



VANCOUVER COMMUNITY COLLEGE
BOARD OF GOVERNORS PUBLIC MEETING AGENDA
Wednesday, April 30, 2014, 6:00 pm, Room TBD, Broadway Campus
Dial In Number: 1-877-727-8553; Participant Code: 114416072#

Board of Governors: Eugene Hodgson, Cathy Young, Christian Avendano, Rachael DesLauriers, Susan Ewanick, Ambra Simonella, Claire Marshall, Pam Ryan, Jim Storie, Janet Zlotnik, Ted McGurk, Rick Stokes, Sumit Ahuja

Ex-Officio: Doug Callbeck, Susie Findlay

Staff Resources: Bill Radford, Irene Young, Linda Sanderson, Catherine Clement, John Woudzia, Jim Soles, Angela Blake

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1	Call to Order	--	Chair	--	--	--
2	Adopt Agenda	--	Chair	Agenda	Decision	1
3	Chair Remarks	2 min	Chair	Verbal	Information	--
4	College Report	5 min	Doug Callbeck	VCC News and Events	Information	3
5	Finance & Audit Committee Report <ul style="list-style-type: none"> • 2014/2015 Enrolment Plan • 2014/2015 Domestic Tuition Fees • 2014/2015 International Tuition Fees • 2014/2015 Operating Budget • Comments from constituents: VCCFA, CUPE, SUVCC, AVCCA (10 minutes each) • Vote on motions 	70 min	Ted McGurk / Irene Young / John Woudzia Constituency representatives	DN 2014/2015 Enrolment Plan DN 2014/2015 Domestic Tuition Fees DN 2014/2015 International Tuition Fees DN 2014/2015 Operating Budget	Decision	5 18 23 29
6	Education Council Report	10 min	Susie Findlay	DN – Educational Council Report	Decision	35
7	Update on President Recruitment	5 min	Susan Ewanick	IN – Update on President Recruitment	Information	45
8	Core Review Update	15 min	Jim Soles	Verbal	Information	--
9	Constituency Group Updates <ul style="list-style-type: none"> • SUVCC • CUPE • VCCFA 	5 min each	Nimmi Takkar Chris Joyce Karen Shortt	Verbal	Information	--



10	Next meeting date: May 28, 2014	--	--	--	--	--
11	Termination	Meeting duration: approximately 1.75 hours				



VCC NEWS AND EVENTS

March – April 2014

VCC News & Events

- Shelley Robinson, VCC chef instructor for the culinary program, is currently competing against 13 other chefs on Food Network's no. 1 series, Top Chef Canada. Robinson appeared on Food Network's Chopped Canada in January and beat out three competitors.
- VCC's Director of Aboriginal Education and Community Engagement co-authored "First Peoples: A Guide for Newcomers" for the City of Vancouver. The Guide helps new immigrants better understand Aboriginal history and culture.
- The Good Noise Vancouver Gospel Choir chose VCC music student Mark Whitmore as the winner of its 10th Anniversary Season "Sing A New Song" songwriting competition. In addition to hearing his song performed live at the choir's final concert of the season, Mark also takes home a \$500 prize.
- As a result of changes in funding for ESL programming, VCC has shifted its focus to higher level courses and have reduced some lower-level classes in the spring term, recognizing that there are a range of alternative programs and courses available for students to access in the community.
- VCC not only positively impacts students, but also the local economy – to the tune of more than \$827 million. A recent economic impact study from Economic Modeling Specialists Intl. (EMSI) found that in 2012-13, B.C.'s colleges and their students contributed \$7.8 billion in income to the economy, equal to 4.2 per cent of the province's GDP. This means that colleges in B.C. have a similar effect on the economy to other major industries like insurance, accommodation and food services.
- Paul Cecconi is living every foodie's dream. The VCC Alumni has opened 'BRODO' a small restaurant in the Okanagan, serving locally-sourced, delicious ingredients and wines, and recently won a Penticton Wine & Country Chamber of Commerce Top 40 Under 40.
- The VCC and ISSofBC Career Fair on April 16 provided an excellent opportunity for students, graduates and job seekers to connect to jobs and plan for dream careers. Visitors could speak with college representatives about career programs offered at VCC, and connect face-to-face with dozens of Metro Vancouver companies. Exhibitors at this year's fair included Coast Mountain Bus Company, COBS Bread, Concord Security, Fraser Health, Hard Rock Casino Vancouver, and RBC Royal Bank.
- Newcomers to Canada have more opportunities to improve their English language skills, thanks to the signing of a two-year agreement between Vancouver Community College (VCC) and Citizenship and Immigration Canada (CIC). On March 31, VCC and CIC signed a \$9.4-million contribution agreement that will see VCC continue to deliver settlement language training (also known as Language Instructions for Newcomers to Canada, or LINC) for the next two years (2014 to 2016).
- In April, dozens of students converged on the Fraser Valley Trade and Exhibition Centre (TRADEX) in Abbotsford to show off their skills in the 2014 BC Provincial Skills Competition. Although the competition was stiff, VCC students and students from partner schools managed to take the top spots in a number of categories including Collision Repair, Aesthetics, Hair design, and Culinary.
- VCC's Bachelor of Applied Music students presented 45–55 minute recitals in the second term of their fourth year. These concerts were open to the public, and many visitors came to support these talented students at their graduation recitals.

- Discover Trades BC issued a news release announcing its expansion to include technology careers and re-launch as Discover Skills BC. To kick off the new site, BC high school students can share their passion for trades and technologies and enter the “Show Us Your Skills” video contest. Celebrity judges include Mike Holmes (Holmes on Homes) and Shelley Robinson (Top Chef Canada & Vancouver Community College Instructor).

VCC in the News

- VCC Chef Instructor Shelley Robinson is getting a lot of attention for her spot on Top Chef Canada. The Vancouver Sun ran a feature on the chef, highlighting her culinary success, her role at VCC, and her commitment to fresh and local ingredients.
- The Delta Optimist featured a story about the Delta Trades & Technical Career Fair. Held on April 24, the fair is a partnership between the Corporation of Delta, Delta School District, BCIT, Kwantlen, VCC, and many industry organizations and employers. VCC Chef Instructor Shelley Robinson was a keynote speaker at the event and a number of VCC students were in attendance.
- Metro Vancouver ran a story on VCC’s agreement with CIC to deliver settlement language training to newcomers to Canada. Department Head Richard Sim was interviewed for the article, commenting that it is ‘business as usual’ for students registered for settlement language training at VCC.

Prepared by:

Kate Chandler

Director of Communications and Government Relations

Date: April 16, 2015



DECISION NOTE

PREPARED FOR: Board of Governors Meeting

ISSUE: Review of 2014-15 Enrolment Plan for VCC Board of Governors

BACKGROUND:

The following document presents the projected FTE figures for the 2014-15 fiscal year. Institutional Research has prepared the 2014-15 Enrolment Plan in consultation with the Deans and Directors of each School on the basis of a 'roll-over' from 2013-14 with the exception of ESL. This report is presented in the following three (3) parts:

Part 1. VCC Enrolment Plan 2014-15 by School

This includes:

- 3 years of Actual FTE, 2010/11, 2011/12 and 2012/13
- 2013-14 Budgeted FTE
- 2013-14 Forecast FTE
- 2014-15 Total Projected FTE

Part 2. VCC Enrolment Plan 2014-15 by Funder

The three funding types that are identified are:

1. Ministry of Advanced Education (AVED)
2. Industry Training Authority
3. International
4. Total for all Schools

Part 3. VCC Enrolment Plan by School by Program (ORG Code)

The following detailed reports are included for each of the following Schools:

- a) Centre for Continuing Studies
- b) School of Transportation Trades
- c) School of Arts and Science
- d) School of Health Sciences
- e) School of Hospitality and Applied Business
- f) School of Instructor Education
- g) School of Language Studies
- h) School of Music, Dance and Design
- i) International Education
- j) Changes to the School of Language Studies due to changes in ELS delivery

ESL CONTEXT

On February 19th, VCC received official notice from AVED that funding for ESL would be \$4.67 million, provided via the Federal Labour Market Development Fund, and would represent one-time transition funding to be used for program delivery purposes. Further to the February 19th announcement, on Friday, March 28th, the Province announced a further installment of \$3.25 million of one-time transition funding for ESL at VCC. Taken together, the two installments amount to approximately \$8 million of ESL transition funding for the 2014-15 fiscal year.

This amount compares to a previous funding level of \$11 million, which historically has enabled VCC to provide program delivery for approximately 1,200 ESL student FTEs. The reduction of \$3 million has resulted in an adjusted service delivery forecast for ESL of 922 student FTEs for the 2014-15 fiscal year (i.e. reduction of 277 student FTEs) which is reflected in the School of Language Studies in the 2014-15 Enrolment Plan.

