



Vancouver Community College Board of Governors Public Meeting Agenda

February 9, 2022, 5:30 p.m.

Board Members (In-person Broadway A, Room 5025) Other participants (Zoom):

<https://vcc.zoom.us/j/64397010942?pwd=YWFYcWNGNXFITm5qdFBRSGRZRMVODz09>

Zoom Phone: +1 778 907 2071

Meeting ID: 643 9701 0942

Password: 037455

ATTENDANCE

Board Members

Joey Hartman (Chair, Board/HRC)
Libby Davies (Vice Chair)
Jeffrey Yu (Chair, FAC)
Mahin Rashid (Chair, Governance)
Karen Brooke
Ladan Sahraei
Nadia Belokopitov
Paul Yeung
Rene-John Nicolas
Seung Oh
Shobha Rajagopalan
Sue Hammell

Ex-Officio

Ajay Patel President & CEO
Natasha Mandryk Chair, Education Council

Staff Resources

David Wells	VP, Academic & Applied Research
Ian Humphreys	VP, Admin & International Development
Kate Dickerson	VP, People Services
Jane Shin	VP, Students & Community Development
Elmer Wansink	AVP, IT & CIO
Clayton Munro	AVP, Student & Enrolment Services
Tannis Morgan	AVP, Academic Innovation
Jamie Choi	ED, Finance & CFO
Karen Wilson	ED, Marketing & Communications
Deborah Lucas	Executive Assistant, Board of Governors
Lisz Keallen	Interpreter
Joy Emerson	Interpreter

Guests

Taryn Thomson	President, VCCFA
Chris Joyce	President, CUPE Local 4627
Sydney Sullivan	Executive Director, SUVCC

**VCC recognizes and acknowledges the Musqueam, Squamish and Tsleil-Waututh people,
on whose traditional and unceded territories we live, learn and work.**

Item	Topic	Action	Speaker	Time	Attach	Page
1.	CALL TO ORDER, LAND ACKNOWLEDGEMENT/ OPENING REMARKS		J. Hartman/ A. Patel	7 min		
2.	APPROVAL OF AGENDA/CONSENT AGENDA		J. Hartman	2 min		
	<i>"THAT the VCC Board of Governors approve the agenda and approve/ acknowledge receipt of the following items on the consent agenda."</i>	Decision				
	2.1 Minutes: Nov 24, 2021, Public Meeting				✓	3
	2.2 Board Correspondence				✓	9
	2.3 News & Events				✓	10
	2.4 VCCFA Report				✓	12
3.	ACTION TRACKER: Nov 24, 2021 Items	Info	J. Hartman	1 min		
	No items					

4.	CONSTITUENCY GROUP REPORTS					
4.1	CUPE Local 4627	Info	Constituency	5 min		
4.2	VCCFA		Reps	5 min	✓	12
4.3	SUVCC			5 min		
5.	EDUCATION COUNCIL REPORT		N. Mandryk	15 min		
5.1	EdCo Chair Report	Info			✓	14
5.2	New Program: Applied Leadership and Business Management Certificate	Decision			✓	15
5.3	New Program: Health Care Assistant Diploma (International Cohort)	Decision			✓	22
6.	FINANCE AND AUDIT COMMITTEE REPORT		J. Yu	20 min		
6.1	Chair's Report	Info				
6.2	Financial Performance Report (Period end: Dec 31, 2021)	Info			✓	30
6.3	Tuition: Applied Leadership and Business Management Certificate	Decision			✓	38
6.4	Tuition: Health Care Assistant Diploma (International Cohort)	Decision			✓	43
7.	GOVERNANCE COMMITTEE REPORT		M. Rashid	5 min		
7.1	Chair's Report	Info				
8.	HUMAN RESOURCES COMMITTEE REPORT		J. Hartman	5 min		
8.1	Chair's Report	Info				
9.	NEW BUSINESS	Info	J. Hartman	5 min		
	As required.					
10.	NEXT MEETING & ADJOURNMENT	Info	J. Hartman	1 min		
	Next meeting: Mar 30, 2022					



VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS

DRAFT PUBLIC MEETING MINUTES

November 24, 2021

5:30 p.m. Room 5025, Broadway Campus

ATTENDANCE

Board Members		Staff Resources	
Joey Hartman (Chair, Board/HRC)		Deborah Lucas	Executive Assistant, Board of Governors
Libby Davies (Vice Chair)		David Wells	VP, Academic & Applied Research
Seung Oh (Chair, FAC)		Ian Humphreys	VP, Admin & International Development
Mahin Rashid (Chair, GC)		Jane Shin	VP, Students & Community Development
Jeffrey Yu		Kate Dickerson	VP, People Services
Karen Brooke		Elmer Wansink	AVP, IT & CIO (REGRETS)
Ladan Sahraei		Clayton Munro	AVP, Student & Enrolment Services
Nadia Belokopitov		Tannis Morgan	AVP, Academic Innovation
Paul Yeung (REGRETS)		Jamie Choi	ED, Finance & CFO
Rene-John Nicolas		Karen Wilson	ED, Marketing & Communications
Shobha Rajagopalan		Surinder Aulakh	Director, Safety, Security and Risk
Sue Hammell		Emily Allan	Interpreter
		Julia Menzies	Interpreter
Ex-Officio		Guests	
Ajay Patel	President & CEO	Taryn Thomson	President, VCCFA
Todd Rowlatt	Chair, Education Council	Chris Joyce	President, CUPE Local 4627
(Interim)		Sydney Sullivan	Executive Director, SUVCC
		Ishaan Saini	Chair, SUVCC

VCC recognizes and acknowledges the Musqueam, Squamish and Tsleil-Waututh people, on whose traditional and unceded territories we live, learn and work.

1. CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS

- J. Hartman called the meeting to order at 5:42 p.m. The land acknowledgement was presented by VCC's Elder in Residence, Jean Wasejijg. The opening remarks were presented after item 3. The Chair:
 - Thanked Elle Ting, whose term ended on Education Council (EdCo). Elle has been a dedicated Chair of EdCo and a valued member of the Board, during her two-year term. A new EdCo Chair will be elected on Dec 6. In the interim Todd Rowlatt is the Chair.
 - Congratulated the graduating Class of 2021 at the recent online ceremony. There was much support from family and friends. L. Sahraei and M. Rashid also joined in the celebration, representing the Board.
 - Congratulated President Patel who has been awarded one of this year's Top 25 Canadian Immigrant Awards. This prestigious people's choice awards honours inspirational immigrants who have made a positive impact on their communities since arriving in Canada.
 - Congratulated Clayton Munro on his permanent appointment as AVP, Students and Enrolment Services. Clayton has been serving in this role in an interim capacity since Aug 2020. During this period, he has also managed a significant role on the Emergency Operations Committee.
- A. Patel reiterated this message.

- On Nov 8, the Board welcomed Advanced Education, Skills & Training, Minister Kang to their annual retreat. Minister Kang joined for lunch and spent time afterwards talking to the Board.
- A. Patel:
 - Acknowledged the VCC Day organizing team on executing another successful virtual event attended by approximately 600 employees. It's a day of reflection, learning & celebration.
 - Announced VCC's Partnership Development Office has secured Ministry of Advanced Education, Skills and Training (AEST) funding to implement an employer engagement pilot project to support VCC departments and faculty with student work placements. This aligns with VCC's Strategic Innovation Plan, making stronger connections with local industry.
 - Lucy Griffiths to the new position Associate Director, School of Trades Tech and Design. Lucy has been a Technical and Vocational Education and Training (TVET) faculty member at VCC since 2009. She will work alongside Dean, Brett Griffiths.
 - Congratulated VCC's Basic Ed. Dept. Head, Shantel Ivits, who was presented the BCcampus Award of Excellence in Open Education. Shantel's work on the BC Reads: Adult Literacy Fundamental English series is an exceptional example of the application of inclusiveness, diversity, and universal design for learning principles. This series is highly adopted across the province and has been impactful for both learners and teachers in BC.

2. APPROVAL OF AGENDA AND CONSENT AGENDA.

MOTION: THAT the VCC Board of Governors approve the Nov 24, 2021, agenda, and approve/acknowledge receipt of the following items on the consent agenda:

- 2.1** Minutes: Sep 29, 2021, Public Board Meeting
- 2.2** Board Correspondence
- 2.3** News & Events
- 2.4** VCCFA Report

Moved, Seconded & CARRIED (Unanimously)

3. MENTAL HEALTH & WELL-BEING FRAMEWORK

- C. Munro presented an overview of the Mental Health & Well-Being Framework, which has been developed using a consultative, collaborative approach with resources from the Canadian Mental Health Association BC, including CEO, Jonny Morris. All VCC stakeholders were eager to support the project and a Steering Committee was established that has developed for implementation, a strategic and systemic approach to supporting the mental health and well-being of students and employees. Its implementation will commence in Jan 2022.

4. ACTION TRACKER

- No brought forward actions from Sep 29, 2021, Public Board of Governors Meeting.

5. RETURN TO CAMPUS UPDATE

- S. Aulakh addressed the Board. The return to on-campus learning and other activities is transitioning smoothly so far. There has been the occasional report of COVID; these incidences and other concerns are dealt with on a case-by-case basis. VCC is kept apprised of updates from Vancouver Coastal Health and the Provincial Health Office.
- The Board agreed with S. Aulakh's recommendation to remove this matter as a standing agenda item, and to receive essential updates only as needed. On VCC Day, Surinder was awarded the first ever Key to VCC. It's in recognition of his commitment to VCC and represents his contributions to the well-being of our college, our employees, and our students, over the many years. The Board agreed that it was well deserved.

6. CONSTITUENCY GROUP UPDATES

6.1 CUPE Local 4627: Presented by President, Chris Joyce

- The CUPE National Conference was recently held. It was very well attended and there is considerable growth in membership. The sessions included mental health & well-being topics.

6.2 Vancouver Community College Faculty Association (VCCFA): Presented by President, T. Thomson

- The VCCFA Report was received by the Board in the Consent Agenda.

6.3 Student Union of Vancouver Community College (SUVCC)

- SUVCC Chair, Ishaan Saini and Executive Director, S. Sullivan presented the BC Federation of Students [Fund It, Fix It](#) campaign, which seeks endorsement for the prioritization of a Funding Review, to establish accessible and affordable education.
- The Board thanked them for presenting this important issue and expressed their appreciation of the work of the SUVCC for continuing to advocate for VCC students and the broader community across BC.

