Vancouver Community College Board of Governors
Public Meeting Agenda
November 27, 2019
5:30 p.m. VCC Downtown Campus, Room 420

Board Members

Joey Hartman	(Chair, Board/HRC)
Libby Davies	(Vice Chair) **(REGRETS)**
Garth Manning	(Chair, Governance)
Mike Tourigny	(Chair, Finance & Audit)
Armor Valor Corrales	
Chloe Lau	
Erin Klis	
Mahin Rashid	
Nadia Belokopitov	
Navreet Kaur Thind	
Rene-John Nicolas	
Shobha Rajagopalan	
Seung Oh	
Sue Hammell	

Ex-Officio

Ajay Patel	President & CEO
Elle Ting	Chair, Education Council

Staff Resources

Karen Wilson	ED, Marketing & Communications
Clodine Sartori	Acting, VP, People & Culture
Jamie Choi	Interim, VP, Administration & CFO
David Wells	VP, Academic & Applied Research
Dr. Jane Shin	AVP, Student Success
Elmer Wansink	AVP, IT & Chief Information Officer
Dave McMullen	Registrar

Board Secretary

Deborah Lucas

Guests

VCC Faculty Association (VCCFA)	Taryn Thomson or alternate
CUPE Local 4627	Chris Joyce or alternate
Student Union of VCC (SUVCC	Sydney Sullivan or alternate
Molly Steeves	DIALOG

**VCC recognizes and acknowledges the Musquem, Squamish and Tsleil-Waututh First Nations,
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	5 min		
2.	**APPROVAL OF AGENDA/CONSENT AGENDA**					
	Recommended Resolution: *"THAT the VCC Board of Governors approve the agenda and approve/ acknowledge receipt of the following items on the consent agenda."*	Decision		2 min		
	2.1 Minutes – Sep 25, 2019 Board Meeting				✓	3
	2.2 Consent Resolution – Electronics Repair Tech Diploma Credential				✓	8
	2.3 Info Note: 2% International tuition increase				✓	9
	2.4 VCC News & Events				✓	10
	2.5 VCCFA Report				✓	12
3.	**ACTION TRACKER – ITEMS FROM SEPT 25, 2019**	Info	J. Hartman	2 min	✓	15

4.	**NEW BOARD MEMBER INTRODUCTIONS & OATH OF OFFICE**	Info	J. Hartman	5 min		
5.	**CAMPUS MASTER PLAN APPROVAL**	Decision	A. Patel	10 min	✓	16
6.	**CONSTITUENCY GROUP REPORTS**					
	6.1 CUPE Local 4627 **6.2** VCCFA **6.3** SUVCC	Info	Constituency Reps	5 min each	✓	12
7.	**BOARD COMMITTEE REPORTS**					
	7.1 Governance Committee **7.2** Human Resources Committee **7.3** Finance and Audit Committee – Procurement	Info	G. Manning J. Hartman M. Tourigny	5 min each	-- -- --	-- -- --
8.	**FINANCE, BUDGET & REPORTING**					
	8.1 Financial Performance	Info	M. Tourigny	5 min	✓	18
9.	**PROGRAMS, TUITION & FEES**					

	9.1 2% domestic tuition increase
	9.2 New Admin Professional 1& 2 Certificate
	  9.2.1 Credential
	  9.2.2 Tuition
	9.3 New Associate of Arts Degree
		Decision
		
		Decision
		Decision
		Decision
			M. Tourigny
			
			E. Ting
			M. Tourigny
			E. Ting
				10 min
				10 min
				
				10 min
					✓
					
					✓
					✓
					✓
						25
						
						35
						36
						41

10.	**POLICIES**					
	10.1 A.1.2 Student Appeal to the College Board **10.2** C.3.2 Program Review and Renewal **10.3** D.1.4 Education/Curriculum/ Institutional Materials Created within the College	Decision Decision Decision	G. Manning G. Manning G. Manning	5 min 5 min 5 min	✓ ✓ ✓	48 57 65
11.	**EDUCATION COUNCIL REPORT**	Info	E. Ting	5 min	✓	71
12.	**PRESENTATIONS**					
	12.1 Strategic Innovation Plan – Building the Brand **12.2** Student Experience Project	Info Info	K. Wilson D. Wells	15 min 10 min	✓ --	73 --
13.	**OTHER BUSINESS**	Info	J. Hartman	5 min	--	--
14.	**NEXT MEETING & ADJOURNMENT**	Info	J. Hartman	1 min	--	--

Next meeting: Feb 19, 2020

VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS
DRAFT PUBLIC MEETING MINUTES
September 25, 2019
5:30 p.m. VCC Downtown Campus, Room 420

ATTENDANCE

Board Members	
Joey Hartman	(Chair, Board/HRC)
Libby Davies	(Vice Chair)
Garth Manning	(Chair, Governance)
Mike Tourigny	(Chair, Finance & Audit)
Mahin Rashid	
Nadia Belokopitov	
Shobha Rajagopalan	
Seung Oh	
Sue Hammell	
Jennifer Chen	
Sukhmanjot Singh	
Chloe Lau	(REGRETS)
Erin Klis	(REGRETS)

Staff Resources	
Karen Wilson	ED, Marketing & Communications
Clodine Sartori	Acting, VP, People & Culture
Jamie Choi	Interim, VP, Finance & CFO
David Wells	VP, Academic & Applied Research
Dr. Jane Shin	AVP, Student Success
Elmer Wansink	AVP, IT & Chief Information Officer
Shirley Lew	Dean, Library, Teaching & Learning
Brett Griffiths	Dean, Trades, Technology & Design
Jennifer Gossen	Director, International Education

Guests	
VCC Faculty Association (VCCFA)	Taryn Thomson
CUPE Local 4627	Deanne Bates
Student Union of VCC (SUVCC	Sydney Sullivan, Mandy Wan & Phoebe Lo Patigdas

Ex-Officio	
Ajay Patel	President & CEO
Elle Ting	Chair, Education Council

Board Secretary	
Deborah Lucas	

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

1.   **CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS**

J. Hartman commenced the meeting by presenting the land acknowledgement. The meeting was properly called and constituted at 5:40 p.m. Opening remarks were presented. The Chair:

▪ Welcomed A. Patel to the role as Interim President.
▪ Recognised the achievements of board members and staff:

Board Member, Nadia Belokopitov:	University of Toronto Arbour Award
Interim President, Ajay Patel:	International Education Distinguished Leadership Award from BC Council for International Education
AVP, Student Success, Jane Shin:	Canada's Top 25 Immigrant in 2019 by RBC & Canadian Magazine for its 11th Annual People's Choice Award.
Arbiter of Student Issues, Tanny Marks:	City of Vancouver's Civic Honour, Award of Excellence for Accessible City category
Music Faculty, Paula Kremer:	Healey-Willan Prize from Canada Council for Arts, Best Performance of a Canadian Work, Mixed Voice Adult Choirs First Prize, and Contemporary Music Second Prize by Vancouver Cantata Signers

- Acknowledged the feedback received regarding the decision to increase tuition for 9 international programs, in particular, the decision process. By policy, this decision is made by VCC Administration. In response, the Board will be looking at their role in decisions on international tuition.

2. APPROVAL OF AGENDA AND CONSENT AGENDA

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

2.1	Minutes – Jun 26, 2019 Board Meeting
2.2	Board Correspondence
2.3	VCC News & Events
2.4	Tuition: Increasing 9 International Programs
2.5	Tuition: New International Electronics Repair Technology Diploma
2.6	VCCFA Report

Moved, Seconded & CARRIED (Unanimously)

3. ACTION TRACKER

ACTION - Brought forward items from Jun 26, 2019	WHO	COMMENT
1. Create a framework for international student experience evaluations and advise the Board.	Management	Sept 25, 2019: PENDING J. Hartman commented that this has been ongoing.

4. NEW BOARD MEMBER INTRODUCTIONS & OATH OF OFFICE

- J. Hartman welcomed Sue Hammell to the Board and the Oath of Office was sworn. The appointment is for an initial term of one year, ending on Jul 31, 2020.
- Outgoing student members J. Chen and S. Singh were acknowledged for their service and presented Certificates of Appreciation.
- The election results for positions on EdCo and the Board will be announced by end of Oct 2019.

5. CONSTITUENCY GROUP UPDATES

5.1 CUPE Local 4627

- D. Bates, CUPE Local 4627 Chief Shop Steward, welcomed A. Patel to his role as Interim President and addressed the Board.Concern was expressed regarding the increase in tuition for 9 international programs. It was noted that the tuition proposal had not been presented to Operations Council. CUPE 4627 thinks it should be.
- J. Hartman took note of this for the Board's discussion regarding international tuition decisions.

5.2 Vancouver Community College Faculty Association (VCCFA)

- T. Thomson, VCCFA President, welcomed S. Hammell and A. Patel to their new roles and addressed the Board, summarizing the report included in the meeting materials.
- Concern was expressed about the (6) acting/interim Administrator positions, with regards to the staff and students affected and its sustainability for a long period.
- It was welcomed news that a new Dean of Indigenous Initiatives will lead that area.
- The logic behind the international tuition increases is unclear and further discussion by the Board on this matter is welcomed.

5.3 Student Union of Vancouver Community College (SUVCC)

- SUVCC Exeecutive Director, S. Sullivan introduced Mandy Wan and Phoebe Lo Patigdas, who presented the "Our Time Is Now" non-partisan campaign, which outlined the trend of increased youth voters in federal elections and the SUVCC's goal to increase youth voter participation in the upcoming 2019 federal election.

6. BOARD COMMITTEE REPORTS

6.1 Governance Committee (Gov Com)

- The Governance Committee met on Sept 17, 2019.
- Feedback from Education Council on revisions to A.1.2 Student Appeal to the College Board was reviewed and a final draft will be presented for board approval at the meeting on Nov 27, 2019.
- As part of the process of amending policy review and approval bodies, the committee have made recommendations to the Policy Coordinator, which will be presented for consideration when each policy is next reviewed.
- As a result of the Board Evaluation survey, the committee has recommended three priorities for discussion by the Board, with the view of developing an action plan.
- The next Governance Committee meeting is on Nov 13, 2019.

6.2 Human Resources Committee (HRC)

- The Human Resources Committee met on Sept 12, 2019.
- The HRC's primary work is with regards to the President position, including setting evaluation parameters for the interim president and approving a process for filling the permanent position.

6.3 Finance & Audit Committee (FAC)

- The Finance and Audit Committee met on Sept 11, 2019.
- The committee reviewed for recommendation to the Board agenda items 7.2, 7.3, 7.4, 8.1.2.
- Under their responsibility FAC approved:
  - Request For Proposal (RFP) – External Audit Services for the next 5 years (contract with Office of the Auditor General expires after 2019/20 audit.
  - Invitation To Tender (ITT) – Downtown Plaza Membrane Replacement: Due to aging.
- The next FAC meeting is on Nov 6, 2019.

7. FINANCE, BUDGET AND REPORTING

7.1 Statement of Financial Information (SOFI)

- The Statement of Financial Information is a Ministry of Finance statutory requirement under the Financial Information Act. It is submitted annually and includes schedules such as the audited financial statements, schedule of debts, remuneration and expenses and Statement of Cash Flow.
- FAC reviewed the SOFI on Sept 11, 2019 and recommend approval by the Board.

  MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2019.
  Moved, Seconded & CARRIED (Unanimously)

7.2   Financial Performance (period end Jul 31, 2019)

- Total revenue for the period is $38.7M. ($557K above budget). VCC is projecting a balanced budget for the year.
- The trend of increased international enrolment continues as international students are backfilling domestic programs that are experiencing low enrolment.

7.3   Five-Year Capital Plan for the period of 2020/21 to 2024/25

- The Capital Plan is submitted annually. The plan identifies the institutions project priorities & capital requirements for the period 2020/21 to 2024/25.
- It is the same plan that was submitted in 2018, however, the costing detail for each project has been updated to reflect current construction costs. The estimates are based on data provided by the Ministry.
- If the government capital funding becomes available, the projects would be costed out more fully. Management are aware that other capital initiatives may be identified with the Campus Master Plan.
- FAC reviewed the Capital Plan on Sept 11, 2019 and recommend approval by the Board.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve in principle the Five-Year Capital Plan for the period of 2020/21 to 2024/25.
Moved, Seconded & CARRIED (Unanimously)

7.4   Request For Proposal (RFP) - Access Control System Upgrade/Replacement

- VCC's access control hardware and software system is vulnerable to compromise, primarily as a result of the credential readers being a dated technology. As well, the current system has reached its "end of life" and is no longer supported by the manufacturer.
- VCC's Procurement Services Department will manage the Request for Proposal process and select a manufacturer, following its standard procurement practices.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors authorize VCC to enter into a Request for Proposal process for a college-wide access control system upgrade or replacement with an expected value of approximately ▬▬▬▬▬ over 3 years.
Moved, Seconded & CARRIED (Unanimously)

8.   PROGRAMS, TUITION & FEES

8.1   Trades Instructor Short Certificate
8.1.1 Credential / 8.1.2 Tuition

- The program is a shortened version of the Provincial Instructor Diploma Program (PIDP) program and is designed for individuals certified to teach in post-secondary trades. This flexible, accelerated program is structured as seven (7) credits over four (4) courses that can be taken in any order.
- It has been developed in consultation with the Industry Training Authority (ITA). The program is based on core courses in the PIDP and credits can be applied to the PIDP. There is no equivalent in BC. The ITA endorses this program and interest in the credential from other institutions has grown.
- The indirect student support is 25% as opposed to the standard 38% to reflect the blended and online delivery.
- EdCo has reviewed the credential and recommend approval by the Board.
- FAC reviewed the tuition proposal on Sept 11, 2019 and recommend approval by the Board.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Trades Instructor Short Certificate credential.
Moved, Seconded & CARRIED (Unanimously)

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of $1,400 ($200 per credit) for the new Trades Instructor Short Certificate, effective January 1, 2020.
Moved, Seconded & CARRIED (Unanimously)

8.2   Train the Trainer Short Certificate Credential

- The Train the Trainer Short Certificate program is a repackaging of the three (3) core courses of the PIDP that is intended to formalize an under-recognized exit option that has existed within the PIDP since the 1980s.
- Currently a certificate is issued by the School of Instructor Education (SIE), however, this is not recognized on a student's transcript.
- Formalizing Train the Trainer as a VCC program is more marketable to businesses seeking short-term training and it could be pathway into the longer PIDP program.