It is important to note that while funding has been significantly reduced for the delivery of ESL services for the 2014-15 fiscal year, the Province has indicated that it will be engaging with all post-secondary institutions affected by these changes with respect to identifying a long-term strategy for ongoing service delivery for ESL students.

HOSPITALITY MANAGEMENT CONTEXT

VCC suspended the Bachelor of Hospitality Degree program in September 2013 due to program concerns regarding breadth and depth of curricular offerings. Over the past 18 months, VCC has worked closely with the Provincial Government Degree Quality Assessment Board (DQAB) representatives to ensure that the required changes to program content have been fully addressed as part of a comprehensive revised Bachelor of Hospitality Management Degree program. At its meeting of April 8, 2014, Education Council formally approved changes to the Bachelor of Hospitality Management program as recommended by the VCC Curriculum Committee at its meeting of March 18, 2014.

Following approval at the April 8th Education Council meeting, the fully revised Bachelor of Hospitality Management program was promptly submitted to DQAB for consideration and it is expected that DQAB representatives will visit VCC shortly to undertake a formal review of the revised BHOSP program. In anticipation of a successful review, an FTE forecast for this program has been included in the 2014-15 Enrolment Plan based on commencement of the program in September, 2014. The student FTE forecast for the academic year is 37.5 (ORG 5702), based on 25 student registrations in the fall, followed by an additional 25 students registering in the Executive Cohort stream in January, 2015 (counted as half-FTE due to mid-year entry).

UTILIZATION RATE

As can be seen, the utilization rate for programs funded by the Ministry of Advanced Education is projected to be 96 percent for 2014-15. At the present time, a comprehensive strategic enrolment initiative is underway which focuses on the examination of the college's current registration and

enrolment processes, as well as its unique program mix of access, developmental, and applied programming. The overall goal of the current project is to systematically redesign current enrolment processes in a manner that provides the opportunity to achieve the desired target as outlined in the Business Plan. Regular updates with respect to this project will be provided to the Board of Governors on an ongoing basis.

RECOMMENDATIONS

RESOLVED THAT the Board of Governors hereby approves the 2014-15 Enrolment Plan in the form presented.

Attachment:

Updated VCC 2014-15 Enrolment Plan

Prepared by: John Woudzia

Date: April 23, 2014



VCC 2014-15 Enrolment Plan

Institutional Research has prepared the 2014-15 Enrolment Plan in consultation with the Deans of each School on the basis of a “roll-over” from 2013-14. This report is presented in three (3) parts.

Part 1. VCC Enrolment Plan 2014-15 by School

This includes:

- 3 years of Actual FTE, 2010/11, 2011/12 and 2012/13
- 2013-14 Budgeted FTE
- 2013-14 Forecast FTE

Part 2. VCC Enrolment Plan 2014-15 by Funding by School

The three funding types that are identified are

1. Ministry of Advanced Education
2. Industry Training Authority
3. International

Part 3. VCC Enrolment Plan by School by Program (ORG Code)

The following detailed reports are included for each of the following Schools:

- a) Centre for Continuing Studies
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- f) School of Instructor Education
- g) School of Language Studies
- h) School of Music, Dance and Design
- i) International Education

PART 1.

VCC Enrolment Plan 2014-15 by School

Including: Previous 3 year Actual FTE

Current year 2013-14 Budget and Forecast FTE

		Actual 2010/2011 Q4	Actual 2011/2012 Q4	Actual 2012/2013 Q4	Budget 2013/2014 Q4	Forecast 2013/2014 Q4	Total Projected 2014/2015 Q4
Total FTE All Schools							
CCS	Centre for Continuing Studies	817.1	866.3	931.3	694.30	697.21	699.48
CIN	Ctr for International Education	254.0	259.9	259.3	271.30	302.77	294.57
CTT	Ctr for Transportation Trades	795.7	658.5	604.3	1,058.02	681.86	1,061.79
SAS	School of Arts & Science	1,263.4	1,508.1	1,269.7	1,257.96	1,193.07	1,233.75
SHP	School of Hospitality/Business	1,105.1	1,166.5	1,218.1	1,470.38	1,100.25	1,273.40
SHS	School of Health Sciences	858.8	890.5	792.6	947.26	842.11	909.39
SIE	School of Instructor Education	319.0	289.8	272.5	307.63	258.04	296.42
SLS	School of Language Studies	2,028.6	1,735.8	2,161.6	2,274.81	2,144.38	1,945.95
SMD	School of Music,Dance & Design	405.1	414.4	399.9	526.23	404.37	476.51
Total		7,846.80	7,789.80	7,909.30	8,807.89	7,624.06	8,191.26

Part 2.

VCC Enrolment Plan 2014-15 by Funder by School

Ministry of Advanced Education

Code	School	YTD Quarter	Projected FTE
CCS	Centre for Continuing Studies	2014/2015 Q4	699.48
SAS	School of Arts & Science	2014/2015 Q4	1,233.75
SHP	School of Hospitality/Business	2014/2015 Q4	510.17
SHS	School of Health Sciences	2014/2015 Q4	909.39
SIE	School of Instructor Education	2014/2015 Q4	296.42
SLS	School of Language Studies	2014/2015 Q4	1,945.95
SMD	School of Music,Dance & Design	2014/2015 Q4	388.81
Total			5,983.98
AVED Target			6,227.26
Utilization Rate			96%

International

Code	School	YTD Quarter	Projected FTE
CTT	Ctr for Transportation Trades	2014/2015 Q4	38.93
SAS	School of Arts & Science	2014/2015 Q4	12.07
SHP	School of Hospitality/Business	2014/2015 Q4	141.58
SHS	School of Health Sciences	2014/2015 Q4	11.42
SLS	School of Language Studies	2014/2015 Q4	46.35
SMD	School of Music,Dance & Design	2014/2015 Q4	44.21
Total			294.57

Industry Training Authority (ITA)

Code	School	YTD Quarter	Projected FTE
CTT	Ctr for Transportation Trades	2014/2015 Q4	1,061.79
SHP	School of Hospitality/Business	2014/2015 Q4	763.22
SMD	School of Music,Dance & Design	2014/2015 Q4	87.70
Total			1,912.72
Total		2014/2015 Q4	8,191.26

Total Vancouver Community College

Code	School	YTD Quarter	Projected FTE
CCS	Centre for Continuing Studies	2014/2015 Q4	699.48
CIN	Ctr for International Education	2014/2015 Q4	294.57
CTT	Ctr for Transportation Trades	2014/2015 Q4	1,061.79
SAS	School of Arts & Science	2014/2015 Q4	1,233.75
SHP	School of Hospitality/Business	2014/2015 Q4	1,273.40
SHS	School of Health Sciences	2014/2015 Q4	909.39
SIE	School of Instructor Education	2014/2015 Q4	296.42
SLS	School of Language Studies	2014/2015 Q4	1,945.95
SMD	School of Music,Dance & Design	2014/2015 Q4	476.51
Total			8,191.26

Part 3.

VCC Enrolment Plan by School by Program (ORG Code)

The Enrolment Plan for 2014-15 will be represented by 'A', 'C', 'I' status for Carry-over and 'P' status for Planned (New) during the enrolment plan process.

*Estimated enrolled data based on source data within Banner and is subject to change based on FTE calculation rules.

a) Centre of Continuing Studies

The Centre of Continuing Studies does not provide “projected” seats per class to Enrolment Planning and use the “Projected” field in Banner to store other values. However the Total FTE for 2014-15 is estimated at 699.48 based on the classes in 2013-14.

b) School of Transportation Trades

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³
CTT	4301	Automotive Collision Repair	2014/2015 Q4	87.75
	4303	Automotive Service Technician	2014/2015 Q4	81.60
	4304	Heavy Duty/Commercial Transport	2014/2015 Q4	48.00
	4314	Auto Collision Apprenticeship	2014/2015 Q4	112.00
	4315	Diesel Apprenticeship	2014/2015 Q4	256.00
	4316	Automotive Tech Apprenticeship	2014/2015 Q4	208.00
	4321	Automotive Refinish Prep - Voc	2014/2015 Q4	33.33
	4322	Auto Paint - Apprenticeship	2014/2015 Q4	32.00
	4323	Auto Prep - Apprenticeship	2014/2015 Q4	32.00
	4324	Auto Glass - Apprenticeship	2014/2015 Q4	16.00
	4325	Auto Refinishing Highschool	2014/2015 Q4	6.67
	4326	AST Apprenticeship - Online	2014/2015 Q4	144.00
	Z239	13/14 HDCT Skillsin	2014/2015 Q4	4.44
Overall - Total				1,061.79

