



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

Wednesday, February 7, 2018 at 5:30 p.m. – Room 420, Downtown Campus

Board of Governors: Pam Ryan (Chair), Chloe Lau, Mike Tourigny, Dee Dhaliwal, Brenda Aynsley, Erin Klis, Garth Manning, Tarun Puri, Zara Hashemi, R. Nicolas

Ex-Officio: Peter Nunoda (President & CEO), Todd Rowlett (Chair, EdCo)

Board EA: Deborah Lucas

Staff Resources: Marlene Kowalski, Kathryn McNaughton, Karen Wilson (Senior Executive Team)
Brian Beacham, Director, Institutional Research

Guests: Constituency group representatives

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1.	Call to Order	--	P. Ryan	--	--	--
2.	APPROVAL OF AGENDA/CONSENT AGENDA Recommended Resolution: <i>“THAT the VCC Board of Governors approve the agenda and approve/acknowledge receipt of the following items on the consent agenda”</i> 2.1 Minutes – Nov 15, 2017 2.2 VCC News & Events 2.3 VCCFA Report	2 min		DRAFT Minutes – Nov 15, 2017 IN – News & Events VCCFA Report	Decision	3 7 9
3.	Chair’s Remarks	2 min	P. Ryan	--	Information	--
4.	President’s Remarks	2 min	P. Nunoda	--	Information	--
5.	CONSTITUENCY GROUP UPDATES 5.1 CUPE Local 4627 5.2 VCCFA 5.3 SUVCC	5 min each	Constituency Reps	-- VCCFA Report --	Information	-- 9 --
6.	FINANCE 6.1 Finance & Audit Committee Report 6.2 Financial Performance (MD&A) – Period End Dec 31, 2017	10 min	M. Tourigny M. Kowalski	-- Financial Performance (MD&A) – Period End Dec 31, 2017	Information Information	-- 11



Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
7.	INTEGRATED COLLEGE PLAN 2017/18	10 min	M. Kowalski K. McNaughton	2017/18 Goals & Objectives – Q2/Q3 2017/18 Key Priorities Summary – Q2/Q3	Information Information	24 80
	7.1 2017/18 Goals & Objectives – Q2/Q3					
	7.2 2017/18 Key Priorities Summary – Q2/Q3					
8.	NEW PROGRAMS, TUITION & FEES	20 min	K. McNaughton B. Griffiths M. Kowalski M. Kowalski	EdCo DN – Heavy Mechanical Technology Diploma DN –New Hairstylist Apprenticeship Courses DN – Domestic tuition & mandatory fees 2% increase DN – International tuition & mandatory fees 2% increase	Decision Decision Decision Decision	90 103 107 108
	8.1 New Program - Heavy Mechanical Technology Diploma					
	8.2 Tuition - New Hairstylist Apprenticeship Courses					
	8.3 Tuition – 2% increase in domestic tuition & mandatory fees					
	8.4 Tuition – 2 % increase in international tuition & mandatory fees					
9.	POLICIES	10 min	D. Dhaliwal	DN – New Bylaws	Decision	109
9.1 New Bylaws – G.1.0, G.2.0, G.3.0						
10.	EDUCATION COUNCIL EdCo Chair Report	5 mins	T. Rowlatt	IN – EdCo Chair Report	Information	125
11.	BOARD COMMITTEE REPORTS	5 min each	B. Aynsley D. Dhaliwal	-- --	Information Information	-- --
	11.1 Human Resources Committee					
	11.2 Governance Committee					
12.	PRESENTATION Institutional Research	10 min	B. Beacham	--	Information	--
13.	OTHER BUSINESS	5 min	P. Ryan	--	Information	--
	13.1 Board of Governors Correspondence					
14.	Next meeting date: Apr 4, 2018	--	--	--		
15.	Adjourn					

DRAFT

**MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS
OF VANCOUVER COMMUNITY COLLEGE
HELD ON NOVEMBER 15, 2017 AT THE DOWNTOWN CAMPUS**

Board Members:	Pam Ryan (Chair), Dee Dhaliwal, Brenda Aynsley, Howard Grant, Erin Klis, Garth Manning, Tarun Puri, Zahra Hashemi
Ex-Officio:	Peter Nunoda (President & CEO), Todd Rowlatt (EdCo Chair)
Board Secretary:	Deborah Lucas
Staff Resources:	Marlene Kowalski, Kathryn McNaughton (VP's)
Guests:	Constituency Group Representatives, G. McIvor, Dean, Continuing Studies
Regrets:	Chloe Lau, Mike Tourigny (Board Members)

1. CALL TO ORDER

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

2. APPROVAL OF CONSENT AGENDA

UPON MOTION duly moved, seconded and unanimously resolved:

THAT the VCC Board of Governors approve the November 15, 2017 Public Board meeting agenda with the following changes:

- Add item 8.2 – A.3.2 Policy Development & Maintenance Policy

And approve/acknowledge receipt of the following items on the consent agenda:

- 2.1** Minutes – Sept 27, 2017
- 2.2** VCC News & Events – Oct 2017
- 2.3** VCCFA Report

3. CHAIR'S REMARKS

P. Ryan:

- Congratulated Board member's G. Manning and E. Klis on their re-election for a 3-year term.
- Welcomed newly elected Student Representatives T. Puri and Z. Hashemi.
- Thanked outgoing Board member H. Grant for his contribution to the Board.
- Advised that nominees for Board vacancies have been submitted to AEST for potential appointment in the new year.

4. PRESIDENT'S REMARKS

P. Nunoda:

- Thanked H. Grant for his contribution to the Board.
- Thanked the organisers of VCC Day, which took place on Oct 31, 2017. It was well attended. The "Dragon's Den" event proved to be a great success. Great initiatives were pitched to the Senior Executive. As it's the year of innovation, VCC will continue to provide forums for new ideas to be presented.

5. CONSTITUENCY GROUP UPDATES**5.1 CUPE Local 4627**

There was no report from CUPE Local 4627.

5.2 Vancouver Community College Faculty Association (VCCFA or FA)

The VCCFA Report was included in the meeting materials. VCCFA President, K. Shortt, addressed the Board:

- Thanked H. Grant for his contribution to the Board.
- In reference to the forecasted surplus, concern was expressed that it was primarily due to an increase in international student enrolment and hopes that the government will provide more tuition funds to assist domestic students.
- Highlighted that the consultation process for the revision of Policy C.3.3 was thorough and much appreciated.

5.3 Student Union of Vancouver Community College (SUVCC)

Board Student Representative, T. Puri presented the SUVCC report:

- The SUVCC fee referendum passed successfully with 81.5% of members voting in favour. It will commence Sept 2018 and will go a long way in providing stability for the Students' Union and better services for its members.
- Following the SUVCC Board election in Oct. The new board completed a training session that covered internal governance, director's rights and responsibilities and planning for the year.
- SUVCC are currently lobbying the government for more investments in the BCCampus program, to produce more OER resources. They're happy to hear of the investments and supports many VCC faculty members are giving in order to provide these resources to their students.

6. FINANCE

6.1 Finance & Audit Committee (FAC) Report

The Committee met on Oct 25, 2017. In the absence of the FAC Chair, P. Ryan presented the report:

- The MD&A Financial Performance for period end Oct 31, 2017 was presented:
- Revenue for the period is \$300K above budget, while expenses are below by \$2.1M. These numbers reflect the change in the provincial funding model for ABE/AEL.
- The net surplus for the period is \$662K.
- The 2017/18 forecast projects a surplus of \$351K. Revenue is forecasted to be \$106.3M, which is \$1.6M below budget and mainly due to decrease in revenue in ABE and EAL. However, it is offset by \$2.4M in lower expenses.
- FAC reviewed the tuition proposal for the new Early Childhood Care & Education (ECCE) Post-Basic Diploma program and approved its recommendation to the Board.
- Management provided an update on the development of a Campus Master Plan. With the assistance of PartnershipBC and funded by AEST, the Request for Proposal (RFP) will be developed in the New Year.

