



VANCOUVER COMMUNITY COLLEGE
BOARD OF GOVERNORS PUBLIC MEETING AGENDA

Wednesday, June 28, 2017 at 5:30 p.m. – Room 420, Downtown Campus

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

Ex-Officio: Peter Nunoda (President & CEO)

Board EA : Deborah Lucas

Staff Resources: Kathryn McNaughton, Karen Wilson, Marlene Kowalski, Shannon Railton (Senior Executive Team)

Guests: Gordon McIvor, Dean, Centre for Continuing Studies
Constituency group representatives

Regrets: Todd Rowlatt (EdCo Chair & Ex-Officio), Garth Manning

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1.	Call to Order	--	P. Ryan	--	--	--
2.	APPROVAL OF AGENDA/CONSENT AGENDA Recommended Resolution: <i>"THAT the VCC Board of Governors approve the agenda and approve/acknowledge receipt of the following items on the consent agenda"</i> 2.1 Minutes – May 31, 2017 2.2 VCC News & Events 2.3 Education Council Chair Report 2.4 2017/18 Public Board meeting schedule 2.5 VCCFA Report	2 min		DRAFT Minutes – May 31, 2017 IN – News & Events – June 2017 IN – EdCo Chair Report IN - 2017/18 Public Board meeting schedule VCCFA Report	Decision	3 10 12 14 16
3.	Chair's Remarks	2 min	P. Ryan	--	Information	--
4.	President's Remarks	2 min	P. Nunoda	--	Information	--
5.	CONSTITUENCY GROUP UPDATES 5.1 CUPE Local 4627 5.2 VCCFA 5.3 SUVCC	5 min each	Constituency Reps	-- VCCFA Report --	Information	-- 16 --



Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
6.	FINANCE	15 min				
	6.1 Finance & Audit Committee Report		M. Tourigny	--	Information	--
	6.2 Cafeteria Renovation		M. Kowalski	DN – Cafeteria Renovation	Decision	18
	6.3 Increase Spending Authority Limit		M. Kowalski	DN – Increase Spending Authority Limit	Decision	20
7.	TUITION & NEW PROGRAMS	25 min				
	7.1 LPN Bridging to Advanced BScN		D. Sargent	DN - LPN Bridging to Advanced BScN	Decision	30
	7.2 UT Courses (Various)		D. Wells	DN - UT Courses (Various)	Decision	33
	7.3 PC1 Culinary Catering Course		D. Innes	DN – PC1 Culinary Catering Course	Decision	37
8.	BOARD COMMITTEE REPORTS					
	8.1 Governance Committee	5 min	D. Dhaliwal	--	Information	--
	8.2 Human Resources Committee	5 min	P. Ryan	--	Information	--
9.	PRESENTATION	10 min				
	Centre for Continuing Studies		G. McIvor	--	Information	--
10.	OTHER BUSINESS	5 min				
	10.1 Board of Governors Correspondence		P. Ryan	--	Information	--
11.	Next meeting date: Sept 27, 2017	--	--	--		
12.	Adjourn			Meeting duration: Approximately 1.5 hours		

DRAFT

**MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS
OF VANCOUVER COMMUNITY COLLEGE
HELD ON MAY 31, 2017 AT THE DOWNTOWN CAMPUS**

Board Members: Pam Ryan (Chair), Mike Tourigny, Garth Manning, Janet Crawford, Stephen Kukucha, Chloe Choi, Dee Dhaliwal
Ex-Officio: Peter Nunoda (President & CEO), Todd Rowlett (Chair, EdCo)
Board Secretary: Deborah Lucas
Staff Resources: Marlene Kowalski, Kathryn McNaughton
Guests: SUVCC and VCCFA Representatives
Regrets: Danica Kong, Brenda Aynsley, Howard Grant

1. CALL TO ORDER

The meeting was called to order at 5:36 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 unanimously resolved:

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

- 2.1** Minutes – Apr 5, 2017 & May 11, 2017
- 2.2** VCC News & Events
- 2.3** VCCFA Report

3. CHAIR'S REMARKS

The Chair:

- Acknowledged the passing of Jewellery Department Instructor, Dariusz Bebel and his contribution to VCC.
- Announced the resignation of Board member, Sumit Ahuja and thanked him for his service to VCC.
- Thanked the coordinators and volunteers for their support in making the VCC Fair in the Square event on May 28 successful.
- Congratulated VCC graduates in advance of convocation on June 29, as she cannot attend.

4. PRESIDENT'S REMARKS

The President:

- Thanked the coordinators and volunteers of the VCC Fair in the Square event. It was well attended.
- Acknowledged the Tooth Trolley event sponsored by the Vancouver Trolley Company and Chevron came to the Downtown campus and brought children in the community to VCC's dental technician students to have their teeth check-up and cleaned. For some, this was their first time. The student's make it a fun experience, dressing as tooth fairies.
- Acknowledged the passing of Dariusz Bebel and his dedication to VCC and his students. Highlighted the display of work by the Jewellery department in the Downtown campus atrium. Encouraged individuals to reach out to the talented artists for custom pieces.

5. FINANCE

5.1 Finance & Audit Committee Report (FAC)

The Committee met on May 17, 2017. Interim FAC Chair, C. Choi, presented highlights:

- As mandated, VCC conducts an annual audit of their accounts and transactions.
- The Office of the Auditor General of BC (OAG) presented the audit of the 2016/17 Financial Statements. FAC were happy to see that VCC ended the year with a surplus and were satisfied with Management's response to questions and approved the recommendation for Board approval of the statements.
- FAC approved the recommendation for VCC to enter into an Invitation to Tender (ITT) process for the replacement of the roof of Broadway campus Building A.
- The Management Discussion and Analysis (MD&A) for the period ended Mar 31, 2017 was presented to FAC and provided in the board meeting materials. There were no questions.
- FAC Chair, M. Tourigny, thanked C. Choi for acting in his stead at the meeting and B. Aynsley for joining the committee to ensure quorum.
- The next FAC meeting is June 14, 2017.

5.2 2016/17 Audited Financial Statements

- The 2016/17 audited financial statements were included in the meeting materials.
- The Office of Auditor General of BC (OAG) conducted the audit and the Independent Auditors Report was presented in the meeting materials.
- The OAG were satisfied with the cooperation of management throughout the process.
- The qualified opinion states that VCC reports in accordance with the Canadian Public Sector, except for specific accounting policy around deferred revenue, which in their opinion does not meet the definition of liability.
- The OAG and management satisfied FAC's questions regarding the audited financial statements and recommend them for Board approval.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the audited 2016/17 Financial Statements.

5.3 Invitation to Tender >\$500K – Roof Replacement

- Part of the Broadway building A campus roof was identified to be replaced as it is beyond the end of its predicted useful life.
- This project was identified to be completed this year using restricted Routine Capital funding from the Ministry of Advanced Education (AVED). These funds have been notionally approved.
- As per the spending authority thresholds, VCC are requesting Board approval to enter into an Invitation to Tender process for a value greater than \$500K.
- The benefits of proceeding and implications of not proceeding were highlighted in the Decision Note in the meeting materials.
- M. Kowalski confirmed that VCC is commencing work on a Campus Master Plan.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors authorize VCC to enter into Invitation to Tender process and award a contract, with an expected value greater than \$500,000, to complete the partial roof replacement of building A, Broadway campus.

6. 2017/18 INTEGRATED COLLEGE PLAN (ICP)

6.1 Vision and Values Statements

P. Nunoda introduced the 2017/18 Integrated College Plan. It is the second iteration of the ICP and includes the new Vision and Values statements, 2017/18 Budget and 2017-22 Academic Plan.