7. EDUCATION COUNCIL (EdCo)

7.1 Education Council Chair's Report

- The Education Council (EdCo) Interim Chair, T. Rowlett, distributed the report in advance of the meeting. There were no questions.

8. FINANCE AND AUDIT COMMITTEE (FAC) REPORT

8.1 Chair's Report

- Finance and Audit Committee (FAC) met on Nov 10 and received the Financial Performance for information (Item 9.2). They were notified of online access to the Office of the Auditor General of BC (OAG) Fraud & Risk Management Report (developed with data from 135 organisation, including VCC). www.bcauditor.com. FAC considered 2 tuition matters for (Items 9.3 & 9.4).
- Next FAC meeting is Dec 1, 2021. External auditors KPMG will present the 2021/22 Audit Plan.

8.2 Financial Performance (Period End Sep 30, 2021)

- The report was distributed in advance for review. The 2021/22 Forecast (6 months actual + 6 months forecast): VCC is projecting a deficit of \$4.5M. The College will update its tuition forecast when the Jan 2022 enrolment is finalized, and report back.

8.3 Tuition: 2% Increase in Domestic Tuition & Mandatory Fees

- To offset increased operating costs and to maintain financial stability and sustainability, FAC are recommending an increase in domestic tuition and mandatory fees by 2%, effective August 1, 2022, and as capped by the Ministry.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the implementation of a 2% increase in domestic tuition and mandatory fees, effective August 1, 2022.
Moved, Seconded & CARRIED (Unanimously)

8.4 Tuition: Increase in International Tuition & Mandatory Fees

- International tuition and mandatory fees do not fall under the AEST tuition cap. The FAC are recommending a 4% increase, effective Aug 1, 2022.
- Globally, Canada is the most desired country for immigration. The pandemic has created program access challenges, particularly for experiential learning programs, however, VCC anticipates a steady increase as restrictions are lifted. VCC has made a commitment to support predictability of costs for students. Increasing tuition can be challenging for all students, however, to sustain program delivery, with increasing costs and a \$4.5M deficit, it is a necessity.
- It was confirmed that international students must show proof of funds to be granted a visa. Knowing costs upfront supports this process and ensures they have financial stability during their study period. VCC advisors work with students to make their safety and well-being a priority.

MOTION: THAT the Finance and Audit Committee recommend the Board of Governors approve the implementation of a 4% increase to international tuition and mandatory fees, effective August 1, 2022.
Moved, Seconded & CARRIED (1 – Abstain: K. Brooke)

9. GOVERNANCE COMMITTEE (GC) REPORT

9.1 Chair's Report

- Governance Committee (GC) met on Oct 13. Policy revision/rescindment items (9.2 & 9.3) were presented for consideration and item 9.4 Policy Renewal Approval Authorities was a continuation of work that was completed by the committee over the break.
- The GC also made recommendations for the Nov 8 Board Retreat agenda, based on results of annual board evaluation.
- The next meeting is Feb 23, 2022.

9.2 Revised: D.1.5 Use of Library Resources

- Policy D.1.5 has undergone a routine five-year review earlier and revisions identified. There was no community feedback, which is sought as part of the review process in May 2021.
- The Education Policy Committee (EPC) conducted this review & suggested minor clarifying edits, the most substantial of which was the addition of “and/or” under Section 14 of Procedures: the passage now reads “Final grades and transcripts will not be issued to students until billed materials have been returned and/or paid for” to line up properly with previous references to lost/damaged library materials.
- Draft revisions were reviewed and approved by EdCo on Sept 14, 2021, and subsequently by GC on Oct 13.

MOTION: THAT, on the recommendation of the Governance Committee, the Board of Governors approve revisions to D.1.5 Use of Library Resources policy and procedures.
Moved, Seconded & CARRIED

9.3 Revised C.2.1 International Students on Study Permits & Rescind D.3.6 Admissions

- The Registrars Office, in consultation with International Education, reviewed D.3.6 Admissions Policy and agreed that merging it with policy C.2.1 International Students on Study Permits streamlines policy. The Education Policy Committee oversaw the review, and the most significant amendment was the revision of the definition of Prior Learning Assessment and Recognition (PLAR), to clarify its use in determining whether prerequisites had been met.

- There was no community feedback, which is sought as part of the review process in June 2021.
- Draft revisions were reviewed and approved by EdCo on Sep 14, 2021, and subsequently by GC on Oct 13.

MOTION: THAT, on the recommendation of the Governance Committee, the Board of Governors approves, in the form presented at this meeting, the revised D.3.6 Admissions Policy and Procedures and.

THAT, on the recommendation of the Governance Committee, the Board of Governors approves the rescindment of C.2.1 International Students on Study Permits Policy and Procedures.

Moved, Seconded & CARRIED

9.4 Policy Framework Renewal – Approval bodies

- This recommendation is the result of work completed by the Governance Committee over the summer break, in support of the Policy Framework Renewal project.
- GC assigned/reassigned policy approval authorities where an approver has not been assigned (policy is old format, it's unclear) and:
- Policies that GC have identified require a change in approver, based on reviewing current policy, clarifying the Board's fiduciary responsibilities under the C&I Act. The GC agreed on these recommendations on Oct 13.
- A Working Committee has been established to review policy A.3.2 Policy Development & Maintenance, with the purpose of aligning it with the new framework, also, viewing from a lens of Indigenization, and Justice, Equity, Diversity & Inclusion (JEDI). This will be presented to the Governance Committee for review for recommendation to the Board.
- N. Degagne, VCC Policy Coordinator, was acknowledged for providing the background info and recommendations.

MOTION: WHEREAS VCC's Policy Framework has undergone a renewal, Governance Committee were required to review policies where the approver is not identified or is uncertain and recommend changes to the Board.

BE IT RESOLVED THAT, on the recommendation of the Governance Committee, the Board approve the following changes to VCC policy approval authorities.

Moved, Seconded & CARRIED

POLICY	POLICY #	CURRENT APPROVER	ASSIGNED AUTHORITY
Emergency Management	A.3.11	NOT ASSIGNED	PRESIDENT
Post Emergency Intervention	A.3.4	NOT ASSIGNED	PRESIDENT
Banking	B.1.5	NOT ASSIGNED	BOARD
Short-term Borrowing	B.1.6	NOT ASSIGNED	BOARD
Financial Responsibility and Accountability	B.1.7	NOT ASSIGNED	BOARD
Ancillary Services	B.3.5	NOT ASSIGNED	PRESIDENT
Alcoholic Beverages on Campus	B.3.6	NOT ASSIGNED	PRESIDENT
Parking	B.3.7	NOT ASSIGNED	PRESIDENT
Transportation of Students	C.3.8	NOT ASSIGNED	PRESIDENT
Students with Disabilities	D.4.1	NOT ASSIGNED	BOARD
Student Grievance	D.4.2	NOT ASSIGNED	PRESIDENT
Named Recognition of Buildings, Endowments and Units	E.2.1	NOT ASSIGNED	BOARD
Sponsorship	E.3.1	NOT ASSIGNED	PRESIDENT
Environmental	A.3.7	BOARD	PRESIDENT
Records Management	A.3.9	BOARD	PRESIDENT
Sharing & Stewardship of Information	B.5.1	BOARD	PRESIDENT
Appropriate and Responsible Use of Educational & Info	B.5.2	BOARD	PRESIDENT
Electronic Mail (Employees)	B.5.4	BOARD	PRESIDENT
Tuition Waiver for Seniors	D.3.9	BOARD	PRESIDENT
Lending and Borrowing of College Equipment	D.6.1	BOARD	PRESIDENT
Qualifications for Faculty Members	C.3.11	EdCo	BOARD W/EdCo ADVICE
Selection of Library Materials	D.1.2	EdCo	BOARD W/EdCo ADVICE

10. HUMAN RESOURCES COMMITTEE (HRC) REPORT

10.1 Chair's Report

- The Board Chair and Vice Chair are keeping apprised of the status of the President's Objectives and the Human Resources Committee (HRC) shall conduct a formal review in the fall.

11. NEW BUSINESS

11.1 Student Stories

- In a series of presentations to the Board, Professional Cook (PC1) student, Joy Rudder, joined the meeting as a guest and talked about her journey to enrolling at VCC and her experience so far. Board members met Joy at a VCC event and invited her to the meeting to hear her story. Joy, like many of VCC's mature students, enrolled at VCC to pursue learning a skill that she has always had a keen interest in.

11.2 AEST Indigenous Board Member Gathering

- N. Belokopitov provided a summary of the AEST Indigenous Board Member Gathering she attended. It was the fourth gathering of this group. Individuals have welcomed the opportunity to connect with counterparts and hear each other experiences as board members, as well, discuss challenges and goals, both individual and shared. A shared opinion was the importance of embedding Indigenous peoples in decision making processes.

12. NEXT MEETING & ADJOURNMENT

- The next regular Public Board of Governors meeting is on Feb 9, 2022. With no further business, the meeting adjourned at 8:07 p.m.

APPROVED AT THE FEB 9, 2022, PUBLIC BOARD MEETING

Joey Hartman

Chair, VCC Board of Governors



Board of Governors Public Meeting February 9, 2022

BOARD OF GOVERNORS CORRESPONDENCE

DATE	FROM	DETAIL
Nov 17, 2021	SUVCC Board of Directors	Fund it, Fix it campaign: Request for endorsement
Jan 21, 2022	Hon. Anne Kang, Minister of Advanced Education and Skills Training & Dr. Bonnie Henry. BC's Provincial Health Officer	Letter of appreciation for the steadfast stewardship of the College throughout challenging times & a recommendation for continuation of safe, on-campus instruction.
Jan 25, 2022	Hon. Anne Kang, Minister of Advanced Education and Skills Training & Hon. Grace Lore, Parliamentary Secretary for Gender Equity	Winter 2022 Sexualized Violence Prevention Campaign