7. TUITION AND NEW PROGRAMS

7.1 New Program & Tuition: Early Childhood Care and Education (ECCE) Post-Basic Diploma

T. Rowlatt provided a summary of the Decision Note included in the meeting materials.

- The redesigned ECCE program offers two laddered programs, the ECCE Basic Certificate (which has undergone minor revisions) and the ECCE Post-Basic Diploma, which encompasses both specialties, Infant Toddler and Special Needs.
- The Post-Basic Diploma aligns with sector standards and covers integrated competencies from both specialty areas, resulting in a higher level of professional competence for graduates.
- The program is part-time, which appeals to VCC's student demographic. VCC would require an on-site daycare facility, to run a full-time program.

- The option to exit after completing the ECCE Certificate, allows students to get into the workplace and return to VCC, within 5 years, to complete the Post-Basic Diploma. In addition, graduates of the Post-Basic Diploma will receive two certifications from the Ministry within a shorter period of time than they would in VCC's current diploma programs.
- The Program Advisory Committee fully support this new credential and EdCo approved the program on Nov 14, 2017 and recommend it for Board approval.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Early Childhood Care and Education Post-Basic Diploma.

- FAC reviewed and approved the proposed tuition and recommend it for Board approval.
- The Board enquired about additional fees for students who wish to ladder into the diploma program. It was clarified by G. McIvor that students would register separately for each program. Implementing a waiver for students who wish to transition to the diploma program has not been discussed at this stage.

UPON MOTION duly moved, seconded and resolved:

THAT on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of \$6,254 for the Post-Basic courses, as a portion of the new Early Childhood Care & Education Diploma Program, effective January 2, 2018

Not in favour – T. Purin

8.1 C.3.3 Suspension and/or Discontinuance of Programs Policy and Procedures

T. Rowlatt summarised the Decision Note in the meeting materials and responded to questions:

- The policy establishes a respectful process for the suspension and possible discontinuance of programs at VCC. It was last reviewed in 2004.
- The proposed revisions set up a clear process for meaningful consultation and decision-making, including if a program is suspended, after two years the program must return to EdCo and the Board for a decision regarding program discontinuance.
- Extensive consultation has taken place with the VCC community and Education Policy Committee. EdCo approved the revised policy and recommend it for Board approval.
- The Board were appreciative of the extensive consultation and earlier comments from the VCCFA.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, revised C.3.3 Suspension and/or Discontinuance of Programs Policy and Procedures.

8.2 A.3.2 Policy Development & Maintenance Policy

Governance Committee Chair, D. Dhaliwal presented this item to the Board. It was inadvertently missed from the agenda. T. Rowlatt provided a summary of key changes.

- The revisions to the policy include streamlining the process, clearly defining the policy review body, extending community consultation to 15 days and a new clause that allows for minor changes to be made e.g. change of title.
- The revised policy and Decision Note will be distributed to the Board for approval by Consent Resolution.

9. BOARD COMMITTEE REPORTS

9.1 Human Resources Committee Report (HRC)

No Report. HRC has not met.

9.2 Governance Committee (Gov Com)

The Governance Committee met on Nov 8, 2017. D.Dhaliwal confirmed that in addition to item 8.2, on the recommendation of the Committee, the Board approved the tool and process for evaluating the effectiveness of the Board. It will be rolled out in spring 2018.

10. PRESENTATION

As part of a series of portfolio/department presentations to the Board, VCC Registrar, Dave McMullen, presented an overview of the Office of the Registrar. The presentation was well received.

11. OTHER BUSINESS

11.1 Board of Governors Correspondence

- Nominees for Board vacancies have been submitted to AEST.

12. NEXT MEETING

The next Board of Governors Public Board meeting will be held on February 7, 2018.

13. ADJOURN

There being no further business, the meeting adjourned at 6:42 p.m.

APPROVED AT THE FEBRUARY 7, 2018 PUBLIC MEETING:

Pam Ryan
Chair, VCC Board of Governors



VCC NEWS AND EVENTS

January 2018

News

- VCC Foundation and VCC Culinary Arts hosted the first Chef's Table – Special Edition featuring outstanding alumni award recipient, Chef Poyan Danesh on Jan. 23 at JJ's Restaurant. Guests were treated to an amazing five-course meal tracking Poyan's journey through his Culinary Olympic medal-winning performances in the US and Europe. The dinner sold out in under 24 hours. Net proceeds contribute to a culinary competition fund to help future VCC students travel and compete.
- Christmas in January once again provided a holiday meal for many residents of Vancouver's Downtown Eastside. VCC and The Salvation Army Vancouver Harbour Light marked its 20th anniversary with dozens of volunteers from VCC's culinary programs.
- Vancouver Community College hosted the Korean Culinary Competition, a black box challenge open to students, hobby cooks, and professionals on Dec. 6, 2017.
- Circle Craft Market partnered with Vancouver Community College's fashion program to produce a runway show on Nov. 3 at the annual Circle Craft Christmas Market
- VCC welcomes new members to the VCC Foundation Board, here is the complete list
 - Ken Cretney, Chair
President and CEO Pavco
 - Mark Andrew
Global Director of Resorts, Canyon Ranch
 - Guff Muench
Independent Automotive Professional
 - Kay Wong-Alafriz
CFO, Kabam
 - Barb Steele
Associate Managing Partner, Canada Financial
 - Amielle Lake
Entrepreneur and Author
 - Peter Van Dyke
Director of Investments, Deeley Group
 - Zoran Kovacevic
CEO Ready
 - Geoff Bowman
Partner, Norton Rose Fulbright

VCC Government Relations

- Deputy Speaker, Raj Chouhan stopped by the Broadway campus on Jan. 23 and spoke about government priorities with the leadership team.
- MLA Kang dropped by the Broadway campus to speak at the D2 meeting (Dept. Heads and Directors) as well as, toured the music department on Jan. 22.
- Speaker of the House, Dr. Darryl Plecas took a tour of the downtown campus including, dental, baking, hair, and CAD and BIM programs. The speaker joined Dr. Nunoda, Karen Wilson, Dean's Wells and Griffith for lunch at JJ's Restaurant on Jan. 10.

VCC in the News

- [Vancouver school trustee seeks expansion of program letting teens work with seniors](#) – News 1130 (Jan 29) Calling it a win-win situation for teenagers and the elderly, a Vancouver school trustee is hoping ... to partner with the Vancouver Community College...
- [Mr. Bannock, Metro Vancouver's first Indigenous food truck, officially launches with a fusion menu](#) – Georgia Straight (Jan 27) Metro Vancouver's first Indigenous food truck is now rolling. Paul Natrall, the chef/owner of Mr. Bannock, merges traditional cooking methods with current food trends... trained in the Aboriginal cooking program at Vancouver Community College.
- [Rick Hansen Foundation's new certification program gives people the skills to rate buildings based on accessibility](#) – Globe and Mail (Jan 17) Launched this past fall at Vancouver Community College, the Rick Hansen Foundation Accessibility Certification™ (RHFAC) program teaches participants the skills needed to gauge a building's accessibility.
- [Learning to fight the opioid crisis at Vancouver Community College](#) – MacLean's (Jan 12) That's a drive motivating many of the students who register for the addiction counselling skills certificate program at Vancouver Community College (VCC), says program coordinator Matthew Stevenson.

Upcoming Events:

- Budget Town Halls, Feb. 14 & 21
- B.C. Colleges Day, Feb. 27
- Try-a-Trade, Feb. 28
- VCC Foundation Gala – Flourish, March 14

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

DATE: February 7, 2018



VCCFA Report to the College Board

Submitted January 31, 2018 for the Board meeting on February 7, 2018

Welcome to new Board Member

We are very pleased to welcome Rene-John Nicolas to the College Board. The VCCFA worked with Rene when he was a staff rep at the Federation of Post-Secondary Educators and we look forward to his continued keen legal insights and advocacy of post-secondary issues.