c) School of Arts and Sciences

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³
SAS	1901	Visually Impaired	2014/2015 Q4	23.37
	1903	Community & Career Education	2014/2015 Q4	37.58
	1907	In office Admin for Vis Impair	2014/2015 Q4	2.42
	1908	Applied Tech for Vis Impaired	2014/2015 Q4	2.70
	1909	Community & Career Ed P/T	2014/2015 Q4	10.39
	2001	Employ & Ed Acc for Women	2014/2015 Q4	20.00
	2003	ABE Intermediate Youth	2014/2015 Q4	63.60
	2004	College & Career Access	2014/2015 Q4	231.40
	2005	Basic Education	2014/2015 Q4	145.42
	2006	CF - Humanities	2014/2015 Q4	75.00
	2007	CF - Mathematics	2014/2015 Q4	149.77
	2008	CF - Science	2014/2015 Q4	205.27
	2016	UT Humanities	2014/2015 Q4	80.00
	2017	UT Math	2014/2015 Q4	22.50
	2018	UT Sciences	2014/2015 Q4	120.00
	2019	ABE Lab	2014/2015 Q4	8.38
	3115	UT - CPE	2014/2015 Q4	36.00
Overall - Total				1,233.80

d) School of Health Sciences

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³
SHS	4610	Nursing Unit Clerk	2014/2015 Q4	53.91
	5002	Resident Care Attendant ESL	2014/2015 Q4	33.96
	5004	Practical Nursing	2014/2015 Q4	164.00
	5005	Pharmacy Technician	2014/2015 Q4	33.13
	5017	Access to Practical Nursing	2014/2015 Q4	68.63
	5031	Baccalaureate Nursing	2014/2015 Q4	122.46
	5076	Occup/Physical Therapist Asst	2014/2015 Q4	40.59
	5101	Dental Hygiene	2014/2015 Q4	43.30
	5102	Dental Assisting	2014/2015 Q4	84.00
	5103	Dental Tech	2014/2015 Q4	18.40
	5104	Dental Reception Coordinator	2014/2015 Q4	35.83
	5105	Denturist	2014/2015 Q4	12.30
	5110	Dental Hygiene Access for CDAs	2014/2015 Q4	0.00
	5115	Distance Dental Assisting	2014/2015 Q4	12.18
	5116	Home Support/Resident Care Att	2014/2015 Q4	108.00
	5117	Medical Lab Assistant	2014/2015 Q4	48.00
	5118	CCAH Part Time Programs	2014/2015 Q4	19.33
	5119	Residential Care - Aboriginal	2014/2015 Q4	0.00
	5120	CDA Directed Studies DAST 1600	2014/2015 Q4	0.40
	A169	1314 VCH ESSENTIAL STUDY SKILLS	2014/2015 Q4	
Z204	Practical Nurs-Seabird Aborig	2014/2015 Q4	10.97	
Overall - Total				909.39

e) School of Hospitality and Applied Business

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³
SHP	4601	Legal Administrative Assistant	2014/2015 Q4	57.33
	4602	Medical Office Careers	2014/2015 Q4	50.95
	4604	BC Campus - Office & Legal Adm	2014/2015 Q4	8.59
	4607	Executive Assistant	2014/2015 Q4	4.00
	4612	Administrative Assistant	2014/2015 Q4	138.79
	5301	Baking & Pastry Arts	2014/2015 Q4	83.48
	5303	Baking & Pastry Arts ESL	2014/2015 Q4	16.20
	5305	Baking Apprenticeship	2014/2015 Q4	48.00
	5401	Culinary Arts	2014/2015 Q4	144.00
	5403	Professional Cook 1	2014/2015 Q4	60.00
	5404	Culinary Arts ESL	2014/2015 Q4	25.60
	5405	Professional Cook 2	2014/2015 Q4	111.50
	5406	Culinary Arts - Satellite Prg	2014/2015 Q4	40.50
	5501	Asian Culinary Arts	2014/2015 Q4	30.75
	5701	Hospitality Management	2014/2015 Q4	213.00
5702	Hospitality Management App Deg	2014/2015 Q4	37.50	
5708	Culinary Arts Apprenticeship	2014/2015 Q4	224.00	
Overall - Total				1,294.20

f) School of Instructor Education

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³
SIE	1500	Provincial Instructor Diploma	2014/2015 Q4	286.04
	1510	Diploma in Adult Education	2014/2015 Q4	0.00
	1535	Online/eLearning Instruction	2014/2015 Q4	10.38
Overall - Total				296.42

g) School of Language Studies

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³
SLS	1902	Deaf & Hard of Hearing	2014/2015 Q4	30.31
	1951	Sign Language Studies	2014/2015 Q4	32.00
	1952	ASL & Deaf Studies Part Time	2014/2015 Q4	30.67
	2410	TESOL	2014/2015 Q4	112.83
	2700	Professional & Career English	2014/2015 Q4	38.95
	2710	PACE Self Paced	2014/2015 Q4	73.47
	2800	English Language Skills	2014/2015 Q4	262.03
	2900	College Preparatory English	2014/2015 Q4	257.66
	3100	ESL Outreach	2014/2015 Q4	145.25
	3108	Outreach - Homefront Learning	2014/2015 Q4	56.19
	3109	ESL Outreach -Learning Centres	2014/2015 Q4	109.29
	3350	ELSA Sept 02 - Aug 03	2014/2015 Q4	814.28
	5404	Culinary Arts ESL	2014/2015 Q4	1.60
Overall - Total				1,964.54

h) School of Music, Dance and Design

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³
SMD	4202	Jewellery Art & Design	2014/2015 Q4	38.35
	4203	Drafting	2014/2015 Q4	65.83
	4204	Music	2014/2015 Q4	99.23
	4206	Music Degree	2014/2015 Q4	16.17
	4208	Dancing Diploma	2014/2015 Q4	7.27
	4209	Dancing Diploma - Arts Umbrell	2014/2015 Q4	42.33
	4403	Digital Graphics Design	2014/2015 Q4	29.17
	5202	Hairstyling	2014/2015 Q4	67.20
	5215	Hair Design - Satellite Prgms	2014/2015 Q4	20.50
	5217	Hair Design Non ITA	2014/2015 Q4	49.35
	5220	Esth-Skin & Body Treatment	2014/2015 Q4	36.46
	A077	BC Orff Society	2014/2015 Q4	4.67
	Overall - Total			

i) International Education

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³
CTT	4328	Auto Serv Tech Diploma Intl	2014/2015 Q4	38.93
				38.93
SAS	2006	CF - Humanities	2014/2015 Q4	0.50
SAS	2007	CF - Mathematics	2014/2015 Q4	1.86
SAS	2008	CF - Science	2014/2015 Q4	1.47
SAS	2016	UT Humanities	2014/2015 Q4	2.30
SAS	2017	UT Math	2014/2015 Q4	1.40
SAS	2018	UT Sciences	2014/2015 Q4	2.53
SAS	3115	UT - CPE	2014/2015 Q4	2.00
				12.07
SHP	4612	Administrative Assistant	2014/2015 Q4	2.62
SHP	5301	Baking & Pastry Arts	2014/2015 Q4	8.85
SHP	5302	Baking Intn'l 5 month program	2014/2015 Q4	6.00
SHP	5303	Baking & Pastry Arts ESL	2014/2015 Q4	4.80
SHP	5306	Baking & Pastry-Artisan Int'l	2014/2015 Q4	13.20
SHP	5401	Culinary Arts	2014/2015 Q4	6.40
SHP	5402	Culinary Arts Prof. Cook Int'l	2014/2015 Q4	9.60
SHP	5501	Asian Culinary Arts	2014/2015 Q4	3.42
SHP	5701	Hospitality Management	2014/2015 Q4	40.80
SHP	5702	Hospitality Management App Deg	2014/2015 Q4	6.20
SHP	5712	Diploma Culinary Arts Intl	2014/2015 Q4	39.70
				141.58
SHS	4610	Nursing Unit Clerk	2014/2015 Q4	0.09
SHS	5002	Resident Care Attendant ESL	2014/2015 Q4	2.54
SHS	5076	Occup/Physical Therapist Asst	2014/2015 Q4	2.88
SHS	5102	Dental Assisting	2014/2015 Q4	2.00
SHS	5103	Dental Tech	2014/2015 Q4	1.15
SHS	5104	Dental Reception Coordinator	2014/2015 Q4	0.83
SHS	5105	Denturist	2014/2015 Q4	1.93
				11.42
SLS	1951	Sign Language Studies	2014/2015 Q4	0.30
SLS	2410	TESOL	2014/2015 Q4	4.45
SLS	2800	English Language Skills	2014/2015 Q4	34.87
SLS	2900	College Preparatory English	2014/2015 Q4	6.73
				46.35
SMD	4202	Jewellery Art & Design	2014/2015 Q4	1.19
SMD	4203	Drafting	2014/2015 Q4	4.90
SMD	4204	Music	2014/2015 Q4	0.97
SMD	4208	Dancing Diploma	2014/2015 Q4	0.33
SMD	4209	Dancing Diploma - Arts Umbrell	2014/2015 Q4	1.93
SMD	4403	Digital Graphics Design	2014/2015 Q4	0.75
SMD	5202	Hairstyling	2014/2015 Q4	17.28
SMD	5217	Hair Design Non ITA	2014/2015 Q4	1.70
SMD	5220	Esth-Skin & Body Treatment	2014/2015 Q4	15.16
				44.21
Overall - Total				294.57

NOTES:

1. Domestic & International FTE calculated using Enrolment totals.
 2. Projected Capacity FTE calculated using Projected field in BANNER - representing potential enrolments.
 3. Projected FTE calculated using Projected Capacity totals.
- Sections included in the calculations have census/freeze dates that fall within the specified date selection.
Sections include (A)ctive, (I)nactive, (C)ancelled and (R)olled status.