   MOTION: THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Train the Trainer Short Certificate credential.
   Moved, Seconded & CARRIED (Unanimously)

9.   EDUCATION COUNCIL REPORT

- **Quality Assurance Process Audit:** VCC received an official summary of its Quality Assurance Process Audit (QAPA) results, thus concluding a comprehensive sixteen (16)-month review process. VCC was commended on its quality assurance practices. A follow up report is not required, but a check-in by Degree Quality Assessment Board (DQAB) at the (1)-year point will be conducted. The Board will be kept informed of developments.   EdCo extended thanks to everyone involved.
- **Virtual Reality/Augmented Reality (VR/AR) Design and Development Diploma:** The program concept is a result of collaboration between VCC and Vancouver Film School (VFS) and Curriculum Development funding was allocated in 2019-2020. Students would complete foundational courses at VCC, move on to take VR/AR courses at VFS, and then end with an extended practicum overseen by VCC, with VCC issuing the final credential. The Ministry expressed support for the proposed public-private joint programming.
- **EdCo 2018 Annual Report:** The report was provided for information in the meeting materials. It includes EdCo & Standing Committee highlights, membership status and election results.

10.   OTHER BUSINESS

- A one day retreat is scheduled for the Board on Oct 4, 2019. The agenda will include board governance, public sector accounting and relationship building.

   ACTION: J. Hartman to add to Action Tracker: Review the role of the Board on international tuition matters.

11.   NEXT MEETING & ADJOURNMENT

- The next Board of Governors Public Board meeting will be held on Nov 27, 2019.
- There being no further business, the meeting adjourned at 7:18 p.m.

APPROVED AT THE NOVEMBER 27, 2019 PUBLIC BOARD MEETING

Joey Hartman
Chair, VCC Board of Governors

VANCOUVER COMMUNITY COLLEGE
("**VCC**")

CONSENT RESOLUTION OF THE BOARD OF GOVERNORS

The undersigned, being all of the members of the Vancouver Community College Board of Governors (the "**Board**"), by unanimous consent in writing and without the formality of convening a Special Board meeting, do hereby consent to the following resolution, to be effective October 8, 2019.

WHEREAS:

The new Electronics Repair Technology Diploma credential was inadvertently missed from the September 25, 2019 Public Board Meeting agenda, the credential is being presented for Board approval by Consent Resolution.

RESOLVED THAT:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Electronics Repair Technology Diploma credential, effective October 8, 2019.

APPROVED: SIGNATURE PAGE ON FILE

VANCOUVER COMMUNITY COLLEGE

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: 2% increase in international tuition and mandatory fees

BACKGROUND:

International tuition and mandatory fees do not fall under the Ministry of Advanced Education, Skills and Training (AEST) tuition cap.   However VCC is recommending that international tuition and mandatory fees for all programs be increased by 2% in 2020/21 to align with the domestic tuition increase.   This 2% increase is not applicable to the 9 programs that has more than 2% in September 2020.

This provides a consistent approach to fee increases for both international and domestic students. Implementing a 2% increase for international tuition and mandatory fees would still price VCC programs competitively.

In order to offset increased operating costs and to maintain financial stability and sustainability, VCC is implementing an increase of 2% for international tuition and mandatory fees , effective August 1, 2020.

As per policy, international tuition and fees are set by College Administration and presented to the Board for information only.

PREPARED BY: Jamie Choi, Interim VP, Administration & CFO,

DATE: November 6, 2019

VCC NEWS AND EVENTS
November 2019

Events

- Two **VCC Campus Master Plan Town Halls** were held in November (Downtown campus Nov. 13 and Broadway campus, Nov. 14). The presentations outlined the city's future plans for our neighbourhoods, and proposals of how VCC can best use and expand its own campus spaces moving forward. Both events were well-attended with about 100 staff.

- **VCC Convocation** was held on Nov. 7 at the Queen Elizabeth Theatre. Elder Deanna George, along with VPs, deans, faculty and staff celebrated VCC graduates from: School of Health Sciences, School of Hospitality, Food Studies & Applied Business, School of Trades, Technology & Design, School of Arts and Sciences, Centre for Continuing Studies and Contract Training, and Division of Library and Teaching & Learning Services.

- VCC Counselling Services and Human Resources partnered with the Canadian Mental Health Association to host the annual **Beyond the Blues** event to provide mental health awareness, education and resources to our community. Beyond the Blues happened at the downtown campus on Nov. 5 and Nov. 7 at the Broadway campus.

- Competitors from across B.C. took part in the **Culinary Apprentice of the Year Award** competition at VCC Downtown campus on Nov. 2. Apprentices were selected from more then 40 applications from northern B.C., the Okanagan, Vancouver Island, and the Lower Mainland.

- The **UpMarket Graphic Design Grad Show**, held at the Broadway campus on Oct. 30 featured the work of students who have completed VCC's Graphic Design Diploma. The show included projects for clients from the student-run Studio NUVO.

- **VCC Day** was held on Oct. 22 at the Vancouver Playhouse Theatre and Downtown Campus for all VCC employees. This long-standing tradition at VCC, where once a year the college's staff, faculty and administration come together to celebrate our successes and plan for our future. The theme for VCC Day 2019 was "The Impact We Make". Clifton Taulbert, President and CEO of Freemount Corporation and Roots Java Coffee, was this year's keynote speaker. In the afternoon staff participated in the Strategic Innovation Expo and professional development workshops at the Downtown campus.

- **Experience VCC**, VCC's annual open house and largest recruitment event was held on Oct. 16. The college provided a tradeshow style event in the evening at the Broadway campus, which included seminars, tours, and representatives from all 120+ programs to answer attendees' questions.

VCC Government Relations

- Adrian Dix, Minister of Health and Melanie Mark, Minister of Advanced Education, Skills and Training celebrated Health Care Assistants Day at VCC on Oct. 18 with a special announcement. The government of B.C. will be providing approximately $3.64 million over the next two years to create 418 new health care assistant seats in 14 post-secondary institutions throughout British Columbia. Health care assistants are also known as care aides, community health workers, and other titles.

VCC in the News: Student Success

- Yuanyin (Doris) Lau and Simin (Joey) Zhou won the Bronze medal in Dim Sum category **World Master Chefs Competition for Chinese Cuisine** (WMCCCC) in Macau on Nov. 8 and 9. Both students are alumna of Asian Culinary, now enrolled in VCC's Culinary Arts Diploma.

- Nathan Sundeen took **1st place Apprentice of the Year** on Nov.2. Nathan is a graduate of VCC Culinary Arts and now works at Sutton Place Hotel Vancouver.

- Aaron Hoffman, was recently named team captain for Culinary Team B.C. was awarded **2nd place Apprentice of the Year on Nov. 2** and is also a graduate of VCC Culinary Arts.

VCC in the News: Highlights

- Clayton Munro, VCC announces the new Dean of Indigenous Initiatives. Clayton is joining our leadership team to advance indigenization of our academy, space, people, and culture. He comes to us from Langara College where he served as the Dean of Student Services for the past nine years. Clayton is of Métis background, holds a Master of Arts in Human Kinetics from UBC, and brings nearly two decades of direct expertise in student and Indigenous services as well as a very personal commitment for Truth and Reconciliation.

- Inspired by the City of Vancouver's Greenest City Action Plan initiatives, Vancouver Community College (VCC) introduced the VCC Eco-College Small Grants Program on Oct. 21. This program provides grants of up to $500 to current VCC students, instructors, and staff who wish to develop projects that help make the college greener.

- On Oct. 12 VCC was named No. 1 in three categories in the Georgia Straight's 24th annual Best of Vancouver reader survey.
  > **Best School for Continuing Education** #1. Vancouver Community College
  > **Best Culinary School** #1. Vancouver Community College (4th year running)
  > **Best Language School** #1. Vancouver Community College

Upcoming Events:
- Student Awards, Nov. 22
- Flourish, Feb. 5

PREPARED BY: Karen Wilson, Executive Director, Marketing & Communications
DATE: Nov. 20

VANCOUVER COMMUNITY COLLEGE **Faculty Association**   FPSE LOCAL 15

VCCFA Report to the VCC Board of Governors

November 19, 2019

Submitted by VCCFA President, Taryn Thomson

Adult Basic Education

As our ABE departments are currently under threat of layoff, I want to spend my time today explaining about ABE, its recent history at the college, its students, and the current situation.

Adult Basic Education is high school level education for adults. ABE students either didn't complete high school or did complete but want to get a better mark in a course or courses. At VCC, we teach all the levels of ABE, from Fundamental to Provincial. This means that our programs teach students from the lowest level of literacy and numeracy to grade 12 English, math, science, and career exploration courses. We have several different departments offering adult basic education classes and currently about 2000 students. ABE students are a diverse group. Many are juggling school with one or more precarious jobs and family obligations. Many have learning disabilities that have impacted their learning throughout their lives. They are dedicated learners, coming to class evenings after work or mornings after the kids are off to school as they can fit it in.

In December of 2014, the BC government withdrew $6.9 million in funding from ABE, and colleges were granted permission to charge tuition for Adult Basic Education and EAL. At VCC, our administration made the decision to charge the highest allowable amount in tuition, about $550 per course. The government brought in the Adult Upgrading Grant to cover tuition for students who made less than $24,000 per year. As I have mentioned, most ABE students are the working poor, so many earned just over the income threshold for AUG and were ineligible. As a result of this, our enrollment dropped. When the current government came into power, one of the first things it did was to reinstate free ABE in August of 2017.

The college had choice in how it responded to the tuition situation. At Okanagan college, administration decided to do whatever it could to minimize negative impact on ABE students and so delayed bringing in tuition, and then created an internal fund so that no student was barred from classes due to lack of funds. Camosun did a large internal ABE marketing campaign. Many other colleges around the province had a dip in enrollment during the tuition bearing years, but none as severe as VCC, and we are one of the largest providers of ABE in the province.

What does this indicate? Well, for the last several years, ABE has not had administrative support here at VCC. From the decision to charge the highest amount of tuition to the lack of marketing aimed at ABE, to policies that create barriers for students, the college has been allowing ABE programs to wither on

the vine. In fact, it could be said that ABE programs are doing quite well considering what they have faced in the last few years! Now we are told that layoffs are coming. These reductions, if they occur, would affect about 10 faculty.

ABE programs have been running successfully at this college for over 40 years. The current government supports ABE programming. In a recent meeting we had with the Deputy Minister, she stressed that ABE is a priority for her. In addition, Melanie Mark is our MLA, and she mentions ABE at every opportunity she can. Finally, the college is mandated through the Colleges and Institutes Act to provide ABE programming.

Are we really going to send the message that our college is unable to administer a free program to a government that has indicated strong support for this programming?

Cuts to ABE must be taken off the table.

VCCFA Community Action

The VCCFA is pleased to announce the following donations:

1) **Decoda Literacy Solutions, $315.00** towards the purchase of five annual subscriptions to the Westcoast Reader for five community-based literacy training classes for newcomers to Canada. This organization provides resources, training and funds to literacy programs. They also publish a small newspaper, the Westcoast Reader, which adapts current news stories to help beginning, adult readers improve their reading and literacy skills. Many groups offering classes cannot afford the annual subscription of $63.00 per year for a set of ten. We would like to support Decoda and their distribution of the Westcoast Reader to literacy classes that are unable to afford the annual subscription.

2) **BC TEAL Charitable Foundation, $500 towards "Tears to Smiles" refugee awards.** BC TEAL, established in 1967, is one of the oldest English as an Additional Language professional associations in the world and the oldest in Canada. TEAL is fundraising in order to offer refugee scholarships for those wishing to study in a post-secondary institution in B.C.

3) **YWCA, $600 towards healthy snacks and supplies to be divided equally between the High School Mentorship Program and the YWCA Circle of Sisters Indigenous Mentorship Program ($300 each).**

The YWCA High School Mentorship program gives girls the opportunity to meet positive role models, explore their career and education options, learn leadership skills and prepare for their futures. Grades 11 and 12 girls (mentees) are matched with professional women volunteers and women who are in graduate studies (mentors) for mentoring relationships. Group-based workshops and activities also take place.

The YWCA Circle of Sisters Indigenous Mentorship Program provides opportunities for self-identified Indigenous girls, age 12-18 (mentees), to connect with Indigenous community and culture with the help of young self-identified Indigenous women (mentors) and skilled facilitators. Circle of Sisters reaches approximately 25 girls annually.

4) **YWCA Crabtree Corner Community Resource Centre** in the Downtown Eastside, $500 to the daily Family Breakfast program for between 30 – 60 children and their caregivers. The program also provides opportunities for caregivers to gain volunteer experience in their kitchen.

5) **DTES Neighbourhood House, $500 Fathers for Thought program, for the purchase of supplies** for silk-screening fabric outreach materials: paper, pencils and markers for design work, and items needed for smudging, and making medicine bundles and prayer ties.

   This is an overdose prevention initiative which engages in outreach at community events and uses Indigenous themed art. Many of participants are Indigenous.

6) **Rainier Hotel, PHS Community Services Society, $500 for Christmas hamper gifts.** Rainier Hotel, a 39-unit facility that is harm reduction based and a recovery focused housing facility for women in the DTES. The Rainier Community provides a dinner on December 25th and organizes gift bags for the participants. The goal is to improve the quality of the gift bags which are now budgeted at $2.50 per bag.