T. Rowlatt referred to the Education Council (EdCo) Decision Note in the meeting materials.

- EdCo was fully consulted during the process to establish new Vision and Values statements. P. Nunoda presented the draft Vision and Values at three EdCo meetings and fulsome discussion took place.
- EdCo supported adding the word “access” or “accessibility” into the statements. As a result, of this advice and from feedback from the SUVCC, the word “accessible” was added to the Values statement under *Student Success* and *Diversity*.
- EdCo discussed whether the Vision statement moves the college towards defining a “signature learning experience”. P. Nunoda’s response was that these core values were already embedded into most of the current curriculum. A process to establish institution-level learning outcomes (ILO’s) that continue expanding the idea of a VCC learning experience has commenced.
- At the May 9, 2017 EdCo meeting, the Vision and Values statements were approved for recommendation to the Board.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the advice of Education Council, the Board of Governors approves, in the form presented at the meeting, the VCC Vision and Values statements.

P. Nunoda referred to the Decision Note in the meeting materials and responded to questions by the Board.

- Extensive consultation has taken place regarding the development of the Vision and Values. P. Nunoda met with EdCo, academic Schools, constituency groups and departments. There was a strong consensus among the members of the VCC community that the Vision and Values statements satisfy the criteria set out by the Board.
- The statements are aspirational and align with the College’s core values.
- Through consultation the Values were revised to include the word “accessibility”.
- Student Board Rep, J. Crawford, commented that consultation with students was appreciated, but questioned the negative consequences of not including “accessible” in the Vision statement. Accessibility is important to students and is VCC’s niche.
- P. Nunoda commented that the term accessible is recognized in the Values statement. Any concerns by the SUVCC were not raised during his pre-board meeting with the SUVCC Executive Director. At this stage of the process he is comfortable with it being part of the Values statement, but is willing to have further dialogue with the SUVCC on this topic.

UPON MOTION duly moved, seconded and resolved:

THAT, on the advice of Senior Executive, the Board of Governors approves, in the form presented at the meeting, the VCC Vision and Values statements.

Abstain: J. Crawford

6.2 Academic Plan 2017-2022

The 2017-2022 was presented to the Board as part of the Integrated College Plan. T. Rowlatt referred to the Decision Note in the meeting materials and responded to questions.

- A 5-Year Academic Plan was developed. The process was robust and the draft plan was presented to EdCo, academic deans and directors for review and advice.
- Long term planning of capital requirements and curriculum development are some of the benefits of implementing a 5-Year plan, while maintaining the flexibility to update initiatives.
- EdCo's main point of discussion was the Adult Basic Education (ABE) programs.
- Dean Wells is exploring ways to cross-list some courses at VCC.
- ABE programs have been pathways into other programs at VCC. EdCo would like to see data on the impact of enrolment in other programs if there are fewer ABE programs.
- Department leaders and the Dean of Arts & Sciences have proposed a tuition waiver to assist students who are just above the income eligibility line for the Adult Upgrading Grant (AUG) funding.
- Management did not support this proposal for reasons that the criteria for tuition waivers should be clear and that the process for implementation is equitable across the Schools. Until such time as outcomes on provincial government funding for AUG change, this issue is being addressed as part of implementing the Academic Plan.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the advice of Education Council, the Board of Governors approves, in the form presented at the meeting, the 2017-2022 Academic Plan.

6.3 2017/18 Integrated College Plan

P. Nunoda referred to the Decision Note in the meeting package.

- The ICP is unique within the BC Public Sector. It combines the elements of a strategic plan, a business plan and an academic plan in a cohesive framework and is annually refreshed.
- P. Nunoda congratulated the team of people who developed the plan. It was a consultative and collaborative process involving academic and operational departments, as well as Educational Council.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the advice of Senior Executive, the Board of Governors approves the 2017/18 Integrated College Plan.

7. EDUCATION COUNCIL (EdCo)

7.1 Education Council Chair Report

T. Rowlatt summarized the Information Note in the meeting materials.

- A Heavy Mechanical Technology Diploma is being developed, primarily for international students interested in the heavy mechanical trades industry. There is no comparable program in BC. VCC currently runs a successful domestic program out of Annacis Island, but this space is fully utilized. The department are looking into additional space options, as well as changing delivery hours to accommodate the programs.
- The assignment of Curriculum Development funds was summarised. EdCo's Standing Committee on Program Review and Renewal, allocated \$400K of funds, but over \$1.2 million was requested. The Committee was challenged in assigning funds as many worthwhile projects were turned down. The committee discussed the need for additional CD funds, as well as other ways of funding these types of projects.
- Education Council approved minor changes to the Student Attendance and Participation D.4.6 policy to ensure it was consistent with changes made to the Grading policy last year.

7.2 Academic Schedule 2018/19

T. Rowlatt summarized the Information Note in the meeting materials.

- As required by the College and Institute Act, the Board, with the advice of EdCo, must approve the Academic Schedule for each year. The Academic Schedule is designed to identify important dates in our students' academic lives.
- It was consultative process with the Deans of the Schools and was prepared in accordance with Policy C.3.13 Academic Schedule.
- ITA programs and non-credentialed courses/programs in Continuing Studies are exempt from this process.
- EdCo reviewed the Academic Schedule at its May 2017 meeting. No concerns were identified.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the advice of Education Council, the Board of Governors approves, in the form presented at the meeting, the 2018-2019 Academic Schedule.

8. BOARD COMMITTEE REPORTS

8.1 Governance Committee (Gov Com)

Governance Committee met on April 26, 2017. Committee Chair, Dee Dhaliwal, addressed the Board.

- The Committee are developing a new process for evaluating the Board's performance.
- The new Board Bylaws are in progress. The next step is to reach out to the VCC community for feedback.

8.2 Human Resources Committee (HRC)

The HRC met on April 26, 2017. In the absence of HRC Chair, B. Aynsley, P. Ryan, presented the HRC report.

- VP, People & Culture, S. Railton presented the quarterly Human Resources Report. It included updates on recruitment, respectful workplace training and labour/employee relations.
- HRC approved the Executive Compensation Disclosure Statement for 2016/17 for submission to AVED. VCC received notification of AVED's on May 31 and it will be posted online.

- VCC Exempt Employee Compensation: As the salary freeze for exempt employees has been lifted. S. Railton explained the process for VCC Exempt Employee Compensation. This has been communicated to staff through information sessions.
- A.1.7 President's Performance Assessment Policy Review: HRC are in the process of finalising the draft policy. Community feedback concluded on April 25. HRC wanted time to review and respond to recommendations.

9. PRESENTATION: INDIGENOUS EDUCATION AND ENGAGEMENT

As part of a series of portfolio/department presentations by Deans and Directors, Tami Pierce, Director, Indigenous Education and Engagement presented to the Board.

The presentation was well received. T. Pierce responded to questions by the Board and commented that enrolment is consistent and compares well with other institutions in Vancouver. AUG funding continues to be a challenge, due to the low income threshold.

10. CONSTITUENCY REPORTS

10.1 CUPE LOCAL 4627

There was no representative from CUPE Local 4627.

10.2 Vancouver Community College Faculty Association (VCCFA or FA)

The VCCFA report was provided in the meeting materials. In the absence of VCCFA President, K. Shortt, J. Demeulemeester addressed the Board. Highlights included:

- Welcomed new Dean, Student Services, Dr. Jane Shin.
- As a Key Driver, indicated by the Employee Engagement Survey, faculty was disheartened to learn that Professional Development funds had been allocated after only one month. K. McNaughton confirmed that the funds had not been decreased, but demand was high and with the implementation of a new process, the funds have been dispersed more quickly. This process is being reviewed to address this issue.
- The Open the Doors campaign will continue. The Federation of Faulty Unions supports making post-secondary education more accessible. VCCFA continue to focus on ABE.
- The VCCFA Community Action Committee continues to donate funds to worthy programs in the VCC community.
- From the 2017 Confidence and Supply Agreement between the BC Green Caucus and the BC New Democrat Caucus, two initiatives under Section 3 - Policy initiatives:
 - 3. g i - Restore funding to ABE and English Learning funding.
 - 3.g ii - Implement and agree on an approach to improving access and reducing the cost of post-secondary education for students."