Projected reports will INCLUDE International FTE's where sections are not in CIN School.

Changes to the School of Language Studies due to changes in ELS delivery

School	ORG	ORG Desc.	YTD Quarter	Projected Capacity FTE ³	Previous	Difference
	1902	Deaf & Hard of Hearing	2014/2015 Q4	30.31	31.69	1.38
	1951	Sign Language Studies	2014/2015 Q4	32.00	32.00	0.00
	1952	ASL & Deaf Studies Part Time	2014/2015 Q4	30.67	27.63	-3.04
	2410	TESOL	2014/2015 Q4	112.83	112.83	0.00
	2700	Professional & Career English	2014/2015 Q4	38.95	39.43	0.48
	2710	PACE Self Paced	2014/2015 Q4	73.47	89.54	16.07
	2800	English Language Skills	2014/2015 Q4	262.03	440.75	178.72
	2900	College Preparatory English	2014/2015 Q4	257.66	257.81	0.15
	3100	ESL Outreach	2014/2015 Q4	145.25	226.16	80.91
	3108	Outreach - Homefront Learning	2014/2015 Q4	56.19	56.19	0.00
	3109	ESL Outreach -Learning Centres	2014/2015 Q4	109.29	109.95	0.66
	3350	ELSA Sept 02 - Aug 03	2014/2015 Q4	814.28	814.28	0.00
Overall - Total				1,962.94	2,238.26	275.32



DECISION NOTE

PREPARED FOR: Board of Governors

ISSUE: Fiscal 2014/15 Increase in Domestic Tuition and Mandatory Fees

BACKGROUND:

The Government of British Columbia has a Tuition Limit Policy for domestic tuition and mandatory fees <http://www.aved.gov.bc.ca/tuition/>. The maximum increase allowable for the last several years (Sept 2005) has been 2%.

As the 2014/15 limit has not yet been publicized, VCC is requesting a 2% increase and will reserve the right to change if the tuition limit comes in lower for 2014/15.

Tuition for Adult basic Education (ABE) has been free since 2007. Tuition for English as a Second Language (ESL) courses has been free since April 1, 2012, for eligible students through funding from the Government of Canada and the Province of BC. However, the Province has advised that as of April 1, 2014, they will not be reimbursing for the tuition of any ESL course that begins after March 31, 2014. ESL courses are to be provided tuition-free to domestic students until further notice.

DISCUSSION:

In 2014/15 VCC faces cost increases and government funding reductions. One method to offset the decline in available resources and cost pressures is to increase both domestic and international tuition. This discussion will center on an increase in domestic tuition.

Appendix 1 shows that over the last 5 fiscal years, VCC has increased domestic tuition by 2% in all but one of the years.

Appendix 2 shows a history of the college's mandatory fees, including the proposed fees for 2014/15.

Appendix 3 shows student application fees charged by other colleges and post-secondary institutes in BC. VCC has the lowest application fees for domestic students in the lower mainland and south western BC.

Students choose VCC because we offer superior programs and course fees are lower than competitors, however, VCC does not provide all the student services offered by other colleges. The demographic served is mainly adult who is looking to enter directly into the workforce thus eliminating the need for the college to serve a student population requiring high cost recreational facilities.

The table below shows total college domestic tuition for 2012/13 and 2013/14:

DOMESTIC			
2012/13		2013/14	
Actual	Budget	Forecast	Budget
\$14,023,368	\$15,283,787	\$14,585,028	\$15,250,281

RECOMMENDATION:

THAT based upon the recommendation of the Board Finance and Audit Committee that the Board of Governors approve a 2% increase in domestic tuition, college initiative fee and application fee effective August 1, 2014.

Attachments:

- Appendix 1 – History of Domestic Tution
- Appendix 2 – History of Domestic Mandatory Fees
- Appendix 3 – Application Fees Charged by Other Post Secondaries

Prepared by: Irene Young

Date: April 16, 2014

VANCOUVER COMMUNITY COLLEGE
Appendix 1 - History of Domestic Tuition

DOMESTIC			
Fiscal Year	Credit and/ or Billing Hours	% Increase	Effective Date
2014/15	\$82.57	2.0%	01-Aug-14
2013/14	\$80.95	2.0%	01-Aug-13
2012/13	\$79.35	2.0%	01-Aug-12
2011/12	\$77.78	2.0%	01-Aug-11
2010/11	\$76.25	1.0%	01-Aug-10
2009/10	\$75.50	2.0%	01-Aug-09
2008/09	\$74.05	2.0%	01-Aug-08

Proposed

VANCOUVER COMMUNITY COLLEGE
Appendix 2 - History of Domestic Mandatory Fees

DOMESTIC						
Description		Actual			Proposed	
		2010/11	2011/12	2012/13	2013/14	2014/15
College Initiative Fee	\$/credit	\$2.20	\$2.24	\$2.28	\$2.33	\$2.37
Application Fee	Flat fee	\$30.00	\$30.00	\$30.00	\$30.00	\$31.00

VANCOUVER COMMUNITY COLLEGE

Appendix 3 - Application Fees Charged by Other Post Secondaries - 2013/14

DOMESTIC

Institution Type	Region	Name	Application Fee
College	Vancouver Island/Coast	Camosun College	\$37.88
College	Cariboo	College of New Caledonia	\$15.00
College	Kootenay	College of the Rockies	\$30.00
College	Mainland/Southwest	Douglas College	\$33.00
College	Mainland/Southwest	Langara College	\$40.00
College	Vancouver Island/Coast	North Island College	\$25.00
College	North	Northern Lights College	\$25.00
College	North	Northwest Community College	\$1.80/credit
College	Thompson Okanagan	Okanagan College	\$30.00
College	Kootenay	Selkirk College	\$35.00
College	Mainland/Southwest	Vancouver Community College	\$30.00
Institute	Mainland/Southwest	British Columbia Institute of Technology	\$62.00
Teaching Intensive University	Mainland/Southwest	Capilano University	\$42.00
Teaching Intensive University	Mainland/Southwest	Kwantlen Polytechnic University	\$40.00
Teaching Intensive University	Mainland/Southwest	University of the Fraser Valley	\$45.00

October 15, 2013



DECISION NOTE

PREPARED FOR: Board of Governors

ISSUE: Increase in international tuition fees for 2014/15

BACKGROUND:

The Government of British Columbia does not have a Tuition Limit Policy for international tuition and mandatory fees. Institutions can charge what they believe is appropriate.

In April 2013, the Board of Governors approved a 7% rate increase each of 2013/14, 2014/15 and 2015/16.

Appendix 1 shows the history of international tuition increases at VCC over the last 5 years. Increases have ranged from 2% to 10%.

Appendix 2 shows a breakdown of international program tuition at VCC for 2013/14 and 2 projected outer years.

Appendix 3 shows a comparative table of international tuition from similar institutions for the fiscal years 2012/13 and 2013/14.

DISCUSSION:

In April 2013, VCC requested approval of an international tuition increase of 7% for a three year period in order to:

- market three-year tuition that would provide international students certainty for their tuition while attending VCC; and
- to align with VCC's move to introduce three year forecasting.

Upon reviewing market demand of all programs offered to international students, it was determined that a 7% increase could price us out of the market in some programs. Although tuition is a major factor for students choosing VCC, it is not the only factor. Course content, number of weeks, coop opportunities are also important factors. A review of comparable programs in the BC public sector was undertaken and the following rate increases are recommended for 2014/15 and 2015/16:

- Health – 7% increase
- Hospitality – 7% increase
- Culinary & Baking – 7% increase
- Jewelry and Design – 2% increase
- Auto Tech – 2% increase
- Languages – 2% increase
- College Foundation & UT – 2% increase

The comparison to similar colleges shows that the majority of VCC’s international tuition is lower than similar Lower Mainland and Fraser Valley post-secondary institutions. VCC’s international tuition for College Foundation & UT programs are equivalent to similar post-secondary institutions.
(ref. Appendix 3).

A 2% to 7% increase in international tuition represents approximately \$165K increase in overall tuition revenues to the college.