Thank you. I will happily answer your questions.

Taryn Thomson

Board of Governors Public Meeting
November 27, 2019

ACTION TRACKER

ACTION - Brought forward from Sept 25, 2019		WHO	COMMENT
1.	Create a framework for international student experience evaluations and advise the Board.	Management	**NOV 27 UPDATE:** In progress
2.	Consult with VCCFA on revisions to D.1.4 Policy & Procedures & bring back to the Board at a later date.	VP, People & Culture	**NOV 27 UPDATE:** Item 10.3 on agenda
3	Review the role of the Board for International tuition matters.	J. Hartman	**NOV 27 UPDATE:** In progress

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: Nov 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
VCC's Campus Master Plan

BACKGROUND:

The Campus Master Plan is a long-term policy document that addresses the physical environment. It supports development and partnerships on campus, keeping in step with VCC's strategic priorities. The Plan guides decision making that influences the functioning of the Downtown and Broadway Campuses and the campus experience for the next 25 years. Potential stakeholders include government (federal, provincial and regional), partners, employers, developers, campus neighbours, and the media. The final document will be available on request, with an abbreviated version posted publicly on vcc.ca.

DISCUSSION:

The Campus Master Plan was initiated and funded by the Ministry of Advanced Education, Skills and Training with support from Partnerships BC, and prepared in partnership with DIALOG. The purpose of the Campus Master Plan is two-fold:

- To articulate the shared vision and a comprehensive master plan for the future of VCC's Broadway and Downtown Campuses.

- To provide a multi-year implementation plan that will meet the future trends in education; address an aging infrastructure and meet the needs of future students, employers and employees at VCC.

The completion of the Campus Master Plan is a major milestone under VCCs' Strategic Innovation Plan priority "*Building Campuses of the Future*", however, it is just the first step in VCC's long-term goals.

RECOMMENDATION:

THAT the VCC Board of Governors approve the VCC Campus Master Plan in principle.

RESOURCES: A PDF of the Campus Master Plan, parts A, B, and C has been provided to the Board of Governors via email during the month of November for their review.

PREPARED BY: Ajay Patel, VCC Interim President & CEO
Karen Wilson, Executive Director, Marketing & Communications

DATE: Nov. 20, 2019

DECISION NOTE

PREPARED FOR:	Board of Governors

DATE: Nov 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                       VCC's Campus Master Plan

BACKGROUND:

The Campus Master Plan is a long-term policy document that addresses the physical environment. It supports development and partnerships on campus, keeping in step with VCC's strategic priorities. The Plan guides decision making that influences the functioning of the Downtown and Broadway Campuses and the campus experience for the next 25 years. Potential stakeholders include government (federal, provincial and regional), partners, employers, developers, campus neighbours, and the media. The final document will be available on request, with an abbreviated version posted publicly on vcc.ca.

DISCUSSION:

The Campus Master Plan was initiated and funded by the Ministry of Advanced Education, Skills and Training with support from Partnerships BC, and prepared in partnership with DIALOG. The purpose of the Campus Master Plan is two-fold:

- To articulate the shared vision and a comprehensive master plan for the future of VCC's Broadway and Downtown Campuses.

- To provide a multi-year implementation plan that will meet the future trends in education; address an aging infrastructure and meet the needs of future students, employers and employees at VCC.

The completion of the Campus Master Plan is a major milestone under VCCs' Strategic Innovation Plan priority "*Building Campuses of the Future*", however, it is just the first step in VCC's long-term goals.

RECOMMENDATION:

THAT the VCC Board of Governors approve the VCC Campus Master Plan in principle.

RESOURCES:	A PDF of the Campus Master Plan, parts A, B, and C has been provided to the Board of Governors via email during the month of November for their review.
PREPARED BY:	Ajay Patel, VCC Interim President & CEO Karen Wilson, Executive Director, Marketing & Communications
DATE:	Nov. 20, 2019

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: **Financial Performance (for the Six Months ended September 30, 2019)**
Procurement Status Update

2019/20 Operating Overview (April 2019 – September 2019)

Revenue for the period was $58.4 million compared to budget of $57.6 million ($825K above plan) and prior year of $53.9 million ($4.48 million above prior year) **(Table 4)**. Domestic tuition revenue is down for the period by $569K compared to budget and has been offset by higher international revenue of $422K. **(Table 1, 2 and 3)**.

The School of Hospitality, Food Studies and Applied Business domestic revenue was $136.4K lower than budget. However, international revenue was up by $167.7K. Both domestic and international tuition revenues for Culinary Programs were $70K lower than budget.

The School of Arts and Science was $113.5K lower than the domestic tuition revenue budget. The School of Health and Science domestic tuition revenue was down by $157K.

The School of Trades, Technology and Design domestic tuition revenue was lower than budget by $108K, with an increase in international revenue of $191K. Transportation programs domestic revenue was $64K lower but this was offset by $119K increase in international tuition revenues.

Total expenses for the period were $57.7 million compared to budget of $58.1million ($453K above budget) and prior year of $53.6 million ($4 million above prior year).

The surplus for period was $715K compared to a budget deficit of $563K ($1.3 million more favourable than budget) and prior year surplus of $295K ($420K favourable than prior year).

2019/20 Forecast to Budget Overview

2019/20 Forecast (6 months actual + 6 months forecast) in **Table 5** shows that VCC is projecting a breakeven position. Revenue is forecasted to be $121.5 million compared to budget of $121.1 million ($340K above budget) and prior year of $115.2 million ($6.2 million higher than prior year).

Expenses are forecasted to be $121.4 million compared to budget of $121.1 million ($340K higher than budget) and prior year of $113.6 million ($7.8 million higher than prior year). The main increase in projected expenses is due to an increase in agency fees due to higher international student enrolment and increase in professional fees for legal and IT projects for this fiscal year.

ATTACHMENTS: Table 1, 2 and 3: Summary – Revenue by School
Table 4 – Statement of Operations for the Four Months ended July 31, 2019
Table 5 – Statement of Operations: 2019/20 Forecast with Four Months Actual (Ended July 31, 2019) and Eight Months Forecast
Table 6 – Procurement Status update

PREPARED BY: Jamie Choi, Interim VP Admin and CFO

DATE: October 30, 2019

Summary - Revenue by School

Table 1:
Domestic Tuition Revenue by School – Actual Compared to Budget and Prior Year

	2019/20 Actuals (Apr 2019 - Sept 2019)	2019/20 Budget (Apr 2019 - Sept 2019)	Variance Favourable / (Unfavorable)	2018/19 Actuals (Apr 2018 - Sept 2018)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	1,397,168	1,486,228	(89,060)	1,407,968	(10,800)
SCHOOL OF ARTS AND SCIENCES	520,876	634,379	(113,503)	516,581	4,295
SCHOOL OF HEALTH	1,677,131	1,834,053	(156,922)	1,783,898	(106,767)
SCHOOL OF HOSP, FOOD & BUSINESS	792,844	929,246	(136,402)	787,695	5,149
DIVISION OF LIBRARY, TEACH & LEARN	473,340	438,812	34,528	403,579	69,761
SCHOOL OF TRADES, TECH & DESIGN	967,453	1,075,666	(108,213)	839,411	128,042
	5,828,812	**6,398,384**	**(569,572)**	**5,739,132**	**89,680**

Table 2:
International Tuition Revenue by School – Actual Compared to Budget and Prior Year

	2019/20 Actuals (Apr 2019 - Sept 2019)	2019/20 Budget (Apr 2019 - Sept 2019)	Variance Favourable / (Unfavorable)	2018/19 Actuals (Apr 2018 - Sept 2018)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	64,072	17,004	47,068	35,396	28,676
SCHOOL OF ARTS AND SCIENCES	181,977	181,748	229	193,235	(11,258)
SCHOOL OF HEALTH	28,961	12,694	16,267	41,386	(12,425)
SCHOOL OF HOSP, FOOD & BUSINESS	5,594,492	5,426,727	167,765	3,405,809	2,188,683
DIVISION OF LIBRARY, TEACH & LEARN	0	0	0	3,245	(3,245)
SCHOOL OF TRADES, TECH & DESIGN	3,446,274	3,255,267	191,007	2,602,157	844,117
	9,315,776	**8,893,440**	**422,336**	**6,281,228**	**3,034,548**

Table 3:
Combined Domestic and International Revenue by School

	2019/20 Actuals (Apr 2019 - Sept 2019)	2019/20 Budget (Apr 2019 - Sept 2019)	Variance Favourable / (Unfavorable)	2018/19 Actuals (Apr 2018 - Sept 2018)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	1,461,240	1,503,232	(41,992)	1,443,364	17,876
SCHOOL OF ARTS AND SCIENCES	702,853	816,127	(113,274)	709,816	(6,963)
SCHOOL OF HEALTH	1,706,092	1,846,747	(140,655)	1,825,284	(119,192)
SCHOOL OF HOSP, FOOD & BUSINESS	6,387,336	6,355,973	31,363	4,193,504	2,193,832
DIVISION OF LIBRARY, TEACH & LEARN	473,340	438,812	34,528	406,824	66,516
SCHOOL OF TRADES, TECH & DESIGN	4,413,727	4,330,933	82,794	3,441,568	972,159
	15,144,588	**15,291,824**	**(147,236)**	**12,020,360**	**3,124,228**

Statement of Operations – Comparison to Budget and Prior Year
For the Four Months Ended July 31, 2019
Table 4:

2019/20 Actuals vs Budget and Prior Year

(In $ Thousands)	2019/20 Actuals (Apr 2019 - Sept 2019)	2019/20 Budget (Apr 2019 - Sept 2019)	Variance favourable /(unfavourable)	Comments	2018/19 Actuals (Apr 2018 - Sept 2018)	Variance favourable /(unfavourable)
Province of B.C. Grants	28,545	27,838	707	Operating grant received $700K higher - due to one time funding not in the budget	27,883	662
Audult Upgrading Grant	300	280	20		278	22
Sales of goods and services	3,215	3,104	111		3,234	(19)
Tuition and student fees	16,738	16,787	(49)	Table 1,2 and 3	13,417	3,322
ABE/EAL Tuition Free Grant	2,198	2,351	(153)	EAL program $59K; CF program $55K; ABE $45K less than budget	2,128	70
Other grants, fees & contract services	3,208	3,074	134		3,191	16
Miscellaneous income	992	951	40		872	119
Donation income (Foundation Related)	307	331	(24)		317	(10)
Amortization of deferred capital contribution	2,593	2,680	(87)		2,440	153
Investment income	325	200	125		182	144
REVENUES	**58,422**	**57,597**	**825**		**53,942**	**4,480**
SALARY AND BENEFIT EXPENSES	**42,164**	**42,942**	**779**	Contracts/Curriculuum development salaries lower than budget; many admin vacant positions so benefit expense are lower too	**39,052**	**3,112**
Supplies and general expenses	3,757	3,655	(102)		3,526	231
ABE Financial Aid	300	280	(20)		278	22
Bursary/Scholarship (donation related)	307	331	24		317	(10)
Professional fees	1,920	1,770	(150)	Legal fees increased by $100K.	1,340	580
Building and telecom	3,148	3,160	12		3,263	(115)
Cost of Goods Sold	1,881	1,753	(128)		1,887	(6)
Depreciation Expense	4,230	4,269	39		3,984	246
OPERATING EXPENSES	**15,543**	**15,218**	**325**		**14,595**	**948**
TOTAL EXPENSES	**57,707**	**58,160**	**(453)**		**53,647**	**4,060**
NET SURPLUS (DEFICIT)	**715**	**(563)**	**1,279**		**295**	**420**

*ABE : Adult Basic Education
*CF: College Foundation
*EAL : English as Additional Language

Statement of Operations – Comparison to Budget and Prior Year
2019/20 Forecast with Four Months Actual (Ended July 31, 2019) and Eight Months Forecast
Table 5

2019/20 Forecast vs Budget and Prior Year

(In $ Thousands)	2019/20 Current Forecast (6 + 6)	2019/20 Budget	Variance favourable /(unfavourable)	Comments	2018/19 Actuals	Variance favourable /(unfavourable) - 1920 current fcst vs 1819 actuals
Province of B.C. Grants	55,871	55,647	224	ITA funding is reduced by $500K	55,026	845
Adult Upgrading Grant	419	399	20		406	13
Sales of goods and services	6,326	6,215	111		6,141	185
Tuition and student fees	39,666	39,283	383	Domestic tuition lower by $968K, international tuition higher by $1,248K	33,535	6,130
ABE/EAL Tuition Free Grant	5,087	5,573	(487)	EAL program $222K; CF program $176K; ABE $110K less than budget	4,869	217
Other grants, fees & contract services	5,711	5,677	34		7,208	(1,497)
Miscellaneous income	1,875	1,834	40		1,791	83
Donation income (Foundation Related)	676	700	(24)		733	(57)
Amortization of deferred capital contributic	5,273	5,360	(87)		5,074	198
Investment income	525	400	125		452	74
REVENUES	**121,429**	**121,089**	**340**		**115,236**	**6,193**
SALARY AND BENEFIT EXPENSES	**87,287**	**87,752**	**465**	Contracts/Curriculuum development salaries lower than budget; faculty salaries lower due to canceled programs; many admin vacant positions so benefit expense are lower too	**82,384**	**4,904**
Supplies and general expenses	8,968	8,863	(105)		7,417	1,551
ABE Financial Aid	419	399	(20)		406	13
Bursary/Scholarship	676	700	24		733	(57)
Professional fees	5,185	4,586	(600)	Agency fee YTD increased by $252K. Legal fees increased by $95K. $150K increased to deliver various IT projects. Advertising increased by $40K	3,709	1,476
Building and telecom	6,555	6,540	(15)		6,817	(262)
Cost of Goods Sold	3,839	3,711	(128)		3,651	189
Depreciation Expense	8,499	8,538	39		8,454	45
OPERATING EXPENSES	**34,142**	**33,338**	**(804)**		**31,188**	**2,954**
TOTAL EXPENSES	**121,429**	**121,089**	**340**		**113,571**	**7,858**
NET SURPLUS (DEFICIT)					**1,665**	**(1,666)**