10.3 Student Union of Vancouver Community College (SUVCC)

In the absence of Interim SUVCC Executive Director, J. Davies, A. Poster addressed the Board. Highlights included:

- The "Pledge to Vote" campaign ran during the election period. SUVCC look forward to seeing the changes that will happen under the new government.
- They will continue to campaign for the ABE and ESL programs to be part of VCC.
- SUVCC are working to implement changes that will improve the lives of VCC's students, including improvements to the student health plan.

11. OTHER BUSINESS

11.1 Board of Governors Correspondence

- The AVED Request for Appointment (RFA) package has been submitted.

11.2 Colleges & Institutes Canada 2017 Conference (CiCan)

The conference was held in Ottawa in May. The Board Chair, E. Klis and members of the Senior Executive team attended. Highlights and takeaways included:

- Growing recognition of applied research and the role of colleges
- Disaster planning: knowing the process
- What can board members do to support the college in the community?
- VCC were awarded a Gold Medal for the ESL Pathways Program
- VCC's Baking and Pastry Arts department gave a presentation.

12. NEXT MEETING

The next Board of Governors Public Board meeting will be held on June 28, 2017.

13. ADJOURN

There being no further business, the meeting adjourned at 7:25 p.m.

APPROVED AT THE JUNE 28, 2017 PUBLIC MEETING:

Pam Ryan
Chair, VCC Board of Governors



VCC NEWS AND EVENTS

June 2017

- VCC's Deaf and hard of hearing students performed the national anthems in front of over 22,000 soccer fans at the Vancouver Whitecaps game on Saturday, June 17 at BC Place Stadium as part of Deaf-Blind Awareness Month and with support from the Whitecaps.
- VCC's Indigenous Education and Community Engagement department hosted a daylong National Aboriginal Day celebration on June 16 at the Broadway campus. Attendees, volunteers, elders, enjoyed a keynote address by Drew Hayden Taylor, five interactive workshops, and lunch.
- VCC's 2017 Spring Awards on June 9 honoured students who have made outstanding achievements in their studies and in the community. VCC Student Awards ceremonies receptions were held for award winners, their families, donors and VCC dignitaries in the building B event space at VCC's Broadway campus.
- The 3rd Annual Education Technology Showcase was held on May 29 at the Broadway campus for all students and employees. This year's theme was "The Flipped School" and focused on how to integrate technology into the classroom.
- VCC released its [VCC's Sexual Violence and Misconduct Policy \(PDF\)](#) on June 21. The college is committed to the prevention of sexual violence and misconduct and the promotion of an environment where everyone is physically and emotionally safe and treated with respect. Please take a moment to read and familiarize yourself with [VCC's procedures for disclosing and reporting sexual violence and misconduct \(PDF\)](#).

VCC Government Relations

- The new Minister of Advanced Education, Linda Reid toured the Heavy Duty program on Annacis Island campus on Monday, June 19.
- On May 23, four new Burnaby MLAs visited VCC for a 45 minute meet & greet with VCC deans and directors followed by a tour of our Downtown campus. The MLAs who attended:
 - Assistant Deputy Speaker of the House & 4-term MLA for Burnaby-Edmonds Raj Chouhan
 - New MLA for Burnaby-North Janet Routledge
 - New MLA for Burnaby-Deer Lake & 3-term Burnaby City Councillor Anne Kang
 - New MLA for Burnaby-Lougheed & 1-term Burnaby School Trustee Katrina Chen
 - New MLA for North Vancouver-Lonsdale Bowinn Ma
 - 4-term MLA for Surrey Whalley Bruce Ralston

VCC in the News

- **B.C. market acquiring a taste for aboriginal cuisine** – Business in Vancouver (June 20)
Aboriginal catering companies are building a niche sector in B.C. by bringing millenniums-old food traditions to a new audience. As an instructor in Vancouver Community College's aboriginal culinary arts program...

UPCOMING EVENTS:

- Convocation on June 29

PREPARED BY: Karen Wilson, Executive Director, Marketing & Communications on June 20, 2017



INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: June 28, 2017

ISSUE: Education Council Chair Report to Board of Governors

EDUCATIONAL POLICY DEVELOPMENT:

This is an update on educational policy development from January to June 2017.

POLICY	STATUS	TARGET COMPLETION
Policies Recently Approved / To Be Approved		
C.1.5 Requirements for Student Attendance and Participation		May 2017
C.3.9 Degree Standards	Rescinded (content covered by other policies)	February 2017
D.1.1 Education Services Review		April 2017
D.3.5 Prior Learning Assessment & Recognition		March 2017
D.3.10 Aboriginal Education Enrolment Policy		February 2017
D.3.11 Transfer Credit		March 2017
Policies Currently Under Review at Policy Committee		
C.3.2 Program Review & Renewal	Extensive revisions and being split into two policies. Currently with working group.	January 2018
C.3.3 Criteria for cancelation of Programs leading to Certificates, Diplomas or Degrees	Extensive changes to improve review process. Out for community feedback	October 2017
D.3.8 Criminal Record Check	Working group established for scheduled 5-year review.	January 2018
D.3.6 Admissions	Minor changes for mature student admission.	September 2017
D.3.6.1 Flexible Admissions	Minor changes to clarify more admission pathways.	September 2017

F.1.1 Ethical Conduct for Research Involving Humans	Minor changes to ensure compliance with Tri-Council Policy Statement. Out for community feedback.	September 2017
F.1.2 Ethics and Integrity in Research and Scholarly Activity	Minor changes to ensure compliance with Tri-Council Policy Statement. Out for community feedback.	September 2017
F.1.3 Conflict of Interest Related to Research	Minor changes to ensure compliance with Tri-Council Policy Statement. Out for community feedback.	September 2017

SUMMARY OF CURRICULUM APPROVALS:

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

Education Council approved:

- New courses:
 - MATH 1190 Mathematics for Teachers
 - MATH 1210 Mathematics for the Arts
 - MATH 2251 Calculus 3
 - MATH 2310 Ordinary Differential Equations
 - MATH 2700 Probability and Statistics for Science and Engineering
 - ELSK 0746 Improve your Grammar Intermediate Focus A
 - ELSK 0747 Improve your Grammar Intermediate Focus B
 - ELSK 0766 Improve your Grammar Advanced Focus A
 - ELSK 0767 Improve your Grammar Advanced Focus B
 - ENGL 2100 Canadian Literature
 - PSYC 2300 Abnormal Psychology
 - PSYC 2320 Research Methods in Psychology
 - PHYS 1110 Introduction to Astronomy
 - PHYS 1190 Physics of Music
 - ECON 2300 Managerial Economics
 - ECON 2600 Environmental Economics
 - TTMP 4002 Truck and Transport Mechanic 4/Transport Trailer Technician 2
 - HDEP 4002 Heavy Duty Equipment Apprentice 4
 - MATH 0862 Foundations of Mathematics 11 Part 1
 - MATH 0872 Foundations of Mathematics 11 Part 2
 - CULI 1509 Catering
- Changes to the admission requirements for the TESOL Certificate and the TESOL Diploma
- The Program Content Guide and course outlines for the new Culinary Arts Diploma (International Cohort) program.
- Changes to the Hairstylist Certificate Program Content Guide and course outlines for HAIR 1101 Salon and Spa Business 1, HAIR 1216 Salon and Spa Business 2, and HAIR 1316 Salon Business 3.
- Changes to the admission requirements for the Visual Communications Design Diploma and the Visual Communications Design Certificate.
- Changes to the admission requirements for the Health Care Assistant Certificate.



INFORMATION NOTE

PREPARED FOR: Board of Governors Public Meeting

DATE: June 28, 2017

ISSUE: 2017/18 Board of Governors Public Meeting Schedule

The Vancouver Community College Board of Governors has approved 2017/18 Public Board meeting schedule as follows:

TIME: 5:30pm
LOCATION: Room 420, VCC Downtown Campus, 250 West Pender Street
DATES: 27 Sept 2017
15 Nov 2017
7 Feb 2018
4 Apr 2018
30 May 2018
27 June 2018

The meeting dates will be posted on VCC.ca for public information.