The table below shows that for a typical student taking an 8-month (32-credit) program, a 2% to 7% increase will mean an additional \$263 to \$922 in tuition for an international student.

Actual 2012/13 tuition	Actual 2013/14 tuition	Forecast 2014/15 tuition	Forecast 2015/16 tuition
\$12,309	\$ 13,171	\$13,434 to \$14,092	\$13,703 to \$15,079

VCC is actively working on a renewed recruitment effort for international students. This involves marketing and staff recruiting at international destinations.

In accordance with VCC policies and procedures, the Fees Advisory Committee reviews fee increase proposals prior to being submitted to the Board Finance and Audit Committee. The Fees Advisory Committee at its April 9, 2014 meeting recommended that the College conduct a market research study of fees in six months, which includes a student service audit.

RECOMMENDATION:

Increase international tuition fees effective August 1, 2014 and August 1, 2015 by 2% or 7% as noted above.

MOTION: THAT the Board of Governors approves an increase in international tuition fees effective August 1, 2014 and August 1, 2015.

Increase International Tuition for 2014/15 and 2015/16 by:

- Health – 7% increase
- Hospitality – 7% increase

DECISION NOTE – Not for Distribution
Board of Governors Public Meeting
April 30, 2014
File: VCCBOG-30-04-14

- Culinary & Baking – 7% increase
- Jewelry and Design – 2% increase
- Auto Tech – 2% increase
- Languages – 2% increase
- College Foundation & UT – 2% increase

Attachments:

- Appendix 1 - VCC International Tuition – Historical Fees
- Appendix 2 - VCC International Tuition – Proposed Fee Structure
- Appendix 3 - VCC International Tuition – College Comparatives

Prepared by: Irene Young

Date: April 25, 2014

Appendix 1 - Historical Fees (International)

INTERNATIONAL

Fiscal Year	Credit and/ or Billing Hours	% Increase	Effective Date	
2015/16	\$428.21 to \$471.23	2% - 7%	01-Aug-15	(Proposed)
2014/15	\$419.81 to \$440.39	2% - 7%	01-Aug-14	(Proposed)
2013/14	\$ 411.59	7.0%	01-Aug-13	
2012/13	\$ 384.65	10.0%	01-Aug-12	
2011/12	\$ 349.70	5.0%	01-Aug-11	
2010/11	\$ 333.05	5.0%	01-Aug-10	
2009/10	\$ 317.20	2.0%	01-Aug-09	
2008/09	\$ 311.00	7.0%	01-Aug-08	

**Vancouver Community College
International Tuition
Appendix 2 - Proposed Fee Structure**

Impact on student

Using the assumption that a typical student takes a 8 month (32 credit) program, the international fees will be:

International \$/billing hours	2013/14	2014/15		2015/16	
		2%	7%	2%	7%
Health Programs	\$ 411.58		\$ 440.39		\$ 471.22
Jewelry and Design	\$ 411.58	\$ 419.81		\$ 428.21	
Hospitality	\$ 411.58		\$ 440.39		\$ 471.22
Culinary & Baking	\$ 411.58		\$ 440.39		\$ 471.22
Auto Tech	\$ 411.58	\$ 419.81		\$ 428.21	
Languages	\$ 411.58	\$ 419.81		\$ 428.21	
College Foundation & UT	\$ 483.91	\$ 493.59		\$ 503.46	

Total Tuition paid by Student: **32** **Credit Course Load (billing hours)**

	2013/14 Tuition	2014/15 Tuition	Increase	2015/16 Tuition	Increase
Programs impacted by 2% increase	\$ 13,171	\$ 13,434	\$ 263	\$ 13,703	\$ 269
Programs impacted by 7% increase	\$ 13,171	\$ 14,092	\$ 922	\$ 15,079	\$ 986

Vancouver Community College

International Tuition

Appendix 3 - International Tuition Comparatives

Tuition per Credit and/or Billing Hours	2012/13	2013/14
Douglas College	\$ 480	\$ 500
Langara College	\$ 550	\$ 565
Vancouver Community College	\$ 385	\$ 412
Capilano University	\$ 500	\$ 525
Selkirk College*	\$ 283	\$ 291
Thompson River University*	\$ 460	\$ 527
University of Fraser Valley*	\$ 383	\$ 445
Emily Carr	\$ 417	\$ 433
Kwantlen	\$ 500	\$ 525
Northwest Community College	\$ 248	\$ 235
North Island College	\$ 392	\$ 431
BCIT**	\$ 414	\$ 457
College of the Rockies*	\$ 283	\$ 293

* Based on standard 15 credit course load

** Based on 15% of domestic tuition using a 14 credit course load

DECISION NOTE – Not for Distribution

Board of Governors Public Meeting

April 30, 2014

File: VCCBOG-30-04-14



DECISION NOTE

PREPARED FOR: Board of Governors

ISSUE: 2014/2015 Operating Budget

BACKGROUND:

The VCC draft 2014/15 operating budget presented in this document was developed within the context of the VCC's Strategic Plan as well as major budget pressures and issues. The operating budget was based on expected government funding from key provincial and federal ministries (Ministry of Advanced Education (AVED), Industry of Training Authority (ITA), and Citizenship and Immigration Canada (CIC)).

BUDGET CONTEXT

Development of the budget was impacted by pressures, which included:

Revenues:

- AVED's continued reduction in funding:
- **1.08% (\$588K)** in 2014/15 and **1.25% (\$700K)** in 2015/16
- ESL/ELSA transition
- One-time grants: e.g. LMA → Canada Jobs Grant
- Domestic tuition limited to 2% increase
- International tuition increase limited to 2%-7% on selected programs only
- Lack of government capital funding.

Salaries:

- Increases in collective bargaining
- Salary and benefit increments
- Staff FTE increases in some areas
- New ESL delivery model

Operating Expenses:

- Trademark Litigation
- Copyright Access
- Annacis Island lease
- Depreciation

The following external and internal factors were also taken into consideration in the development of the budget:



External

- VCC's Government Letter of Expectation
- VCC's Institutional Accountability Plan
- Self-financing of future costs

Internal

- Domestic AVED student utilization is 96%.
- Growth in International students - 9% over 2013/14 budget
- Creating new capacity to increase international enrolments

The budget was developed and prepared based on the following principles:

- Accessible high-quality education is our core purpose, and this calls for high-quality employees and innovation;
- Financial sustainability of the College is a critical fiscal goal;
- Growth in sustainable revenue sources through the creation of new student capacity is the cornerstone of financial sustainability;
- VCC employees and students will be informed and engaged through transparent consultative processes;
- Allocation decisions will be evidence-driven and made within the context of direction from government and college priorities endorsed by the VCC Board of Governors;
- An accountability framework and risk mitigation approach will accompany the implementation of the approved budget; and
- We will seek continuous process improvements.

GOALS FOR 2014/15 FISCAL YEAR

The goals for the next fiscal year are:

- Balanced 2014/2015 budget;
- Improve student outcomes through improved efficiencies and investments aligned with the Strategic Plan;
- New ESL delivery model;
- Create new capacity to increase international enrolments;
- Design and build fitness facilities at Broadway and Downtown Campuses for both students and staff;
- BCIT/VCC Motive Power Partnership;
- Tim Horton's franchise;
- Continuing Studies Investment and Growth;
- Save-On-Meats Incubator Kitchen (16 students/intake);
- Potential VCC Bakery Store @ Coast Mental Health building downtown;



- SUVCC moving to the former Medical Services office @ Downtown campus; and
- Creation of Student Career Centre.

DISCUSSION:

The draft 2014/15 budget consists of the following funds: Base Operating, Contract, Ancillary and Capital. This is referred to as the All Funds Report. This is consistent with the format presented for the 2013/14 Budget as well as for the annual financial statements. The All Funds Report provides the summary line budgets by revenue and expense type and by fund.

Key changes in the All Funds 2014/15 Budget Report compared to fiscal 2013/14 Budget are summarized as follows:

Revenue

Grants from the Province of BC have decreased by \$4.7 million. This is due to a 1.08% reduction in the block grant from AVED (\$588K), ESL Tuition no longer funded (\$2.7M), ESL one-time funds reduced (\$2.0M). The Routine Capital is \$0.6 million which remains the same year-over-year. The annual allocation from base operating fund to capital fund is approximately \$2.0 million.

Other grants and contract revenue have decreased by \$2.5M. This is mainly due to ESL Pathways contract not being renewed.

Tuition revenues have increased by \$2.5M compared to the 2013/14 budget. Domestic tuition rates are proposed to increase by 2% which represents an increase of approximately \$200K. International tuition rates are proposed to increase by 2% to 7% which represents approximately \$175K. New programs were added: Salon and Spa \$300K, International Culinary \$850K, Save-on-Meats Culinary, and High School ACE-IT. Student fees are expected to increase \$240K, including dental lab fees. Continuing Studies programs are undergoing a repositioning, tuition revenues are expected to increase \$500K.