VCC NEWS AND EVENTS

November 2021 – January 2022

- On February 2, VCC announced that the **Heavy Mechanical Trades (HMT)** programs currently operating at its Annacis Island campus will transfer to BCIT effective April 1, 2022. The current costs of the program at Annacis for VCC were no longer sustainable. To ensure the continuity of the HMT program and in the best interest of the students, the two schools worked together on a solution that will transition most of VCC's heavy duty programs over to BCIT. VCC will relocate the Youth Train in Trades Heavy Duty Foundation Program for Grade 11 and 12 secondary school students to the college's Broadway campus in April. [Read the complete announcement.](#)
- From February 2 – 4, VCC hosted its annual **VCC Music Alumni Week and Foodbank Fundraiser** Featuring a mix of mix of online and in-person events, the event included performances and masterclasses from VCC faculty and alumni.
- On January 31, VCC announced the **2021 Outstanding Alumni Award winners**. These are the latest in a long line of VCC alumni and others who have made significant contributions to their industries and our community. Each recipient stands out with unique stories of success, inspiration, and dedication. [Read the recipient stories here.](#)
- VCC Jewellery Art and Design instructor **Karin Jones** is challenging our assumptions, beliefs, and conventions about beauty in her new exhibition at the Burrard Arts Foundation (BAF) Gallery. Entitled [The Golden Section](#), the exhibition features geometric arrangements made from human hair extensions and showcases traditional knotting and wig-making methods, continuing Karin's longstanding artistic exploration of identity and race.
- VCC's EDI Committee is making small, **one-time grants** available to VCC employees to support projects that enhance equity, diversity, and inclusion (EDI) at the college. Awards up to \$500 are available for employees.
- On December 3, VCC hosted the **Fall 2021 Student Awards** in an online ceremony. The event individually honoured 194 deserving VCC students who received scholarships and awards this term and recognized the generous donors who made them possible. [Read more.](#)
- The [2021 #GivingTuesday campaign](#) at VCC was a big success, raising a **record-breaking \$47,623.34** between November 30 and December 31, 2021. With matching funds from the VCC Foundation, **\$95,246.69** has been added towards awards and bursaries for deserving VCC Students.
- VCC's [Strategic Innovation Plan 2022-2025](#) was launched on the VCC website in December. This Strategic Innovation Plan will serve as a blueprint and guide as we embrace the opportunity to

re-shape our campuses, programs, business models, and partnerships to best meet the evolving needs of B.C. students and industry. The plan includes five key priorities covering areas in academic innovation, empowered people and inclusive culture, operational excellence, engaged communities, and campuses of the future.

Government relations

- On January 21, Provincial Health Officer (PHO) Dr. Bonnie Henry issued a letter to all post-secondary institution presidents in B.C. The letter outlines how colleges like ours that are successfully returning to on-campus operations continue to be safe places to work and learn. [Read the letter.](#)
- On January 18, VCC shared the results of the large-scale government consultation conducted in the summer of 2021 regarding a [new skilled trades certification system](#) that is set to be implemented across British Columbia. The [What We Heard](#) reports contain feedback from over 980 British Columbians representing workers, businesses, industry organizations, Indigenous peoples, youth, 2SLGBTQIA+, people of colour, new Canadians, and other groups crucial to growing and advancing B.C.'s trades workforce.
- In December, VCC announced it was participating in new, federally funded research into building capacity for respectful dialogue in B.C. communities. The research project, entitled *Courageous Dialogues: Building Capacity to Transcend Polarization in Civil Society*, was one of 28 successful proposals chosen earlier this year from 115 submissions and will receive \$360,000 from the Community Colleges Social Innovation Fund via the Social Sciences Humanities Research Council of Canada (SSHRC). [Learn more.](#)

VCC in the News, highlights

- [Fashion designer Stevie Thomas finds muse through Vancouver Community College certificate program](#) – Georgia Straight (Feb. 3, 2022) - VCC's Fashion Alumni was featured on the cover of the Georgia Straight for its education issue. VCC Marketing and Communications team initiated a competition to design a dress for the new ad campaign The VCC Effect and Stevie Thomas won. They worked with the VCC team on a photo shoot, which was used in the ad campaign and featured on the Georgia Straight cover.
- [Osteria Savio Volpe Welcomes New Head Chef Andrea Alridge and Rekindles the Wood Fire Grill](#) – Foodology (Feb. 1, 2022) The fellow Top Chef Canada alum, having started her career in the culinary arts at Vancouver Community College, made a name for herself by working her way through some of the city's best restaurants, most recently as chef de cuisine at Vancouver's Cin Cin Ristorante

Upcoming Events:

- Flourish, February 2, 2022 (Postponed due to current B.C. health restrictions)
- VCC Town Hall and Medical Health Officer Q&A, February 8, 12p.m. [Get Zoom link.](#)

PREPARED BY: Karen Wilson, Executive Director, Marketing & Communications
DATE: February 2, 2022

VCCFA Report to the College Board – February 2022

Prepared by Taryn Thomson, VCCFA President

Winter Term

We are now solidly into the winter term and all things considered, the college has managed well. We are appreciative of the decision by the college to focus on learning continuity and to allow flexibility for both students and faculty. Although there is still a lot of anxiety about the current variant and any new variants that may pop up, most people have settled into the term and have their focus on the daily work of serving students and of spring that is assuredly around the corner. Kudos to faculty and department leaders for working so hard to do right by their students under circumstances that continue to be stressful and difficult.

Heavy Mechanical Trades at Annacis Island

Faculty and staff in the Heavy Mechanical Trades Department are working through their remaining two months as VCC employees at the Annacis Island Campus. It is to the credit of these individuals that they have continued to show up and teach and carry on delivering excellent programming under these conditions. The Board of Governors doesn't involve itself in operational matters, and yet operational matters are everything to those of us who work in the institution. They are the effect of policies and mandates and agreements and understandings, some of which come to the Board. And operations, of course, have to do with the people who do the teaching and learning at the institution. They are the reason we are all here.

I need to point out that again and again this administration has had the opportunity to work with the VCCFA to ensure the transition for this group of faculty, to whatever is next, is done with respect, care and consideration, and it instead has focussed almost solely on the bottom line. One faculty member who used to work in the department reported to me that he is "ashamed" of the way VCC is treating this group of individuals.

There is still time to turn this around. None of us want former employees speaking of VCC in that manner. This situation came about as the result of the former administration. It was the result of a terrible deal signed by people no longer here, but this administration has their mess to clean up, and the most important part of that is ensuring that the people who have worked out at Annacis since 2014 are treated well.

The equipment has been sold, the commercial deal done, the landlord dealt with. Now it is time for this administration to make the people top priority, to come to the table ready to talk to us and with the aim of doing right by these individuals. As the Board of Governors, I suggest you might be appalled to hear that this group feels the college has paid far more attention to the transfer of assets than to their well being. It is shameful that a group of long-standing employees feel this way as their department is dissolved. We can and must do better.

Community Action Committee Donations for December

1. **Developmental Disabilities Association – Art Program. \$500.00 towards the purchase of art supplies including paints and canvasses.** The Developmental Disabilities Association provides social, housing, skill development, and employment programs to persons with intellectual disabilities living in Vancouver and Richmond. The Art Program currently provides art instruction to 65 participants of varying skill levels and is especially important for those who have difficulty with verbal or written expression. Many of the artists participate in various art shows throughout the year including the Kick-start Disability Arts and Culture Festival and the Annual Inclusion Art Show. The artists both show and sell their artwork and keep 100% of the sales.
2. **BC Schizophrenia Society - \$500 towards the production of an educational video about schizophrenia and bi-polar disorder** to be shared on-line with nursing students, educators, bus drivers and others. Three people will be talking in the video: a person with lived experience of a serious mental illness, a family member, and an educator. Being able to share the online video will reach many more people than a live presentation as was done prior to Covid.
3. **Canadian Mental Health Association's UROK Program: Urban Resilient Opportunities for Kids - \$500.00** for monthly activity fees for the children and youth who either have a mental health disability or live with a parent who has a mental health disability. This program serves up to 84 families and provides a structured activity program where participants learn social skills and build resilience while being supported by adult role models. The donation will cover transportation, activity snacks, and beverage costs for the program.
4. **Carnegie Community Centre Association - \$1000: \$500 for their Coffee Cart program and \$500 for the Ladies' Tea Party program.** *The Coffee Cart* provides coffee, hot chocolate, water and juice, along with current information about local services (e.g. vaccination clinics and housing information) as the cart moves through the community between Carnegie and Oppenheimer Park. It serves many poverty-affected seniors, Indigenous and women daily. Funds would be used to support this program and the volunteers working alongside staff. *The Ladies' Tea Party* is a weekly low barrier afternoon program at Oppenheimer Park. All who identify as Ladies gather for fellowship, support, arts and craft and seasonal celebration. Funds would be used to purchase tea, healthy snacks and small gifts for the women who attend the program.



INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: February 9, 2022

ISSUE: Education Council Chair Report

EDCO CHAIR ELECTIONS

The elections for Educational Council (EdCo) chair, executive, and standing committee chairs were held at the December 7, 2021 meeting. Natasha Mandryk and Shantel Ivits were elected as chair and vice-chair, respectively. Sarah Kay and Lucy Griffith were elected to the executive. Todd Rowlatt returns as the chair of Curriculum Committee and Education Quality Committee (EQC); Natasha Mandryk chairs the Appeals Oversight Committee (AOC), and Sarah Kay chairs the Education Policy Committee (EPC).

BY-ELECTION OF EDUCATION COUNCIL MEMBERS

To fill four vacancies on EdCo a by-election is being held. There are two support staff vacancies (College-at-Large). There are two faculty vacancies: one in the area of Student Success, and one in the School of Instructor Education/Centre for Teaching, Learning, and Research.

Nominations closed on January 28; campaigning runs from January 31 to February 4, with elections held online from February 9 to 15. Election results will be announced by February 18.

PREPARED BY: Natasha Mandryk, Chair, Education Council

DATE: January 25, 2022



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: February 9, 2022

ISSUE: **RECOMMENDATION FOR APPROVAL:**
New Program: Applied Leadership and Business Management Certificate

BACKGROUND:

The Leadership and Business area in Continuing Studies completed a program renewal for their programs in 2019. VCC has taught leadership programming for many years, and the renewal found that the College serves the niche of “leadership training for every person,” programming that appeals to a very wide range of people working in many areas of employment. It has low barriers to entry and flexible offerings.

Following the program renewal, and in consultation with industry stakeholders, the program was significantly redesigned and now consists of six core courses and additional electives grouped into five different specializations. The program is designed for flexibility. Students who complete the core courses (9 credits) and an additional 9 credits of electives will receive a Certificate in Applied Leadership and Business Management. Additionally, students can receive one or more microcredentials (award of achievement) by completing all courses in a given specialization.

Applied Leadership and Business Management Certificate graduates will be able to meet the following program learning outcomes:

- Communicate effectively as a manager, coordinator, or leader
- Demonstrate leadership competencies in a variety of settings
- Employ appropriate decision making and evaluation practices
- Apply sales and marketing principles
- Act ethically and professionally in regard to relevant stakeholders and the environment
- Apply critical thinking and problem solving techniques to make sound leadership and management decisions
- Utilize basic accounting principles in the operation of a business or organization
- Apply human resources processes and systems in both small and large organizations
- Manage client, customer, and stakeholder relations

DISCUSSION:

Curriculum Committee requested several edits, including removing the age requirement. There is no sensitive content in this program that would necessitate a higher age than the College’s general admission requirement of a minimum of 16 years of age. All requested changes were made.