*ABE : Adult Basic Education
*CF: College Foundation
*EAL: English as an Additional Language

Major Procurement Activity over $200K

The following table provides a status update on procurement activity over $200K. <mark>Changes and new activity are highlighted in yellow.</mark>

Procurement Status Update

Table 6:

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status	FAC Approval Required?
Recurrent Needs						
External Audit Services	Financial Services	2020	2025		Solicitation Stage	Yes, Decision Note sent to FAC Sept 11, 2019
Various vendors	General Consumables for School of Health Sciences	various	various	$500,000	Planning/Solicitation Stage	No, projected 5 year spend is over $200k but less than $500K/year. For FAC information purposes only
Various vendors	Automotive Parts for School of Transportation	various	various	$500,000	Planning/Solicitation Stage	No, projected 5 year spend is over $200k but less than $500K/year. For FAC information purposes only
Facilities Cleaning Services	Custodial Services	7-May-13	30-Jun-20	>$1M	Planning/Solicitation Stage	Yes, Decision Note sent to FAC Nov 06, 2019

Known New Opportunities						
Fire Sprinkler Project - Phase I				$200,000	Planning Stage	No, for information only
Fire Sprinkler Project - Phase II				$800,000	Planning Stage	Yes
Downtown 1st Floor Renovation (International Educ and Student Dev)				$800,000	Contract awarded to Holaco Construction for $560,000. Project complete.	Yes, Decision Note sent to FAC Sept 19, 2018
Wireless Infrastructure Upgrade	Phase I (FY 18/19) Downtown Campus - $700k Phase II (FY 19/20) Broadway Campus - Approx. $1M			$1,700,000	Contract awarded to Longview. Phase 1 equipment purchased.	Yes, Decision Note sent to FAC Nov 19, 2018
Classroom Renewal (Salon and Spa classrooms)				$350,000	Contract awarded to ICE Development for $346,000. Work complete.	No, for FAC information purposes only
DTN Bookstore Redesign				$250,000	Contract awarded to Hodgson, King, and Marble Ltd for $332k. Work ongoing.	No, for FAC information purposes only
BWY 5th Floor Washroom Renovation				$300,000	Contract awarded to Holaco Construction for $200k. Project complete.	No, for FAC information purposes only
Access Control Project				$1,200,000	Solicitation and evaluation stage	Yes, Decision Note sent to FAC Sept 11, 2019
DTN Plaza Membrane Renewal				$1.0M	Planning and design stage	Yes, Decision Note sent to FAC Sept 11, 2019
Elevator Replacement Project				$1.1M	Planning and design stage	Yes, Decision Note sent to FAC Nov 06, 2019
BCNET Common Needs Projects:						
Revolution Resource Recovery Inc.	Waste and recycling removal and handling services	1-Aug-15	15-Jul-20	>$500k	BCNET Source planning to carry out a sectorwide procurement for waste management services	No, projected 5 year spend is over $200k but less than $500K/year. For FAC information purposes only

Notes:

Recurrent Needs - open recurrent contracts expiring before November 06, 2020

Known New Opportunities - New opportunities revealed by end user departments

BCNET Common Needs Projects - Group purchasing opportunities

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
2% increase in domestic tuition and mandatory fees

BACKGROUND:

The Ministry of Advanced Education, skills and Training (AEST) has placed the 2% limit on domestic tuition and mandatory fee increases for existing programs and services and the increases is on an ongoing basis.   Upon Board Approval, this will now enable VCC to open registration for 2020/21 programs, which result in better service for our students.

The Government of British Columbia Tuition Fee Policy can be found at:

https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/tuition-limit-policy

In order to offset increased operating costs and to maintain financial stability and sustainability, VCC is recommending that domestic tuition and mandatory fees be increased by 2% in 2020/21.

DISCUSSION:

Domestic Tuition and Mandatory Fees

- Increasing domestic tuition by 2%
- Increasing the mandatory fees by 2%

RECOMMENDED 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, 2020.

PREPARED BY: Jamie Choi, Interim VP, Administration & CFO

DATE: October 31, 2019

VANCOUVER
COMMUNITY
COLLEGE

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                       New Programs: Administrative Professional 1 and 2 Certificates

BACKGROUND:

The proposed Administrative Professional 1 and Administrative Professional 2 Certificate programs have been created out of the Administrative Assistant Certificate program following its 2018-2019 program renewal. Since the program's 2011 renewal, significant updating to program content had become necessary to reflect the changes to workplace technologies and their functionalities, and in turn the influence of these on administrative professionals' roles; the redesign also sought to address outdated program admission requirements.

Two new subjects were added to the curriculum: Outlook and social media components. The department noted a shift in expectations for administrative professionals: whereas transcription, bookkeeping, and accounting had once been the foci of administrative work, professionals in this field are now also expected to be well versed in the use of Outlook and in maintaining offices' social media presence. Accordingly, learners will concentrate more on these skills in the new certificate programs; in alignment, the program admission requirements have been revised to remove keyboarding (since touch typing courses have been eliminated from most schools).

To further support the transition from college to workplace, the programs have job preparation embedded in their curricula. The Administrative Professional 1 program includes a Job Skills course in which students will prepare resumes, learn to research employers, write cover letters, and practice interview skills. The Administrative Professional 2 program includes a three-week practicum in which students develop their job readiness further through hands-on workplace learning.

Furthermore, the development of the two (2) shorter programs reflects a departmental shift toward modularized, stackable programming. The Administrative Professional 1 and 2 Certificate programs, now designed to be four (4) months apiece, are expected to be a better fit for both sequential students (those coming in directly from high school) and working professionals. The Administrative Professional 1 Certificate prepares learners for clerical work as junior administrative assistants, and graduates of this program can ladder up immediately into the Administrative Professional 2 Certificate or start working and return to VCC for the second certificate after garnering clerical experience. Administrative Professional 2 is also appropriate for direct entry by those who already have office experience.

Both Administrative Professional 1 and Administrative Professional 2 will also serve as effective feeder programs into other VCC programs, specifically Legal Administrative Assistant, Medical Office Assistant (MOA), and Medical Transcriptionist.

Upon successful completion of the Administrative Professional 1 Certificate program, students will be able to meet the following learning outcomes:

- *Use correct keyboarding technique to a minimum speed of 30 gwpm on a five-minute test with a maximum of five errors*
- *Use basic features of Microsoft Outlook, Word, and Excel*
- *Prepare a wide variety of business documents that meet the comprehensive demands of today's office by correctly using Word and applying spelling, grammar, punctuation, and proofreading skills*
- *Professionally greet visitors by phone and in person, and take messages*
- *Use common office equipment*
- *Communicate effectively in the workplace*
- *Create job search documents and participate appropriately in job interviews*
- *Demonstrate respectful and ethical workplace behaviour*

Upon successful completion of the Administrative Professional 2 Certificate program, students will be able to meet the following learning outcomes:

- *Keyboard at a minimum speed of 40 gwpm on a five-minute test with a maximum of five errors*
- *Use advanced features of Microsoft Word and PowerPoint*
- *Integrate Microsoft Office applications*
- *Use social media for business purposes*
- *Take effective minutes at meetings*
- *Transcribe audio recorded dictated material*
- *Describe how office finances are handled, including by computerized accounting*
- *Utilize writing plans to communicate effectively when writing routine or persuasive documents or negative news documents*
- *Demonstrate time-management and project-management skills*
- *Practice problem-solving strategies, conflict resolution techniques, and feedback delivery*

DISCUSSION:

The curriculum has been reviewed by Education Council and Curriculum Committee. Curriculum Committee members inquired about the lack of PLAR for Administrative Professional 2 (which, it was later determined, will be implemented at a later time) and the English 12/Communication 12 requirements (which were subsequently rewritten to align them). In response to questions posed at Curriculum Committee's September 17, 2019 meeting, further consultation with the Applied Business department was undertaken prior to recommendation to Education Council.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Administrative Professional 1 and Administrative Professional 2 Certificate credentials.

ATTACHMENTS: APPENDIX A – Program Content Guide (PCG) for Administrative Professional 1
APPENDIX B – Program Content Guide (PCG) for Administrative Professional 2

PREPARED BY: Elle Ting, Chair, Education Council

DATE: November 18, 2019

VANCOUVER
COMMUNITY
COLLEGE

Administrative Professional 1 Certificate

Program Content Guide

Effective Date: <u>May 2020</u>

Goal

The Administrative Professional 1 Certificate is designed to prepare students for junior administrative and reception work in an office environment. Students will gain skills in Microsoft Office, business communications, and data management. Students will develop time management skills and will become proficient at creating, revising, formatting, and processing a wide range of business documents. Students will use word processing and spreadsheet software to perform a variety of assignments to the professional standards expected in an office.

Admission Requirements

- Grade 12 graduation or equivalent
- English 12 with a minimum 'C-' grade or Communications 12 with a minimum 'B' grade or equivalent

Prior Learning Assessment & Recognition (PLAR)

Students can request Prior Learning Assessment & Recognition (PLAR) for the following course in the Administrative Professional 1 Certificate: OADM 1102 Keyboarding 1.

Students who request PLAR for this course will be required to demonstrate, to the Department's satisfaction, that they can have correct touch-typing technique and can keyboard at 30 gross words per minute (gwpm) on a five-minute test with a maximum of five errors.

Process:
1. Apply and meet all the admission requirements for the Administrative Professional 1 Certificate.
2. Contact the Applied Business Department Head to request PLAR.
3. Arrange a date and time with the Department Head to take a keyboarding test.
4. Complete the PLAR form and submit payment.

See Policy D.3.5 for more information about VCC's PLAR procedures.

Program Duration

The program is four months in length. Students must complete this program within three years.

Program Learning Outcomes

Upon successful completion of the Administrative Professional 1 Certificate, students will be able to:
- Use correct keyboarding technique to a minimum speed of 30 gwpm on a five-minute test with a maximum of five errors
- Use basic features of Microsoft Outlook, Word, and Excel
- Prepare a wide variety of business documents that meet the comprehensive demands of today's office by correctly using Word and applying spelling, grammar, punctuation, and proofreading skills
- Professionally greet visitors by phone and in person, and take messages
- Use common office equipment
- Communicate effectively in the workplace
- Create job search documents and participate appropriately in job interviews
- Demonstrate respectful and ethical workplace behaviour

Instructional Activities, Design and Delivery Mode

The courses use lectures and readings to explain material and uses assignments to put this information into practice. Where appropriate, theory may also be presented through videos, demonstrations, and guest lectures.

The majority of class time is devoted to training in practical computer skills, building business communications skills, and keyboarding. Additionally, students are guided in the creation of a professional résumé and other job-search documents.

Students are required to work both in groups and individually.

Evaluation of Student Learning

An evaluation of the learning progress of each student is prepared by the instructor(s). Evaluation is a combination of an assessment of practical assignments, theory, participation, and/or practical examinations. Students must pass all courses and achieve a cumulative GPA of at least 2.0 to receive a certificate.

Recommended Characteristics of Students

Students need to be able to sit for extended periods and work on computers.

Courses

Course #	Course Name	Credits
OADM 1103	Outlook	1.0
OADM 1104	Word 1	2.5
OADM 1102	Keyboarding 1	3.0
OADM 1105	Business Writing 1	2.5
OADM 1106	Excel	2.5
OADM 1108	Business Writing 2	2.5
OADM 1107	Office Skills 1	2.5
OADM 1109	Job Search	2.5

Total Program Credits: 19.0

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	51-55	Minimum Pass	1.00
F	0-50	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/

Administrative Professional 2 Certificate

Program Content Guide

Effective Date: <u>May 2020</u>

Goal

The Administrative Professional 2 Certificate is designed to prepare students for advanced administrative positions. Students learn advanced skills in Microsoft Office, including PowerPoint, Access, and Integration; in addition, they will be introduced to computerized accounting and given the skills to handle office finances. These skills, as well as training in social media, practice with a variety of communication skills, and an improvement in keyboarding speed will equip graduates for administrative assistant work.

Admission Requirements

- Completion of the Administrative Professional 1 Certificate or equivalent

OR

- Grade 12 graduation or equivalent
- English 12 with a minimum 'C-' grade or Communications 12 with a minimum 'B' grade or equivalent
- A tested keyboarding speed of 30 gross words per minute (gwpm) on a five-minute test with a maximum of five errors using correct touch-typing technique
- One year's office experience using MS Word and Excel or equivalent

Prior Learning Assessment & Recognition (PLAR)

Students can request Prior Learning Assessment & Recognition (PLAR) for the following course in the Administrative Professional 2 certificate: OADM 1202 Keyboarding 2.

Students who request PLAR for this course will be required to demonstrate, to the Department's satisfaction, that they can have correct touch-typing technique and can keyboard at 40 gross words per minute (gwpm) on a five-minute test with a maximum of five errors.

Process:
1. Apply and meet all the admission requirements for the Administrative Professional 2 Certificate.
2. Contact the Applied Business Department Head to request PLAR.
3. Arrange a date and time with the Department Head to take a keyboarding test.
4. Complete the PLAR form and submit payment.

See Policy D.3.5 for more information about VCC's PLAR procedures.

Program Duration

The program is four months in length. Students must complete the program within three years.