PREPARED BY: Deborah Lucas, Executive Assistant, VCC Board of Governors

DATE: June 22, 2017

- Changes to courses: CHEM 0983 Chemistry 12 Part 1, and CHEM 0993 Chemistry 12 Part 2.
- Changes to course pre-requisites and credit weighting for NURS 1602 Human Anatomy and Physiology.
- Changes to the Program Content Guides for the Pre-Health Sciences Certificate, the Practical Nursing Diploma, and the Access to Practical Nursing Diploma.
- Changes to the grading scale for the Hospitality Management Diploma and the Hospitality Management Degree.
- Changes to PLAR for the Medical Transcriptionist Certificate.
- Addition of a new course (CULI 1509 Catering) to the Professional Cook (PC) 1 Certificate.

Curriculum Committee approved:

- Revisions to ELSK 0930 Intensive Academic Reading & Writing
- Re-organization of courses in the Bachelor of Science in Nursing.
- Re-sequencing of courses for the Heavy Mechanical Trades Foundation Certificate.
- Changes to course learning outcomes for MGMT 1002 Canadian Economy, MGMT 1010 Business Sustainability, MGMT 2015 Entrepreneurship, MGMT 2017 Canadian Business Law, and MGMT 2018 Canadian Business Ethics.
- Changes to Baking & Pastry Arts Apprentice Levels 1-3.
- Changes to admission requirements for the Dental Hygiene Diploma.
- Updates to the effective date of April 2018 for MATH 0862 and 0872.
- Revisions to the MATH 2700 prerequisite to be MATH 1200.
- Correction to course credits for DRFT 1280 and 2280 at three (3) credits each.

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: June 14, 2017



VCCFA Report to the College Board

Submitted June 21st, 2017 for the Board meeting on June 28th, 2017

New Government – Renewed hope for ABE & EAL and Access to Post-Secondary Institutions Overall

At the time of writing this report, there is still some uncertainty as to which way the political wind will blow. However, as both the NDP and the Green Party set out in their election platforms the promise to restore tuition-free status for Adult Basic Education and English as a Second Language Programs, we remain hopeful that this funding will be in place by September. As soon as the new Cabinet is named and we know who the Minister of Advanced Education is, we will be requesting an urgent meeting. We will stress that timing is critical in order to have the tuition-free status for ABE/ESL restored prior to the September class start.

Below is a quote from the post-election Confidence and Supply Agreement signed by the NDP and the BC Green Party (in case you missed it):

"3. Fixing the Services People Count on

g. Recognize that education is about lifelong learning and make post-secondary education more accessible and affordable.

i. Restore funding to Adult Basic Education and English language learning.

ii. Implement an agreed upon approach to improving access and reducing the cost of post-secondary education for students.

iii. Allocate funding for in-service skills training for workers in small and medium-sized enterprises, and for retraining for those displaced by automation or changing markets."

VCCFA Community Action Committee Donations for June 2017

1. **Ray-Cam Cooperative Centre - \$500.00 towards workshop material costs for the Youth Incentive program (YIP).** This program provides inner-city youth with positive, challenging and rewarding learning experiences that promote personal growth and the development of pre-employment skills through workshops and volunteer opportunities. Participants attend workshops such as food safe, first aid and conflict resolution.
2. **Vancouver Community Network (VCN) - \$500.00 to buy hard drives or server hardware.** VCN provides free internet access and website hosting to non-profits and individuals. They also run the Street Messaging System, a text messaging platform that connects street involved, disadvantaged and vulnerable people in Metro Vancouver with vital information about shelter, food services, health alerts and employment/training opportunities.

3. **Quest Spirit - \$500.00 towards fresh milk specifically for the Hastings and Dundas locations.** Quest Spirit is a food exchange program for low income clients in need of healthy and affordable food, and this program is used by some VCC students. Dairy is a scarcely donated item yet high in demand.
4. **Battered Women's Support Services - \$500.00 to supply snacks for 16 sessions of support group meetings.** This organization provides education advocacy and support services for all battered women and works from a feminist perspective to eliminate all violence against women, aboriginal women, sex workers and LGBTQ people across BC. Some of our VCC students go to this organization.
5. **Coast Mental Health - \$500.00 for the Inner City Youth Health Program to go towards shoes for clients participating in outdoor activities such as a Squamish hike to the waterfalls, fishing licenses for a day-long fishing trip and, if affordable, a guide for this trip.**
6. **Portland Hotel Society (PHS) - \$500.00 to purchase fresh fruit, hot coffee and treats to be distributed at their overdose prevention sites, and at the corner of Hastings and Carrall for the "Culture Saves Lives" Indigenous Health Program housed across from Pigeon Park.** The latter program serves to reconnect people in the community of aboriginal background with their culture through drumming, singing, dancing and art.

The VCCFA Cheryl Draper Scholarship Awards and the VCCFA Student Awards

The VCCFA was pleased to honour six of our graduating students with a cheque of \$550 each at the recent VCC Foundation Student Awards. We wish our students success in their careers.

As well, in memory of Cheryl Draper, a former VCCFA member, we have set up scholarships in the amount of \$1,000 each to the family members of two faculty continuing in post-secondary education. Those awards were presented at our June General Meeting.

See you in September

We'd like to take this opportunity to wish all of the College Board members a wonderful summer. Hope you enjoy some quality family and fun times.

Respectfully submitted,
Karen Shortt, President, VCCFA



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: June 28, 2017

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
To enter into an Invitation to Tender procurement process greater than \$200,000 for the renovation of the cafeteria and the Downtown campus.

BACKGROUND:

VCC committed significant curriculum development resources to update the Professional Cook 1 learning outcomes in order to meet and/or exceed industry standards set out by the ITA. The redesigned curriculum instruction began in January 2017.

The Downtown campus cafeteria plays a key role in culinary training and needs to be renovated in order for the new culinary curriculum to successfully facilitate the ongoing implementation of the new curriculum. Improvements need to be made to the layout and functionality of the cafeteria.

DISCUSSION:

Originally, the construction component of this project was expected to be under \$200,000. However during the design and development it became apparent that there were coordination advantages in including the stainless steel and equipment costs in the overall cost of the project. Doing this resulted in the overall amount exceeding the threshold of \$200,000.

VCC has retained the services of a kitchen planner consultant to prepare a set of design documents, provide cost estimates for the work, and also help select the pieces of equipment needed to be able to deliver the new curriculum.

The timeframe for this project is to tender in June and July and then have the renovation work done during August and September. The total estimated budget for this project is approx. \$390,000. This project is included in the capital budget that was approved by the Board in April 2017.

Proposed Procurement Strategy

VCC will include detailed specifications of the cafeteria renovation in an Invitation To Tender (ITT) using British Columbia Construction Documents Committee (BCDC) template. This is the approved and recommended template under BC government Core Policy and Procedures Manual and conforms to VCC procurement policy for construction projects.

Submission Requirements

This opportunity will be procured through an open and competitive ITT process. The process will establish minimum requirements where each bidder must:

- be experienced, by having similar projects in size and scope during the past five (5) years
- include mandatory site visit to assess the specific work required;
- provide evidence that they are bonded and licensed to carry on business in the province of BC and have tradesman capable of completing the renovation;
- provide proof of insurance prior to start-up of the work; and
- provide proof of WorkSafe BC coverage, prior to start-up of the work.

These minimum requirements should ensure that only a qualified bidder will be successful. Once the minimum requirements are met, the successful bid will be based on lowest price.

Service Model

The ITT will result in VCC paying a fixed price for the renovation of the cafeteria. The contract will be based on a Canadian Construction Documents Committee (CCDC) contract with a performance bond and a labour and material payment bond to mitigate against financial risk by VCC.

