016) indicated their support of this program.
- **Dean, International & Immigrant Education**, Tina Chow (Oct 6th, 2015) Tina has indicated her support for moving forward with this program.
- **Manager International Admission Services**, Cathy Snyder Lowe (Sept 16<sup>th</sup>, 2016) Cathy has indicated her support for moving forward with these programs.
- **Director, Aboriginal Services**, Kory Wilson (Nov 17th, 2015) Kory has indicated his support for moving forward with this program.
- **Supervisor Assessment Centre**, Rachel Warick (Sept 2016) indicated her support of this program.
- **Department Head Counselling & Disability Services**, Kate Gates (Sept 2016) indicated her support of this program.
- **Supervisor Financial Aid**, Sherry Pidperyhora (Sept 2016) indicated her support of this program.
- **Coordinator Learning Centre**, Francesco Barillaro (Sept 2016) indicated his support of this program.
- **Department Head Library**, Todd Rowlatt, and Library Coordinator, Elena Kuzmina (Sept 2016) indicated their support of this program.
- **Manager Financial Projects**, Stefan Valchev, and Director Financial Services, Jamie Choi (Sept 2016) indicated their support of this program.
- **Chief Information Officer**, Elmer Wansink, and Service Desk Supervisor, Rick Smith (Sept 2016) indicated their support of this program.
- **Facilities Manager**, Steve Horn (Sept 2016) indicated his support of this program.
- **Director Safety, Security & Risk**, Surinder Aulakh (Sept 2016) indicated his support of this program.
- **Associate Director Centre for Excellence in Immigrant Integration**, Tanis Sawkins (Sept 2016) indicated her support of this program.

30. With whom have you consulted *externally* regarding this proposal? What were the results of these consultations? Provide names, dates, and summary of discussions.

The VCC Program Advisory Committee (PAC) was consulted in November 2014 and February 2015 to present this new program for feedback. The PAC encouraged the department to proceed.

A follow up meeting to discuss the results of the curriculum development work was held Oct 8th, 2015. The PAC is in full support of the new programs, and feels the new technology additions and program redesign will make the program stronger, more competitive, especially due to the potential for the accreditation from ASTTBC.

Geoff Sale of the ASTTBC attended the college in January 2015 and is also in full support and has encouraged the department to apply for accreditation having determined the proposed new program is aligned with the criteria. Charles Joyner, Registrar of ASTTBC, has forwarded their letter of support which is included with this proposal (see letter of support attached to this submission).

#### **H. Phase In/Phase Out Plan**

31. For existing programs that are being substantially changed (and are therefore treated as 'new programs' in development), describe in detail the phase in/phase out of new/old versions of the program (teach outs):

The new program will phase in Sept. 2017 to be in place for the current new first year Certificates starting Sept 2016.

The existing Diploma program will run 2016/17 and will phase out June 2017.



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** February 15, 2017

**ISSUE:** **RECOMMENDATION FOR BOARD APPROVAL:**  
Tuition Fees - New CAD and BIM Technician Diploma Program

### BACKGROUND:

The new Computer Aided Drafting (CAD) and Building Information Modelling (BIM) Technician Diploma program will replace the Drafting Technician Diploma. This program is designed to build on the newly launched certificate program (Sept. 2016).

This new program is the second year of a two (2) year program, to be taken after the one (1) year certificate program.

Completion of this the second year Diploma program is aimed to comply with the accreditation criteria for the Diploma program by the Applied Science Technologists and Technicians of BC (ASTTBC).

Graduates of this new program will have completed new courses consisting of:

- Integrated BIM Project where they learn the 3D Integrated Design Process (IDP), building on the skills gained in the certificate program, and will learn to contribute to a design/build team utilizing Integrated Project Delivery (IPD) methods.
- A second CAD and BIM Speciality where the graduate will acquire the technical skills of a second speciality applied at a higher level which will give the graduate a broader range of knowledge and skill, and thus greater employment prospects.
- Capstone Project using BIM where students will produce a 3D Building Information Model of an assigned portion of a modular building that will required applying all the skills from both disciplines learned in the Diploma program, to be assembled together with the other Diploma students to form a complete building project.