The 2018/2019 College Budget and the Assessment Centre

Most programs offered at the College require prospective students to complete at least one form of assessment, for example English, Math or keyboarding. These assessments are done primarily at the Assessment Centre which is located only at the Broadway campus. This poses the initial problem – after meeting with the Department Head, students must travel from Annacis Island or the Downtown campus to do the required assessment test. Compounding this problem, is the lack of financial resourcing that would allow the Centre to be staffed and open more flexible hours than the current three days a week, for a weekly total of only 13 hours. The post-secondary climate is extremely competitive. Faculty spend many extra hours talking to prospective students, answering their questions and helping them make the right program choice. The assessment process must be user-friendly and accessible. Resourcing it adequately in the next budget is critical to enrolment.

FPSE Governance Conference – Shaping Our Future

FPSE sponsored a province-wide conference which was held at the Hyatt Vancouver on November 18th. Chairs and members of Education Councils, Boards and Senates from 19 BC colleges and universities met for a full day of guest speakers and workshops. Coming together to discuss and understand the powers and responsibilities conferred under the College & Institute Act and the University Act was enlightening, especially for those faculty new to this role.

Department Presentations

The series of presentations by Deans and Directors at recent Board meetings has been informative and interesting. Next up, we suggest that the Board may like to hear directly from faculty on their work in the classroom. In my November report to the Board, I spoke on the diverse expertise of our faculty evident in their presentations at the President's Research Symposium. These presentations may be of interest to Board members as well.

VCCFA Community Action Donations

Our Executive has approved the following donations:

1. Volunteer Grandparents, \$500 towards summer picnic

Volunteer Grandparents endeavors to support and encourage multigenerational relationships and the concept of the extended family. Their mission is to "bridge and enrich the generations" by fostering intergenerational understanding, communication and cooperation between the generations. Volunteer Grandparents provides two main programs: The Family Match Program and the School Grandparent Program.

2. Recovery through Art, \$500 towards art supplies (paint brushes, glazes and clay)

Vancouver Recovery through Art's mission is to support innovative mental health and addiction recovery and growth through art. This organization allows those suffering from mental illness and addiction gain confidence, direction and a sense of self-worth.

And finally, best wishes to the Board members for a happy and peaceful 2018.

Respectfully submitted,
Karen Shortt, President, VCCFA



FINANCIAL PERFORMANCE

Management Discussion & Analysis

For the nine months ended December 31, 2017

PERFORMANCE HIGHLIGHTS

2017/18 OPERATING OVERVIEW

2017/18 Nine Months Operating Overview

Revenues trended slightly below budget while expenses were also below for the nine months ending December 31, 2017. The college closely monitors enrolments, revenues and expenses to ensure budget targets that were established in the 2017/18 Integrated College Plan are being met.

Effective September 1, 2017, the government funding model was changed and Adult Basic Education (ABE) and English as an Additional Language (EAL) programs became tuition free for domestic students. This change has not significantly impacted revenue at this time. VCC did experience some increase in EAL program enrolment while ABE programs remain flat compared to budget.

Revenue for the period was \$78.0 million compared to budget of \$78.4 million (\$400K below plan) and prior year of \$77.9 million (\$100K above prior year) (**Table 4**). Although domestic revenue is down by \$1.2 million this has been offset by higher international revenue of \$733K (**Table 1, 2 and 3**). In areas where domestic enrolment was softer additional seats were made available to international students.

The School of Hospitality, Food Studies and Applied Business domestic revenue was \$338K lower than budget, however, international programs were up by \$222K. Domestic Professional Cook 1 & 2 programs have experienced softer enrolments but this has been offset by higher international student demand. There has also been an increase in international enrolment in Hospitality Management resulting in an increase of \$94K in revenue.

The School of Trades, Technology and Design domestic revenue was lower than budget by \$383K but there was an increase in international revenue of \$274K. Skin & body therapy had lower domestic revenue of \$265K, although there was an \$84K increase in international. There was also a \$135K increase in international revenue in the automotive programs.

School of Arts and Sciences was \$52K lower than the domestic revenue budget but had \$179K increase in international revenue. Continuing Studies domestic revenue was under budget by \$272K but had an offset of \$73K from international. The School of Health Sciences revenue from domestic was \$98K lower than budget and international revenue was \$21K lower (the school of Health Sciences does not have many seats for international students due to demand from domestic students).

Contract training revenue is \$561K above budget and miscellaneous revenue is up by \$566K which includes \$300K that is the result of historical deferred revenue clean up that was flagged at year end.

Total expenses for the period were \$76.4 million compared to budget of \$78.4 million (\$2.0 million below budget) and prior year of \$77.4 million (\$1.1 million below the prior year). The main variance of \$1.7 million is due to the funding model change from Adult Upgrading Grants (AUG) to free tuition for ABE and EAL. This is a flow through expense with grant revenue also down by \$1.7 million.

The net surplus for the nine month period is \$1.6 million compared to a budget deficit of \$55K (\$1.7 million more favourable than budget) and prior year surplus of \$499K (\$1.1 million more favourable than prior year).

Summary - Revenue by School

Table 1:

Breakdown of Domestic and International Revenue – Actual Compared to Budget and Prior Year

	2017/18 Actuals (Apr 2017 - Dec 2017)	2017/18 Budget (Apr 2017 - Dec 2017)	Variance Favourable/ Unfavourable	2016/17 Prior Year (Apr 2016 - Dec 2016)	Variance Favourable/ Unfavourable
Centre for Continuing Studies	2,173,899	2,446,066	(272,167)	2,334,959	(161,060)
Centre for International Education	7,413,800	6,680,745	733,055	5,570,658	1,843,142
School of Arts & Sciences	3,418,148	3,481,765	(63,617)	3,522,401	(104,253)
School of Health Sciences	2,699,029	2,796,815	(97,786)	2,648,308	50,721
School of Hospitality, Food Studies & Applied Business	1,433,680	1,771,665	(337,985)	1,613,788	(180,108)
School of Instructor Education	605,354	681,225	(75,871)	654,567	(49,213)
School of Trades, Technology & Design	1,333,285	1,716,733	(383,448)	1,410,990	(77,705)
Total	19,077,195	19,575,014	(497,819)	17,755,671	1,321,524

Table 2:

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

	2017/18 Actuals (Apr 2017 - Dec 2017)	2017/18 Budget (Apr 2017 - Dec 2017)	Variance Favourable/ Unfavourable	2016/17 Prior Year (Apr 2016 - Dec 2016)	Variance Favourable/ Unfavourable
Centre for Continuing Studies	73,378	0	73,378	58,312	15,066
School of Arts & Sciences	365,089	185,400	179,689	184,867	180,222
School of Health Sciences	98,482	119,261	(20,779)	62,718	35,764
School of Hospitality, Food Studies & Applied Business	4,081,583	3,859,052	222,531	3,234,255	847,328
School of Instructor Education	4,097	0	4,097	14,668	(10,571)
School of Trades, Technology & Design	2,791,170	2,517,032	274,138	2,015,838	775,332
Total	7,413,799	6,680,745	733,054	5,570,658	1,843,141

Table 3:
Combined Domestic and International Revenue by School

	2017/18 Actuals (Apr 2017 - Dec 2017)	2017/18 Budget (Apr 2017 - Dec 2017)	Variance Favourable/ Unfavourable	2016/17 Prior Year (Apr 2016 - Dec 2016)	Variance Favourable/ Unfavourable
Centre for Continuing Studies	2,247,277	2,446,066	(198,789)	2,393,271	(145,994)
School of Arts & Sciences	3,783,237	3,667,165	116,072	3,707,268	75,969
School of Health Sciences	2,797,511	2,916,076	(118,565)	2,711,026	86,485
School of Hospitality, Food Studies & Applied Business	5,515,263	5,630,717	(115,454)	4,848,043	667,220
School of Instructor Education	609,451	681,225	(71,774)	669,235	(59,784)
School of Trades, Technology & Design	4,124,455	4,233,765	(109,310)	3,426,828	697,627
Total	19,077,194	19,575,014	(497,820)	17,755,671	1,321,523