Education Council inquired about the lack of admission requirements; Curriculum Committee had discussed this point and felt comfortable not adding formal language requirements to make enrolling simple and flexible, particularly since students may decide to take only one course.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Applied Leadership and Business Management Certificate Program.

ATTACHMENT: APPENDIX A – Program Content Guide (PCG) for the Applied Leadership and Business Management Certificate

PREPARED BY: Natasha Mandryk, Chair, Education Council

DATE: January 28, 2022

APPENDIX A



Applied Leadership and Business Management Certificate

Program Content Guide

Effective Date: September 2022

Purpose

The purpose of the Applied Leadership and Business Management Certificate is to provide learners with the skills and knowledge necessary to transition into leadership and management roles in a wide range of workplace settings, as well as to provide practical training for those already working in leadership and management positions. The program is designed to meet the needs of a variety of learners by introducing, developing, and applying key competencies related to leadership and management, as well as specific business principles such as HR management, ethics, sales, and marketing. In addition, the program includes a set of elective course options in Ecommerce, small business, and communication, as well as skill courses in leadership and coaching.

Admission Requirements

None.

Prior Learning Assessment & Recognition (PLAR)

Prior learning assessment and recognition is not available for this program.

Program Duration & Maximum Time for Completion

This part-time program can be completed over 2 years. Courses are offered during the evening and on weekends.

Maximum time for completion: 3 years.

Program Learning Outcomes

Upon completion of this program, graduates will be able to:

- Communicate effectively as a manager, coordinator, or leader
- Demonstrate leadership competencies in a variety of settings
- Employ appropriate decision making and evaluation practices
- Apply sales and marketing principles
- Act ethically and professionally in regard to relevant stakeholders and the environment
- Apply critical thinking and problem solving techniques to make sound leadership and management decisions
- Utilize basic accounting principles in the operation of a business or organization
- Apply human resources processes and systems in both small and large organizations
- Manage client, customer, and stakeholder relations

Instructional Strategies, Design, and Delivery Mode

Classes may be offered face-to-face, fully online, or through a blended delivery model, by instructors who are working in a field related to the course content.

Instruction will emphasize practical skill and knowledge development through interactive and collaborative learning activities.

Evaluation of Student Learning

Evaluation will focus on assessments directly related to an individual student's context and goals. Students must have a minimum GPA of 'C' (2.00) in order to graduate.

To achieve the Applied Leadership and Business Management Certificate, students must successfully complete all of the six core courses listed below (total 9 credits) and must complete 9 credits of elective courses for a total of 18 credits.

Students may also complete one or more Awards of Achievement in a number of specialization areas as described below:

- To achieve an Award of Achievement in Business Communication and Project Management, students must complete the following courses: Interpersonal Communication & Relationships, Communication in the Workplace, and Project and Change Management.
- To achieve an Award of Achievement in Leadership Skills, students must complete the following courses: Reflective Leadership, Public Speaking and Strategic Narratives for Leaders, Workplace Culture and Organizational Success, and Leading from Conflict to Collaboration.
- To achieve an Award of Achievement in Coaching Skills, students must complete the following courses: Essential Coaching Skills for Leaders, Taking Your Leadership Coaching to the Next Level, and Coaching Your Team for High Performance.
- To achieve an Award of Achievement in Small Business Administration, students must complete the following courses: Entrepreneurship for Small Business, Operations for Small Business, and Foundations of Business.
- To achieve an Award of Achievement in Ecommerce, students must complete the following courses: Developing Ecommerce, Maintaining Ecommerce, and Growing Ecommerce.

Recommended Characteristics of Students

- Interest in leadership, management and/or business
- Strong oral and written communication skills in English
- Ability to work with confidence independently or on a team
- Strong analytical skills
- Ability to conduct themselves in a responsible and professional manner
- Willingness to share experiences and reflect on past actions as part of the learning process

Courses

Course #	Course Name	Credits
Core Courses (9 credits)		
LEAD 1201	Introduction to Business Management	1.5
LEAD 1202	The Fundamentals of Leadership	1.5
LEAD 1203	Sales and Marketing Fundamentals	1.5
LEAD 1204	Foundations of Human Resource Management	1.5
LEAD 1205	Ethics in Business	1.5
LEAD 1206	Finance and Accounting Fundamentals	1.5
Electives (9 credits)		9.0

Total Program Credits: 18.0

Electives - Students may take any of the following courses. Students who successfully complete all courses in a specialized area will receive an Award of Achievement in that specialization. Students may complete any number of Awards of Achievement but only require all core courses and nine (9) credits in electives to complete the Applied Leadership and Business Management Certificate.

Course #	Course Name	Credits
Business Communication and Project Management Electives:		
LEAD 1207	Interpersonal Communication & Relationships	1.5
LEAD 1208	Communicating in the Workplace	1.5
LEAD 1209	Project and Change Management	1.5
Leadership Skills Electives:		
LEAD 1210	Reflective Leadership	1.0
LEAD 1211	Public Speaking and Strategic Narratives for Leaders	1.0
LEAD 1212	Workplace Culture and Organizational Success	1.0
LEAD 1216	Leading from Conflict to Collaboration	1.0
Coaching Skills Electives:		
LEAD 1213	Essential Coaching Skills for Leaders	1.0
LEAD 1214	Taking Your Leadership Coaching to the Next Level	1.0
LEAD 1215	Coaching Your Team for High Performance	1.0
Small Business Administration Electives:		
SMBU 1201	Entrepreneurship for Small Business	1.0
SMBU 1203	Operations for Small Business	1.0
BUSI 1334	Foundations of Business	3.0
Ecommerce Electives:		
ECOM 1001	Developing Ecommerce	1.0
ECOM 1002	Maintaining Ecommerce	1.5
ECOM 1003	Growing Ecommerce	2.0

Transcript of Achievement

The evaluation of learning outcomes for each student is prepared by the instructor and reported to the Student Records Department at the completion of semesters.

The transcript typically shows a letter grade for each course. The grade point equivalent for a course is obtained from letter grades as follows:

Grading Standard

Grade	Percentage	Description	Grade Point Equivalency
A+	96-100		4.33
A	91-95		4.00
A-	86-90		3.67
B+	81-85		3.33
B	76-80		3.00
B-	71-75		2.67
C+	66-70		2.33
C	61-65		2.00
C-	56-60		1.67
D	50-55		1.00
F	0-49	Failing Grade	0.00
S	70 or greater	Satisfactory – student has met and mastered a clearly defined body of skills and performances to required standards	N/A
U		Unsatisfactory – student has not met and mastered a clearly defined body of skills and performances to required standards	N/A
I		Incomplete	N/A
IP		Course in Progress	N/A
W		Withdrawal	N/A
Course Standings			
R		Audit. No Credit	N/A
EX		Exempt. Credit granted	N/A
TC		Transfer Credit	N/A

Grade Point Average (GPA)

1. The course grade points shall be calculated as the product of the course credit value and the grade value.
2. The GPA shall be calculated by dividing the total number of achieved course grade points by the total number of assigned course credit values. This cumulative GPA shall be determined and stated on the Transcript at the end of each Program level or semester.
3. Grades shall be assigned to repeated courses in the same manner as courses taken only once. For the purpose of GPA calculation of grades for repeated courses, they will be included in the calculation of the cumulative GPA.

VCC Education and Education Support Policies

There are a number of **Education** and **Education Support** policies that govern your educational experience at VCC, please familiarize yourself with them. The policies are located on the VCC website at: <http://www.vcc.ca/about/governance--policies/policies/>



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: February 9, 2022

ISSUE: **RECOMMENDATION FOR APPROVAL:**
New Program: Health Care Assistant Diploma (International Cohort)

BACKGROUND:

The Continuing Care department is proposing a new diploma for international students to become Health Care Assistants.

This new two-year diploma program is designed for international students looking to work in the Canadian health care sector. The program combines the existing Health Care Assistant (HCA) Certificate curriculum with enhanced training in communication skills, digital literacy, Indigenous health, violence prevention, cultural humility, dementia, and the impacts of colonization on Indigenous people. Graduates will qualify for a three-year postgraduate work permit and a BC Care Aide Registry number, which is required for work in public care institutions.

No program currently offered in BC is able to accept international students; the department has worked closely with the BC Care Aide Registry to ensure that graduates of this program will meet all the requirements to work in BC, and the Registry will accept this program as equivalent to the Health Care Assistant Certificate program.

Graduates of the program will be able to meet the following program learning outcomes:

1. Provide person-centered care and assistance that recognizes and respects the uniqueness of each individual client.
2. Use an informed problem-solving approach to provide care and assistance that promotes the physical, psychological, social, cognitive and spiritual well-being of clients and families.
3. Provide care and assistance for clients experiencing complex health challenges.
4. Provide care and assistance for clients experiencing cognitive and/or mental health challenges.
5. Interact with other members of the healthcare team in ways that contribute to effective working relationships and the achievement of goals.
6. Communicate clearly, accurately and in sensitive ways with clients and families within a variety of community and facility contexts.
7. Provide personal care and assistance in a safe, competent and organized manner.
8. Recognize and respond to own self-development, learning and health enhancement needs.
9. Perform the care-provider role in a reflective, responsible, accountable and professional manner.

There has been a significant decrease in domestic enrolment in the HCA program in the last five years, while demand for HCAs is growing. This was exacerbated by the COVID-19 pandemic. WorkBC projects that 18,650 HCA jobs will be created in the next ten years and the BC Care Providers Association reports that 40% of HCAs in private community care are over the age of 50 and are expected to retire in the next decade. VCC's International Education Office consistently receives inquiries from international students for programs in Health Sciences.

DISCUSSION:

The curriculum was reviewed by Education Council and Curriculum Committee. Curriculum Committee discussed the "international cohort" notation in the program name. It was agreed to keep the proposed name for clarity and because this name has been accepted by the BC Care Aide registry.

The committee suggested offering the additional courses to domestic students as well, particularly HRCA 1163 Impacts of Colonization on the Health and Wellbeing of Indigenous Peoples.

It was confirmed that the curriculum covers 2SLGBTQIA health perspectives, access to health care, and advocacy.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Health Care Assistant Diploma (International Cohort) Program.