The Drafting programs at VCC have been successfully delivered for over half a century, producing drafters that have assisted in building this city (Vancouver) and the province of BC over that time. Many of the local companies delivering drafting services are either owned by former grads, or have former grads in senior management or other positions.

The redesign of the program was made at the request of the Program Advisory Committee (PAC) and was done in consultation with industry.





| Options (Domestic students only)                           | Option 1  | Option 2  | Option 3  |
|------------------------------------------------------------|-----------|-----------|-----------|
| Tuition fee per student (30 credits / 30 weeks)            | \$ 5,020  | \$ 5,744  | \$ 6,552  |
| Tuition fee per credit                                     | \$ 167.34 | \$ 191.45 | \$ 218.40 |
| Students (after attrition)                                 | 16        | 16        | 16        |
| Minimum number of students to cover gross margin           | 9         | 8         | 8         |
| Minimum number of students to cover direct + indirect cost | 12        | 11        | 10        |
| Minimum number of students to cover all VCC costs          | 16        | 15        | 14        |

**Revenue**

|                            |                   |                   |                   |
|----------------------------|-------------------|-------------------|-------------------|
| Tuition revenue - Domestic | \$ 80,324         | \$ 91,898         | \$ 104,833        |
| Block fund allocation      | \$ 128,000        | \$ 128,000        | \$ 128,000        |
| <b>Total revenue</b>       | <b>\$ 208,324</b> | <b>\$ 219,898</b> | <b>\$ 232,833</b> |

**Instructor**

|                               |                   |                   |                   |
|-------------------------------|-------------------|-------------------|-------------------|
| Salary (step 1)               | \$ 83,746         | \$ 83,746         | \$ 83,746         |
| Benefits (23.75%)             | \$ 19,890         | \$ 19,890         | \$ 19,890         |
| <b>Total instructor costs</b> | <b>\$ 103,636</b> | <b>\$ 103,636</b> | <b>\$ 103,636</b> |

**Support Staff**

|                                  |                  |                  |                  |
|----------------------------------|------------------|------------------|------------------|
| Salary (Grade 25, Step 5)        | \$ 29,083        | \$ 29,083        | \$ 29,083        |
| Benefits (27.0%)                 | \$ 7,852         | \$ 7,852         | \$ 7,852         |
| <b>Total support staff costs</b> | <b>\$ 36,935</b> | <b>\$ 36,935</b> | <b>\$ 36,935</b> |

**Operational costs**

|                                |                 |                 |                 |
|--------------------------------|-----------------|-----------------|-----------------|
| Operational expenses           | \$ 2,841        | \$ 2,841        | \$ 2,841        |
| <b>Total operational costs</b> | <b>\$ 2,841</b> | <b>\$ 2,841</b> | <b>\$ 2,841</b> |

**Indirect student support**

|                                       |                  |                  |                  |
|---------------------------------------|------------------|------------------|------------------|
| Indirect student support              | \$ 54,496        | \$ 54,496        | \$ 54,496        |
| <b>Total indirect student support</b> | <b>\$ 54,496</b> | <b>\$ 54,496</b> | <b>\$ 54,496</b> |

|                           |                   |                   |                   |
|---------------------------|-------------------|-------------------|-------------------|
| <b>Total expenditures</b> | <b>\$ 197,908</b> | <b>\$ 197,908</b> | <b>\$ 197,908</b> |
|---------------------------|-------------------|-------------------|-------------------|

|                                                     |                  |                  |                  |
|-----------------------------------------------------|------------------|------------------|------------------|
| <b>Net contribution to VCC overhead / (Deficit)</b> | <b>\$ 10,416</b> | <b>\$ 21,990</b> | <b>\$ 34,925</b> |
|-----------------------------------------------------|------------------|------------------|------------------|

|                                                     |              |               |               |
|-----------------------------------------------------|--------------|---------------|---------------|
| <b>Net contribution to VCC overhead / (Deficit)</b> | <b>5.0 %</b> | <b>10.0 %</b> | <b>15.0 %</b> |
|-----------------------------------------------------|--------------|---------------|---------------|