Program Learning Outcomes

Upon successful completion of the Administrative Professional 2 Certificate, students will be able to:
- Keyboard at a minimum speed of 40 gwpm on a five-minute test with a maximum of five errors
- Use advanced features of Microsoft Word and PowerPoint
- Integrate Microsoft Office applications
- Use social media for business purposes
- Take effective minutes at meetings
- Transcribe audio recorded dictated material
- Describe how office finances are handled, including by computerized accounting

- Utilize writing plans to communicate effectively when writing routine or persuasive documents or negative news documents
- Demonstrate time-management and project-management skills
- Practice problem-solving strategies, conflict resolution techniques, and feedback delivery

Instructional Activities, Design and Delivery Mode

The courses use lectures and readings to explain material and use assignments to put this information into practice. Where appropriate, theory may also be presented through videos, demonstrations, and guest lectures.

The majority of class time is devoted to training in practical computer skills, building business communications skills--both written and interpersonal, and in introducing students to handle office finances.

The students are required to work both in groups and individually.

Evaluation of Student Learning

An evaluation of the learning progress of each student is prepared by the instructor(s). Evaluation is a combination of an assessment of practical assignments, theory, participation, and/or practical examinations. Students must pass all courses and achieve a cumulative GPA of at least 2.0 to receive a certificate.

Recommended Characteristics of Students

Students need to be able to sit for extended periods and work on computers.

Courses

Course #	Course Name and Description	Credits
OADM 1201	Word 2	2.5
OADM 1202	Keyboarding 2	2.5
OADM 1203	Business Writing 3	2.5
OADM 1204	Office Finance	2.5
OADM 1205	Social Media and Technology	1.5
OADM 1208	Office Skills 2	2.0
OADM 1207	Access	1.5
OADM 1206	Practicum Preparation	1.0
OADM 1209	Admin Professional Practicum	3.0

Total Program Credits: 19.0

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	51-55	Minimum Pass	1.00
F	0-50	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/

VANCOUVER
COMMUNITY
COLLEGE

DECISION NOTE

PREPARED FOR: The Board of Governors

DATE: November 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                              New tuition for Administrative Professional 1 and 2 Program

BACKGROUND:

VCC's current Administrative Assistant Program, is a full time 8-month program (34 credits) and has a tuition of $3,038 ($89/credit). VCC offers 4 or 5 cohorts per year. As seen in the chart below, our domestic enrolment has been decreasing over the past 4 years, however, there has been an increase in international student enrolment in this program and we expect to enrol approx. 3 international students per cohort. The decrease in domestic enrolment was a major factor in the decision to renew this program.

Student Count

	Domestic	International	Total
2016	82	0	**82**
2017	79	1	**80**
2018	63	10	**73**
2019	49	12	**61**

The Applied Business Department has recently completed this program renewal. As a result of the renewal, the program has been divided into two 4-month modules, Administrative Professional 1 (AP 1) and Administrative Professional 2(AP 2). Students can take one or both modules. Students can enter AP 2 with equivalent training or experience to AP 1. While job search skills are taught in AP 1, a three-week practicum is only offered in AP 2.

The Applied Business Department offers 5 programs that lead to certificates; Administrative Assistant, Legal Administrative Assistant, Executive Assistant, Medical Transcriptionist and Medical Office Assistant. These programs vary in length from 5 to 8 months. All five certificates have some basic administrative assistant training. The reason for creating Administrative Professional 1 and 2 is that the other programs will all have AP1 as the first term. Next fiscal, the department will begin working on redesigning the other programs so that AP1 is the first term of the program. The second term will be the subject specific term - Legal / Medical Office / Medical Transcription. This model will also be used to develop diploma level programs, which will be offered to domestic and international students.

DISCUSSION:

The renewal of this program has resulted in a substantially new program and gives VCC the opportunity to reset the domestic tuition. The tuition for international students has been set at $535/credit.

The credits for the new program increased from 34 credits to 38 credits with the application of the updated VCC credit policy.

Listed below is a comparison of domestic tuition for comparable programs in metro Vancouver. VCC's tuition is substantially below other post-secondary institutes.

Institution	Program	Credits	Cost	Length	Work Experience
Douglas College	Administrative Assistant	30	$5,700	8 months	4 weeks
BCIT	Office Administrator w/ Technology	46.5	$4,988	7 months	8 weeks
Capilano U	Advanced Business Administration	30	$6,718	8 months	None
VCC	Administrative Assistant	34	$3,038	8 months	2 weeks

In the last two years, there has been an average of 3 international students in each cohort of Administrative Assistant. We are proposing that we do the costing based on a cohort of 17 domestic students and 3 international students.

The costing of this program assumes a $12,000 contribution for each student from our base funding.

OPTIONS:

With this being a substantially new program, we have the opportunity to increase our domestic tuition more than 2%. In the table below, three options for domestic tuition are presented.

Domestic Students	Credits	Tuition/Credit	New Tuition	Tuition Increase
Current Tuition	38	$89	$3,382	0%
Option 1	38	$120	$4,560	26%
Option 2	38	$130	$4,940	32%

Option 1: **Increasing domestic tuition to $120 and having a cohort of 17 domestic and 3 international students.**

OPTION #1		Credits	Tuition/student	Tuition/cohort
Domestic Tuition	$120/credit	38	$ 4,560	$ 77,520
Domestic Base Funding			$ 12,000	$ 204,000
International tuition	$535/credit	38	$ 20,330	$ 60,990
Total Tuition Revenue				**$ 342,510**
Total Expenditures				**$ 307,787**
Contribution to Overhead				**10%**

Taking into consideration how much of an increase we can market, $120/credit is probably the top end of our tuition increase.

Option 2: **Increasing domestic tuition to $130 and having a cohort of 17 domestic and 3 international students.**

OPTION #2		Credits	Tuition/student	Tuition/cohort
Domestic Tuition	$130/credit	38	$ 4,940	$ 83,980
Domestic Base Funding			$ 12,000	$ 204,000
International tuition	$535/credit	38	$ 20,330	$ 60,990
Total Tuition Revenue				**$ 348,970**
Total Expenditures				**$ 307,787**
Contribution to Overhead				**12%**

See Appendix A for the financial analysis of options.

RECOMMENDATION:

OPTION 1: Increasing the tuition to $4,5600 ($120 per credit) and include 3 or more international students in each cohort. This generates a 10% net contribution to VCC overhead of $34,723.

This pricepoint maximizes tuition revenue while recognizing that limitations in technology resources in the program necessitate some consideration given to tuition value relative to the other programs

RECOMMENDED MOTION:

THAT the Board of Governors approve tuition of $4,560 ($120 per credit) for the new Administration Professional 1 and 2 Program, effective May 2020.

ATTACHMENTS: **APPENDIX A:** Financial Analysis for AP1 and 2 Blended Domestic & International Cohorts
APPENDIX B: Admin Asst. Program - Domestic & International Enrolment

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

DATE: November 21, 2019

APPENDIX A

Vancouver Community College

Applied Business Department **Administrative Assistant** Org Code: 4612	Option #1 $120/credit 17 domestic and 3 international students	Option #2 $130/credit 17 domestic and 3 international students
Domestic Tuition per credit	$120	$130
International Tuition per credit	$535	$535
Tuition per domestic student	$ 4,560	$ 4,940
Tuition per international student	$ 20,330	$ 20,330
No. of Intakes	1	1
No. of students per intake - Domestic	17	17
No. of students per intake - International	3	3
Total students (with X FTE attrition) - Domestic	17	17
Total students (with X FTE attrition) - International	3	3
Student FTE	20	20
Duration - instructor months	12	12
Duration - days	160	160
Other days	0	0
Department head release days	126	126
Duty days per year	180	180
Instructor FTE required per intake	1.6	1.6
Number of credits	38	38
Domestic Tuition Fee per Credit	$ 120	$ 130
International Tuition Fee per Credit	$ 535	$ 535
Support Staff FTE	0.50	0.50
Operational costs	$ 5,000	$ 5,000
Revenue per **credit per student**	$ 451	$ 459
Cost per **credit per student**	$ 405	$ 405
Revenue per **student**	$ 17,126	$ 17,449
Cost (breakeven tuition fee) per **student**	$ 5,189	$ 5,189
Breakeven tuition fee per **credit per student**	$ 137	$ 137
Tuition fees per domestic student	$ 4,560	$ 4,940
Tuition fees per international student	$ 20,330	$ 20,330
Block fund per student	$ 12,000	$ 12,000

Revenue				
Tuition revenue Domestic	$	77,520	$	83,980
Tuition revenue International	$	60,990	$	60,990
Block fund allocation	$	204,000	$	204,000
Total revenue	**$**	**342,510**	**$**	**348,970**
Instructor				
Salary (step 1)	$	149,127	$	149,127
Benefits (24.5%)	$	36,536	$	36,536
Total instructor costs	**$**	**185,663**	**$**	**185,663**
Support Staff				
Salary	$	25,094	$	25,094
Benefits (29.0%)	$	7,277.22	$	7,277.22
Total support staff costs	**$**	**32,371**	**$**	**32,371**
Total labour cost	**$**	**218,034**	**$**	**218,034**
Operational costs				
Operational Expenses	$	5,000	$	5,000
Agency Fees (15% avg. of int'l tuition)	$	9,149	$	9,149
Total operational costs	**$**	**5,000**	**$**	**5,000**
Indirect Costs				
Indirect student support 38%	$	84,753	$	84,753
Total indirect student support	**$**	**84,753**	**$**	**84,753**
Total expenditures	**$**	**307,787**	**$**	**307,787**
Net contribution to VCC overhead / (Defici	**$**	**34,723**	**$**	**41,183**
Net contribution to VCC overhead / (Defici		**10.1 %**		**11.8 %**

Gross Margin Income Statement				
Revenue from tuition and block fund allocation	$	342,510	$	348,970
Direct instructors cost	$	185,663	$	185,663
Direct non-labour cost	$	5,000	$	5,000
Direct support staff cost	$	32,371	$	32,371
Gross margin	**$**	**119,476**	**$**	**125,936**
Indirect support staff cost	$	-	$	-
Total indirect expenditures	**$**	**-**	**$**	**-**
Surplus / (Deficit) (prior VCC overhead)	**$**	**119,476**	**$**	**125,936**
VCC Institutional support (Overhead 38%)	$	84,753	$	84,753
Net Surplus / (Deficit)	**$**	**34,723**	**$**	**41,183**

Gross margin breakeven tuition per student	*$ 11,152*	*$ 11,152*
Minimum number of students to cover gross margin	*14*	*13*
Minimum number of students to cover direct + indirect	*14*	*13*
Minimum number of students to cover all costs	*18*	*18*

APPENDIX B

	Domestic	International	Total	% Domestic	% International
Jan-16	24	0	24	100%	0%
May-16	19	0	19	100%	0%
Sep-16	39	0	39	100%	0%
	82	0	82	100%	0%
Jan-17	22	0	22	100%	0%
May-17	20	0	20	100%	0%
Sep-17	37	1	38	97%	3%
	79	1	80	99%	1%
Jan-18	22	0	22	100%	0%
May-18	18	3	21	86%	14%
Sep-18	23	7	30	77%	23%
	63	10	73	86%	14%
Jan-19	15	6	21	71%	29%
May-19	16	3	19	84%	16%
Sep-19	18	3	21	86%	14%
	49	12	61	80%	20%

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
New Program: Associate of Arts Degree

BACKGROUND:

The proposed Associate of Arts degree program, like those offered elsewhere within the BC Transfer System, is intended to facilitate student transfer into upper-level coursework (typically in a baccalaureate degree program), while recognizing student achievement as a credential in its own right. Associate degrees provide a flexible, diverse program of work that includes opportunities for both broad and in-depth study. Equivalent to the first two (2) years of a Bachelor of Arts degree program, the Associate of Arts also allows graduates to block-transfer into a number of receiving institutions, sometimes with guaranteed or preferential program admission.

The Associate of Arts program is modelled similarly to VCC's Associate of Science. In addition to meeting the specific requirements outlined in the BC Transfer Guide[1] and/or any requirements attached to their intended programs, students must complete a total of sixty (60) credits, with a minimum of eighteen (18) credits in second-year Arts taken in two (2) or more subject areas.

Upon successful completion of the program, students will be able to meet the following learning outcomes:

- *Analyze, evaluate, and interpret written, spoken, and/or visual texts from a variety of academic disciplines*
- *Analyze, evaluate, and synthesize information collected through classroom presentations and individual research*
- *Construct effective essays, reports, and oral presentations that demonstrate an understanding of appropriate academic rhetorical strategies and research documentation*
- *Integrate knowledge from a variety of academic disciplines*
- *Apply general and specific disciplinary knowledge to solving problems in a classroom environment*
- *Work well independently and in teams*
- *Demonstrate effective computer skills to successfully complete academic projects*
- *Apply the knowledge and skills gained in the associate degree to higher-level study in third and fourth-year courses at a university or related institution*

---

[1] https://www.bctransferguide.ca/associate/requirements

DISCUSSION:

The curriculum has been reviewed by Education Council and Curriculum Committee. Some Education Council members requested clarification about articulation and transfer, and it was reiterated that the details and/or benefits of block transfer were determined by receiving institutions and programs. Following Education Council approval, the program was submitted for peer review through the Post-Secondary Institution Proposal System (PSIPS) as per Ministry of Advanced Education, Skills and Training guidelines and received no suggested changes.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Associate of Arts Degree credential.

ATTACHMENTS: APPENDIX A – Program Content Guide (PCG)

PREPARED BY: Elle Ting, Chair, Education Council

DATE: November 5, 2019

VANCOUVER
COMMUNITY
COLLEGE

Associate of Arts Degree

Program Content Guide

Effective Date: September 2020

Goal

The Associate of Arts degree comprises two years of undergraduate university study in the Arts and Sciences, equivalent to the first two years of a four-year bachelor's degree. While the goal is to provide students with an academic foundation for further university studies, an associate degree is also a stand-alone credential. The Associate of Arts degree is widely recognized by post-secondary institutions in the British Columbia Council on Admissions and Transfer (BCCAT).