**Statement of Operations – Comparison to Budget and Prior Year
For the Nine Months Ended December 31, 2017**

Table 4:

(In \$ Thousands)	2017/18 Actuals (Apr 2017 - Dec 2017)	2017/18 Budget (Apr 2017 - Dec 2017)	Variance favourable /(unfavourable)	Comments	2016/17 Actuals (Apr 2016 - Dec 2016)	Variance favourable /(unfavourable)
Province of B.C. Grants	41,311	40,926	385	ITA Grant YTD \$149K higher than budget; \$308K Routine Capital Maintenance revenue recognized all at once - these are all timing difference	40,438	874
Adult upgrading grant (AUG)	1,001	2,665	-1,664	Due to the new provincial funding model for ABE/EAL - August-December AUG amounts have been removed	2,675	-1,674
Sales of goods and services	4,319	4,546	-227		4,794	-475
Tuition and student fees	20,906	21,329	-423	Domestic tuition revenue from April to December is \$1.1M less than budget but this has been offset by an increase in International tuition revenue of \$733K. Table 1 shows the breakdown between domestic and international tuition by school. Table 2 shows international revenue by school and Table 3 illustrates combined domestic and international revenue by school.	19,332	1,574
Other grants, fees & contract services	4,283	3,722	561	OAT \$292K, SDEB \$81K, EHW \$119K, ASP \$50K, BC Hydro \$42K, BCMEA \$20K, PAFC \$27K, CIC-CIIP \$39K, Intro to Skills Culinary \$68K, Building Service Worker Training \$43K, Emily Carr \$37K; but \$302K SASET revenue budget removed	4,959	-676
Miscellaneous income	1,568	1,002	566	Movie rental increased by \$96K, parking revenue increased by \$29K, clean up historical deferred revenue amount \$300K booked to miscellaneous income.	1,182	386
Donation income (Foundation Related)	456	266	190		387	70
Amortization of deferred capital contribution	3,999	3,832	167		4,039	-40
Investment income	169	109	60		112	56
REVENUES	78,013	78,399	-386		77,918	94
SALARY AND BENEFIT EXPENSES	55,518	54,979	-538	Vacation accrued for 9 months. Faculty salaries higher due to increased number of contracts. Some positions were added to actual (that were not in the budget)	53,492	2,025
Supplies and general expenses	4,657	4,890	233	Mostly due to operating lease expense \$277K removed and reallocated to depreciation expense	4,539	118
AUG Financial Aid	1,001	2,665	1,664	Due to the new provincial funding model for ABE/EAL - August-December AUG amounts have been removed	2,675	-1,674
Bursary/Scholarship (donation related)	456	266	-190		387	70
Professional fees	1,460	1,743	283	SASET \$302K removed from budget	2,132	-672
Building and telecom	4,578	4,732	155	Timing difference. Forecast adjusted	4,632	-54
Cost of Goods Sold	2,578	3,039	461	Due to less revenue from April to Dec and better management of food costs. Removed internal laundry service charge that is reallocated to general expenses.	3,097	-520
Depreciation Expense	6,163	6,140	-23		6,466	-303
OPERATING EXPENSES	20,892	23,475	-2,582		23,927	-3,034
TOTAL EXPENSES	76,410	78,454	-2,044		77,419	-1,009
NET SURPLUS (DEFICIT)	1,603	-55	1,658		499	1,103

* ASP: Aboriginal Service Plan

* BCMEA: BC Maritime Employers Association

* CIC-CIIP: Colleges Institutes Canada - Canadian Immigrant Integration Program

* EHW: Entry to Hospitality for Women

* OAT: Office Assistance Training

* PAFC: Pacific Autism Family Centre

* SASET: Sto:lo Aboriginal Skills & Employment Training

* SDEB: Skills Development Employment Benefit

2017/18 YEAR END FORECAST

2017/18 Forecast to Budget Overview

The 2017/18 Forecast (9 months actual + 3 months forecast) in **Table 5** shows that VCC is projecting a surplus of \$462K. Revenue is forecasted to be \$106.2 million compared to budget of \$107.6 (\$1.4 million below budget) and prior year of \$106.3 million (\$100K lower than prior year). The main reason for the decrease in revenue is the funding model change from Adult Upgrading Grants to free tuition for ABE and EAL which results in \$2.4 million less revenue. However, this is offset by \$2.4 million in lower expenses.

Expenses are forecasted to be \$105.8 million compared to budget of \$107.6 million (\$1.8 million lower than budget) and prior year of \$105.5 million (\$294K higher than prior year). The assumption, at this time, is that the \$1.0 million contingency built into the 2017/18 budget will be absorbed due to higher costs, mainly in salaries.

Statement of Operations – Comparison to Budget and Prior Year
2017/18 Forecast with Nine Months Actual (Ended December 2017) and Three Months Forecast

Table 5:

(In \$ Thousands)	2017/18 Current Forecast (9 + 3)	2017/18 Budget	Variance favourable /(unfavourable)	Comments	2016/17 Actuals	Variance favourable /(unfavourable) - 1718current fcst vs 1617 actuals
Province of B.C. Grants	54,387	54,489	-102		53,620	767
Adult upgrading grant (AUG)	1,001	3,425	-2,424	AUG Funding for the rest of this fiscal year has been removed	2,922	-1,922
Sales of goods and services	6,066	6,276	-210		6,478	-412
Tuition and student fees	31,376	31,612	-236	Includes variances for domestic and international tuition revenue and other fees for 9 months (April - December). For forecasting purposes, the domestic tuition revenue for some programs is reduced further by \$250K. The international tuition revenue for some programs is increased by \$450K.	28,346	3,030
Other grants, fees and contract services	5,322	4,818	504	\$42K, BCMEA \$20K, PAFC \$27K, CIC-CIIP \$39K, Intro to Skills Culinary \$68K, Building Service Worker Training \$43K, Emily Carr \$37K; but \$400K SASET revenue budget removed	6,661	-1,339
Miscellaneous income	1,935	1,348	587	Movie rental increased by \$96K, Parking revenue increased by \$29K, clean up historical deferred revenue amount	1,940	-5
Donation income (Foundation Related)	570	380	190	\$300K booked to Misc Revenue	481	90
Amortization of deferred capital contribution	5,349	5,110	240		5,768	-419
Investment income	238	148	90		157	81
REVENUES	106,244	107,606	-1,362		106,373	-129
SALARY AND BENEFIT EXPENSES	75,369	74,323	-1,046	Includes year end vacation / sick leave accruals. Salaries increased to accommodate more contracts and additional positions required for program delivery and service areas	73,409	1,960
Supplies and general expenses	7,530	7,677	147	\$400K operating lease reallocated to depreciation expense; reforecasted \$250K laundry service charge	6,416	1,114
AUG Financial Aid	1,001	3,425	2,424	AUG expenses for the rest of this fiscal year removed	2,922	-1,922
Bursary/Scholarship	570	380	-190		481	90
Professional fees	2,706	3,034	328	SASET expenses \$400K removed. Agency commission fee increased due to higher international tuition revenue	2,718	-11
Building and telecom	6,532	6,376	-156		6,234	298
Cost of Goods Sold	3,730	4,205	475	Due to less revenue and better management of food costs. Budgeted internal laundry service charge of \$250K that is reallocated to general expenses in forecast	4,390	-661
Depreciation Expense	8,343	8,187	-157	Added IT capital lease	8,918	-575
OPERATING EXPENSES	30,413	33,283	2,871		32,079	-1,666
TOTAL EXPENSES	105,782	107,606	-1,825		105,488	294
NET SURPLUS (DEFICIT)	462	-	462		885	-423

* ASP: Aboriginal Service Plan

* BCMEA: BC Maritime Employers Association

* CIC-CIIP: Colleges Institutes Canada - Canadian Immigrant Integration Program

* EHW: Entry to Hospitality for Women

* OAT: Office Assistance Training

* PAFC: Pacific Autism Family Centre

* SASET: Sto:lo Aboriginal Skills & Employment Training

* SDEB: Skills Development Employment Benefit

Major Procurement Activity over \$200K

The following table provides a status update on procurement activity over \$200K.