ATTACHMENTS: APPENDIX A – Program Content Guide (PCG) for the Health Care Assistant Diploma (International Cohort)

PREPARED BY: Natasha Mandryk, Chair, Education Council

DATE: January 28, 2022

APPENDIX A



Health Care Assistant Diploma (International Cohort)

Program Content Guide

Effective Date: January 2023

Purpose

This program is designed for international students seeking work in the Canadian Health Care sector. The Health Care Assistant Diploma will provide students with a solid foundation in the Canadian health care system and prepare them for work as a Health Care Assistant in a variety of health care settings.

The health care sector is one of the largest employers in B.C. The Health Care Assistant Diploma will provide students with opportunities to develop the knowledge, skills and attitudes necessary to function effectively as front-line caregivers and respected members of the health care team. Under the direction and supervision of a health professional, students will learn to provide person-centred care aimed at promoting and maintaining the physical, emotional, cognitive, and social well-being of clients. Upon completion of the program, graduates will be prepared to work in a variety of health care settings, including complex care, home support, assisted living, and other home and community care settings.

Admission Requirements

- High School Graduation
- 18 years of age or older
- Completion of the VCC English Language Declaration form
- English Language Proficiency is demonstrated by *one* of the following:
 - English 10 minimum C grade, or equivalent
 - IELTS: Overall score of 6 with a minimum of 6 in Speaking and Listening and no score lower than 5.5 in Reading and Writing
 - TOEFL IBT - Overall score of 76 with no score lower than 20 in Speaking and Listening and no score lower than 18 in Reading and Writing
- A police check from the applicant's country of origin.

To be Completed During Term 1:

- **Standard First Aid** (Red Cross or St. John Ambulance) *including* current CPR level C or BLS.
 - CPR certificates expire one year from the date of issue. Current status is required for all clinical and practicum experiences.
- BC FOODSAFE Certificate Level 1
- **Criminal Record Check**
 - Students in this program are required to complete a CRC. The CRC must be completed according to VCC's Criminal Record Check instructions. Students whose CRC results indicate they pose a risk to vulnerable populations will not be able to complete the requirements of the program (e.g. practicums) or graduate.
- **TB Screening**
 - Within the first term, students must submit a negative TB skin test. If the TB skin test is positive, a negative TB chest x-ray is required.
 - An Immunization Record must be completed
 - Immunizations in the following are *strongly recommended* and in some case *may be required* for practicum placements:
 - Diphtheria/Tetanus/Pertussis
 - Polio
 - Measles, Mumps & Rubella
 - Varicella (Chicken pox)
 - Hepatitis B
 - Influenza (annually)
 - COVID-19
- **N95 Respiratory Mask**

- An N95 respirator mask that is individually fitted by a trained provider, following CSA guidelines.
- The individual mask fitting should be done just prior to beginning the program. Mask fitting must be done annually. Students are responsible for the cost of the mask fitting.
- The original certificate must be presented to the department on the first day of class.
- Please see [Respiratory Mask Fit Testing Information](#)

Prior Learning Assessment & Recognition (PLAR)

Prior learning assessment and recognition is not available for this program.

Program Duration & Maximum Time for Completion

The program is two years in length and divided into four terms. The maximum time for completion is 5 years.

Program Learning Outcomes

Upon completion of the Health Care Assistant Program, graduates will be able to:

1. Provide person-centered care and assistance that recognizes and respects the uniqueness of each individual client.
2. Use an informed problem-solving approach to provide care and assistance that promotes the physical, psychological, social, cognitive and spiritual well-being of clients and families.
3. Provide care and assistance for clients experiencing complex health challenges.
4. Provide care and assistance for clients experiencing cognitive and/or mental health challenges.
5. Interact with other members of the healthcare team in ways that contribute to effective working relationships and the achievement of goals.
6. Communicate clearly, accurately and in sensitive ways with clients and families within a variety of community and facility contexts.
7. Provide personal care and assistance in a safe, competent and organized manner.
8. Recognize and respond to own self-development, learning and health enhancement needs.
9. Perform the care-provider role in a reflective, responsible, accountable and professional manner.

Instructional Strategies, Design, and Delivery Mode

The program is divided into four terms. The theory component is delivered through class discussion groups, student presentations, lectures, online activities, demonstrations and guest speakers. Students apply the theory in the laboratory, clinical and practicum settings. Instruction in professional communication skills is provided throughout the program to support success in students' studies and the workplace.

Evaluation of Student Learning

Theory courses are evaluated by written exams, assignments, projects/presentations, online activities and the completion of journals. Laboratory and clinical performance is assessed by instructor observations of students in work experience situations. All courses are evaluated consistent with the College Grading System.

Students must achieve at least a C+ (minimum 64%) in every course in order to proceed to the next level, or to graduate from the program.

Attendance of all classes, laboratory and practice education experiences is required in order to truly understand and master the theoretical and practical components behind the Health Care Assistant role.

If a student withdraws from the Health Care Assistant program for any reason, the student may apply to take the needed courses to complete the program in future cohorts providing:

- There is space available.
- Departmental Leader approval is granted.
- The potential completion date of the program will not be exceeded.

Program Completion Deadline:

The program must be completed within 5 years from the date that a student initially started the program. Program completion deadlines are necessary to ensure the currency of student skills and in alignment with the BC Care Aide and Community Health Workers Registry recognition requirements.

Amount of Time Absence for the Program

In alignment with the BC Care Aide and Community Health Workers Registry recognition requirements, the amount of time a student is absent from the program will determine prerequisites when re-entered into the program.

Absent more than 3 months:

If the elapsed time between withdrawal and re-entry is greater than 3 months, the student will be required to register and successfully complete the appropriate preceding Personal Care and Assistance course prior to entering a clinical course, regardless if the Personal Care and Assistance course has been successfully completed previously.

Absent more than 12 months:

If the elapsed time is greater than 12 months, the student will be required to register and successfully complete both Personal Care and Assistance courses, before entering a clinical course.

Recommended Characteristics of Students

- A genuine concern for the well-being of others.
- Patience and perseverance.
- Flexibility, trustworthiness, and dependability.
- High standard of personal hygiene and grooming.
- Physical stamina.
- No sensitivity or allergy to latex.
- Ability to work in environments where standards of conduct may be different from one's own.

Courses

Term	Course #	Course Name and Description	Credits
One	HRCA 1197	Foundations	1.0
	HRCA 1161	Communications for Health Care Assistants 1	3.0
	HRCA 1162	Information Technologies for Health Sciences	2.0
	HRCA 1191	Interpersonal Communications	3.0
	HRCA 1190	Lifestyle and Choices	1.5
	HRCA 1140	Common Health Challenges 1	1.5
	HRCA 1192	Introduction to Practice	1.5
	HRCA 1163	Impacts of Colonization on the Health and Wellbeing of Indigenous People	1.5
Total Credits per Term:			15.0
Two	HRCA 1261	Communications for Health Care Assistants 2	3.0
	HRCA 1181	Personal Care & Assistance 1	4.0
	HRCA 1183	Health & Healing	3.5
	HRCA 1240	Common Health Challenges 2	4.5
	HRCA 1135	Clinical 1	2.0
Total Credits per Term:			17.0
Three	HRCA 2161	Communications for Health Care Assistants 3	3.0
	HRCA 1291	Cognitive and Mental Challenges	3.0
	HRCA 2140	Common Health Challenges 3	3.0
	HRCA 1293	Personal Care & Assistance 2	4.0
	HRCA 2135	Clinical 2	3.0
Total Credits per Term:			16.0
Four	HRCA 2261	Communications for Health Care Assistants 4	2.0
	HRCA 2291	Advanced Communication Skills for Cognitive and Mental Health Challenges	3.0
	HRCA 2240	Common Health Challenges 4	2.0
	HRCA 2235	Clinical 3	6.0
	HRCA 2265	Community Practicum	3.0
Total Credits per Term:			16.0

Total Program Credits: 64.0

Transcript of Achievement

The evaluation of learning outcomes for each student is prepared by the instructor and reported to the Student Records Department at the completion of each level.

The transcript typically shows a letter grade for each course. The grade point equivalent for a course is obtained from letter grades as follows:

Grading Standard

Grade	Percentage	Description	Grade Point Equivalency
A+	90-100		4.33
A	85-89		4.00
A-	80-84		3.67
B+	76-79		3.33
B	72-75		3.00
B-	68-71		2.67
C+	64-67	Minimum Pass	2.33
C	60-63	Failing Grade	2.00
C-	55-59		1.67
D	50-54		1.00
F	0-49		0.00
S		Satisfactory – student has met and mastered a clearly defined body of skills and performances to required standards	N/A
U		Unsatisfactory – student has not met and mastered a clearly defined body of skills and performances to required standards	N/A
I		Incomplete	N/A
IP		Course in Progress	N/A
W		Withdrawal	N/A
Course Standings			
R		Audit. No Credits	N/A
EX		Exempt. Credit granted	N/A
TC		Transfer Credit	N/A

Grade Point Average (GPA)

1. The course grade points shall be calculated as the product of the course credit value and the grade value.
2. The GPA shall be calculated by dividing the total number of achieved course grade points by the total number of assigned course credit values. This cumulative GPA shall be determined and stated on the Transcript at the end of each Program level or semester.
3. Grades shall be assigned to repeated courses in the same manner as courses taken only once. For the purpose of GPA calculation of grades for repeated courses, they will be included in the calculation of the cumulative GPA.

VCC Education and Education Support Policies

There are a number of **Education** and **Education Support** policies that govern your educational experience at VCC, please familiarize yourself with them. The policies are located on the VCC website at: <http://www.vcc.ca/about/governance--policies/policies/>



INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: February 9, 2022

ISSUE: Financial Performance (for the Six Months ended December 31, 2021)

2021/22 Operating Overview (April 2021 – December 2021)

Revenue for the period was \$97.2 million compared to budget of \$94.2 million (\$3 million above plan) and prior year of \$86.8 million (\$10.3 million above prior year) (**Table 4**). Domestic tuition revenue is increased for the period by \$76K (excluding ABE/EAL) compared to original budget and international revenue was up by \$947K. (**Table 1, 2 and 3**).

The School of Hospitality, Food Studies and Applied Business domestic revenue was \$187K lower than budget. However, international revenue was up by \$1.17 million; Culinary program is down by \$240K, but Business Management, Project Management and Hospitality programs are up by \$472K, \$273K and \$517K respectively. The School of Trades, Technology and Design domestic tuition revenue was lower than budget by \$188K and international revenue was lower than budget by \$687K, mainly coming from Hair Design and Skin and Body Therapy, Computer Technology and Auto Collision Programs.