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** February 15, 2017

**ISSUE:** **RECOMMENDATION FOR BOARD APPROVAL:**  
Tuition Fees - New University Transfer (UT) Courses required for satisfaction of the proposed Engineering Transfer Certificate (UBC Option)

### BACKGROUND:

VCC provides a range of University Transfer courses in Sciences, Math and Humanities. Historically, these courses came about to fill the need for pre-requisites, breadth requirements and electives for the various Academic post-secondary programs at VCC. A smaller but increasing portion of enrolment is comprised of students looking to complete undergraduate transfer credits that can be transferred into other public post-secondary institutions in BC. The VCC science department proposes to offer a complete first year engineering program in the form of a certificate which would allow students to transfer into 2<sup>nd</sup> year engineering science at UBC.

There is an opportunity to prepare students for transfer into academic degree granting institutions as more public institutions are focusing their efforts on degree offerings. For the last decade UBC has been strongly supportive of engineering transfer programs such that all transfer programs map to UBC's curriculum (or UVic's curriculum). These institutions are experiencing high levels of attrition over the first two years of their degree programs and are looking for transfer students to ensure stable enrolment in years two through four. The Transfer Certificates into the Engineering and Computer Science Faculties at SFU is our first effort to address this identified need. The first cohorts are completing their transfer Certificates at VCC and there has been strong and increasing interest in this option from both existing VCC students as well as recent high school graduates, the latter of which has not typically accessed University Transfer options at VCC. The Engineering and Computer Science courses for the SFU option have sustained tuition levels significantly above the standard UT course offerings.

The British Columbia 2022 Labour Market Outlook projects a steadily increasing labour market over the next 7 years, especially concentrated in the lower mainland. Professional, Scientific and Technical Services are one of the three largest industries in the Lower Mainland. The BC Jobs Plan 4-Year Progress Update (December 2015) notes Technology and the Green Economy as one of eight sectors on which the BC Jobs Plan was constructed.

The PCG and course curriculum has been approved by Curriculum Committee and Education Council in 2015.

**DISCUSSION:**

In 2015-16 there were 2350 registrations in University Transfer courses, representing a 13% increase over previous enrolment. Surveys were conducted in March 2016 with students enrolled in University Transfer courses. There were more than 450 responses gathered to this survey and more than 50% indicated interest in taking additional Science and Humanities courses at VCC, should they be made available. With more than 4000 registrants annually, VCC has the largest number of students in Academic upgrading of any public post-secondary. Approximately two-thirds of those students are going elsewhere for their post-secondary programming. Likewise, high school graduates in the Vancouver areas closest to VCC are going to other post-secondary institutions to obtain their University Transfer credits. Only 98 graduates from four local high schools and VSB adult upgrading came to VCC, while 862 went to other more remote Colleges. These sequential students represent a significant missed opportunity

The Transfer Certificates have been designed to ensure that a minimum of new courses will be created in order to support a maximum number of new credentials. VCC already offers nine fully-articulated University Transfer courses that would be required as part of the Engineering Certificate. Six new courses would be added to create this new program. Students would take the courses in a cohort model over a period of one year. VCC's courses will be strategically scheduled to ensure new course offerings are supported by several coordinated program streams. These courses will also satisfy enrolment demand for electives. Finally, one of the top planning priorities is the development of first and second year programming that can enable students to complete the Associate of Arts and Associate of Science credential.