Sales of goods and services have increased by \$725K. This is mainly due to new programs (Salon and Spa, and Broadway International Cafeteria). Ancillary revenues (Bookstore and Food Services) have increased by \$140K.

Amortization of Deferred Capital Contributions reduced by \$645K, due to decreased restricted capital funding in 2014/15.

Salaries & Benefits

Total salaries and benefits decreased by \$2.7M. This is due to salary savings from the ESL voluntary departure incentives, reduction in ESL delivery, and the ESL Pathways contract not being renewed. This was offset by increases in staff in the following revenue generating areas:



Salon & Spa, Broadway International Cafeteria, Save-on-Meats Culinary, High School ACE-IT, Manager of Community Engagement, Business Development Manager, and Manager of Contracts.

Expenses

Supplies and general expenses are up by \$450K. This was due to the increased cost of goods for the Salon & Spa and Broadway International Culinary programs.

Professional fees have decreased by \$1.6M, partially due to the ESL Pathways project in the amount of \$1.2M and the relocation of budgeted placeholder for contract funds \$725K. This was offset by net increases in legal fees for Trademark (\$150K) and the investment in CS (\$250K).

Strategic Initiatives were mostly completed in 2013/14 and are down by \$700K.

Building expenses have increased by \$265K, mainly due to increases in utilities (Gas, Electricity, Steam and Water).

Capital asset amortization increased by \$118K, due to decreased in amortization for furniture and equipment. This is offset by the decrease in amortization of deferred capital contributions.

HOW WE BALANCED THE BUDGET (KEY ITEMS)

	<u>\$ in Thousands</u>
<u>Revenues:</u>	
Grants (AVED and ABESAP)	-585
Tuition and Fees (Domestic & Int'l)(net of new programs)	120
Investment & Growth Programs net surplus (Salon & Spa, Bdwy Int'l Cafeteria, Exec Cohorts, High School Trades, Maker Lab, Continuing Studies)	515
Depreciation - Deferred Contribution	-645
ESL Funding	-4695
<u>Salaries & Expenses:</u>	
ESL Salary Savings	4065
Contingency	770
Depreciation - Expense	-120
Legal - Trademark & Bargaining	-200
Strategic Initiatives & Planning	700
Net Reduction in Staff Salaries	230
Annacis Lease - Heavy Duty Program	-200
Reduction in salaries (Other Days)	640
Contract Recoveries	-595
	\$0



2014/15 DRAFT BUDGET – BALANCED

The following table provides a recap of the draft 2014/15 budget on a fund by fund basis.

(in \$ thousands)	BASE OPERATING	CONTRACT FUNDS	ANCILLARY FUNDS	OPERATING SUBTOTALS	CAPITAL FUNDS	SPECIAL PURPOSE FUNDS	1415 BUDGET
SALES OF GOODS AND SERVICES	2,276	788	3,225	6,289	-	-	6,289
TUITION AND STUDENT FEES	17,786	5,165	-	22,951	446	-	23,397
PROVINCE OF B.C. GRANTS	58,050	-	-	58,050	2,000	324	60,374
OTHER GRANTS, FEES & CONTRACT SERVS	50	7,457	-	7,507	-	-	7,507
MISCELLANEOUS INCOME	853	4	-	857	-	380	1,237
AMORTIZATION OF DEF CAPITAL CONTR	-	-	-	0	4,855	-	4,855
INVESTMENT INCOME	375	-	-	375	-	-	375
REVENUES	79,390	13,414	3,225	96,029	7,301	704	104,033
SALARIES EXPENSES	54,520	5,346	636	60,502	-	-	60,502
BENEFITS EXPENSES	12,074	1,286	166	13,527	-	-	13,527
SALARY AND BENEFIT EXPENSES	66,594	6,632	802	74,029	0	0	74,029
SUPPLIES AND GENERAL EXPENSES	5,516	2,620	2,067	10,202	-	680	10,882
PROFESSIONAL FEES	2,061	958	2	3,021	-	-	3,021
STRATEGIC INITIATIVES AND CURRICULUM DEVELOPMENT	480	-	-	480	-	-	480
CONTINGENCY	284	-	-	284	-	-	284
BUILDING AND TELECOM	6,252	429	21	6,702	0	-	6,702
CAPITAL ASSETS - EXP AND AMORTIATION	-	-	-	0	8,636	-	8,636
OPERATING EXPENSES	14,592	4,007	2,090	20,689	8,636	680	30,005
TOTAL EXPENSES	81,187	10,639	2,892	94,717	8,636	680	104,034
NET SURPLUS/(DEFICIT)	(1,797)	2,775	333	1,311	(1,335)	24	(0)

BASE OPERATING FUND DEFICIT

The All Funds Report above shows that the Base Operating Fund is in a deficit position of \$1.8M. This means the College must generate additional funds from other sources to offset the deficit. This is achieved through the Contract Funds and the Ancillary Funds.

CAPITAL

Over the last few fiscal years, the annual capital allocation (now called Routine Capital) provided by the province to pay for general building and Information Technology (IT) infrastructure has declined from \$1.94 million to \$580,000. This level of funding is inadequate to maintain our buildings and IT over time and must be augmented from the operating funds. The table below outlines five year trending of the capital fund.



ROUTINE CAPITAL AND SURPLUS TRANSFER TO CAPITAL FUND

(in \$ millions)	2009/10	2010/11	2011/12	2012/13	2013/14
Routine Capital	1.74	0.40	0.47	0.58	0.58
Capital Allocation from Operating	1.80	1.50	1.50	1.84	2.00
Total Capital Budget	3.54	1.90	1.97	2.42	2.58

Surplus transfer to Capital		1.30	1.60	0.0	0.0
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Capital	3.54	3.20	3.57	2.42	2.58
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To top up the shortfall in funding from the province, the College transfers operating funds to the Capital Fund. In order to maintain an adequate capital infrastructure the College requires both a capital allocation from the Operating Fund during budget development and a transfer of operating surplus at the fiscal year end. This is a short-term solution and not a sustainable practice. With further cut-backs from the government, this allocation will be non-existent.

POTENTIAL RISKS

The budget development process included a review of the high level risks associated with certain funding decisions. This review also included a mitigation strategy associated with the identified risks. Key risk mitigation strategies identified were meeting revenue targets in domestic fees, Continuing Studies and International tuition; finding more contract revenue sources; and generating growth from new programs.

RECOMMENDATION:

MOTION: THAT the Board of Governors approves the fiscal 2014/2015 operating budget in the form presented to the meeting.

Attachments: None

Prepared by: Irene Young

Date: April 24, 2014



EDUCATION COUNCIL REPORT AND DECISION NOTE

December 2013 to April 2014

PREPARED FOR: Board of Governors

During the period December 1, 2013 to April 30, 2014, Education Council (EDCO) met six times: December 9, January 14, February 11, March 11, April 1 and April 8. Appendix A provides details on matters approved and other key matters considered at those meetings.

ISSUE: VCC 2014-2015 ENROLMENT PLAN

Background:

The VCC 2014-2015 Enrolment Plan was introduced at the January EDCO meeting and recommended for approval by the Board of Governors at the February meeting. The Plan was later revised and approved with changes at the April meeting for recommendation to the Board of Governors. The new Plan includes revised calculations based on transitional funding for ESL programming and forecasted enrolment in the Bachelor of Hospitality Management.

Discussion:

Questions and discussion regarding ESL funding and anticipated variances in the numbers demonstrated that at this time the Enrolment Plan cannot realistically reflect ESL FTEs for this fiscal year. Concerns regarding the projections for the new Bachelor of Hospitality Management were addressed and figures have been revised to reflect anticipated program enrolment for Board approval.

Motion: THAT, upon the recommendation of Education Council, the Board of Governors approve the VCC 2014-2015 Enrolment Plan in the form presented while bearing in mind the motion that EDCO approved at the special meeting on April 1, 2014.

ISSUE: SPORT AND RECREATION MANAGEMENT CERTIFICATE

Background:

The Centre for Continuing Studies is proposing a Sport and Recreation Management Certificate that has been developed in consultation with industry professionals and subject matter experts. Through an engaging pedagogical model, the curriculum combines theoretical principles with hands-on experience to help students develop the competencies necessary for success in this sector. In 2012/2013, curriculum development funding was allocated to develop curriculum for this program. The proposed launch date for the Sport and Recreation Management Certificate is September 2014.

Discussion:

Program Overview

The program equips students with the competencies to enter and advance in the field of sport and recreation management and supports their ongoing professional development. Graduates will be qualified for a variety of positions in local, amateur and professional sport and recreation organizations. The proposed program combines existing courses in business leadership, event planning, and management with newly developed courses to provide a comprehensive sport and recreation management focus.