The School of Health and Science domestic tuition revenue was higher than budget by \$39K and its Dental Technology program's international revenue is \$121K with no budgeted revenue allocated this year. The School of Arts and Sciences domestic tuition is higher than budget by \$37K, but international tuition revenue is down by \$62K. For Adult Basic Education, College Foundations and ESL Pathway programs are down by \$744K to budget, but College Career Access program domestic tuition is increased by \$111K compared to budget.

Continuing Studies domestic tuition revenue was up by \$542K and international tuition revenue was up by \$395K.

Other revenues such as parking, movie rental, space rental, commercial services and interest income is higher by \$1.09 million.

Total expenses for the period were \$96.4 million compared to budget of \$94.6 million (\$1.8 million above budget) and prior year of \$91.1 million (\$5.3 million above prior year).

The surplus for period was \$722K compared to a budget deficit of \$432K (\$1.2 million more favourable than budget) and prior year deficit of \$4.24million (\$5 million favourable than prior year).

2022/23 Forecast to Budget Overview

2022/23 Forecast (9 months actual + 3 months forecast) in **Table 8** shows that VCC is projecting a deficit of \$3.92 million to budget deficit of \$4.06 million. Revenue is forecasted to be \$132.3 million compared to budget of \$128.3 million (\$4 million above budget) and prior year of \$122.6 million (\$9.6 million above than prior year). The current tuition revenue forecast reflects the January enrolment for both domestic and international students.

Expenses are forecasted to be \$136.2 million compared to budget of \$132.4 million (\$3.8 million higher than budget) and prior year of \$125.8 million (\$10.4 million above than prior year).

APPENDIX A: Table 1, 2 and 3: Summary – Actual Revenue by School (Apr – Dec 2021)
 Table 4 – Statement of Operations for the Nine Months ended Dec 30, 2021
 Table 5, 6 and 7: Summary – Forecast Revenue by School (Apr 2021 – Mar 2022)
 Table 8 – Statement of Operations: 2021/22 Forecast with Nine Months Actual (Ended Dec 31, 2021) and Three Months Forecast

PREPARED BY: Jamie Choi, Executive Director FS & CFO

DATE: February 2, 2022

Summary - Year to Date Revenue by School

APPENDIX A

Table 1:

Domestic Tuition Revenue by School – Actual Compared to Budget and Prior Year

	Current Year 2021/22 Actuals (Apr 2021 - Dec 2021)	Current Year 2021/22 Budget (Apr 2021 - Dec 2021)	Variance (Actuals vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Dec 2020)	Variance (Current Year vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	2,639,038	2,096,776	542,262	1,987,663	651,375
SCHOOL OF ARTS AND SCIENCES	1,044,413	1,006,825	37,588	1,020,033	24,381
ABE & EAL TUITION FREE	2,571,050	3,203,649	(632,599)	2,966,064	(395,014)
SCHOOL OF HEALTH	3,016,858	2,977,682	39,176	2,693,703	323,155
SCHOOL OF HOSP, FOOD & BUSINESS	1,057,918	1,245,025	(187,107)	1,137,043	(79,125)
DIVISION OF LIBRARY, TEACH & LEARN	510,198	676,741	(166,543)	626,527	(116,330)
SCHOOL OF TRADES, TECH & DESIGN	1,827,775	2,016,290	(188,515)	1,604,919	222,856
	12,667,251	13,222,988	(555,737)	12,035,952	631,299

Table 2:

International Tuition Revenue by School – Actual Compared to Budget and Prior Year

	Current Year 2021/22 Actuals (Apr 2021 - Dec 2021)	Current Year 2021/22 Budget (Apr 2021 - Dec 2021)	Variance (Actuals vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Dec 2020)	Variance (Current Year vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	621,585	226,529	395,056	395,056	226,529
SCHOOL OF ARTS AND SCIENCES	206,606	268,997	(62,391)	256,770	(50,165)
SCHOOL OF HEALTH	121,088	0	121,088	26,345	94,742
SCHOOL OF HOSP, FOOD & BUSINESS	14,770,651	13,599,897	1,170,754	11,503,928	3,266,723
DIVISION OF LIBRARY, TEACH & LEARN	10,372	0	10,372	10,639	(267)
SCHOOL OF TRADES, TECH & DESIGN	6,466,629	7,153,812	(687,183)	5,879,271	587,359
	22,196,931	21,249,235	947,696	18,072,010	4,124,921

Table 3:
Combined Domestic and International Revenue by School

	Current Year 2021/22 Actuals (Apr 2021 - Dec 2021)	Current Year 2021/22 Budget (Apr 2021 - Dec 2021)	Variance (Actuals vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Dec 2020)	Variance (Current Year vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	3,260,623	2,323,305	937,318	2,382,719	877,904
SCHOOL OF ARTS AND SCIENCES	1,251,019	1,275,822	(24,803)	1,276,803	(25,784)
ABE & EAL TUITION FREE	2,571,050	3,203,649	(632,599)	2,966,064	(395,014)
SCHOOL OF HEALTH	3,137,946	2,977,682	160,264	2,720,048	417,897
SCHOOL OF HOSP, FOOD & BUSINESS	15,828,569	14,844,922	983,647	12,640,971	3,187,599
DIVISION OF LIBRARY, TEACH & LEARN	520,570	676,741	(156,171)	637,167	(116,597)
SCHOOL OF TRADES, TECH & DESIGN	8,294,405	9,170,102	(875,697)	7,484,190	810,215
	34,864,182	34,472,223	391,959	30,107,962	4,756,220

**Statement of Operations –Comparison to Budget and Prior Year
2021/22 For the Nine Months Ended December 31, 2021**

Table 4:

(In \$ Thousands)	Current Year 2021/22 Actuals (Apr 2021 - Dec 2021)	Current Year 2021/22 Budget (Apr 2021 - Dec 2021)	2021/22 Actuals vs Budget	Comments	Prior Year 2020/21 Actuals (Apr 2020 - Dec 2020)	Variance (Current Year vs Prior Year Actuals)
Province of B.C. Grants	45,313	44,102	1,211	Year to date funding added for Sustainable Services Negotiating Mandate.	42,470	2,843
Adult Upgrading Grant (AUG)	253	318	(65)		239	14
Sales of goods and services	2,395	1,528	867	Bookstore revenue higher by \$424K; cafeteria revenue \$381K (that was not in budget)	1,647	748
Tuition and student fees	34,860	33,655	1,205	Table 1,2 and 3	28,628	6,232
ABE/EAL Tuition Free	2,571	3,204	(633)	ABE \$94K, CF \$112K, ESL \$533K less than budget; CCA \$111K higher than budget	2,966	(395)
Other grants, fees & contract services	5,417	5,320	97		4,642	775
Miscellaneous income	1,469	1,173	296	Parking \$57K and movie rental \$46K higher than budget. \$150K Translink payment	1,396	72
Donation income (Foundation Related)	528	595	(67)		561	(34)
Amortization of deferred capital contribution	4,165	4,110	55		4,122	44
Interest income	289	202	87		208	81
REVENUES	97,260	94,205	3,055		86,880	10,379
SALARY AND BENEFIT EXPENSES	72,657	70,894	(1,762)	Faculty sickness \$260K, casual staff/overtime \$360K, vacation accrual \$275K, contract delivery \$210K, CS \$180K and new program additions \$354K increased.	68,365	(4,291)
Supplies and general expenses, other	5,586	6,381	795	Travel and Conference, PD fund down by \$485K, overall supplies expenses reduced by \$150, mostly timing difference.	5,808	221
AUG Financial Aid	253	318	65		239	(14)
Bursary/Scholarship (donation related)	528	595	67		561	34
Professional fees	4,336	3,593	(743)	To carry out CMP, and contracts delivery and projects that were not in budget.	3,347	(989)
Building and telecom	4,407	4,516	109		4,316	(91)
Cost of Goods Sold	1,692	1,254	(438)	Cost of goods sold higher due to higher bookstore / cafeteria revenues	1,452	(241)
Depreciation Expense	7,028	7,086	58		7,037	9
OPERATING EXPENSES	23,831	23,743	(88)		22,759	(1,071)
TOTAL EXPENSES	96,487	94,637	(1,850)		91,125	(5,363)
NET SURPLUS (DEFICIT)	772	(432)	1,204		(4,244)	5,017

*ABE : Adult Basic Education
*CCA: College & Career Access

*EAL : English as Additional Language
*CF: College Foundation

*SSNM: Sustainable Services Negotiating Mandate
*AUG: Adult Upgrading Grant

Summary – Forecast Revenue by School

Table 5:
Domestic Tuition Revenue by School – Forecast Compared to Budget and Prior Year

	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Current Year 2021/22 Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	3,569,947	3,010,261	559,686	3,057,999	511,948
SCHOOL OF ARTS AND SCIENCES	1,398,971	1,481,181	(82,210)	1,427,416	(28,444)
ABE & EAL TUITION FREE	3,641,391	4,697,786	(1,056,395)	3,868,032	(226,641)
SCHOOL OF HEALTH	4,215,138	4,185,340	29,798	3,816,166	398,972
SCHOOL OF HOSP, FOOD & BUSINESS	1,490,650	1,783,716	(293,066)	1,611,510	(120,859)
DIVISION OF LIBRARY, TEACH & LEARN	726,078	924,395	(198,317)	811,533	(85,455)
SCHOOL OF TRADES, TECH & DESIGN	2,588,700	2,870,874	(282,174)	2,293,565	295,135
	17,630,876	18,953,553	(1,322,677)	16,886,221	744,655

Table 6:
International Tuition Revenue by School – Forecast Compared to Budget and Prior Year

	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Current Year 2021/22 Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	1,384,088	312,699	1,071,389	134,542	1,249,547
SCHOOL OF ARTS AND SCIENCES	236,733	384,180	(147,447)	328,145	(91,413)
SCHOOL OF HEALTH	181,439	0	181,439	44,019	137,419
SCHOOL OF HOSP, FOOD & BUSINESS	21,232,416	19,438,165	1,794,251	16,848,884	4,383,532
DIVISION OF LIBRARY, TEACH & LEARN	10,372	0	10,372	11,853	(1,481)
SCHOOL OF TRADES, TECH & DESIGN	9,033,584	9,874,125	(840,541)	8,194,339	839,245
	32,078,632	30,009,169	2,069,463	25,561,783	6,516,849

Table 7:
Combined Domestic and International Tuition Revenue by School - Forecast