Students who successfully complete the Associate of Arts degree have an increased likelihood of transferring to a university and entering the third year of a four-year bachelor's degree program.

Students are strongly advised to check the admissions policies of their desired transfer institution, specifically to ensure that they meet any additional criteria for specific program areas, such as majors and minors. A minimum Associate of Arts degree GPA may be required.

Admission Requirements

- Grade 12 graduation or equivalent; and
- English 12 with a C+ or equivalent, OR English language proficiency at the Grade 12 level

Notes:

1. Students are required to have successfully completed prerequisite course(s) or equivalents leading to courses in the Associate degree (for example: prerequisite course Pre-calculus 11 or equivalent needs to be successfully completed in order to take ECON 1100 Microeconomics)
2. Specific post-secondary courses may be used to substitute for secondary school courses at the discretion of the appropriate departments.

Prior Learning Assessment & Recognition (PLAR)

PLAR provides students with the opportunity to have their learning assessed and recognized in the form of academic credit toward the requirements of the degree credential. Refer to individual course outlines or check with the appropriate departments for more information on PLAR.

Program Duration

The expected length of the program is 24 months. Most courses are offered during the VCC Academic Year, from September to April. Courses are also offered in the Summer Term, from May to August. There is the option of part-time studies, which would result in a longer time frame for completion of the credential. The maximum allowable time for students to complete the program is four years.

Program Learning Outcomes

Graduates with an Associate of Arts degree will be able to:

1. Analyze, evaluate, and interpret written, spoken, and/or visual texts from a variety of academic disciplines
2. Analyze, evaluate, and synthesize information collected through classroom presentations and individual research
3. Construct effective essays, reports, and oral presentations that demonstrate an understanding of appropriate academic rhetorical strategies and research documentation
4. Integrate knowledge from a variety of academic disciplines
5. Apply general and specific disciplinary knowledge to solving problems in a classroom environment

6. Work well independently and in teams
7. Demonstrate effective computer skills to successfully complete academic projects
8. Apply the knowledge and skills gained in the associate degree to higher-level study in third and fourth-year courses at a university or related institution

Instructional Activities, Design and Delivery Mode

Courses are presented using a variety of instructional strategies, resources, and activities and may include the following, depending on the academic discipline and specific course objectives: lectures, class discussion, group work, guest speakers, films/videos, demonstrations, case studies, field trips, laboratories, applied practical experiences and other approaches as determined by the instructor.

Evaluation of Student Learning

Student evaluation is determined by the specific evaluation plan listed in each course outline, and may include a combination of the following methods, depending on the academic discipline and course objectives: assignments and projects, such as essays, reports, and oral presentations; quizzes and tests; theoretical and/or practical mid and/or final exams, or other appropriate methods in line with the current scholarship on teaching and learning in higher education.

Upon successful completion of the program, the student will receive an Associate of Arts Degree.

Recommended Characteristics of Students

Successful students are:

- Proficient in English, with good oral and written communication skills
- Motivated, with a positive attitude towards learning
- Analytical, with the ability to think critically and rationally
- Computer literate, with some word processing experience and related technology skills

Courses

University transfer courses can be taken as stand-alone credits. Students do not have to declare their intention of completing the Associate of Arts degree to register in courses. Courses are open to any student who meets the general and specific requirements for each course.

However, students must meet the Associate of Arts program admissions requirements before courses can be used to satisfy the Associate of Arts degree.

Note: Course lists, such as below, can never be exhaustive. New courses will be developed to meet the needs of the program and react to ongoing changes in higher education. Please speak to Advising or the Department for support in selecting courses.

For detailed course descriptions, consult the course outlines available on the main VCC website.

Students must complete:

		Courses	**Credits**
A		6 credits in first-year English	6.0
B		9 credits in Science which shall include at least:	9.0
	B1	3 credits in Mathematics, or Computing Science or Statistics	
	B2	3 credits in a laboratory science	
C		36 credits in Arts which shall include:	36.0
	C1	A minimum of 18 credits in second-year Arts taken in two or more subject areas	
	C2	6 credits in the Social Sciences	
	C3	6 credits in Humanities (including the Creative and Performing Arts) other than English	
D		9 credits in Arts, Science, or other areas.	9.0
		Total Program Credits (minimum):	**60.0**

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+	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		2.33
C	60-63		2.00
C-	55-59		1.67
D	50-54	Minimum Pass	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/

**VANCOUVER
COMMUNITY
COLLEGE**

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                           Revisions to A.1.2 Student Appeal to the College Board Policy and Procedures

BACKGROUND:

A.1.2 Student Appeal to the College Board provides policy and procedure for a student's right to appeal a suspension by the President under section 37 of the *College and Institutes Act* (the "*Act*") to the College Board. This policy was last reviewed in 1999. Governance Committee initiated the review and Appeals Review Committee, Policy Committee and Education Council have been consulted on the revisions. It was also posted for community feedback.

A number of substantive and housekeeping changes were made to the A.1.2, making a red-lined version challenging to present, as such, the proposed substantive changes to A.1.2 are highlighted below:

Title and format: The policy and procedures have been updated to the current standard format. The title has been changed to *Student Appeal of Suspension to Board of Governors* to make clear that A.1.2 concerns appeals to the College Board under section 37 of the *Act*.

Grounds for appeal: The grounds for appeal were initially restricted to new information and procedural fairness. The applicable legislation does not restrict student appeals to these grounds. Accordingly, in order to make A.1.2 consistent with the broad wording of section 37 of the *Act*, the restrictions on the grounds of appeal were removed.

Decision: Changed the language from "founded" and "unfounded" to "allowed" and "dismissed". This is in keeping with usual adjudication parlance.

                    The existing policy and procedures held that all appeals that were founded (now allowed) were remitted to the President for additional action. There may be situations, though rare, where it would be inappropriate to remit an appeal that was allowed to the President. For instance, in a case where the President was found to have made a biased decision. Accordingly, the policy was amended to allow the Hearing Committee of the College Board to substitute their own decision for that of the President in appropriate cases.

Record keeping: The Associate Vice President, Student Success or delegate will hold the Student Conduct File and communicate the decision to the Registrar and affected parties.

The Governance Committee would like to thank and acknowledge all of the committees who participated in this review and contributed a significant amount of time in advising them during the review process.

RECOMMENDATION:

THAT, on the recommendation of the Governance Committee, the Board of Governors approve the revisions to A.1.2 Student Appeal of Suspension to Board of Governors (formerly Student Appeal to the College Board), as presented at the meeting.

ATTACHMENTS: APPENDIX A - Student Appeal of Suspension to Board of Governors Policy
APPENDIX B - Student Appeal of Suspension to Board of Governors Procedures

PREPARED BY: Governance Committee

DATE: November 13, 2019

POLICY

Policy No.	**A.1.2**
Title	**Student Appeal of Suspension to Board of Governors**
Approval Body	Board of Governors
Policy Sponsor	President
Last Revised/Replaces	April 22, 1999
Effective Date	

CONTEXT AND PURPOSE

Vancouver Community College (VCC; the College) provides all students with an opportunity to make a final appeal to the Board of Governors on the decision by the College president to suspend a student from the institution. The purpose of this policy is to establish the principles and procedures under which those final appeals will occur.

The B.C. College & Institute Act Section 37 states that "(2) For just cause, the president of an institution may suspend a student of the institution and deal summarily with a matter of student discipline; (3) On exercise of a power of suspension under this section, the president must immediately report the action to the board with a statement of the reasons; (4) A person suspended under this section has the right of appeal to the board."

SCOPE AND LIMITS

This policy and its related procedures apply to students who have been suspended from the College by a decision of the College president. The circumstances that can result in a suspension are outlined in Policy D.4.3 Student Code of Conduct (Non-Educational Matters) and Policy D.4.5 Student Educational Conduct.

This policy and its related procedures do not apply to the appeal of other academic or non-academic decisions that have not resulted in suspension. Appeal processes for those decisions are outlined in other appeal policies such as C.1.2 Appeal of Final Grade; D.4.3 Student Code of Conduct (Non-Educational Matters); and D.4.5 Student Educational Conduct.

STATEMENT OF POLICY PRINCIPLES

1. VCC will establish and support a process for a student to appeal a suspension from the College that respects the rights of procedural fairness and natural justice.

2. The Board of Governors provides the final avenue of appeal for decisions to suspend.

3. Students are responsible for educating themselves about VCC policies and procedures. Ignorance of VCC policies and procedures does not excuse students from responsibility

for their actions. Policies and procedures that relate to students are available on the website at www.vcc.ca.

4. The decision to suspend will remain in force during the appeal to the Board.

5. VCC encourages students to seek information and/or support from a Support Person about this policy and procedures.

6. The Board Appeal Committee may seek advice about this policy and procedures, hearing procedures and/or procedural fairness concepts from the College Arbiter of Student Issues any time prior to a student's hearing or after a final hearing decision has been issued.

7. All participants in the appeal process, with the exception of the Student, are expected to maintain the confidentiality of any information received during the course of an investigation and to maintain the overall confidentiality of the process.

DEFINITIONS

Support Person: An individual, either internal or external to VCC, who may provide information, advice, advocacy, support and/or representation, including, but not limited to, College Arbiter of Student Issues, Students' Union and/or legal counsel.

Board Appeal Committee (Hearing Committee): The body of four (4) members trained to hear appeals to the Board. The Chair of the Board (or Vice Chair) will act as the non-voting Chair of the Hearing Committee. Three (3) members will be drawn from Board membership; one (1) of the three (3) members must be an elected student representative of the Board.

Balance of probabilities: The standard of proof used in investigations and Appeal tribunals is that, based on the evidence, the alleged violation is "more likely than not" to have occurred.

Procedural Fairness: Students have the right to:

1. Have a policy applied equally;
2. Have a College decision or action communicated in writing with sufficient detail;
3. Dispute an initial College decision or action;
4. Appeal a subsequent College decision or action;
5. Be provided with sufficiently detailed and timely reasoned notice of activity;
6. Have a timely and reasonable opportunity to be heard and present a case before impartial/neutral decision makers;
7. Be provided with sufficiently detailed, reasoned and timely tribunal decisions; and
8. Seek representation or advocacy.

Respondent: The President of the College who is responsible for a decision to suspend a student from the College.

Student: The person who has been suspended from the College and is appealing the decision.

Student Conduct File: A record held by the Associate Vice President, Student Success or delegate, separate from the Student's educational records/files that contains a complete record of any alleged misconduct by the Student, held in accordance with prudent and acceptable standards within the field.

<u>Suspension from the College</u>: Removal of a Student from the College by the President for an identified or indefinite period of time pursuant to the *College and Institute Act*.

RELATED LEGISLATION & POLICIES

<u>Legislation:</u>
College and Institute Act, Section 37

<u>Policies:</u>
A.2.1   Appeal to Education Council on Educational Matters
A.3.1   Prevention of Harassment, Discrimination, and Bullying
A.3.3   Freedom of Information and Protection of Privacy
A.3.9   Records Management
C.1.2   Appeal of Final Grade
D.4.1   Students with Disabilities
D.4.2   Student Grievance
D.4.3   Student Code of Conduct (Non-Educational Matters)
D.4.5   Student Educational Conduct

RELATED PROCEDURES

Refer to A.1.2 Student Appeal of Suspension to Board of Governors Procedures.

APPENDIX B

PROCEDURES

Policy No.	**A.1.2**
Title	**Student Appeal of Suspension to Board of Governors**
Approval Body	Board of Governors
Policy Sponsor	President
Last Revised/Replaces	April 22, 1999
Effective Date	

Student Request for Appeal

1. An appeal must state the grounds on which the appeal is requested. For example, grounds for appeal may include, but are not limited to the following:

    a. the decision to suspend lacked procedural fairness;
    b. there is relevant new information that was not available when the decision to suspend was made and that may have influenced the outcome.

2. The Student must submit a "Request for an Appeal to Board of Governors" form, along with all supporting documentation, to the Executive Assistant of the Board (Board EA). The form is available on the College website.

    a. Appeals must be submitted within twenty (20) business days of the date when the Student was notified of the decision to suspend.
    b. Submissions received after the twenty (20) business days will be forwarded to the Hearing Committee members for a decision as to whether or not they will hear the case. This submission must include reasons for the delay past the Appeal Request deadline.
    c. At any time, the Student may terminate the appeal process by providing written notice to the Board EA. The Student may not then resubmit an appeal to the Board on the matter.

Student and President Submissions

3. Upon receipt of the Request for an Appeal, the Board EA will forward a copy of the Request and all supporting documentation to the President within two (2) business days.

    a. The President will provide a written submission to the Board EA together with any further supporting documentation, within fifteen (15) business days of receiving a copy of the Student's request.
    b. The President's submission will contain the following information:
        i. Response to the Student's grounds for appeal;
        ii. Witnesses to be called, with summary of evidence to be presented;
        iii. Any documentation in support of the President's decision to suspend; and

        iv.   Spokesperson and/or representative, if any, of the President.

    c.   In unusual circumstances and at the discretion of the Chair of the Hearing Committee, additional documents may be accepted from either the Student or the President after the submission deadline.

4. Upon receipt of the President's submission, the Board EA will, within two (2) business days, send a copy of the President's submission to the Student, and copies of both submissions (from the Student and the President) to the Chair of the Board.

Striking the Hearing Committee

5. The Chair of the Board of Governors will strike a Hearing Committee within five (5) business days of receiving the submissions.

    a.   Hearing Committee members are required to disclose any actual or potential conflict of interest for discussion and determination of their suitability for the Hearing Committee.

    b.   Hearing Committee members are required to have completed training on tribunal procedures before participating on a Hearing Committee.