Procurement Status Update

Table 6:

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Recurrent Needs:					
Spicers	Fine Paper	01-Jan-18	30-Apr-22	>\$200k	VCC has on-boarded with Staples to provide office supplies including paper.
Citrix	IT Software Licenses	19-Sep-15	27-Oct-18	\$228,000	Projected spend for 5yrs over \$200k. Contract extended for one final year.
City Elevator Ltd.	Elevator Inspection, Maintenance, and Upgrades	3-Jun-13	31-Mar-18	\$515,000	BCNETSource competing for this opportunity. Option to opt in available to all Post Secondary Institutions. VCC to study feasibility of agreement in relation to the needs of the college once proponent selected. Projected spend over 5 years.
Prism Engineering Ltd	Energy Management Services. BC Hydro supports this work with a \$50k annual rebate	1-Mar-13	31-Mar-18	\$600,000	Planning Stage. Projected spend over 5 years.
Bloom Media	Digital Ad Buyer	12-Jul-13	11-Jul-18	>\$500k	Planning Stage. Projected spend over 5 years.

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Known New Opportunities:					
Partial Roof Replacement - BWY A				\$1.1M	Project complete
Fire Sprinkler Project - Phase I				\$400,000 - \$500,000	Planning Stage
Fire Sprinkler Project - Phase II				\$800,000	Planning Stage
Cafeteria Renovation - DTN				\$400,000	Project complete
Downtown Campus Masterplan				\$300,000	Solicitation Stage - VCC working with PartnershipsBC to draft the RFP.
Washroom Renovation				\$300,000	Solicitation complete. Contract awarded to C3M Construction Inc.
Lighting Upgrade Project				\$250,000	Solicitation complete. Contract awarded to Energy Network Services Inc.
AVED Trades and Technology Equipment Funding	Training equipment to support technology-related programs			\$310,445	Planning Stage - funds must be used prior to March 31, 2018. Year end funding provided by AEST.
BCNET Common Needs Projects:					
Uniglobe Travel	Travel Management Company	TBD		>\$200,000	ASDT Agreement executed. Option to opt in available to all Post Secondary Institutions. VCC to study feasibility of agreement in relation to the unique needs of the college.
RICOH Canada Inc.	Delivery, installation, servicing of Multi-Functional Devices (MFD), printers, print shop equipment, software.	18-Dec-12	31-Mar-18	\$1M	BCNETSource Agreement executed. Option to opt in available to all Post Secondary Institutions. VCC currently in negotiations with RICOH. MFDs will be leased.

2017/18 Risk Assessment Update

The 2017/18 Integrated College Plan recognizes that there is risk associated with achieving these plans as well as opportunity. The high level risks and opportunities are identified in the following Risk Register (**Table 7**):

UPDATE: There are no changes to the risk ratings, however, the Board vacancies and succession planning mitigation strategy has been updated.

Risk Rating

L	Low
M	Medium
H	High

Risk Register

Table 7:

Risk associated with achieving the 2017/18 Integrated College Plan and budget

Rating	Risk	Mitigation
L	Government budget constraints	<ul style="list-style-type: none"> • Increase revenue from other sources such as continuing studies, contract training, international students and strategic partnerships
L	Below-target enrolment compared to plan	<ul style="list-style-type: none"> • On-going monitoring of enrolments by deans, department heads and leadership • Address soft enrolment by target marketing and increase in student recruitment efforts • On-going monitoring of global events and domestic policy to inform decisions that would minimize the impact on International enrolment
L	Decrease in ITA funding – is dependent on the performance of all post-secondary institutions in BC	<ul style="list-style-type: none"> • On-going monitoring of enrolments • Maintain proactive relationship with ITA to ensure any changes in funding formula is known in advance

Rating	Risk	Mitigation
		<ul style="list-style-type: none"> • Ensure program curriculum meets ITA expectations
L	2017/18 financial targets not realized	<ul style="list-style-type: none"> • Strong emphasis on budgeting process and establishing realistic budgets • Monthly financial review and forecasting • Comprehensive monthly cost analysis • Reduce manual processes by streamlining, automating and continuous improvement to create efficiencies
L	Faculty Association and CUPE labour relations	<ul style="list-style-type: none"> • Foster favourable relations with bargaining units
L	Government relations – awareness of VCC	<ul style="list-style-type: none"> • Significant and sustained outreach to government representatives, in AEST and other Ministries • Ensure there is government awareness of the VCC mandate and priorities
L	Program delivery meeting changing students' expectations	<ul style="list-style-type: none"> • Monitor engagement of Program Advisor Committees (PACs) • Monitor enrolment reports • Student surveys • Develop an education technology strategy, expand online program delivery, international programming and build flexibility in programs
L	Reputation management	<ul style="list-style-type: none"> • Develop an internal and external communication strategy
H	Board vacancies and succession planning	<ul style="list-style-type: none"> • Develop a succession plan to address Board skill requirements prior to individual term expiry or resignations • The Ministry has identified filling current and upcoming vacancies as a priority and are requesting the Board assist by developing an initial list of nominees • An initial list of nominees have been put forward and now awaiting a response from the BRDO • One new board appointment has been made by the Ministry

Rating	Risk	Mitigation
M	IT – Banner 8 Software support ending December 2018 - security patches and regulatory updates will no longer be available	<ul style="list-style-type: none"> Develop a project plan to upgrade current version of Banner to Banner 9 and go live by December 2018
M	IT - Cyber security	<ul style="list-style-type: none"> Conduct a needs assessment to identify potential IT security vulnerabilities Develop a cyber security plan to address any vulnerabilities identified
M	IT – Disaster recovery	<ul style="list-style-type: none"> Develop a comprehensive disaster recovery plan Migrate more IT functionality to cloud based solutions
M	Emergency response plan - roles and responsibilities clearly defined and communicated	<ul style="list-style-type: none"> Update emergency preparedness and response plan Conduct training workshops on emergency response
M	Aging capital infrastructure	<ul style="list-style-type: none"> Develop a comprehensive space utilization plan Develop a long-term plan and strategy to address infrastructure upgrades needed to meet the academic and enrolment plan

Opportunities associated with the 2017/18 Integrated College Plan

	Opportunities	Strategy
M	New revenue generating opportunities	<ul style="list-style-type: none"> Identify strategic partnerships with both corporate and not-for-profit organizations that could result in new programming and contract training opportunities
M	Leverage VCC Foundation fundraising to support college initiatives	<ul style="list-style-type: none"> In collaboration with VCC Foundation establish fundraising campaign initiatives and set targets Reinvigorate alumni relations and turn more alumni into donors