Variances to Standard General Services Agreement

As this procurement is for construction through an ITT, a mandatory requirement on the ITT is the acceptance of a CCDC contract in line with VCC procurement policy. A draft of the CCDC contract will be posted with the ITT.

BENEFITS OF PROCEEDING:

- Continued implementation of the new Culinary curriculum
- Improved quality of training; providing students greater opportunity for success through experiential learning

IMPLICATIONS OF NOT PROCEEDING:

- Culinary Department will be challenged to meet the student outcomes tied to the new curriculum
- Cafeteria not aligned with the new curriculum, which will have negative impacts on student learning and student success rates

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors authorize VCC to enter into Invitation to Tender process and award a contract, with an expected value greater than \$200,000, to complete the renovation of the cafeteria at the Downtown campus.

PREPARED BY: Dennis Innes, Dean, Hospitality, Food & Business
 Trevor Maddern, Associate Director, Purchasing
 Jerry Guspie, Director, Facilities
 Soleille Cyr, Associate Director, Ancillary Services

DATE: June 06, 2017



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: June 28, 2017

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
 Increase the spending authority limits for procurement matters requiring Finance and Audit Committee (FAC) and Board of Governors approval.

BACKGROUND:

Through VCC's integrated college planning process and the careful monitoring of goals and objectives, enrolments, revenue and management of the cost structure, the college has achieved financial stability. In addition, VCC is placing much more emphasis on planning, not only short term but also long term, which enables the college to better anticipate the resource needs from a procurement stand point. Through strengthening internal controls, VCC has lowered the risk in procurement, and therefore feels it is appropriate to increase spending limits to enhance efficiency.

Current spending authority limits for procurement matters, require FAC approval if over \$200,000 annually for a signal vendor/contractor and Board approval if over \$500,000 annually. The low spending authority limits can create difficulties from an operational perspective when specific timelines need to be met. These spending authority limits are considered low compared to other post-secondary institutions.

In 2014 Grant Thornton was retained to review and evaluate VCC's current spending authority limits and to recommend a spending authority matrix that is considered reasonable for the size and operational complexity of VCC. The review and recommendations by Grant Thornton are still relevant today.

DISCUSSION:

Grant Thornton compared VCC spending authority limits to other post-secondary institutions including Douglas, Langara, Okanagan, Camosun, Kwantlen Polytechnic, BCIT, Selkirk, College of the Rockies, College of New Caledonia and Fraser Valley. In order for Grant Thornton to determine which institutions were the most similar to VCC and suitable for benchmarking purposes they used the following criteria:

- Number of students;
- Annual revenue;
- Number of campus locations; and
- Number of programs

The Grant Thornton report can be found in Appendix A and did provide a more comprehensive matrix which included spending authority limits for Deans, Directors, Associate Directors, Managers and Registrar. VCC is currently assessing spending authority limits for these groups and is not requesting any changes at this time but will be brought forward at a later date. However, VCC is requesting the FAC and Board spending authority limits be increased.

VCC will continue to provide a procurement activity report for opportunities over \$200K as part of the Management Discussion & Analysis (MD&A) document, as a means to inform FAC and Board on procurement activities.

RECOMMENDATION:

Spending limits requests between \$200K and \$500K currently require an approval from FAC. Most institutions included in the Grant Thornton comparison do not require FAC approval for similar spending amounts. Management recommend that the FAC spending limit authority be increased to \$500K up to \$1 million.

Spending limits over \$500K currently require Board approval. Similar-sized institutions in the Grant Thornton comparison do not require Board approval for similar spending amounts. Management recommends that the Board approval for spending be increased to over \$1 million.

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors authorize the spending authority limit be increased to \$500K up to \$1 million for the Finance and Audit Committee and for the Board of Governors to over \$1 million.

ATTACHMENTS: Grant Thornton – Vancouver Community College Spending Authority Review - March 2014

PREPARED BY: Marlene Kowalski, VP Administration & CFO

DATE: Wednesday June 14, 2017



Vancouver Community College

Spending Authority Review
March 2014

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4 Appendix B: Comparison with Similar Institutions	6
5 Appendix C: Comparison with Somewhat Similar Institutions	7

1 Background

1.1. Project Description

Vancouver Community College (“VCC”) has provided Grant Thornton LLP (“Grant Thornton” or “us”) with VCC’s spending authority matrix and those of similar post-secondary institutions. VCC has engaged Grant Thornton to assist them in evaluating appropriateness of the current procurement threshold and to provide an independent assessment of the spending authority limits through benchmarking to the similar institutions. Through strengthening the controls, VCC has lowered the risk in procurement, and therefore it may be appropriate to increase the spending limits to enhance efficiency. The focus on this review is to evaluate VCC’s current spending authority limit and to recommend a spending authority matrix that is considered reasonable for the size and operational complexity of VCC.

1.2. Project Objectives and Scope

The scope of our work is limited to a review of the information provided from VCC pertaining to the spending authority limits of other post-secondary institutions including Douglas College, Langara College, Okanagan College, Camosun College, Kwantlen Polytechnic University, British Columbia Institute of Technology (“BCIT”), Selkirk College, College of the Rockies, College of Caledonia, and University of Fraser Valley. This review is not an audit and therefore we do not provide an audit opinion. Grant Thornton shall be entitled to rely on the accuracy, completeness and reliability of all information provided by VCC.

1.3. Methodology

Grant Thornton performed a comparative analysis of those post-secondary institutions included in the information provided by VCC and determined which institutions are the most similar to VCC and the suitable for benchmarking purposes by using the following criteria:

- Number of students;
- Annual revenue;
- Number of campus locations; and
- Number of programs.

We then, compared the spending authority limits of those institutions that are similar to VCC and prepared a suggested spending authority matrix that is reasonable for VCC considering its size and operations.

2 Assessment and Recommendations

2.1. Approach

We conducted our assessment during March 2014, and undertook the following procedures:

- Obtained the information of the other institutions from their websites (e.g. # of students, # of campus locations, annual revenue and # of programs) and evaluated them against VCC for similarity. *Refer to Appendix A for the Institutions Comparative Chart.*
- Mapped the spending authority limits of VCC to the institutions that are assessed as “very similar” in the step a). *Refer to Appendix B for Comparison with Similar Institutions.*
- Mapped the spending authority limits of VCC to the institutions that are assessed as “somewhat similar” in the step a). *Refer to Appendix C for Comparison with Somewhat Similar Institutions.*
- Analysed the benchmarking charts in Appendices B and C
- Developed a new spending authority matrix that is considered reasonable based on the benchmarking exercise

2.2. Observations and Recommendations

Based on the benchmarking result, Grant Thornton developed the following new spending authority matrix:

	Up to \$75,000	Up to \$100,000	Up to \$200,000	Up to \$500,000	Up to \$750,000	Up to \$1 million	> \$1 million or significant variations from the Budget
Directors/Deans	X						
Director of Finance		X					
Vice Presidents			X				
VP Finance				X			
President					X		
Finance Committee						X	
Board							X

Vancouver Community College Spending Authority Review

The following observations were noted and considered in the development of the new spending authority matrix:

- ✓ Considering that the approval limits given to the Deans/Directors level or lower at similar institutions (i.e. University of Fraser Valley, Douglas College and Camosun College), we considered the approval threshold of \$75,000 to be appropriate for that level.
- ✓ Granting the Director of Finance spending authority limit up to \$100,000 is considered appropriate as it complies with the needs and functions of the institution and increases the efficiency of the approving process. It is noted that all of the three similar institutions grant some level of spending authority to personnel with positions below the Directors/Deans/Associate VPs level.
- ✓ Compared to the approval limits given to the VPs and President at University of Fraser Valley, the approval limits for the VPs and President at VCC are considered relatively lower (i.e. \$500,000 at UFV and \$200,000 at VCC). At Douglas College and Camosun College, the Purchasing Director/Manager and Associate Deans/Registrar are granted with approval authority up to \$250,000 or higher depending on the total department budget. Thus, we concluded that it is appropriate to increase the approval limits for the VPs and President at VCC between \$200,000 and \$750,000.
- ✓ Spending between \$200,000 and \$500,000 currently requires an approval from the Finance Committee at VCC; however the most institutions included in the comparison do not require the Finance Committee approval for the similar spending. We considered it appropriate to increase the Finance Committee's approval limit from \$200,000-\$500,000 to up to \$1million.
- ✓ Spending over \$500,000 currently requires Board approval at VCC. At Langara College, Board approval is only required for capital construction projects. None of the similar-sized institutions requires Board approval for non-capital spending so we considered it appropriate to increase the approval limits of the lower authorities and to require Board approval for spending over \$1million in addition to approving any significant variations from budget.