| UT to UBC Engineering |                  |                                        |             |                    |                    |
|-----------------------|------------------|----------------------------------------|-------------|--------------------|--------------------|
| Term                  | Course #         | Course Name                            | Credits     | Tuition per Credit | Tuition per course |
| Term 1                | MATH 1100        | Calculus 1                             | 3.0         | \$ 85.89           | \$ 258             |
| Term 1                | PHYS 1100        | Physics 1                              | 4.0         | \$ 85.89           | \$ 344             |
| Term 1                | CHEM 1121        | Chemistry 1                            | 4.0         | \$ 85.89           | \$ 344             |
| Term 1                | CMPT 1010        | Introduction to Computer Programming 1 | 3.0         | \$ 282.54          | \$ 848             |
|                       | <b>Sub total</b> | <b>4</b>                               | <b>14.0</b> |                    | <b>\$ 1,792</b>    |
| Term 2                | MATH 1200        | Calculus 2                             | 3.0         | \$ 85.89           | \$ 258             |
| Term 2                | PHYS 1200        | Physics 2                              | 4.0         | \$ 85.89           | \$ 344             |
| Term 2                | CHEM 1223        | Chemistry 2                            | 4.0         | \$ 85.89           | \$ 344             |
| Term 2                | MATH 1221        | Applied Linear Algebra                 | 3.0         | \$ 282.54          | \$ 848             |
|                       | <b>Sub total</b> | <b>4</b>                               | <b>14.0</b> |                    | <b>\$ 1,792</b>    |
| Term 3                | SCIE 1151        | Engineering Graphics and Design        | 3.0         | \$ 282.54          | \$ 848             |
| Term 3                | ENGL 1100        | UT English 1                           | 3.0         | \$ 85.89           | \$ 258             |
| Term 3                | PHYS 1170        | Mechanics 1                            | 3.0         | \$ 282.54          | \$ 848             |
|                       | <b>Sub total</b> | <b>3</b>                               | <b>9.0</b>  |                    | <b>\$ 1,953</b>    |
|                       | <b>Total</b>     | <b>11</b>                              | <b>37.0</b> |                    | <b>\$ 5,538</b>    |

Comparable programs in BC charge the following fees:

| INSTITUTION                 | ENGINEERING TRANSFER CERTIFICATE OR EQUIVALENT |
|-----------------------------|------------------------------------------------|
| VCC (proposed)              | \$5,538                                        |
| UBC (public)                | \$6,257                                        |
| KPU (public)                | \$5,043                                        |
| Douglas College (public)    | \$3,687                                        |
| Langara College (public)    | \$3,536                                        |
| Alexander College (private) | \$10,389                                       |

### OPTIONS:

All options are estimated at class enrolment levels of 22 students

**Option 1:** The same tuition fee per credit as SFU course alternates – \$283 per credit

- Tuition per credit for new courses - \$283

**Implications:** This will fully recover all VCC costs and generate 34% net profit per a domestic cohort. The tuition fee (\$283) is what we charge for the equivalent courses taken by students heading into the SFU Engineering stream. This option gives the program better financial sustainability compared to options 2 and 3.

**Option 2:** The same tuition fee per credit for the new courses as UBC – \$169 per credit

- Tuition per credit for new courses - \$169

**Implications:** This generates 17% net profit per cohort. The tuition fee of \$169 per credit for all new courses is same as what UBC charges for the program. This option gives the program good financial sustainability, but may compromise student appetite for the SFU course equivalents

### RECOMMENDATION:

Option 1 - This option provides financial stability by generating 34% net contribution to VCC overhead, while ensuring individual course costs between UBC and SFU streams are not unfairly differentiated.

### RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the implementation of tuition of \$283 per credit for the new University Transfer (UT) Courses required for satisfaction of the proposed Engineering Transfer Certificate (UBC Option), effective May 1, 2017;.