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
1.1.1 Conduct needs assessment and determine viability and potential of new programs that meet community need, provide pathways, take into consideration the labour market skills gap, and are relevant	Health Sciences	<ul style="list-style-type: none"> ■ Implement new Pre-Health Sciences ■ Develop new Dental Hygiene degree program ■ Develop 3 year Denturist program 	Debbie Sargent: <ul style="list-style-type: none"> ■ Pre-Health Sciences program has Board approval but is currently on hold as there were insufficient funds to support Curriculum Development in 2017-18. ■ The new Dental Hygiene degree program received approval from Education Council in July and the degree will soon be submitted to DQAB. ■ The Denturist program curriculum is currently being developed. A capital request for additional space has been submitted. 	Debbie Sargent: <ul style="list-style-type: none"> ■ Pre-Health Sciences – A new funding proposal will be submitted for CD funding in the spring. ■ The Ministry of Advanced Education and Skills Training and the Ministry of Health have indicated their support in moving our proposed degree program to DQAB. ■ The Denturist program has gone through the Curriculum Committee and will be presented at Education Council on December 12. A long term facilities/capital plan is being developed.
	Hospitality, Food Services & Applied Business	Culinary Arts: <ul style="list-style-type: none"> ■ Implement catering module ■ Implement new Professional Cook (PC) 1 and 2 curriculum ■ Implement Continuing Studies cooking program ■ Create partnerships and student exchange programs with International culinary schools ■ Complete MOU with KPU for culinary and baking student pathways Asian Culinary Arts: <ul style="list-style-type: none"> ■ Bridge PC 1 and PC 2 with a session of Asian Culinary Arts Baking and Pastry Arts: <ul style="list-style-type: none"> ■ Conduct needs assessment of Advanced Pathways to Baking- Indigenous perspective 	Dennis Innes: <ul style="list-style-type: none"> ■ Catering module has been approved and will be offered in October. ■ PC1 has been implemented and PC 2 will be implemented in September. ■ Partnership development is ongoing with Italian Culinary Schools. ■ A working group is currently developing a series of classes that will be jointly offered by VCC and KPU. ■ Another Pathways to Baking will be offered this fiscal. 	Dennis Innes: <ul style="list-style-type: none"> ■ No update at this time.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
		Canadian Business Management: <ul style="list-style-type: none"> Launch new Canadian Business Management post degree diploma 	<ul style="list-style-type: none"> CBM launches in September. The Department Head is in place and we are currently hiring faculty. 	
	Trades, Technology & Design	Auto Service Technician: <ul style="list-style-type: none"> Develop Trades Sampler, journey person upgrading courses, update to harmonized curriculum Auto Collision Refinishing: <ul style="list-style-type: none"> Blending ICAR and VCC curriculum Heavy Mechanical Trades: <ul style="list-style-type: none"> International HMT diploma program and CVIP course Visual Communications Design: <ul style="list-style-type: none"> Identify bridge programs with Emily Carr, Capilano U and KPU Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> Conduct needs assessments for Nail Technology, Barbering and Hairstyling Level 2 Implement revised Skin & Body Therapy certificate and Hairstylist Foundation programs 	Brett Griffiths: <ul style="list-style-type: none"> AST – Trades sampler pilot is currently running; curriculum documents for approved program currently out for feedback and should be presented in September. ACR – Project still in progress; blend has resulted in new auto glass program and integration of ICAR curriculum. HMT – Diploma program development close to submission to curriculum committee; out for community feedback; Canadian Vehicle Inspection Program (CVIP) may be developed later in the year. VCD – Curriculum update completed to enable transfer agreements with other institutions; changes coming forward to curriculum committee in August. Hair/SBT – Needs assessments ongoing; implementation of new Hair and SBT program in progress. 	Feras Ghesen: <ul style="list-style-type: none"> AST - Sampler offered in August. AST offered Access programs for Deaf students as well. ACR - The blending ICAR and VCC curriculum is still in progress - about 85% complete. As the result of uploading ICAR to Moodle, we have been able to offer an apprenticeship level online course. HMT - Program approved by EdCo, out for community feedback. VCD - In progress of formalizing the transfer agreement with BCIT, UFV and Langara. Hair/SBT - Implementation completed for new SBT schedule revision. Implementation of Level 1 and Level 2 Hairstylist apprenticeship courses approved by the Curriculum committee and EdCo. Scheduled to start apprenticeship courses in February 2018. Hair/SBT needs assessment is ongoing and the implementation of new Hair and SBT program in progress. Nail Technology program revised and

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
	Arts & Sciences	<p>University Transfer:</p> <ul style="list-style-type: none"> ▪ Launch Associate of Arts and Associate of Science degrees <p>Basic Education:</p> <ul style="list-style-type: none"> ▪ Propose curriculum development for Basic Education Career Explorations tied to Jobs Plan: Career Literacy Foundations; Basic Literacy and Numeracy for Trades <p>Deaf and Hard of Hearing:</p> <ul style="list-style-type: none"> ▪ Conduct needs assessment for advanced ASL, Deaf literature and Job Readiness Program <p>ASL & Deaf Studies:</p> <ul style="list-style-type: none"> ▪ Complete full-time UT program <p>Music:</p> <ul style="list-style-type: none"> ▪ Conduct needs assessment for an enhanced Music degree program ▪ Conduct needs assessment for post-baccalaureate programs and certificates, including teacher training workshops 	<p>David Wells:</p> <ul style="list-style-type: none"> ▪ Work ongoing towards completion of Program Content Guide (PCG) for Associate Degrees. ▪ Career Literacy Foundations work ongoing with development work - completion target of fall 2017. 	<p>David Wells:</p> <ul style="list-style-type: none"> ▪ Career Literacy Foundations completed and passed through Curriculum Committee. ▪ Full-time UT program development in progress with anticipated submission to Curriculum Committee in spring. ▪ Associate of Science Program Content Guide nearing completion in anticipation of Curriculum Committee in winter. ▪ Music Degree work is in early planning stages.
	School of Instructor Education	<ul style="list-style-type: none"> ▪ Conduct needs assessment of an 18-month postgraduate PIDP/eLearning certificate working in conjunction with International and Pathways 	<p>Shirley Lew:</p> <ul style="list-style-type: none"> ▪ Consultations complete. Proposal for a PIDP postgraduate program for international students is being prepared for EdCo. 	<p>Shirley Lew:</p> <ul style="list-style-type: none"> ▪ Preparing proposal for EdCo.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
	Continuing Studies	<ul style="list-style-type: none"> ■ Develop new courses and programs as partnerships arise with external partners and other internal VCC departments ■ Develop professional development courses in existing program areas ■ Expansion of new courses in culinary and trades 	<p>Gordon McIvor:</p> <ul style="list-style-type: none"> ■ Italian Master Class series (five workshops) launching in September in partnership with the Italian Chamber of Commerce Canada West and the Associazione Professionale Cuochi Italiana del Canada. ■ New culinary course CULI 1509 Catering - students will be registered through CS. ■ Partnership established with the Rick Hansen Foundation (RHF) to deliver the Accessibility Assessor training program (Foundation Stream 1) to be launched in September. ■ Samsung Appliance Repair Technician Program to run second Professional Pathways in January or February 2018. Gas course curriculum development underway. CS working to determine possible alternate delivery models for the program. ■ Volunteer Management Program to be launched in September. ■ New standalone non-credit courses offered from April – September: <ul style="list-style-type: none"> ○ Fashion Show Production 	<p>Gordon McIvor:</p> <ul style="list-style-type: none"> ■ Italian Master Class Series (“Cucina Italiana”) delivered in September and October 2017. The next series will run in early 2018. ■ RHF - First cohort of Accessibility Assessor training program ran in September 2017. The next cohort is scheduled for April 2018. <p>Marlene Kowalski:</p> <ul style="list-style-type: none"> ■ Samsung Professional Pathway Program deferred until late spring 2018.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
			<ul style="list-style-type: none"> ○ Introduction to French Pastry ○ CGA Diamond Grading ○ Simultaneous Interpreting ○ Makeup and Hairstyling for Indian Bridal ○ Denturist Practical Exam Prep ○ Adobe Illustrator for Interior Design: Level 1 ○ Mend, Transform, Renew, Introduction to Industrial Sewing Machines ○ Pojagi Workshop 	
<p>1.1.2 Renew programs that have not gone through renewal in the past 5 years</p>	<p>Hospitality, Food Services & Applied Business</p>	<ul style="list-style-type: none"> ■ Administrative Assistant ■ Baking & Pastry Arts 	<p>Dennis Innes:</p> <ul style="list-style-type: none"> ■ Both programs are going to do an abbreviated version of a program renewal and will involve their PACs in this process. 	<p>Dennis Innes:</p> <ul style="list-style-type: none"> ■ No update at this time.
	<p>Health Sciences</p>	<ul style="list-style-type: none"> ■ Dental Reception Coordinator ■ Occupational/Physical Therapist Assistant (OPTA) ■ Medical Laboratory Assistant (MLA) ■ Pharmacy Technician ■ Practical Nursing and Access to Practical Nursing 	<p>Debbie Sargent:</p> <ul style="list-style-type: none"> ■ Plan to review Dental Reception Coordinator in 2018-19. ■ OPTA is presenting proposed changes at Curriculum Committee on August 15. ■ MLA – there are some potential provincial changes to the role that will impact curriculum so we will 	<p>Debbie Sargent:</p> <ul style="list-style-type: none"> ■ Dental Reception Coordinator – renewal shifted to 2019-2020. ■ OPTA’s renewed curriculum was approved at Education Council in October 2017. ■ MLA – no change ■ Pharmacy Technician (currently one year certificate) may need to move to a 2 year program in the future based