	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Current Year 2021/22 Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	4,954,035	3,322,960	1,631,075	3,192,541	1,761,494
SCHOOL OF ARTS AND SCIENCES	1,635,704	1,865,361	(229,657)	1,755,561	(119,857)
ABE & EAL TUITION FREE	3,641,391	4,697,786	(1,056,395)	3,868,032	(226,641)
SCHOOL OF HEALTH	4,396,577	4,185,340	211,237	3,860,185	536,391
SCHOOL OF HOSP, FOOD & BUSINESS	22,723,066	21,221,881	1,501,185	18,460,394	4,262,672
DIVISION OF LIBRARY, TEACH & LEARN	736,450	924,395	(187,945)	823,386	(86,936)
SCHOOL OF TRADES, TECH & DESIGN	11,622,285	12,744,999	(1,122,714)	10,487,904	1,134,380
	49,709,508	48,962,722	746,786	42,448,004	7,261,504

Statement of Operations – Comparison to Budget and Prior Year
2021/22 Forecast with Nine Months Actual (Ended December 31, 2021) and Three Months Forecast

Table 8:

(In \$ Thousands)	Current Year 2021/22 Forecast (9 + 3)	Current Year 2021/22 Budget	Forecast vs Budget	Comments	Prior Year 2020/21 Actuals	Current Year Forecast vs Prior Year Actuals
Province of B.C. Grants	60,412	58,801	1,611	Funding added for Sustainable Services Negotiating Mandate.	60,111	301
Adult Upgrading Grant (AUG)	335	400	(65)		295	40
Sales of goods and services	3,175	2,109	1,067	Bookstore revenue higher by \$424K; cafeterial revenue \$570K (that was not in budget)	2,329	846
Tuition and student fees	49,479	47,489	1,990	Table 5, 6 & 7	41,140	8,339
ABE/EAL Tuition Free	3,641	4,698	(1,056)	ABE \$137K, CF \$149K, ESL \$833K less than budget; CCA \$64K higher than budget	3,868	(227)
Other grants, fees & contract services	6,872	6,774	97		6,447	425
Miscellaneous income	1,871	1,575	296	Parking \$57K and movie rental \$46K higher than budget. \$150K Translink payment	1,853	18
Donation income (Foundation Related)	693	760	(67)		687	7
Amortization of deferred capital contribution	5,536	5,480	55		5,678	(143)
Interest income	356	269	87		288	68
REVENUES	132,370	128,355	4,016		122,697	9,674
SALARY AND BENEFIT EXPENSES	99,626	96,765	(2,861)	Faculty salaries and benefits \$400K added for the new programs and additional cohort; faculty sickness \$260K, casual staff/overtime \$383K, contract delivery \$210K, CS \$295K increased; benefits rates expected to increase by \$200K from Dec - March; vacation accrual expected to increase by \$500K; severance payment increased by \$600K.	93,484	(6,142)
Supplies and general expenses	10,173	10,427	255	Travel & Conf reduced by \$58K; overall expenses reduced	8,445	(1,728)
AUG Financial Aid	335	400	65		295	(40)
Bursary/Scholarship	693	760	67		687	(7)
Professional fees	7,230	6,529	(701)		5,363	(1,867)
Building and telecom	6,434	6,356	(78)	To carry out CMP, and contracts delivery and projects that were not in budget.; \$185K agency fee added due to increased international tuition	5,948	(485)
Cost of Goods Sold	2,395	1,729	(666)	Cost of goods sold higher due to higher bookstore and cafeterial revenues	2,018	(376)
Depreciation Expense	9,390	9,448	58		9,617	227
OPERATING EXPENSES	36,649	35,649	(1,000)		32,373	(4,276)
TOTAL EXPENSES	136,275	132,414	(3,861)		125,857	(10,418)
NET SURPLUS (DEFICIT)	(3,905)	(4,060)	155		(3,160)	(744)

*ABE : Adult Basic Education
 *CCA: College & Career Access

*EAL : English as Additional Language
 *CF: College Foundation

*SSNM: Sustainable Services Negotiating Mandate
 *AUG: Adult Upgrading Grant



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: February 9, 2022

ISSUE: **RECOMMENDATION FOR APPROVAL:**
 TUITION: Applied Leadership and Business Management Certificate program
 tuition and related Award of Achievement (i.e., Microcredential)

BACKGROUND:

The current suite of Leadership programs have a long history and reputation for providing management and leadership training not only on-site at VCC's downtown campus, but also for off-site contract training to many businesses, corporations, and municipal services. The programs were highly recognized for their content and their addressing of industry training requirements in leadership and management. The existing structure of the credential is as multiple overlapping programs (Leadership Certificate, Leadership Coaching Certificate, Leadership Coaching Associate Certificate, and Business and Management Certificate), but a strong recommendation from the recently completed renewal was to streamline the programs into a consolidated program with various specialization options.

One of the key findings was that the leadership suite of programs filled a niche as 'leadership training for every person' – the programs appeal to a very wide range of people working in a broad range of industries and have a low-barrier to entry. This programming is geared towards those working full-time as new or emerging leaders in management positions, and those looking to upgrade their skills or move into more senior management positions. The program allows for specialization in a variety of more specific leadership and management fields and includes several micro-credential options. Students seeking the certificate credential must complete 9 credits of required core courses and 9 credits from a selection of electives, for a total of 18 credits.

There are several certificate programs in the region that are similar in scope and nature as the proposed programming, as noted below:

Institution	Credential	Tuition
VCC	Applied Leadership & Business Management Certificate	\$6,795*
BCIT	Business Management Certificate	\$7,000

**Recommended tuition, may vary depending on electives chosen.*

This programming was built to include several micro-credentials in alignment with institutional strategy and emerging market demand. Proposed Awards of Achievement are structured as reflected in the Applied Leadership & Business Program Content Guide and as listed in Appendix A.

While many organizations are currently launching various micro-credentials, there is not yet a standard set of definitions or parameters across public post-secondary institutions (PSIs) throughout the province. Market research suggests that most micro-credentials vary considerably in terminology, number of hours or credits, and related fees. Please see below for a selection of similar offerings at other public PSIs.

Institution	Credential Name	Tuition
VCC	Award of Achievement in Business Communication and Project Management	\$1755*
CAPU	Award of Achievement in Business Communication	\$1794
UVIC	Professional Development Certificate in Business Communication	\$1805
CAPU	Award of Achievement in Bookkeeping for Small Business	\$1891
UVIC	Professional Development Certificate in Business Intelligence and Data Analytics	\$2105
SFU	Leadership Essentials Certificate	\$3396

*Recommended tuition.

DISCUSSION:

There are a wide variety of leadership and management programs offered within the Lower Mainland, however, most of these programs are at the executive level, and are expensive, full-time, and less accessible for people who do not have a strong educational background. This program would continue to fill a gap as a more accessible, low-barrier, part-time, and welcoming educational environment. It would also provide learners with a more practical experience in leadership and management specifically designed for those who may already be in supervisory roles or who wish to upgrade their skills in leadership and management, with a view to advancing their careers.

Program electives are available to be taken as stand-alone courses or applied towards micro-credentials. Courses will be offered throughout the year on a part-time basis and will run subject to sufficient enrolment in alignment with the cost-recovery mandate of Continuing Studies. Students who successfully complete all courses within a particular Award of Achievement will be issued a parchment accordingly.

OPTION 1: Set tuition fee at \$6,437.

Implications:

- Closest to market acceptable fees, may positively impact recruitment
- Limited net contribution

OPTION 2: Set tuition fee at \$6,798.

Implications:

- Falls within market acceptable fees while maintaining a sustainable operating margin
- Modest net contribution

OPTION 3: Set tuition fee at \$7,195.

Implications:

- Exceeds market acceptable fees, may negatively impact recruitment
- Highest net contribution

RECOMMENDATION: Option 2: \$6,795. This rate falls within market acceptable fees while maintaining a sustainable operating margin

The tuition has been approved by the VCC Executive Team, and subsequently by the Finance and Audit Committee on Jan 26, 2022.

RECOMMENDATION:

That on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition fees of \$6,795, for the new Applied Leadership & Business Management Certificate, effective Feb 10, 2022.

ATTACHMENTS: APPENDIX A - Applied Leadership & Business Management Certificate Financial Analysis
APPENDIX B - Award of Achievement Tuition Fees

PREPARED BY: Adrian Lipsett, Dean, Continuing Studies
Erin Lenz, Operations Manager, Continuing Studies

DATE: January 19, 2022
February 2, 2022 - Amended by D. Lucas (post FAC)

Applied Leadership & Business Management Certificate Costing

APPENDIX A

Vancouver Community College

School of Continuing Studies

Applied Leadership & Business Management Certificate

Scenario	Breakeven tuition fee	Option 1	Option 2	Option 3
Tuition per student	\$6,115	\$6,437	\$6,795	\$7,195
Maximum number of students	20	20	20	20
Expected number of students	16	16	16	16
Revenue breakeven number of students	16	16	15	14
Credits	18.0	18.0	18.0	18.0
Instructors paid hours (IPH)	279	279	279	279
Direct Instructor rate per hour (excl. benefits)	66	66	66	66
Instructors' cost as % of Revenue	21 %	20 %	19 %	18 %
Department non-labour cost as % of Revenue	2 %	1 %	1 %	1 %
Instructors' cost as % of total cost	21 %	21 %	21 %	21 %
Department non-labour cost as % of total cost	2 %	2 %	2 %	2 %
Program Gross margin	\$ 26,944	\$ 32,093	\$ 37,816	\$ 44,211
Program Gross margin as % of Revenue	28 %	31 %	35 %	38 %
Net contribution to VCC overhead / (Deficit)	\$ -	\$ 5,150	\$ 10,872	\$ 17,267
Cost per student	\$ 6,115	\$ 6,115	\$ 6,115	\$ 6,115

Revenue				
Tuition fees	\$ 97,848	\$ 102,998	\$ 108,720	\$ 115,115
Total Revenue	\$ 97,848	\$ 102,998	\$ 108,720	\$ 115,115
Direct Program Expenditures				
Labour				
Instructors (incl. benefits)	\$ 20,147	\$ 20,147	\$ 20,147	\$ 20,147
Program Coordinator (incl. benefits)	\$ 40,066	\$ 40,066	\$ 40,066	\$ 40,066
Program Assistant (incl. benefits)	\$ 9,192	\$ 9,192	\$ 9,192	\$ 9,192
Total Labour Costs	\$ 69,404	\$ 69,404	\$ 69,404	\$ 69,404
Non-Labour				
Department supplies and general expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Total Non-Labour Costs	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Total Direct Program Expenditures	\$ 70,904	\$ 70,904	\$ 70,904	\$ 70,904
Indirect Program Expenditures				
Indirect Support	\$ 26,944	\$ 26,944	\$ 26,944	\$ 26,944
Total Indirect Expenditures	\$ 26,944	\$ 26,944	\$ 26,944	\$ 26,944
Total Direct and Indirect Cost	\$ 97,848	\$ 97,848	\$ 97,848	\$ 97,848
Net contribution to VCC overhead / (Deficit)	\$ -	\$ 5,150	\$ 10,872	\$ 17,267

Gross Margin Income Statement				
Revenue from tuition	\$ 97,848	\$ 102,998	\$ 108,720	\$ 115,115
CS direct expenditures	\$ 70,904	\$ 70,904	\$ 70,904	\$ 70,904
Gross margin	\$ 26,944	\$ 32,093	\$ 37,816	\$ 44,211
Indirect Support	\$ 26,944	\$ 26,944	\$ 26,944	\$ 26,944
Total CS expenditures	\$ 97,848	\$ 97,848	\$ 97,848	\$ 97,848
Net Surplus / (Deficit)	\$ -	\$ 5,150	\$ 10,872	\$ 17,267

**Award of Achievement (i.e., Microcredential) Tuition Fees,
as part of the Applied Leadership & Business Management Certificate**

APPENDIX B

NOTE: Program electives are available to be taken as stand-alone courses or applied toward Awards of Achievement and/or the Certificate.