**ATTACHMENT:** APPENDIX A - Financial Analysis – UT to UBC Engineering – single new courses

**PREPARED BY:** David Wells, Dean, School of Arts & Sciences  
Marlene Kowalski, VP Administration and CFO

**DATE:** January 17, 2017

| Options (Domestic students only)                           | Option 1                                                     | Option 2                                                  |
|------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------|
| Scenarios                                                  | Tuition fee per credit same as the new SFU UT courses at VCC | Tuition fee per credit same as the similar courses at UBC |
| Tuition fee per course                                     | \$ 847.62                                                    | \$ 507.00                                                 |
| Tuition fee per credit                                     | \$ 282.54                                                    | \$ 169.00                                                 |
| Students (after attrition)                                 | 20                                                           | 20                                                        |
| Minimum number of students to cover gross margin           | 9                                                            | 12                                                        |
| Minimum number of students to cover direct + indirect cost | 10                                                           | 13                                                        |
| Minimum number of students to cover all VCC costs          | 14                                                           | 17                                                        |

**Revenue**

|                            |                  |                  |
|----------------------------|------------------|------------------|
| Tuition revenue - Domestic | \$ 16,952        | \$ 10,140        |
| Block fund allocation      | \$ 15,000        | \$ 15,000        |
| <b>Total revenue</b>       | <b>\$ 31,952</b> | <b>\$ 25,140</b> |

**Instructor**

|                               |                  |                  |
|-------------------------------|------------------|------------------|
| Salary (step 1)               | \$ 11,039        | \$ 11,039        |
| Benefits (23.75%)             | \$ 2,622         | \$ 2,622         |
| <b>Total instructor costs</b> | <b>\$ 13,660</b> | <b>\$ 13,660</b> |

**Support Staff**

|                                  |                 |                 |
|----------------------------------|-----------------|-----------------|
| Salary                           | \$ 803          | \$ 803          |
| Benefits (27.0%)                 | \$ 217          | \$ 217          |
| <b>Total support staff costs</b> | <b>\$ 1,020</b> | <b>\$ 1,020</b> |

**Operational costs**

|                                |               |               |
|--------------------------------|---------------|---------------|
| Operational Expenses           | \$ 410        | \$ 410        |
| <b>Total operational costs</b> | <b>\$ 410</b> | <b>\$ 410</b> |

**Indirect student support**

|                                       |                 |                 |
|---------------------------------------|-----------------|-----------------|
| Indirect student support              | \$ 5,734        | \$ 5,734        |
| <b>Total indirect student support</b> | <b>\$ 5,734</b> | <b>\$ 5,734</b> |

|                           |                  |                  |
|---------------------------|------------------|------------------|
| <b>Total expenditures</b> | <b>\$ 20,824</b> | <b>\$ 20,824</b> |
|---------------------------|------------------|------------------|

|                                                     |                  |                 |
|-----------------------------------------------------|------------------|-----------------|
| <b>Net contribution to VCC overhead / (Deficit)</b> | <b>\$ 11,128</b> | <b>\$ 4,316</b> |
|-----------------------------------------------------|------------------|-----------------|

|                                                     |               |               |
|-----------------------------------------------------|---------------|---------------|
| <b>Net contribution to VCC overhead / (Deficit)</b> | <b>34.8 %</b> | <b>17.2 %</b> |
|-----------------------------------------------------|---------------|---------------|



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** February 15, 2017

**ISSUE:** **RECOMMENDATION FOR BOARD APPROVAL:**  
New credential: Culinary Arts (International Cohort) Diploma program

### BACKGROUND:

The Culinary Arts (International Cohort) was first run in 2013 as a program designed for international students to take a re-arranged version of VCC's Professional Cook 1 (PC1) and Professional Cook 2 (PC2) courses, while adding a modern cuisine component that included the Chef's Table, Asian Culinary cuisine and a practicum.

The program has run for the last three years, and student satisfaction has been high. Feedback has been received from students, agents, the International Education department, and culinary faculty:

- Students requested more theory in the first two terms.
- Students would benefit from more time for skill development before working in the Broadway cafeteria.
- Students requested more time at the Downtown campus and more integration with domestic students.

In addition, the Board approved new versions of the Professional Cook 1 and Professional Cook 2 programs at its September 2016 meeting. It was the culmination of an intense review of VCC's culinary arts program and its first intake, for domestic students, commenced in January 2017.