The program is comprised of 10 mixed-mode courses and one six-week practicum. Whereas students normally complete their studies in one year (three terms), they may take up to five years to complete this part-time certificate. Applicants will require a high school diploma or equivalent including English 12 or equivalent to be admitted to the program. A maximum of 25 students will be admitted to each course. Students who have taken courses in Business or Management at another accredited institution may be granted transfer credit. At this time, there is no mechanism for Prior Learning Assessment and Recognition.

Discussions are underway to establish affiliation agreements with Langara and VIU so that VCC graduates may be granted advanced standing in their respective diploma programs. Courses in this proposed certificate align closely with several courses in those programs.

A PAC comprised of industry professionals will support the ongoing quality assurance of this program. PAC members will ensure that the program aligns with industry needs, and speak to its relevancy and quality. Additionally, students will provide summative evaluations of each course and instructor throughout the program. Program coordinator will complete annual program reviews to ensure program quality.

Strategic Rationale

The Sport and Recreation Management Certificate aligns to the following key strategies:

- 1) An innovative college for higher education, offering a wide range of quality relevant career and applied/academic programming: the Sport and Recreation Management Certificate was designed based on industry need for qualified and professional sport and recreation managers. With applied learning and a substantive practicum, graduates will be well-prepared for a career in this growing industry.

- 2) A student-centred college, engaging our learners and providing multiple, flexible pathways to advancement: this program is designed to meet the needs of working and professional students. Course offerings are flexible, so students can complete their studies while continuing to work, volunteer, or train during the day.
- 3) A college of access, recognized for enabling all types of learners to reach their full potential: with mixed mode delivery, students will be able to learn at a variety of paces both in class and online. We anticipate kinesthetic learners in this program, so courses have been designed to be interactive, engaging and hands-on.
- 4) A college that delivers quality, relevant education with integrity and accountability: this program has been created with an instructional designer, subject matter experts and industry support to ensure quality and relevance. Additionally, this program will be monitored closely by the program coordinator with annual program reviews, ongoing instructor evaluations, and biennial PAC meetings.

Financial Status

The Sport and Recreation Management Certificate enrolment and financial plan is under review by the Dean and Finance team. As all CS programs are cost-recovery, Sport and Recreation Management tuition fees will be optimized to balance financial sustainability with student access.

Program Demand

VCC Continuing Studies provides flexible and industry-supported training to learners looking for part-time training. This proposed revenue-generating program provides a flexible schedule with concentrated focus on the necessary skills for sport and recreation managers. Rather than committing to a full time diploma or bachelor program, students are able to continue working while studying part-time in this program. It is also accessible to students with undergraduate degrees who are looking for a concentrated and credentialed program in order to gain employment in the sport and recreation management field.

Continuing Studies has been offering non-credit Sport Management courses since winter 2012 that have been highly subscribed. Despite the evident interest in this area, the majority of students are looking for a credential. To formally assess the need for the certificate, we gathered qualitative data from potential employers and subject matter experts. Results indicated a significant need for qualified personnel in sport and recreation management. Additionally, according to Work BC, careers in recreation and sport program supervision and program leaders in recreation and sport are stable and growing. 2012 labour force survey data indicate 6% employment growth in this industry between 2011 and 2012 with 6,600 new jobs.

Competition and Other Risk Factors

Langara College offers both a two-year Recreation Leadership Diploma and a four-year Baccalaureate in Recreation Management. Vancouver Island University offers a two-year diploma in Recreation and Sport Management. VCC's tuition and additional course fees for the proposed one-year program are on par with or slightly lower than the average annual fees for each of the three diploma and degree programs.

Motion: THAT the Board of Governors approve the new Sport and Recreation Management Certificate Program.

ISSUE: EARLY CHILDHOOD CARE AND EDUCATION POST-BASIC DIPLOMAS (ECCE INFANT AND TODDLER and ECCE SPECIAL NEEDS)

Background:

The Centre for Continuing Studies has offered Early Childhood Care and Education (ECCE) programming for more than 50 years, including certificates in basic ECCE and the two post-basic specialties. In 2011, ECCE completed the program renewal process, which resulted in recommendations to update the ECCE Basic Certificate and expand the two post-basic certificates. In 2012/2013, curriculum development funding was allocated to develop the ECCE Special Needs and Infant and Toddler diplomas. The two proposed curricula have received approval from the BC Early Childcare Education Registry. The revised ECCE Basic Certificate was implemented in September 2013. The proposed launch date for the ECCE Special Needs Diploma and ECCE Infant and Toddler Diploma is September 2014.

Discussion:

Program Overview

The Early Childhood Care and Education Special Needs Diploma and Infant and Toddler Diploma prepare graduates to work in licensed childcare settings such as preschools and daycares. Each diploma focuses on a specific post-basic specialization and provides students with the opportunity to acquire the knowledge and skills required to provide high quality care for specific groups of young children and service to their families.

Development of the two curricula emphasized the foundational components of the Early Learning Framework, drew from government and community documents and peer-reviewed research, and integrated the 2010 Occupational Standards for Early Childhood Educators. The curricula reflect a strong focus on contemporary educational theories and practice and emergent curriculum in Early Childhood Education. Each program comprises 12 classroom-based courses and two practica. Whereas students normally complete their studies in one year (three terms), they may take up to five years to complete each diploma. Upon graduation, they are eligible to apply for a BC license to practice in their post-basic specialty.

Admission Requirements for both programs are:

- Early Childhood Care and Education Certificate from Vancouver Community College or other approved training institution as per BC Ministry of Children and Family Development Early Childhood Education Registry.
- High school graduation or equivalent
- English 12 with a minimum 'C' or equivalent, such as:
 - o ELA test overall score of 145/200
 - o Listening & Speaking components of ELA with a score of 25/30 or higher
 - o 'C+' grade or higher in both Reading (CPEN 0996) and Writing (CPEN 0995) and 25/30 for Listening and 27/30 for Speaking components of VCC's ELA Assessment
 - o VCC English for Professional Advancement (EPA) - Level 2 - 70% in the Reading, Writing, Listening and Speaking components
 - o TOEFL Internet-based Reading, Writing and Listening components must total a minimum of 60; minimum Speaking component score of 26 (scores valid for one year)
 - o IELTS Academic Module overall score of 6.5 or higher with no band score

less than 6.0 and a minimum score of 7.0 on the Speaking band (scores valid for one year)

- 19 years or older
- Canadian citizen or Permanent Resident
- Proof of a negative Tuberculosis skin test. If the skin test is positive, proof of a negative chest x-ray is required
- Physician's Report (proof that individual is physically healthy, with stamina and emotional maturity to meet the demands of working with young children)
- Minimum two written letters of reference indicating suitability for the program
- Minimum of 40 hours volunteer/work experience in licensed daycare or preschool with written proof of hours on organization letterhead
- A Criminal Record Check (CRC) is required in accordance with the Criminal Records Review Act. All individuals who work with vulnerable adults and/or children must complete a Criminal Records Check through the Ministry of Justice. Applicants to this program should be aware that some practicum placements may require completion of a Criminal Records Check indicating no relevant criminal record. After submitting an admissions application, applicants will receive by email a web link and unique college access code to apply and pay for a Criminal Record Check online.
- Successful interview with program staff based on criteria.

Both programs will consider granting transfer credit to students entering from training institutions approved by the BC Ministry of Children and Family Development (MCFD) Early Childhood Education Registry. Articulation agreements are in place with Capilano University and Douglas College to provide VCC graduates the opportunity to ladder into degree programs.

A PAC comprised of stakeholders from the sector and the MCFD will support both programs. PAC members will ensure each program aligns with sector needs and will speak to its relevance and quality. Throughout each program students will provide summative evaluations of all courses and their instruction. The program coordinator will complete annual program reviews to monitor and ensure program quality.

Strategic Rationale

The renewed Early Childhood Care and Education (ECCE) Program aligns to the following key strategies:

- 1) An innovative college for higher education, offering a wide range of quality relevant career and applied/academic programming.
The ECCE sector is forecasting significant growth in the need for licensed ECCE practitioners over the next 10 years. Renewed ECCE certificate and diplomas programs will prepare VCC students for a successful career in this burgeoning field.
- 2) A student-centred college, engaging our learners and providing multiple, flexible pathways to advancement.
These re-mapped programs ensure that curriculum meets both VCC governance and policy standards, and aligns the programs for articulation and transfer opportunities.

- 3) An institution that increases and enhances aboriginal presence and participation. The ECCE program holds relationships with several Aboriginal Bands in relation to sponsored education. Two seats per intake are dedicated to Aboriginal Students.
- 4) A college that delivers quality, relevant education with integrity and accountability. The ECCE program renewal involved an in-depth role and needs analysis, competency review, refocus program and course goals, remapped learning objectives and tasks and aligned assignments and assessments. The results of this renewal secures the program's curriculum and ensures continuity and quality in relation to program delivery and student success.