Vancouver Community College
Spending Authority Review

Appendix A - Institutions Comparative Chart

Institution	Student headcount		# Programs		# Locations		Annual Revenue		Assessment 3 = similar 2 = somewhat similar 1=not similar	Comments
Vancouver Community College	22,000	100%	197	100%	2	100%	\$105,961,898.00	100%		
Douglas College	23,545	107%	281	143%	3	150%	\$126,488,999.00	119%	3	
Langara College	20,765	94%	66	34%	1	50%	\$102,781,263.00	97%	2	
Okanagan College	19,470	88%	180	91%	4	200%	\$94,921,039.00	90%	1	# of students updated in 2011
Camosun College	18,440	84%	134	68%	2	100%	\$107,966,460.00	102%	3	
Kwantlen Polytechnic University	19,535	89%	144	73%	4	200%	\$145,623,000.00	137%	2	
BCIT	43,470	198%	467	237%	6	300%	\$277,917,000.00	262%	1	
Selkirk College	10,015	46%	76	39%	5	250%	\$43,172,187.00	41%	1	
College of the Rockies	10,415	47%	72	37%	2	100%	\$35,716,809.00	34%	1	# of students only includes FTE and international students
College of New Caledonia	8,770	40%	108	55%	9	450%	\$63,332,000.00	60%	1	
Capilano University	14,470	66%	165	84%	3	150%	\$91,685,418.00	87%	2	
University of Fraser Valley	15,625	70%	124	63%	6	300%	\$114,880,614.00	108%	3	# of students updated in 2012

Source: institutions websites

Appendix B - Comparison with Similar Institutions

UFV = University of Fraser Valley, Douglas = Douglas College, Camosun = Camosun College

	Up to \$30,000 upon delegation by Dean or Assoc. VP	Up to \$75,000	Up to \$100,000	Contracts > \$100,000	Up to \$200,000	Up to \$250,000 capital budget	Up to total department budget; and >\$250,000 capital budget	Up to total department budget	Significant variations from budgets	\$200,000 to \$500,000	Up to \$500,000	> \$500,000	Up to \$2 million
Budget Manager, Directors, Assoc. Directors,	UFV												
Associate Deans/Registrar							Douglas	Camosun					
Purchasing Director/ Manager						Douglas							
Directors/Deans		VCC	UFV										
Vice Presidents				Douglas	VCC						UFV		
VP Finance					VCC								UFV
President					VCC						UFV		
Finance Committee									Camosun	VCC			
Board												VCC	

Appendix C - Comparison with Somewhat Similar Institutions

KPU = Kwantlen Polytechnic University, Langara = Langara College, Capilano = Capilano University

	Less than \$5,000	> \$10,000	Up to \$25,000	> \$25,000	Up to \$75,000	Up to \$100,000	Up to \$200,000	Up to total department budget	\$200,000 - \$500,000	> \$500,000	Approve Capital Construction
Budget Manager, Directors, Assoc. Directors,	KPU	Langara	Capilano								
Associate Deans/Registrar		KPU									
Purchasing Director/ Manager											
Directors/Deans			KPU	Capilano	VCC			Langara			
Vice Presidents				Capilano		KPU	VCC				
VP Finance							VCC			Langara	
President							KPU / VCC				
Finance Committee									VCC		
Board										VCC	Langara



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: June 28, 2017

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Tuition for NURS 1399 Health Assessment course

BACKGROUND:

The Advanced Bachelor of Science in Nursing (ADV BScN) program was established and approved by the Ministry of Advanced Education in 2009, at the same time as the Bachelor of Science in Nursing (BScN) program. The ADV BScN program enables Licensed Practical Nurses (LPNs) to obtain a degree in Nursing by successfully completing Years 3 and 4 of the BScN program.

Besides meeting the entry requirements of the BScN program, LPNs entering the ADV BScN program must successfully complete four “Bridging” courses:

- Role Transitions
- Maternal and Newborn Health
- Child Health
- Health Assessment

The four “Bridging” courses were offered through Continuing Studies until 2014 when the courses were moved to the School of Health Sciences. At that time, it was identified that the courses were out of date and needed revision.

Revisions were made in 2015-16 and the changes were approved by Education Council in November 2016. Three of the courses have *minor* revisions, and the fourth course, Health Assessment, has *major* revisions, now six credits instead of two.

DISCUSSION:

No other college, institute, or university in BC offers LPNs this type of access pathway to a BScN program. At VCC, LPNs completing this “Bridging” term are guaranteed entry into Year 3 of the BScN program. At other institutions, LPNs normally would be assessed and would need to enter Year 2, instead of Year 3, of the BScN program.

Tuition for September 2017 is as follows:

COURSE	CREDITS	TUITION
NURS 1357 Role Transitions	2	\$519.00
NURS 1358 Maternal and Newborn	6	\$1,168.00
NURS 1359 Child Health	6	\$1,168.00
NURS 1399 Health Assessment	6	To be determined

Options for the tuition of the Health Assessment course are proposed in the attached Financial Statement. The recommended tuition is higher than the other courses but reflects the current value of the significantly changed course and the benefit of a guaranteed pathway into Year 3 of the BScN program. VCC has demonstrated success with a similar pathway in its engineering program.

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the tuition of \$3,561.00, or \$321.00 per credit, for the NURS 1399 Health Assessment course.

ATTACHMENTS: APPENDIX A – Financial Statement – LPN Bridging courses for the advanced BScN program

PREPARED BY: Debbie Sargent, Dean, Health Sciences

DATE: June 21, 2017

Options <i>(Domestic students only)</i>	Option 1	Option 2	Option 3
Tuition fee per student	\$ 5,241	\$ 5,798	\$ 6,416
Tuition fee per student for Health Assessment course	\$ 2,386	\$ 2,943	\$ 3,561
Average tuition fee per credit	\$ 262	\$ 290	\$ 321
Students <i>(after attrition)</i>	23	23	23
Minimum number of students to cover gross margin	16	15	14
Minimum number of students to cover direct + indirect cost	17	16	15
Minimum number of students to cover all VCC costs	23	22	21

Revenue

Tuition revenue - Domestic	\$ 120,553	\$ 133,354	\$ 147,577
Block fund allocation	\$ 122,667	\$ 122,667	\$ 122,667
Total revenue	\$ 243,220	\$ 256,021	\$ 270,244

Instructor

Salary (step 1)	\$ 129,042	\$ 129,042	\$ 129,042
Benefits (23.75%)	\$ 30,647	\$ 30,647	\$ 30,647
Total instructor costs	\$ 159,689	\$ 159,689	\$ 159,689

Support Staff

Salary (actual)	\$ 13,037	\$ 13,037	\$ 13,037
Benefits (27.0%)	\$ 3,520	\$ 3,520	\$ 3,520
Total support staff costs	\$ 16,557	\$ 16,557	\$ 16,557

Operational costs

Operational expenses	\$ -	\$ -	\$ -
Total operational costs	\$ -	\$ -	\$ -

Indirect student support

Indirect student support	\$ 66,973	\$ 66,973	\$ 66,973
Total indirect student support	\$ 66,973	\$ 66,973	\$ 66,973

Total expenditures	\$ 243,220	\$ 243,220	\$ 243,220
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Net contribution to VCC overhead / (Deficit)	\$ -	\$ 12,801	\$ 27,024
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Net contribution to VCC overhead / (Deficit)	0.0 %	5.0 %	10.0 %
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DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: June 28, 2017

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Implementation of tuition for the following 12 new University Transfer Courses:

- ENGL 2100 – Canadian Literature
- ECON 2300 – Environmental Economics
- ECON 2600 – Managerial Economics
- PSYC 2300 – Abnormal Psychology
- PSYC 2320 – Research Methods
- PHYS 1110 – Introduction to Astronomy
- PHYS 1190 - Physics of Music
- MATH 2251 – Calculus 3
- MATH 1190 – Math for Teachers
- MATH 1210 – Math for the Arts
- MATH 2310 – Ordinary Differential Equations
- MATH 2700 – Probability & Statistics

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.