The Culinary Arts department took the opportunity to integrate the new PC1 and PC2 curriculum into the International Cohort program and to respond to the feedback received from students. Students will get more theoretical and skills development early in the program, before moving into the cafeteria. Students will move back and forth between VCC's Downtown and Broadway campuses over the course of their 17 month program, and will be integrated with domestic students for four months during the second half of the program.

Upon the successful completion of this program, students will be able to:

1. Apply cookery skills and theoretical knowledge to the preparation, presentation and service of a range of dishes and beverages for a commercial hospitality environment.
2. Evaluate product for consistency and accuracy in yield, flavor, texture, and overall appearance according to product specifications and standards.

3. Plan, design and write menus for a culinary establishment that reflects nutritional and specific dietary needs.
4. Adhere to industry health, safety and employment standards in preparation, and handling and storage of food and equipment.
5. Adapt the knowledge, skills and attitudes necessary for success and sustainable professional practice in the culinary arts.
6. Reflect on performance and practice to identify and develop advanced professional skills needed to further advance in the culinary industry.

The program's anticipated start date is February 2017.

**DISCUSSION:**

The curriculum was reviewed at the December 2016 meeting of Curriculum Committee, presented by Collin Gill, Department Head of Culinary Arts. Much of the restructuring was based on the previously reviewed PC1 and PC2 curriculum.

The key points of discussion were:

- The minor differences in course learning outcomes and credit weightings between the International Cohort program and the PC1/PC2 programs
- The nature of the "portfolio" part of the assessment plan for numerous courses
- Whether a Course Learning Outcome that appears in 15 of 20 courses should be made a Program Learning Outcome instead (decision was to leave as a course outcome).

All requested changes were made.

Education Council reviewed the curriculum at its January 2017 meeting, and approved the curriculum.

**RECOMMENDATION:**

THAT, on the advice of Education Council, the Board of Governors approve the new Culinary Arts (International Cohort) Diploma program.

**PREPARED BY:** Todd Rowlett, Chair, Education Council

**DATE:** January 31, 2017



## INFORMATION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** February 15, 2017

**ISSUE:** Education Council Chair Report to Board of Governors

### EDUCATION COUNCIL ELECTIONS

Education Council has its elections for this year in its December 2016 meeting. All elections were by acclamation. The following members were elected for the period of January-December 2017:

- Chair of Education Council: Todd Rowlatt
- Vice Chair of Education Council: Jo-Ellen Zakoor
- EDCO Executive Members: Taryn Thomson and Paul Yeung
- Chair of Appeals Committee: Debbie Sargent
- Chair of Curriculum Committee: David Branter
- Chair of Education Policy Committee: Michael Tunnah
- Chair of Program Review and Renewal Committee: Jo-Ellen Zakoor

### NEW PROGRAM DEVELOPMENT: LPN Perioperative Certificate Program

The Licensed Practical Nursing (LPN) Department is developing an LPN Perioperative Certificate in partnership with Health Authorities in BC. One-time funding of \$299,402 has been received from the Ministry of Advanced Education to develop, implement, and evaluate a pilot program with Vancouver Coastal Health (VCHA), Fraser Health (FHA), and Interior Health (IHA). VCHA developed curriculum for this program in 2013 but the program was never launched; VCHA has shared the curriculum with VCC.

Graduates of this program will learn the specific knowledge and competencies required to nurse in perioperative areas (providing care for patients before, during, and after surgery). Experienced LPNs will be able to further their education and expertise, and address the urgent need for Operating Room (OR) nurses, meeting one of the key health human resources priorities of the Ministry of Health.

Currently, there are no advanced OR nursing education programs in BC. The nearest comparable program is at MacEwan University in Edmonton. BC Health Authorities are sending LPNs out of province to obtain perioperative education.

The program is 24 weeks long, and will be a mix of theory taught online by VCC instructors, and practical education experience supported by the health authorities using either a preceptorship model (faculty supported) or practicum model (faculty led). The anticipated start date is October 2017.