Award of Achievement in Business Communication and Project Management				
Number	Name	Credits	Hours	Tuition¹
LEAD 1207	Interpersonal Communication	1.5	24	\$585
LEAD 1208	Communication in the Workplace	1.5	24	\$585
LEAD 1209	Project Management	1.5	24	\$585
Total		4.5	72	\$1755

Award of Achievement in Leadership Skills				
Number	Name	Credits	Hours	Tuition
LEAD 1210	Reflective Leadership	1	15	\$365
LEAD 1211	Public Speaking and Strategic Narratives for Leaders	1	15	\$365
LEAD 1212	Workplace Culture and Organizational Success	1	15	\$365
LEAD 1216	Leading from Conflict to Collaboration	1	15	\$365
Total		4	60	\$1460

Award of Achievement in Coaching Skills				
Number	Name	Credits	Hours	Tuition
LEAD 1213	Essential Coaching Skills for Leaders	1	15	\$365
LEAD 1214	Taking Your Leadership Coaching to the Next Level	1	15	\$365
LEAD 1215	Coaching Your Team for High Performance	1	15	\$365
Total		3	45	\$1095

Award of Achievement in Small Business Administration				
Number	Name	Credits	Hours	Tuition
SMBU 1201	Think Like an Entrepreneur	1	15	\$365
SMBU 1203	Bookkeeping & Accounting for Small Business	1	15	\$365
BUSI 1334	Foundations of Business	3	45	\$499*
Total		5	75	\$1229

Award of Achievement in Ecommerce				
Number	Name	Credits	Hours	Tuition
ECOM 1001	Developing Ecommerce	1	15	\$365
ECOM 1002	Maintaining Ecommerce	1.5	24	\$585
ECOM 1003	Growing Ecommerce	2	36	\$745**
Total		4.5	75	\$1695

¹ The Continuing Studies costing model utilizes instructor paid hours (IPH) as the main driver. Course-based tuition fees are derived from the total recommended program tuition fee of \$6,795, with two notable exceptions:

*BUSI 1334 Foundations of Business: Offered entirely online via licensing agreement with ODEA. Does not incur instructor paid hours, but operating expenses include a licensing fee of \$100 per registration. Priced in alignment with other institutions offering similar programming of this nature.

**ECOM 1003 Growing Ecommerce: Per course rate adjusted to match market-acceptable rates for similar courses taken on a one-off basis.



DECISION NOTE

PREPARED FOR: Board of Governors Public Meeting

DATE: February 9, 2022

ISSUE: **RECOMMENDATION FOR APPROVAL:**
TUITION: International tuition fee for the Health Care Assistant Diploma

BACKGROUND:

A full-time Health Care Assistant diploma geared towards an international-only cohort has been developed to meet the increasing needs for health care workers in British Columbia. The Health Care Assistant Diploma will provide students with a solid foundation in the Canadian health care system and prepare them for work as a Health Care Assistant (HCA). Upon completion of the program, graduates will be prepared to work in a variety of health care settings, including complex care, home support, assisted living, and other home and community care settings. The new program will complement the existing Continuing Care programs offered by the College for domestic students: Health Care Assistant Certificate, Health Care Assistant EAL Certificate, and Acute Care for Health Care Assistants Short Certificate. The new program will be implemented January 2023.

VCC is in the unique position to offer a full-time HCA Diploma that will allow students to work while they are studying and qualify for a three-year post graduate work permit. As an entry level program, this provides VCC a competitive advantage in recruiting international students who are looking for health careers in Canada.

DISCUSSION:

There are no public or private colleges in BC offering HCA training to international students that provides eligibility for a three-year postgraduate work permit. In 2018, the BC Care Providers Association BCCPA (2018) reported that "private post-secondary institutions do not have equal access to post graduate work permits (PGWPs) for HCAs". Stenberg College and Drake Medox both offer International HCA programs, but as they are private institutions, their graduates do not qualify for post-graduation work permits.

Please see Appendix A for program costing:

	Option 1	Option 2	Option 3
Tuition Fee	\$39,936	\$40,960	\$42,880
Tuition Fee per credit	\$624	\$640	\$670

RECOMMENDED OPTION: Option 3: Tuition per student is \$42,880

At \$670/credit, this two-year diploma program will contribute \$125,587 to institutional overhead. This option will generate revenue to enable the department to provide additional learner support if required and keep the program viable. VCC's International Education Office is in support of this tuition level. The department is proposing to start with one intake in January 2023, with the possibility of expanding to two intakes per year in 2024 subject to demand.

The tuition has been approved by the VCC Executive Team, and subsequently by the Finance and Audit Committee on Jan 26, 2022.

RECOMMENDATION:

THAT, on recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of \$42,880 (\$670 per credit) for the Health Care Assistant Diploma (International Cohort), effective Feb 9, 2022.

ATTACHMENTS: Appendix A – Financial Analysis

PREPARED BY: Jo-Ellen Zakoar, Dean, School of Health Sciences

DATE: January 26, 2022
February 2, 2022 - Amended by D. Lucas (post FAC)

Vancouver Community College
ORG
School of Health
New Program - HCA Diploma for International Students
Proposed Start Date January 2023

APPENDIX A

Scenario	Option 1 Tuition per credit \$624	Option 2 Tuition per credit \$640	Option 3 Tuition per credit \$670
Tuition per credit - International	\$ 624	\$ 640	\$ 670
Tuition per student - International	\$ 39,936	\$ 40,960	\$ 42,880
Tuition per credit - Domestic	\$ 0	\$ 0	\$ 0
Tuition per student - Domestic	\$ 0	\$ 0	\$ 0
No. of Intakes	1	1	1
No. of students per intake - Domestic			
No. of students per intake - International	24	24	24
Total students (with X FTE attrition) - Domestic			
Total students (with X FTE attrition) - International	21	21	21
Student FTE	21	21	21
Duration - instructor months	24	24	24
Duration - days	516	516	516
Other days	0	0	0
Department head release days	45	45	45
Duty days per year	180	180	180
Instructor FTE required per intake	3.1	3.1	3.1
Number of credits	64.0	64.0	64.0
Tuition Fee per Credit - International	\$ 624	\$ 640	\$ 670
Tuition Fee per Credit - Domestic	\$ 0	\$ 0	\$ 0
Support Staff FTE	0.50	0.50	0.50
Operational costs	\$ 5,000	\$ 5,000	\$ 5,000
Revenue per credit per student	\$ 624	\$ 640	\$ 670
Cost per credit per student	\$ 570	\$ 572	\$ 577
Revenue per student	\$ 39,936	\$ 40,960	\$ 42,880
Cost (breakeven tuition fee) per student	\$ 36,458	\$ 36,612	\$ 36,900
Breakeven tuition fee per credit per student	\$ 570	\$ 572	\$ 577
Tuition fees per student - International	\$ 39,936	\$ 40,960	\$ 42,880
Tuition fees per student - Domestic	\$0	\$0	\$0
Block fund per student	\$ 0	\$ 0	\$ 0

Revenue				
Tuition revenue - International	\$	838,656	\$	860,160
Tuition revenue - Domestic		-		-
Block Funding				
Total revenue	\$	838,656	\$	860,160
Instructor				
Salary (step 1)	\$	311,467	\$	311,467
Benefits (26%)	\$	80,981	\$	80,981
Total instructor costs	\$	392,448	\$	392,448
Support Staff				
Salary	\$	33,698	\$	33,698
Benefits (30%)	\$	10,109	\$	10,109
Total support staff costs	\$	43,807	\$	43,807
Total labour cost	\$	436,256	\$	436,256
Operational costs				
Operational Expenses	\$	5,000	\$	5,000
Total operational costs	\$	5,000	\$	5,000
Indirect Costs				
Indirect student support	\$	198,565	\$	198,565
Agency Fees - International	\$	125,798	\$	129,024
Total indirect student support	\$	324,363	\$	327,589
Total expenditures	\$	765,619	\$	768,845
Net contribution to VCC overhead / (Deficit)	\$	73,037	\$	91,315

Gross Margin Income Statement				
Revenue from tuition and block fund allocation	\$	838,656	\$	860,160
Direct instructors cost	\$	392,448	\$	392,448
Direct non-labour cost	\$	5,000	\$	5,000
Direct support staff cost	\$	43,807	\$	43,807
Gross margin	\$	397,400	\$	418,904
Indirect Agency Fees	\$	125,798	\$	129,024
Indirect support staff cost	\$	-	\$	-
Total indirect expenditures	\$	125,798	\$	129,024
Surplus / (Deficit) (prior VCC overhead)	\$	271,602	\$	289,880
VCC Institutional support (Overhead)	\$	198,565	\$	198,565
Net Surplus / (Deficit)	\$	73,037	\$	91,315

Gross margin breakeven tuition per student	\$ 21,013	\$ 21,013	\$ 21,013
Minimum number of students to cover gross margin	12	11	11
Minimum number of students to cover direct + indirect	15	14	14
Minimum number of students to cover all costs	20	19	19