6. The Hearing Committee will convene within five (5) business days of being struck to review the documentation and determine whether or not the appeal request is based on sufficient grounds.

    a.   The Chair of the Hearing Committee will notify the Student and President in writing of the decision whether or not to hold a Hearing and the reasons for that decision within three (3) business days of the meeting.

    b.   If the appeal grounds have been met, the Chair of the Hearing Committee will normally schedule a Hearing within ten (10) business days of the decision to proceed.

Appeal Hearing

7. All Hearings will be recorded.

8. The Hearing will be attended by:

    a.   Members of the Hearing Committee;
    b.   The Student;
    c.   The President or delegate as outlined below;
    d.   Witnesses;
    e.   The Arbiter of Student Issues (observer only); and
    f.   Other persons as indicated below.

9. The President may send a delegate in exceptional circumstances (such as being away for a period where delay of the Hearing would have significant consequences to the Student).

10. Hearings are closed meetings and are not open to the public or VCC community members who are not involved in the case being heard.

    a.   The Student may have representation during the Appeal Hearing. Students must identify the name and title of their representative in the "Request for an Appeal to the Board of Governors" form and such must be provided to the

President prior to the Hearing. However, the Student is expected to fully participate in the hearing and answer any direct factual questions asked by the Hearing Committee.

b. The President may have representation during the Appeal Hearing. The President must identify the name and title of their representative to the Hearing Committee and such must be provided to the Student/Appellant prior to the Hearing. However, the President is expected to fully participate in the Hearing and answer any direct factual questions asked by the Hearing Committee.

c. The Student may also have a support person present. The support person may not speak to the Tribunal.

d. The Student may request accommodations needed to fully participate in the Hearing and should inform the Chair of such requirements five (5) business days prior to the Hearing.

11. During the hearing, the Chair will chair the proceedings and ensure that procedural fairness is followed. The Chair will begin the hearing by introducing all parties in attendance and outlining the procedures to be followed. An opportunity will be provided for presentation of the issues or questions to the respondent from the Student's perspective. The President will be given the same opportunity. Tribunal members may pose questions to any party or witness through the Chair.

12. The President and members of the Hearing Committee are expected to return all printed documentation provided during the proceedings to the Chair at the close of a hearing. The Chair will ensure all documentation is kept in the Student Conduct File.

13. The President, members of the Hearing Committee, and other employees of the College involved are required to maintain the confidentiality of the proceedings.

Decision

14. Immediately after the Hearing, the Hearing Committee members will deliberate in private and make a decision regarding the Appeal.

15. The decision:

a. is based on the burden of proof of "balance of probabilities,"
b. is made by majority vote.

16. The Hearing Committee will rule that the appeal is "allowed" or "dismissed." If the appeal is "allowed," the Committee will either:

a. remit the matter back to the President for reconsideration; or

b. substitute is own decision for the decision of the President.

17. If there is any delay in making a final ruling, the Student will be informed of the delay and given a reasonable timeline for the completion of the process.

18. The Chair will convey the final decision and rationale to the Student and the President the same day and in person, if possible, and in writing within three (3) business days of the Hearing. The Associate Vice President, Student Success, will receive a copy of the written decision and rationale for the Student Conduct File and to communicate to the Registrar and affected parties.

19. The College Arbiter of Student Issues will be given access to the final written decision and rationale upon request.

Hearing Records, Recordings and Files

20. Audio and/or written records will be maintained in the Student Conduct File.

21. Files will be maintained for a minimum of one (1) year after the Hearing date.

22. These records will remain confidential.

RELATED POLICY

Refer to A.1.2 Student Appeal of Suspension to Board of Governors Policy.

VANCOUVER
COMMUNITY
COLLEGE

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Revisions to C.3.2 Program Review and Renewal Policy and Procedures

BACKGROUND:

C.3.2 Program Review and Renewal was recently revised by the Quality Assurance Committee (QAC) in response to recent community feedback.

Language has been changed in the policy to eliminate ambiguity (e.g. number of reviewers), clarify process, and align with other documents used in program review and renewal (e.g. self-study templates). The policy and procedures have also evolved to be more forward-looking through the replacement of prescriptive terminology with higher-level language around educational priorities (Universal Design for Learning [UDL], Indigenization, intercultural competency, etc.)

DISCUSSION:

Education Council (EdCo) approved the revisions on November 12, 2019. EdCo Chair, Elle Ting, presented them to Governance Committee on November 13. The Committee was satisfied with the revisions and approved them for recommendation to the Board.

RECOMMENDATION:

THAT, on the recommendation of the Governance Committee, the Board of Governors approve the revisions to C.3.2 Program Review and Renewal Policy and Procedures, as presented at the meeting.

ATTACHMENTS: APPENDIX A – C.3.2 Program Review and Renewal Policy
APPENDIX B – C.3.2 Program Review and Renewal Procedures

PREPARED BY: Elle Ting, Chair, Education Council
Deborah Lucas, Executive Assistant, Board of Governors

DATE: November 7, 2019

APPENDIX A

POLICY

Policy No.	**C.3.2**
Title	**Program Review and Renewal**
Approval Body	Board of Governors; Education Council
Policy Sponsor	Vice President Academic, Students & Research
Last Revised/Replaces	May 2011; April 2018
Effective Date	

CONTEXT AND PURPOSE

Vancouver Community College (VCC; the College) is dedicated to providing high quality programming that leads to success in a student's chosen pathway. The College has quality assurance processes that are designed to strengthen and maintain its programs; these include governance review, yearly review, in-depth renewal, and short- and long-term planning activities. This policy guides two parts: Program Review and Program Renewal.

Under Section 23(1) of the College & Institute Act, Education Council must advise the Board, and the Board must seek advice from Education Council, on the development of educational policy for the following matters (f) of evaluation of programs and educational services.

SCOPE AND LIMITS

This policy applies to all College programs that lead to a credential approved by the Board of Governors.

The assessment of program quality is based on meeting applicable national, provincial, or discipline/professional standards, and meeting the quality assurance requirements as established by the provincial government.

Some programs are required to conduct reviews by external accrediting bodies. Where elements of the external review are consistent with College requirements for Program Renewal, the external accreditation process can be used in place of a Program Renewal, either fully or in part. Results from accreditation processes will be reported in the same manner as internal Program Renewals.

Program Review and Renewal does not address the performance evaluation of personnel, which is appropriately carried out through the established procedures of relevant collective agreements.

STATEMENT OF POLICY PRINCIPLES

1. VCC ensures that all of its programs are current, relevant and of the highest quality by conducting Program Reviews and Program Renewals.

2. The activities are guided by the College's mandate, values, mission, and integrated plans. Recommendations and action plans are integrated into department and College-wide strategic and budget plans.

3. Program Reviews are conducted annually and are completed collaboratively by departments. The focus is the current state of the program, and planning for continuous

improvement. Action plans are developed within the context of the department's ability to complete tasks.

4. Program Renewals are comprehensive, forward-looking, and formative, building from the findings and action plans developed during the annual Program Reviews. They are collaborative, inclusive, and transparent processes. They provide the opportunity for consultation with stakeholders, including faculty/instructors, support staff, administrators, current students, past students and graduates, industry and community representatives, and employers.

5. Program Review and Renewal are evidence-informed, and address a wide range of criteria and all aspects of the learning environment.

6. Activities are reasonable in scope, and depend on the size of the department and the resources/supports available.

7. Program Review and Renewal are relevant and meaningful for the specific program, and allow flexibility to accommodate particular program circumstances.

DEFINITIONS

Accreditation: The process whereby the College demonstrates to an external regulatory body that a set of professional criteria have been met.

Program Review: An annual assessment of select key performance indicators that assists a program in monitoring the state of teaching and learning, and addressing issues and opportunities in a continual and timely manner.

Program Renewal: A reflective, in-depth formative assessment of a program, with input from internal and external reviewers, for the purpose of improving educational quality and the student experience.

Program Review and RenewalQuality Assurance Committee (PRRCQAC): A standing committee of Education Council tasked with supporting the educational quality of the College by ensuring that College programs are regularly reviewed.

Quality Assurance: A framework of processes and activities designed to strengthen and maintain program excellence and the student experience. At VCC, this includes program review and renewal, governance review of curriculum, educational services review, and an integrated planning approach. The framework meets the requirements for quality assurance set by the British Columbia provincial government.

RELATED LEGISLATION & POLICIES
Legislation:
College and Institute Act, section 23(1)(f)

Policies:
C.3.1   Program Advisory Committees
C.3.14 Curriculum Development and Approval Process
D.1.1   Educational Services Review

RELATED PROCEDURES
Refer to C.3.2 Program Review and Renewal Procedures.

APPENDIX B

PROCEDURES

Policy No.	**C.3.2**
Title	**Program Review and Renewal**
Approval Body	Board of Governors; Education Council
Policy Sponsor	Vice President Academic and Applied Research
Last Revised/Replaces	May 2011; April 2018
Effective Date	

A. ANNUAL PROGRAM REVIEW

1. ~~A report for each program is compiled by Institutional Research (IR) annually. The Vice President Academic, Students and Research (VP Academic)'s Office will inform Department Leaders when the reports are ready for review with the faculty/instructors, support staff, and/or administrators of the program.~~ Institutional Research (IR) compiles a report for each program annually. The report can be adjusted based on the needs of a particular program at the request of the department, but includes:

   a. Student profile data

   b. Student Outcomes Data from BC Student Outcomes Survey and VCC Student Survey

   c. Student enrolment data

   d. The departmental Action Plan from the previous year.

2. The office of the Vice President Academic and Applied Research (VP Academic) informs Department Leaders when the reports are ready for review.

3. The Department Leader or delegate, in consultation with the faculty/instructors, support staff, and/or administrators of the department~~,~~ completes a report that includes:

   a. Comments on the data provided by IR

   b. Any additional information about the program

   c. A reflection on teaching, learning and assessment methodologies used in the program

   d. An update on the Action Plan from the previous year

   e. A departmental Action Plan for the upcoming year.

4. The Dean reviews the Program Review report with department leader's comments, adds any additional comments, and approves the report prior to submitting it to the VP Academic.

5. The VP Academic shares the Program Review reports with the Quality Assurance Committee (QAC). The QAC meets with all of the Deans to discuss the reports and the action plans from the previous year.

6. The QAC reports to Education Council and other College bodies regarding trends and barriers affecting the College. These can include upcoming curriculum changes, new programs, curriculum development funding, capital or facility needs, educational technology, accreditation, and Program Renewal.

7. Programs do not have to complete an Annual Program Review during the time they have an ongoing Program Renewal.

B. PROGRAM RENEWAL

7. The VP Academic prepares a draft five-year renewal schedule to the PRRC for discussion, and a final version to Education Council for information in September of each year. Two (2) to five (5) will be scheduled in a typical year.

8. The Program Renewal schedule, which is based on a need for revitalization identified in the annual Program Review process, a significant change in the field/industry, or at the request of the department.

9. The schedule is reviewed by the QAC, and a final version is submitted to Education Council for information in September of each year. There are two (2) to five (5) renewals scheduled in a typical fiscal year.

9.10. Degree programs are renewed every five (5) to seven (7) years.

10.11. Programs that are related and set in the same program area should be scheduled for Program Renewal at the same time to increase the efficiency of the process and increase integration among programs.

11.12. Program Renewal will typically not exceed twelve (12) months in length but will vary according to the capacity of the program area and size of the program.

12.13. A typical Program Renewal will include:

   a. An internal self-study of the program

   b. An external review of the program

   c. A report that summarizes the self-study and external review reports and includes recommendations and any institutional responses

   d. An action plan guiding changes to the program.

Program Renewal Steering Committee

13.14. The VP Academic appoints a Steering Committee for each Program Renewal.

14.15. The committee consists of:

   a. Instructional Associate as Chair

   b. Dean of the program

   c. Department Leader of the program

   d. One (1) to three (3) program instructors (depending on size of department and availability)

   e. One (1) departmental support staff person, where applicable

   f. Director of Institutional Research or delegate

g. Other members as necessary (e.g. school operations manager).

15.16.   The Steering Committee launches the renewal process with orientation for the members, where they discuss the key questions or issues to focus on, set an expected timeline for deliverables, and identify needed resources for a successful Renewal process.

Internal Self-Study

16.17.   The department, supported by the Steering Committee, conducts an internal self-study that systematically reviews the program strengths, weaknesses, needs, and recommendations for quality improvement.

17.18.   The self-study is a comprehensive and evidence-informed report that includes the use of a broad range of relevant data as appropriate to the context of the program under review. At a minimum, all self-study reports contain the following:

a. Curriculum and Instruction

b. Instructors and Staff

c. Student Outcomes

d. Educational Support Services

e. Program Planning and Administration

f. Physical and Learning Environments

18.19.   The indicators and metrics are agreed upon through consensus by the department and Steering Committee.

19.20.   Data is typically collected from a variety of sources such as:

a. Annual Program Reviews

b. Faculty/instructors and support staff from the department

c. Educational support services

d. Current and past students, and graduates

e. Program Advisory Committee, industry stakeholders, community representatives, and employers

f. Institutional Research reports (e.g. enrolment or completion data)

g. Curricular documents (e.g. Program Content Guides, Course Outlines, course syllabi, and program handbooks)

h. Program and course evaluations

i. Input from the Faculty Association, CUPE, and the Students' Union

j. Financial reports

k. Labour market data

l. Comparable programs at other institutions

20.21.   The department, with the support of IR, analyzes the data collected. The Department Leader or delegate, supported by the Steering Committee, prepares a

report with findings and recommendations that focuses on purposeful and reasonable suggestions for change and identifies the existing strengths of the program.

21.22.   The Department Leader or delegate provides the self-study report to the Steering Committee for final approval.

External Review

22.23.   An external review team typically consists of three (3) members selected by the VP Academic, based on recommendations from the Steering Committee, with at least one team member being from an academic institution. The external reviewers are:

   a. Experts who are academic peers from other post-secondary institutions, and if applicable

   b. Appropriate industry/employer/community representatives with expertise in the field.