## IMPLEMENTATION OF GRADING POLICY AND UPDATES TO ALL PCGS

Education Council approved a major revision to the C.1.1 Grading, Progression, and Withdrawal Policy at its June 2016 meeting. These policy changes apply to all programs starting on or after August 1, 2016, and require that all Program Content Guides (PCGS) be updated with a new grading standard chart. This table, located on the last page of all PCGs, lists letter grades and the associated GPA. The new table will also show percentage ranges next to the letter grades (e.g. A = 85-89%).

Departments were consulted and provided their preferred grading chart. These were all inserted into the PCGs, and other minor formatting and typos were corrected as well. The corrected PCGs were sent back to department leaders for final confirmation. The work was completed on time by mid-August. The work was organized and completed by Nicole Degagne, Education Council Assistant, and David Branter, the Chair of Curriculum Committee. I thank them for their outstanding work.

## EDUCATIONAL POLICY DEVELOPMENT

This is an update on educational policy development from July to December 2016.

| POLICY                                                                                  | STATUS                                                                                                                                                                   | TARGET COMPLETION |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>Policies Recently Approved / To Be Approved</b>                                      |                                                                                                                                                                          |                   |
| C.1.2 Appeal of Final Grade                                                             | Major revision of student appeal of final grade policy that simplifies the process while maintaining a fair and accessible right of appeal. EDCO is final approval body. | December 2016     |
| C.1.3 Granting of Credentials                                                           | Minor update approved by the Board                                                                                                                                       | November 2016     |
| C.3.9 Degree Standards                                                                  | To rescind                                                                                                                                                               | February 2017     |
| C.3.14 Curriculum Development and Approval                                              | Minor update approved by Board                                                                                                                                           | September 2016    |
| D.3.10 Aboriginal Education Enrolment Policy                                            |                                                                                                                                                                          | February 2017     |
| <b>Policies Currently Under Review at Policy Committee</b>                              |                                                                                                                                                                          |                   |
| C.3.3 Criteria for cancelation of Programs leading to Certificates, Diplomas or Degrees | Small working group formed (including VP-Academic and Chair of Policy Cmte) to review and make revisions.                                                                | June 2017         |
| D.1.1 Education Services Review                                                         | Currently out for community feedback                                                                                                                                     | April 2017        |
| D.3.5 Prior Learning Assessment & NEW Transfer Credit                                   | 2 policies in final stage of review.                                                                                                                                     | April 2017        |
| D.4.6 Requirements for Student Attendance and Participation                             | Up for 5 year review. Minor revisions only are expected                                                                                                                  | June 2017         |

## SUMMARY OF CURRICULUM APPROVALS

Education Council and Curriculum Committee approved the following curriculum from July to December 2016.

### ***Education Council approved:***

- Updated course outlines for the Certificate in Online eLearning program: EDUC 4150, 4151, 4152
- Revisions to the Career Awareness Certificate program
- The curriculum for the Professional Cook 1 Certificate and Professional Cook 2 Advanced Certificate programs
- The curriculum for the Canadian Business Management Post Degree Diploma program
- The name change for the Dental Technology program to: Dental Technology Sciences Diploma program
- Changes to the Program Content Guide for the first year Environmental Studies Certificate program
- The new course: CMPT 1501 Visual Business Analytics with Tableau
- Revisions to the four Advanced Entry Nursing transition courses
- The curriculum for the ABE Graduation and the ABE Intermediate Certificates, and updated course outlines for ABE courses
- The new course: VONI 0840 iOS for the Visually Impaired
- The curriculum for the new program Computer Aided Drafting (CAD) and Building Information Modelling (BIM) Technician Diploma program

### ***Curriculum Committee approved:***

- Revisions to Improve Your Pronunciation course outlines: ELSK 0646, 0647, 0666, 0667
- Revisions to course outlines for ENGL 1001 Integrated Language Support 1 and ENGL 1101 English
- Revisions to the Program Content Guide for First Year University Transfer Computing Science and Software Systems
- Resequencing of courses for the Automotive Service Technician Diploma program

**PREPARED BY:** Todd Rowlett, Chair, Education Council

**DATE:** January 31, 2017