Financial Status

The ECCE enrolment and financial plan is under review by the Dean and Finance team. As all CS programs are cost-recovery, ECCE tuition fees will be optimized to balance financial sustainability with student access.

Program Demand

Current trends indicate continued growth in the ECCE sector with increased opportunities for Special Needs and Infant and Toddler Diploma holders. Numerous data sources from the sector and students indicate the demand for ECCE diploma credentials – the diploma credential has become an industry standard. Sources utilized in assessing the need for these two programs include an instructor survey, a departmental SWOT analysis, provincial and federal labour market data, PAC meeting minutes, annual program reviews, and student feedback.

Competition and Other Risk Factors

Douglas College, Langara College, and Capilano University offer post-basic programs that are comparable in terms of focus, intended outcomes, length, cost and size. The main difference between programs is their delivery model. The other programs offer full-time day options and limited part-time evening options only. VCC's programs will be flexible, part-time, providing an attractive alternative for students who want to study part-time.

Motion: THAT the Board of Governors approve the new Early Childhood Care and Education Special Needs Diploma.

Motion: THAT the Board of Governors approve the new Early Childhood Care and Education Infant and Toddler Diploma.

Prepared by: Susie Findlay

Date: April 23, 2014

EDUCATION COUNCIL ACTIVITIES DECEMBER 2013 – April 2014		
Item	Action/Status	Target Completion
<i>Governance Policies</i>		
A.2.1 Appeal to Education Council on Academic Matters Policy	Policy Committee will make a recommendation for approval by EDCO at the May meeting	May 2014
<i>Education Policies</i>		
C.1.2 Appeal of Final Grade Policy	Ready for approval – waiting for “Grading, Progression and Withdrawal” policy	
C.1.3 Granting of Credentials Policy and Procedures	EDCO will make a recommendation to the Board for approval at the April meeting	April 2014
C.1.4 Assignment of Credits Policy	In discussion at Policy Committee – Pilot is underway to test impact of proposed changes	September 2014
C.3.2 Program Review & Renewal Policy	Split into two policies: C.3.1 Program Renewal and New Annual Program Review Policies being reviewed by Policy Committee and EDCO Ad Hoc Program Review and Renewal Committee	November 2014
C.3.10 Affiliation Agreements	In discussion at Policy Committee.	September 2014
<i>Education Support Policies</i>		
D.3.6 Admissions	In discussion at Policy Committee. D.3.1 Admissions Appeal to be merged with this policy.	September 2014
<i>New Policies</i>		
Academic Scheduling	In discussion at Policy Committee	October 2014
Grading, Progression and Withdrawal	In discussion at Policy Committee	November 2014
Qualifications for Faculty Members	EDCO and the Board have approved the Policy. Procedures have been reviewed by Policy Committee and EDCO and have been sent for community feedback	June 2014

<i>Program Curricula</i>		
University Transfer English	<p>Approved changes to courses University Transfer ENGL 1001/ENGL 1101 and ENGL 1002/ENGL 1102 courses</p> <p>Two items were received as information:</p> <ul style="list-style-type: none"> - Business Case for Proposed Speech and Hearing Support Personnel Program - Upcoming changes to Heavy Duty/Commercial Transport Curriculum (ITA mandated changes) 	January 2014
Early Childhood Care and Education	Approved changes to the Early Childhood Care and Education Certificate	February 2014
Dental Technology Diploma	Approved changes to the Dental Technology Diploma	
Adult Basic Education for Youth	Approved changes from ENGL 0741 English 9 to ENGL 0750 ABE Intermediate English Part 1 and from ENGL 0751 English 10 to ENGL 0752 ABE Intermediate English Part 2	March 2014
Bachelor of Science in Nursing	Approved Bachelor of Science in Nursing new course HLTH 1399 Health Assessment.	
Culinary Arts Certificate	Admission requirements adjusted to correspond to Cook 1 & 2 certificates received as information	
Bachelor of Hospitality Management	Approved changes to the Bachelor of Hospitality Management	April 2014
Hospitality Management Diploma	Approved changes to the Hospitality Management Diploma	
Asian Culinary Arts Certificate	Approved changes to the Asian Culinary Arts Certificate	
Culinary Arts Certificate	Approved changes to the Culinary Arts Certificate	
Early Childhood Care and Education –Infant and Toddler Diploma	Recommendation that the Board of Governors approve the new Early Childhood Care and Education –Infant and Toddler Diploma	

Early Childhood Care and Education –Special Needs Diploma	Recommendation that the Board of Governors approve the new Early Childhood Care and Education –Special Needs Diploma	
Sports and Recreation Management Diploma	Recommendation that the Board of Governors approve the new Sports and Recreation Management Diploma	
<i>EdCo Revitalization</i>		
Communications Ad Hoc Committee	<p>Approved that Education Council will use the public website to communicate key actions, decisions, and dates to the community</p> <p>Approved that Education Council create an information session and short video to communicate information about EDCO and its standing committees to members of the VCC community who may be interested in joining</p> <p>Approved that the Communications Ad Hoc Committee be dissolved and the members of this committee join the Orientation and Operations Ad Hoc Committee</p>	March 2014
<i>Other</i>		
Special EDCO Meeting	<p>Recommendation to the Board that:</p> <ul style="list-style-type: none"> • the cuts that have already been made to ESL classes and programs should be temporary not permanent and, • consultation with ESL Departments, Education Council and other stakeholders must occur before any further changes to these classes and programs occur 	April 1, 2014
2014-15 Enrolment Plan	Recommendation to the Board of Governors to approve the 2014-2015 Enrolment Plan in the form presented while bearing in mind the motion that EDCO approved at the special meeting on April 1, 2014.	April 2014

EDUCATION COUNCIL REVITATLIZATION UDPATE	
Recommendation	Status
1. At an upcoming meeting, EdCo should dedicate some time to review and expand on the list of strategic level issues that it believes are important for EdCo to address over the coming 12 to 18 months. EdCo should then prioritize the issues and develop a plan as to how EdCo will address each one (i.e., one may require discussion and decision by EdCo whereas another may require EdCo to determine a process to monitor performance within the College). How EdCo can best incorporate these strategic items into its work plan is further discussed in Section 7 below.	English proficiency admission requirements Quality Assurance Framework Affiliation Agreements Curriculum Documentation conventions Program Review and Renewal Process EDCO Planning Session May 9, 2014
7. EdCo (in collaboration with the VP Education and Student Services and others at VCC as required) should initiate a review to evaluate the curriculum and policy approval processes in place and determine as agreed---upon where responsibilities could be reallocated (i.e., to the Committee or department level) in line with EdCo’s new strategic focus. Such processes should ensure that matters come to EdCo via the appropriate Committee.	Curriculum development and approval process policy and procedures in progress Policy development workshop scheduled June 15, 2014
8. EdCo should evaluate the current Committee composition and appointment policies and processes to ensure the Committees are structured to best meet EdCo’s needs (i.e., Committee members have the required skills and experience; Committee is accountable to EdCo; Committee work supports EdCo’s responsibilities).	New EdCo bylaws require standing committee chairs to be elected members of EdCo Appointment policy & process discussed amongst faculty members. Discussion limited by combination of constituency appointments and elections, student enrolment.
11. As part of a commitment to educate EdCo members on developments in education that are relevant to VCC, EdCo should implement a practice of bringing in outside speakers to present to EdCo on issues of strategic educational importance. EdCo should also identify other professional development opportunities that may be appropriate for members to attend.	To be discussed at May 9 Planning Session. EDCO members on D2 meeting listserv
13. EdCo should identify the significant issues that EdCo wishes to discuss in greater detail in the following 12 to 18 months (the “forward agenda”). EdCo should use those issues set out in Section 2 above as a preliminary guide in doing so.	Annual calendar created 2014 forward agenda topics to be determined
19. EdCo should work with the Registrar and the Elections Committee to review and update the election process and supporting guidelines.	In progress
26. EdCo should incorporate a one---day planning retreat into its annual work plan.	May 9, 2014



INFORMATION NOTE

PREPARED FOR: Board of Governors

ISSUE: President Recruitment

DISCUSSION:

The Committee met on April 24th and PFM Executive Search presented a short list of candidates to the Committee. Through the recruitment efforts of PFM Executive Search, over forty individuals expressed an interest in the role and after initial paper screens and subsequent in-depth interviews, the short list of candidates was presented. Based on these discussions, the Committee selected those candidates that will be interviewed by the Committee in person on May 12th. After the interviews on May 12th, the Committee will recommend which candidates will be interviewed by the Board of Governors on May 22nd. In summary, the Committee is pleased with the process and with the number of qualified candidates that are very interested in leading VCC.

Prepared by: Susan Ewanick

Date: April 25, 2014