23.24.   The external review typically includes:

   a. A review of the self-study report

   b. A site visit that includes participation from students, faculty/instructors, staff, administration, educational support services, and representatives from external stakeholder groups.

24.25.   The external review team submits to the Steering Committee a report that identifies strengths and recommendations for improvement. This report is available to all department members.

Summary Report

25.26.   The Steering Committee will ask for any responses to the external report, either from the department, Dean, or VP Academic.

26.27.   The Steering Committee will prepare a final report that summarizes the key findings and recommendations of the self-study and the external review. The Steering Committee provides final comments or recommendations.

Action Plan

27.28.   The department, supported by the Steering Committee, will prepare an action plan based on the Renewal recommendations. The action plan identifies the following:

   a. Key projects and initiatives

   b. Resources needed for completion

   c. Reasonable timelines for the completion of the projects

   d. An evaluation plan to validate the effectiveness of the identified projects

Reporting

28.29.   The summary report and action plan are sent to the VP Academic, to the QAC, and to Education Council for information.

C. PROGRAMS WITH EXTERNAL ACCREDITATION

29.30.   Programs that undergo review by an external accrediting body are required to submit a summary report that reflects the findings of the accreditation review, final recommendations and action plan.

30.31.   The summary report is sent to the VP Academic, to the QAC, and to Education Council for information.

D. PLANNING AND ACCOUNTABILITY

31.32.   The Department Leader and the Dean are responsible for monitoring and reporting out on the action plans from annual Program Review, Program Renewal, and program accreditation as part of the College's integrated planning process.

32.33.   The QAC is responsible for tracking action plans and following up as needed.

33.34.   The QAC and the VP Academic identify major trends, goals, needs, barriers, and action items, and prepare reports for Education Council and other appropriate committees.

34.35.   The VP Academic will seek, with the advicesupport of Education Council on, prepares an institutional response to the major trends and goals arisingemerging from Program Reviewsreviews and renewals and Renewalssets goals as part of the College's planning process.

RELATED POLICIES

Refer to C.3.2 Program Review and Renewal Policy.

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Revisions to D.1.4 Curriculum/Educational/Institutional Materials Created within the College Policy and Procedures

BACKGROUND:

D.1.4 Curriculum/Educational/Institutional Materials Created within the College was initially approved November 2003 and most recently revised March 2009. This policy explains the ownership of copyright/ patent rights as these apply to "curriculum, educational, institutional, creative and other materials created by [VCC] employees."

Besides updating the format of the policy document to align with current College standards, there has been clarifying language added to the definition of materials covered by D.1.4. The policy principles and procedures have also been revised to address specifically the respectful use of Indigenous knowledge, with reference to Article 31 of the *United Nations Declaration on the Rights of Indigenous Peoples*.

The revised policy was tabled at the June 26, 2019 Board of Governors public meeting to allow further consultation to take place between Human Resources (HR)/People and Culture and the VCC Faculty Association (VCCFA) regarding work completed as faculty Professional Development (PD).

DISCUSSION:

As a result of consultation between HR and the VCCFA, on November 6, 2019, further edits were presented to Education Council (EdCo) for review. The revisions were approved by EdCo on November 12, 2019. EdCo Chair, Elle Ting, presented the revisions to Governance Committee on Novemberthe draft policy and procedures are being presented to Governance Committee for recommendation of approval to the Board on November 27, 2019.

RECOMMENDATION:

THAT, on the recommendation of the Governance Committee, the Board of Governors approve revisions to D.1.4 Curriculum/Educational/Institutional Materials Created within the College Policy and Procedures, as presented at the meeting.

ATTACHMENTS: APPENDIX A D.1.4 Curriculum/Educational/Institutional Materials Created within the College Policy
APPENDIX B – D.1.4 Curriculum/Educational/Institutional Materials Created within the College Procedures

PREPARED BY: Elle Ting, Chair, Education Council
Deborah Lucas, Executive Assistant, Board of Governors

DATE: November 19, 2019

APPENDIX A

POLICY

Policy No.	**D.1.4**
Title	**Curriculum/Educational/Institutional Materials Created within the College**
Approval Body	Board of Governors
Policy Sponsor	Vice President Academic, Students & Research
Last Revised/Replaces	March 2009/November 2003
Effective Date	

CONTEXT AND PURPOSE

To establish ownership of copyright and/or patent rights for curriculum, educational, institutional, creative and other materials created by employees of Vancouver Community College (VCC; the College).

SCOPE AND LIMITS

This policy applies to all employees of VCC, and is subject to all applicable federal and international copyright and patent laws.

STATEMENT OF POLICY PRINCIPLES

1. The College owns copyright and patent for curriculum, educational, institutional, creative and other materials, in any format, that are produced using College time, services or materials, and/or in the course of employment, unless one of the following exceptions applies

    Exceptions:

    a. A written agreement has been entered into with the College which vests copyright or patent with the employee or a third party.

    b. Where there are collective agreement provisions contrary to this Policy.

2. With regard to the respectful use and protection of Indigenous knowledge, the College will honour the United Nations Declaration on the Rights of Indigenous Peoples, Article 31 (Appendix I)

DEFINITIONS

Copyright: The sole right of the copyright owner of a work to produce, copy, perform, publish, adapt, translate or telecommunicate that work and to authorize others to do the same.

Patent: Defined in the Patent Act as "letters patent for an invention".

Curriculum, educational, institutional, creative and other materials: Includes physical and digital versions of all materials created by College employees for instructional and College purposes, and includes books, laboratory manuals, exercises, audio and video materials, images, photos, computer software, instructional strategies, PowerPoint presentations, creative work, annual reports, strategic plans, information/decision notes, and other materials.

RELATED LEGISLATION & POLICIES

Legislation

Copyright Act, RSC 1985, c C-42   http://laws-lois.justice.gc.ca/eng/acts/C-42/
Patent Act, RSC 1985, c C-4   http://laws-lois.justice.gc.ca/eng/acts/P-4/

Policies

D.1.3   Copyright

RELATED PROCEDURES
Refer to D.1.4 Curriculum/Educational/Institutional Materials Created within the College Procedures.

APPENDIX I

United Nations Declaration on the Rights of Indigenous Peoples

Article 31

1. Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions.

2. In conjunction with indigenous peoples, States shall take effective measures to recognize and protect the exercise of these rights.

VANCOUVER COMMUNITY COLLEGE

APPENDIX B

PROCEDURES

Policy No.	**D.1.4**
Title	**Curriculum/Educational/Institutional Materials Created within the College**
Approval Body	Board of Governors
Policy Sponsor	Vice President Academic, Students & Research
Last Revised/Replaces	March 2009/November 2003
Effective Date	

1. Ideally, prior to starting an assignment or project that will produce materials, copyright ownership should be established by means of a written agreement between the College and the employee(s), and the appropriate bargaining unit when applicable, especially when there is uncertainty around who owns copyright

2. As appropriate, employee(s) will contact the Coordinator, Copyright & Scholarly Communications to initiate discussions around copyright ownership.

3. The Dean, Library, Teaching & Learning Services will represent the College in reaching an agreement.

4. Copyright agreements between the College and employee(s) will be kept on file in the office of the Dean, Library, Teaching & Learning Services.

5. For print or digital materials that will be sold through the College Bookstore, the College and employee(s) will reach an agreement regarding the distribution of royalties.

6. For works that will be published as *Open Access Resources* and/or with *Creative Commons Licensing*, the agreement will outline copyright ownership.

7. It is the responsibility of employees to ensure that the materials they create are copyright compliant.

8. The Coordinator, Copyright & Scholarly Communications will offer copyright support to College employees who produce materials, including guidance on copyright compliance, ownership and open source licensing.

9. For works that will be published in-print or digitally, and as appropriate, the Coordinator, Copyright & Scholarly Communications will review the material for copyright compliance.

10. For works that contain Indigenous knowledge, there will be <mark>a written</mark> agreement among the College, <mark>Dean of Indigenous Initiatives</mark>, and the author, which respects article #31 of the UN Declaration of the Rights of Indigenous Peoples.

RELATED PROCEDURES
Refer to D.1.4 Curriculum/Educational/Institutional Materials Created within the College Policy

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: November 27, 2019

ISSUE: Education Council Chair Report

2019-2024 PROGRAM RENEWAL SCHEDULE

The Quality Assurance Committee (QAC) reviews and builds out the five-year program renewal schedule annually to guide this important work and track its progress.

Mr. David Wells, Vice President Academic and Applied Research, presented the proposed 2019-2024 Program Renewal Schedule at the September 24, 2019 Quality Assurance Committee meeting. The committee discussed how resources and capacity should be considered in long-term planning. Additionally, the QAC recommended to exempt programs in renewal from annual review and added this language to the revised C.3.2 *Program Review and Renewal* procedures document. The schedule was presented to Education Council on October 8, 2019.

STANDING COMMITTEE NAME CHANGE: QUALITY ASSURANCE COMMITTEE (QAC) NOW THE EDUCATION QUALITY COMMITTEE (EQC)

The Program Review and Renewal Committee (PRRC) was renamed the Quality Assurance Committee (QAC) earlier this year; the new name was intended to reflect the integral role that the committee played in educational quality assurance, specifically in the 2018-2019 Quality Assurance Process Audit (QAPA) project.

At its October 29, 2019 meeting, the committee decided to revise its name to "Education Quality Committee" to more clearly describe the scope of its work and to avoid conflation with quality assurance processes covered by other College areas.

NEW EDUCATION COUNCIL MEMBER: MS. LUCY GRIFFITH

Education Council welcomed its newest member, Ms. Lucy Griffith, Department Head, Hair Design and Skin & Body Therapy, at its November 12, 2019 meeting. Lucy ran successfully for the Trades faculty representative seat in the October election following the end of Mr. Robert Kunka's term.

Education Council thanks Robert for his service and looks forward to working with Lucy.

ATTACHMENTS: APPENDIX A - Program Renewal Schedule 2019-2024

PREPARED BY: Elle Ting, Chair, Education Council

DATE: November 18, 2019

Program Renewal Schedule 2019-2024

*Updated October 2019

SCHOOL	2019/2020	2020/2021	2021/2022	2022/23	2023/24
Continuing Studies	Building Manager	Fashion Merchandising	Makeup Artistry	OACP Programs	ECCE
	Interior Design (suspended)	Business & Technical Writing	Paralegal		Fashion Arts
	Office Administration Certificate programs				MDRT
					Renal Dialysis
Trades, Technology & Design		Automotive Collision & Refinishing			
Arts & Sciences		CACE – Retail & Hospitality	EAL Pathways		
Health Sciences	Dental Reception Coordinator	Certified Dental Assisting	Dental Technology Sciences		
	Health Care Assistant	Dental Hygiene			
	BSc-Nursing (BCCNP review)	Medical Laboratory Assistant			
	Pharmacy Technician	Practical Nursing (CASN review)			
Hospitality, Food Studies, & Applied Business		Medical Office & Medical Transcription			
		Hospitality Management Degree & Diploma			
School of Instructor Education			e-Learning		

Legend:
Program Renewal
Curriculum Review
Accreditation

VANCOUVER COMMUNITY COLLEGE

INFORMATION NOTE

PREPARED FOR: VCC Board of Governors

DATE: November 27, 2019

TOPIC: VCC Brand Research Milestone

PURPOSE

This information note is pre-reading and a companion to a branding presentation scheduled for the Nov. 27 Board meeting. Below is a summary of key insights from the first milestone and discovery phase of the branding priority which is the foundation for development of a compelling VCC brand strategy for 2020 & beyond.

BACKGROUND

Building the VCC Brand is one of five priorities from the Strategic Innovation Plan. It was identified as a major priority for the college in Sept. 2018 due to the continuing decrease in domestic students across the province and the increase in public and private competition.

A comprehensive brand strategy needs to be developed to build VCC's reputation, as our "promise" is currently unclear in the marketplace according to recent research. Building the VCC Brand priority is an opportunity to tell the VCC story and is imperative to position the college within the provincial landscape to potential students and other stakeholders.

OBJECTIVES

1. To gain a clear understanding of the current post-secondary market in the Lower Mainland including perceptions of the general public, current students, alumni, prospective students & their parents.

2. To identify VCC's key strengths & differentiators in order to develop a strategy to increase engagement amongst current & prospective students, staff and faculty.

3. To develop a foundational brand strategy and renewed brand that launches in fall 2020 with a bold, modern and unified look & feel.

KEY RESEARCH BRAND INSIGHTS

The following bullets are some of the key insights that came out of the research that will be discussed during the presentation:

- VCC has relatively low "top of mind" external brand awareness
- VCC is rated highly by current students and alumni
- VCC is struggling with its external reputation
- VCC is strongly rated by students on some key brand attributes
- VCC's external audience ratings are lagging with some key brand attributes
- Both external and internal audiences mostly refer to the college as VCC, rather than Vancouver Community College
- VCC's current brand ID/logo has some significant challenges
- VCC's competition reflects modern and innovative brand positioning
- VCC's competition communicates with a bold and unified brand voice

PROPOSED HIGH-LEVEL TIMELINE

Phase	Key Milestone	Timing	Progress
1	Brand Discovery	May – Sep 2019	Completed
1	Brand Audit	Aug – Oct 2019	Completed
2	Brand Strategy Development	Dec 2019	In progress
3	Refreshed Brand ID, Look & Feel Development	Jan – Mar 2020	
3	2020 Marketing Tactics Development	Jan – Mar 2020	
4	Creative Development – Fall Launch Campaign	Mar – Aug 2020	
4	Launch Campaign In Market	Sep 2020	
4	Roll Out + Integration On Site & In All Materials	Sep 2020	

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

DATE: November 20, 2019