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. 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 recently launched Transfer Certificates into the Engineering and Computer Science Faculties at SFU is our first effort to address this identified need. The second cohorts are completing their transfer Certificates at VCC and there has been strong initial 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 new Engineering and Computer Science courses for the SFU option have sustained tuition levels significantly above the standard UT course offerings. A second guaranteed pathway into the Faculty of the

Environment at SFU has passed all levels of governance and will be formally launching in the Fall of 2017. We are also in the process of moving a Guaranteed Transfer Certificate in Sciences forward. Finally, the proposed Associate of Arts and Associate of Science credentials have commenced their movement through the governance process.

Management is proposing the addition of twelve three-credit courses that will satisfy elective options for a range of internal and transfer programs. These courses are eligible for credit towards the Associate Degree Credentials being planned, and operate within existing areas of faculty expertise at the College. These courses would all be individually transferable and will be taken to articulation to be placed on the transfer grid. The course curriculum has been approved by both Curriculum Committee and Education Council. The program credential will be coming before Education Council by early Fall and the Board of Governors following that.

DISCUSSION:

In 2016-17 there were 2653 registrations in University Transfer courses, representing a 13% increase over the previous year and 27% over the enrolment levels of 2014-15. Surveys were conducted in March of 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'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 from existing and impending Degree offerings at VCC in the Health Sciences area. 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.

OPTIONS:

All options are estimated at class enrolment levels of 22 students

Option 1: New course tuition fee per credit approximate to KPU – total fees per student of \$ \$408

- Tuition per credit - \$ 136

Implications: This option will fully recover all VCC costs and generates 30.7% net contribution to VCC overhead. It gives The College the most flexibility to react to any changes in the enrolment level. Tuition rates for new courses exceed all but research Universities.

Option 2: New course tuition fee per credit that approximates tuition of upgrading courses at VCC – total fees per student of \$ 459

- Tuition per credit - \$ 153

Implications: This option will fully recover all VCC costs and generates 33.6% net contribution to VCC overhead. It gives The College modest flexibility to react to any changes in the enrolment level. Achieve replacement cost for reduced upgrading classes.

Option 3: New course tuition fee per credit approximate to SFU – total fees per student of \$552

Implications: This option will fully recover all VCC costs and generate 38.4% net contribution to VCC overhead. It gives VCC modest flexibility to react to any changes in the enrolment level. Discrete course offerings priced in range with other institutions.

- Tuition per credit - \$ 184

RECOMMENDATION: Option 2

This option provides financial stability by generating 33.6% net contribution to VCC overhead, while ensuring standalone tuition is not prohibitive for non-cohort student enrolment.

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the implementation of tuition of \$459 per course (\$153 per credit) for the following University Transfer courses:

- | | |
|---|---|
| ■ ENGL 2100 – Canadian Literature | ■ MATH 2251 – Calculus 3 |
| ■ ECON 2300 – Environmental Economics | ■ MATH 1190 – Math for Teachers |
| ■ ECON 2600 – Managerial Economics | ■ MATH 1210 – Math for the Arts |
| ■ PSYC 2300 – Abnormal Psychology | ■ MATH 2310 – Ordinary Differential Equations |
| ■ PSYC 2320 – Research Methods | ■ MATH 2700 – Probability & Statistics |
| ■ PHYS 1110 – Introduction to Astronomy | |
| ■ PHYS 1190 - Physics of Music | |

ATTACHMENT: APPENDIX A - Financial Statement – University Transfer Courses

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

DATE: June 5, 2017

Options	Option 1	Option 2	Option 3
Tuition fee per student per course - Domestic	\$ 408	\$ 459	\$ 552
Tuition fee per student per credit - Domestic	\$ 136	\$ 153	\$ 184
Students <i>(after attrition)</i> - Domestic	22	22	22
Minimum number of students to cover gross margin	12	11	10
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	\$ 8,976	\$ 10,098	\$ 12,144
Block fund allocation	\$ 16,500	\$ 16,500	\$ 16,500
Total revenue	\$ 25,476	\$ 26,598	\$ 28,644

Instructor

Salary (step 1)	\$ 10,039	\$ 10,039	\$ 10,039
Benefits (23.75%)	\$ 2,384	\$ 2,384	\$ 2,384
Total instructor costs	\$ 12,423	\$ 12,423	\$ 12,423

Support Staff

Salary	\$ -	\$ -	\$ -
Benefits (27.0%)	\$ -	\$ -	\$ -
Total support staff costs	\$ -	\$ -	\$ -

Operational costs

Operational Expenses	\$ 373	\$ 373	\$ 373
Total operational costs	\$ 373	\$ 373	\$ 373

Indirect student support

Indirect student support	\$ 4,862	\$ 4,862	\$ 4,862
Total indirect student support	\$ 4,862	\$ 4,862	\$ 4,862

Total expenditures	\$ 17,658	\$ 17,658	\$ 17,658
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Net contribution to VCC overhead / (Deficit)	\$ 7,818	\$ 8,940	\$ 10,986
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Net contribution to VCC overhead / (Deficit)	30.7 %	33.6 %	38.4 %
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DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: June 28, 2017

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Adding a four week Catering Course to Professional Cook 1 (PC1)

BACKGROUND:

Accommodation of catering requests (as a practice) has been shared by Food Services and the Culinary Arts department at both the Broadway and Downtown campuses. With the change in curriculum in Professional Cook 1, the Culinary Arts students cannot meet the needs of the College, and Food Services can only provide limited service. The provision of professional catering services supports the operations of the college, while enhancing the reputation of the Culinary Arts department.

Catering has been identified as a potential opportunity for course development as many VCC Culinary graduates' career path is into the catering industry or starting their own catering businesses. The proposal is to add a catering course to the PC1 program. This would enable the Culinary Arts department to provide the resources needed to expand the availability of internal catering and build an external catering presence. Through the curriculum design outcomes, the catering course would provide the students with experiential learning that is the hallmark of VCC programs.

The addition of the catering module will add an addition four (4) weeks to the program. The ITA provides funding for PC1, there would be no additional ITA funding for this course.

DISCUSSION:

The Culinary Arts department has developed a course outline for a four week catering course. This course will give students the skills needed to start and run their own catering business. The course will be a combination of entrepreneurial skills and culinary skills. This course will expand PC1 from 28 to 32 weeks.

This course will allow the Culinary Arts department to expand its catering options for both campuses and build a business for external catering. The plan is to do at least one large external event per month and bring in more revenue for the College. This course will also support the visibility of the Culinary Arts department through this class participating in external catering and competitions.

The estimated revenue from this course is \$4,600/cohort. This will be generated from:

- 3 small lunch buffets from 25 people
- 1 medium lunch buffet from 50 people
- 1 large dinner buffet from 75+ people
- 1 extra-large canapé event from 150+ people

The department believes that over time they will be able to create more revenue from increasing catering events and \$4,600/cohort is a conservative estimate of catering revenue.