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
			await these changes before going through this review.	on new standards that are forthcoming. <ul style="list-style-type: none"> Practical Nursing and Access to Practical Nursing – a revised provincial curriculum will be received early in the new year and we will need to make curriculum changes based on this.
	Arts & Sciences	<ul style="list-style-type: none"> Deaf and Hard of Hearing program Basic Education College & Career Access ABE Intermediate Program for Youth Access to Career Education Academic Upgrading – Computers 	David Wells: <ul style="list-style-type: none"> No progress to date. 	David Wells: <ul style="list-style-type: none"> Renewal process for DHH has been commenced.
	Trades, Technology & Design	<ul style="list-style-type: none"> Jewellery Art & Design 	Brett Griffiths: <ul style="list-style-type: none"> On hold until the department head returns from education leave. Curriculum documents in development. 	Feras Ghesen: <ul style="list-style-type: none"> No further update at this time.
	Continuing Studies	<ul style="list-style-type: none"> Finalize renewal matrix for all existing CS programs to establish a schedule, costs and resources needed to renew existing programs (Sequencing of renewal of programs as follows: Year 1: Launch program renewal; Year 2: Ongoing renewal; Year 3: Launch of new program) Launch renewal of Business Leadership suite of programs and culinary through internal partnerships 	Gordon McIvor: <ul style="list-style-type: none"> Counselling Skills Program redesign is underway. Proposal for New Program (Concept Paper) – submitted. Early Childhood Care Education (ECCE) Post-Basic program restructuring is underway. Proposal 	Gordon McIvor: <ul style="list-style-type: none"> Counselling Skills Programs design is still in progress. The ECCE Post-Basic Diploma program was approved by Board of Governors in November 2017. The new program will begin taking applications in January 2018.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
		<ul style="list-style-type: none"> ■ Launch renewal of Networking Technology (NETT) Certificate. 	for New Program (Concept Paper) – submitted. <ul style="list-style-type: none"> ■ Renewal launch for NETT program planned for September. Information gathering for needs assessment is underway. 	<ul style="list-style-type: none"> ■ A NETT Program Renewal Steering Committee met in October 2017 to launch the renewal process. Data collection is underway and analysis will take place in early 2018.
	School of Instructor Education	<ul style="list-style-type: none"> ■ Renewal of Instructor Education programs 	Shirley Lew: <ul style="list-style-type: none"> ■ Ongoing: self-study complete; external review panel will be on site September 18. 	Shirley Lew: <ul style="list-style-type: none"> ■ External site visit complete and report received. ■ Renewal committee working on completing final report with recommendations.
1.1.3 Implement programs that have gone through program renewal and/or have had minor or major changes	Health Sciences	<ul style="list-style-type: none"> ■ Dental Technology Sciences ■ LPN Bridging to BSN 	Debbie Sargent: <ul style="list-style-type: none"> ■ New Dental Technology Sciences program was implemented January 2017. Term 2 is currently being delivered. ■ LPN Bridging has gone through governance and new tuition will begin in September 2018. 	Debbie Sargent: <ul style="list-style-type: none"> ■ Implementation continues for both renewed programs.
1.1.4 Identify, promote & support articulation and transferability of courses/programs	Registrar’s Office	<ul style="list-style-type: none"> ■ Needs assessment of new Articulation Officer position, work with departments after new/revisions are made to courses/programs; connect agreements with Banner 	Dave McMullen: <ul style="list-style-type: none"> ■ Push to update BC Council on Admission + Transfer (BCCAT) for UT and Advance Placement (AP)/International Baccalaureate (IB) courses for the purposes of articulation. 	Dave McMullen: <ul style="list-style-type: none"> ■ Limited progress. Bringing new Articulation Officer position forward for consideration as part of the next budget cycle.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
	Arts & Science	<ul style="list-style-type: none"> Explore potential pathway to graduate MA or MEd TESOL programs at UBC or SFU whereby they recognize VCC TESOL programs for credit 	David Wells: <ul style="list-style-type: none"> No progress to date. 	David Wells: <ul style="list-style-type: none"> Attempts at creating a pathway to MA or MEd programs have been unsuccessful to this point. Review of TESOL program is necessary.
1.1.5 Seek accreditation and/or external program approval status and implement strategies to fulfill accreditation requirements	Health Sciences	<ul style="list-style-type: none"> Make curriculum revisions to address National/Provincial standards in all relevant programs Achieve highest levels of accreditation/program approval possible 	Debbie Sargent: <ul style="list-style-type: none"> OPTA changes reflect accreditation – site visit will be next year. Making curriculum revisions to the Denturist program to ensure accreditation standards will be met. 	Debbie Sargent: <ul style="list-style-type: none"> Dental Hygiene degree – CDAC (Accrediting body) is aware of proposed changes and dialogue will continue. BScN is preparing to submit an interim report to CASN; need for additional funding to support infrastructure relating to research is required. Pharmacy Technician – accreditation site visit will be in 2019 so preparation will begin in 2018. Practical Nursing and Access to Practical Nursing will be reviewed by CLPNBC the week of September 24, 2018.
	Trades, Technology & Design	<p>CAD & BIM Technologies:</p> <ul style="list-style-type: none"> Apply to TAC for national accreditation which is recognized by ASTTBC <p>Auto Service Technician:</p> <ul style="list-style-type: none"> Instructor ASE certification 	Brett Griffiths: <ul style="list-style-type: none"> CAD & BIM – Working with TAC to determine timelines; initial work has begun; further work will be completed after graduation of first diploma cohort. 	Feras Ghesen: <ul style="list-style-type: none"> CAD & BIM - The application to TAC is in progress. Arrangements have been made to allow the department to focus on completing the application and self-assessment package in early to mid-January.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
			<ul style="list-style-type: none"> AST – Initial research completed – funding may be required for additional release. 	<ul style="list-style-type: none"> AST- Initial research completed. Department will reach out to ASE to start the conversation.
1.1.6 Develop a Scholarship and Research Initiatives Plan	Library, Teaching & Learning Services/ VP Academic	<ul style="list-style-type: none"> Support applied research at VCC through training opportunities Inauguration of President’s Research Fund Establish President’s Research Day 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> President’s Research Symposium planned for October 4. Theme: Applied research to support student success. <p>Shirley Lew:</p> <ul style="list-style-type: none"> Librarians conducting best practices research & environmental scan on applied research support. Planning meeting scheduled in September. 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> President’s Research Symposium was well attended, considering an annual event. Exploring developing a Research Plan. A new Research Fund of \$10,000 and webpage was launched. Exploring 25% release time for Research Ethics Board Chair. <p>Shirley Lew:</p> <ul style="list-style-type: none"> Library is preparing a library research framework to be included in the college’s Research Strategy. Library has requested funding for Institutional Repository system to archive and make searchable the college’s research output.
	Arts & Sciences	<ul style="list-style-type: none"> Establish connections with SFU and UBC TESOL MA and MEd programs for graduate level research initiatives using the VCC EAL student population 	<p>David Wells:</p> <ul style="list-style-type: none"> No progress to date. 	<p>David Wells:</p> <ul style="list-style-type: none"> Attempts at creating a pathway to MA or MEd programs have been unsuccessful to this point. Review of TESOL program is necessary.
	Health Sciences	<ul style="list-style-type: none"> Increase research/ scholarship capacity 	<p>Debbie Sargent:</p>	<p>Debbie Sargent:</p>