The current PC1 students were surveyed and 72 of the 86 students (84%) supported the addition of this course at a tuition rate of \$103/credit. This is the tuition that students pay for PC1.

OPTIONS:

All options are estimated at class enrolment levels of 15 students.

Option 1: Tuition per credit - \$103 – Total tuition \$411

Implications:

At a tuition rate of \$103/credit, the revenue generated from the course does not cover all direct costs or any of the indirect costs (38% overhead). It would increase the tuition for PC1 from \$3,023 to \$3,435, however, overall PC1 would run at a surplus.

Tuition/Credit	\$103
Total Expenditures for the 4 week course	\$16,764
Revenue from tuition and catering	\$10,767
Net deficit	\$5,997
Net Surplus from 32 week PC1 (with catering course)	\$42,997
Net Surplus from 28 week PC1 (without catering course)	\$48,994

Option 2: Tuition per credit - \$153 – Total tuition \$612

Implications:

At a tuition rate of \$153/credit this option covers all direct and a portion of indirect costs. At the same time, this could negatively impact enrolment because we are charging students a higher tuition rate than they currently pay for PC1.

Tuition/Credit	\$153
Total Expenditures for the 4 week course	\$16,764
Revenue from tuition and catering	\$13,780
Net deficit	\$2,984
Net Surplus from 28 week PC1 (without catering course)	\$48,994
Net Surplus from 32 week PC1 (with catering course)	\$46,007

Option 3: Tuition per credit - \$126 – Total tuition \$504

Implications:

At a tuition rate of \$126/credit, all direct costs are covered but none of the indirect costs.

Tuition/Credit	\$126
Total Expenditures for the 4 week course	\$16,764
Revenue from tuition and catering	\$12,148
Net deficit	\$4,616
Net Surplus from 28 week PC1 (without catering course)	\$48,994
Net Surplus from 32 week PC1 (with catering course)	\$44,375

RECOMMENDATION: Option 3

With this option the catering course will cover all direct costs and the program (PC1) will continue to run at a surplus overall, supporting the financial stability and sustainability of PC1, aligning with VCC's other Key Success Drivers and prioritising accessibility for students. The PAC have also expressed their support for this program. Although the cost per credit is higher than students currently pay in PC1, management are confident that a tuition rate of \$126 will not adversely affect enrolment.

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the additional four (4)-credit Culinary Course at a tuition rate of \$126/credit.

ATTACHMENTS: APPENDIX A – Financial Statement
APPENDIX B – PAC Feedback
APPENDIX C – Bio of Instructor, Roland Pfaff

PREPARED BY: Dennis Innes, Dean, School of Hospitality, Food Studies and Applied Business

DATE: June 21, 2017

APPENDIX A

Options <i>(Domestic students only)</i>	Option 1	Option 2	Option 3	
	Tuition fee per student	\$ 411	\$ 612	\$ 503
	Tuition fee per credit	\$ 103	\$ 153	\$ 126
Students <i>(after attrition)</i>	15	15	15	
Minimum number of students to cover gross margin	17	14	15	
Minimum number of students to cover direct + indirect cost	17	14	15	
Minimum number of students to cover all VCC costs	24	19	21	

Revenue

Tuition revenue	\$ 6,167	\$ 9,180	\$ 7,548
Net profit from catering services	\$ 4,600	\$ 4,600	\$ 4,600
Total revenue	\$ 10,767	\$ 13,780	\$ 12,148

Instructor

Salary (step 1)	\$ 9,816	\$ 9,816	\$ 9,816
Benefits (23.75%)	\$ 2,331	\$ 2,331	\$ 2,331
Total instructor costs	\$ 12,148	\$ 12,148	\$ 12,148

Support Staff

Salary (actual)	\$ -	\$ -	\$ -
Benefits (27.0%)	\$ -	\$ -	\$ -
Total support staff costs	\$ -	\$ -	\$ -

Operational costs

Operational expenses	\$ -	\$ -	\$ -
Total operational costs	\$ -	\$ -	\$ -

Indirect student support

Indirect student support	\$ 4,616	\$ 4,616	\$ 4,616
Total indirect student support	\$ 4,616	\$ 4,616	\$ 4,616

Total expenditures	\$ 16,764	\$ 16,764	\$ 16,764
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Net contribution to VCC overhead / (Deficit)	\$ (5,997)	\$ (2,984)	\$ (4,616)
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Net contribution to VCC overhead / (Deficit)	-55.7 %	-21.7 %	-38.0 %
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PC 1 program Net contribution to VCC overhead / (Deficit)	\$ 48,991	\$ 48,991	\$ 48,991
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PC 1 and Catering combined Net contribution to VCC overhead / (Deficit)	\$ 42,994	\$ 46,007	\$ 44,375
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Culinary Arts - PAC feedback on the Catering Course

Hi Ysabel,

I think this would be an excellent addition to the program at VCC!

Working in catering is appealing to more and more cooks looking for something outside the restaurant grind where it's actually possible to have a work/life balance.

Other schools have offered catering experience themselves, but the students would just prepare food for and work the events. They wouldn't have any part of the planning.

This really stood out for me :

"This course introduces students to event coordination, marketing strategies, risk management and entrepreneurial skills. Emphasis is placed on customer service, leadership, teamwork, time management and critical thinking skills, as well as, efficient work methods and quality control. "

I feel that any opportunity to teach cooks skills outside of cooking will be extremely useful in creating well rounded grads - even if they don't end up going into catering. Anytime someone that comes into our company that understands the importance of customer service and has a bit of an entrepreneurial mind, they really excel.

Having some exposure to this side of the industry would be amazing.

I think that by offering this component to your program, more students would become interested in catering - and of course that would benefit us!

Please let me know if you need any further feedback!

Regards,

Taryn Wa
Owner/Culinary Director
Savoury Chef Foods

Hi Ysabel!

This sounds incredible. If you could consider adding hands on experience with how to cook for off sites that would be great (no electricity etc.). Also perhaps include the other end of the spectrum and do some re-therm functions. Hope this helps!

Dave Wong
Product Development Chef
Earls Kitchen + Bar

Hi Ysabel (and Colin). This sounds like it could have great potential. Oddly enough I spent the day at George Brown College yesterday and they are doing a very limited version of what you are looking at.

The catering sector is growing rapidly and there has never been anything specific to events available in that field. I would think this has great potential!

James

Sent from my iPhone
James Kennedy CCC
Corporate Training Chef
White Spot Restaurants

APPENDIX C

BIOGRAPHY – ROLAND PFAFF

A native of Alsace, France Chef Roland Pfaff began his apprenticeship in Strasbourg. A rich culinary heritage gave him a passport to an incredible culinary journey throughout the world. During his travels, he met my wife Susie who brought him to Canada in 1985. Passionate for the outdoors, they made Whistler their home in 1989 and opened a fine dining French restaurant; *Val d'Isère Restaurant*. Chef Roland's innovative approach to cooking has been well recognized; "best in Whistler" -Vancouver Magazine; "an absolute must for the best French cooking in BC" - Vancouver Best Places, "best BC restaurant" ranking by Northwest Palate.

While running his restaurant, Chef Pfaff also kept busy at other establishments he owned and operated in and around Whistler, such as *Plaza Bistro*, a classic French bistro; *Spanky's Extreme Take Out*, a funky urban deli; and *Povence* considered Whistler's finest specialty import shop.

Chef Pfaff also played a large role in the 2010 Winter Olympics and Para Olympics in Whistler. In his role as Food & Beverage Manager for the obligatory services, he supervised operations of 17 locations, including the family lounges (VIP Services) and served up to 18000 meals per day.

After 40 years of experience working in the food and beverage industry, Chef Pfaff decided to leave the restaurant business and instead turn his attention toward teaching his craft to others. He strive to be a confident adult educator who helps students through the complex process of mastering new knowledge, skills and attitudes. He has earned his Provincial Instructor Diploma, Culinary Red seal and the Baking and Pastry Red seal certifications.