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
			<ul style="list-style-type: none"> ▪ BSN program is proposing a new Workload Profile for consideration to address research/scholarship. ▪ Faculty are developing proposals for consideration. 	<ul style="list-style-type: none"> ▪ Discussions continue around the need to support faculty doing research work (it is an expectation that all full time Faculty in the BScN program are engaged in research).
<p>1.1.7 Develop new relevant programs for international students</p>	International Education	<ul style="list-style-type: none"> ▪ Launch Canadian Business Management post-degree diploma ▪ Plan IT Management and Project Management post-degree diplomas ▪ Expand pathways/opportunities for international students to meet UT English requirements ▪ Plan for additional International Education cohorts in trades & hospitality ▪ Plan Mobile Applications diploma 	<p>Jennifer Gossen:</p> <ul style="list-style-type: none"> ▪ Canadian Business Management Post-Degree Diploma beginning in September. IE made 41 offers to students from India, and we are awaiting study permit approvals for minimum of 20 students. ▪ Discussions underway for Project Management Post Degree Diploma. IT Management Post Degree Diploma will wait until IT Diploma is developed. ▪ Decision reached to update MOUs with language partner schools to include UT articulation effective immediately. ▪ 2018/19 enrolment plan includes additional cohorts in ACR, AST and Culinary Arts. ▪ IE not currently involved in planning Mobile Applications Diploma. On hold until IT Technology Diploma programs are in place. 	<p>Jennifer Gossen:</p> <ul style="list-style-type: none"> ▪ Canadian Business Management Post-Degree Diploma launched in September with 20 students. We are anticipating 25 students for the January intake. ▪ Business & Project Management Post Degree Diploma is being developed with the goal of launching in January 2019. ▪ Discussions underway for both Computer Systems Technology Diploma and Heavy Mechanical Technology Diploma to be offered through the school of Trades, Technology and Design.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
	Arts & Sciences	<ul style="list-style-type: none"> Explore how ELS Pathways courses and/or ESL Pathways certification can function as adjunct support for the international students in the Hospitality program 	David Wells: <ul style="list-style-type: none"> No progress to date. 	David Wells: <ul style="list-style-type: none"> Piloting supports for the purpose of review and analysis of best mechanisms for supporting International Students in Hospitality Management.
	Partnership Development Office	<ul style="list-style-type: none"> Explore feasibility of short term “Field Studies” for International Students and faculty in VCC program areas: Health Sciences, Hospitality, Instructor Education, etc. 	Tanis Sawkins: <ul style="list-style-type: none"> Meeting with several international institutions to determine operational feasibility and costing. 	Tanis Sawkins: <ul style="list-style-type: none"> Limited progress with Field Studies. Feasibility challenges in several schools. Will revisit goal. Significant progress with Yunnan Province/Langara College relationship building.
1.1.8 Ensure programs have active program advisory committees and effective partnerships with industry/community	All Schools/ VP Academic	<ul style="list-style-type: none"> Continue to revitalize Program Advisory Committees (PACs) across all Schools Provide opportunities to support effective PACs 	Dennis Innes: <ul style="list-style-type: none"> There have been PAC meetings for all program areas. Kathryn McNaughton: <ul style="list-style-type: none"> PAC meeting planned for September 25 to engage industry in discussion of Institutional Learning Outcomes (ILOs). 	Dennis Innes: <ul style="list-style-type: none"> No progress to date. Kathryn McNaughton: <ul style="list-style-type: none"> An annual all School PAC meeting will be planned after the success of the event in September.
	Continuing Studies	<ul style="list-style-type: none"> Continue to expand and launch the number of PACs for all CS programming areas 	Gordon McIvor: <ul style="list-style-type: none"> Active PACs for following programs: <ul style="list-style-type: none"> Counselling Skills MDRT ECCE Fashion 	Gordon McIvor: <ul style="list-style-type: none"> No updates at this time.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.1 – Deliver a superior student educational experience				
			<ul style="list-style-type: none"> ○ Samsung ○ Community Interpreting ▪ New PACs for fall 2017 in development for: <ul style="list-style-type: none"> ○ Interior Design ○ Makeup Artistry 	
1.1.9 Develop supportive partnerships within the academy and student service departments to ensure a positive experience for Indigenous students	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ▪ Facilitate workshops that address the principles of the Indigenous Education Protocol ▪ Implement an Indigenous Education Advisory Council/Committee and ensure there is representation from local First Nations 	Tami Pierce: <ul style="list-style-type: none"> ▪ Facilitate workshops – ongoing ▪ Implement advisory council/committee – in progress 	Tami Pierce: <ul style="list-style-type: none"> ▪ Workshops – ongoing, facilitating approximately 4 workshops per month since September (internally & externally). ▪ Advisory Council/Committee – in progress.
	Health Sciences	<ul style="list-style-type: none"> ▪ Work with Indigenous Education and Community Engagement department to implement strategies that support Truth and Reconciliation Commission (TRC) initiatives 	Debbie Sargent: <ul style="list-style-type: none"> ▪ Advanced BSN has given priority seats to any Indigenous student who meets the minimum program requirements. 8 of the 24 students starting in August 2017 are Indigenous. Strategies are being developed and implemented in consultation with Indigenous Education department to help Indigenous students be successful. 	Debbie Sargent: <ul style="list-style-type: none"> ▪ BScN continues to work on initiatives. ▪ The new provincial Practical Nursing program will have more Indigenous content. ▪ Working with the Aboriginal Community and Career Employment Services Society (ACCESS) to explore options for Aboriginal women to enter a special cohort of our Health Care Assistant program.
	Partnership Development Office	<ul style="list-style-type: none"> ▪ Work with IECE to explore training opportunities for VCC programs to be delivered in community (e.g. ECCE in Musqueam, Office Admin in Squamish, etc.) 	Tanis Sawkins: <ul style="list-style-type: none"> ▪ Submitted proposal for ACBPT proposals and continuing discussions with local first nations. 	Tanis Sawkins: <ul style="list-style-type: none"> ▪ No response yet from ACBPT funding proposals submitted to ministry.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.2 – Enhance instruction, instructional strategy and educational technology				
1.2.1 Develop an online educational technology strategy	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Develop a strategy for online learning ■ Moodle Skills Development workshops ■ Needs assessment of mandatory Basic Moodle Training module for all faculty teaching online courses ■ Develop and implement E-Textbook strategy at the college and in library ■ Create a framework around online course development for faculty using e-learning technology ■ Complete implementation and assess copyright database 	Shirley Lew: <ul style="list-style-type: none"> ■ Learning Management Systems (LMS) Working Group. Phase I planning is underway, project team is conducting pedagogical analysis and market research, identifying current LMS uses, determining current functionality, identifying modes of instruction, support processes, mapping training processes, gathering feature requirements and conducting needs assessment. ■ Held a successful Moodle MOOC promotion and contest. ■ E-textbook pilot in Culinary ongoing; 3 open textbooks to be used in Hospitality in the fall; planning a pilot of Pearson’s MyLab platform for January 2018. ■ Copyright database complete; launch plan in progress. 	Shirley Lew: <ul style="list-style-type: none"> ■ LMS Working Group has confirmed decision to continue with Moodle. CID is leading developing a strategic framework incorporating the priorities decided by this group. A key strategy is expanding the e-learning support group with a new position (job description to be determined). ■ Held another successful Moodle MOOC promotion and contest. Prize incentive has been very successful. ■ Communication and implementation plan underway to migrate Moodle default theme to BOOST. New theme goes live in January 2018. ■ E-textbook pilot in Culinary is improving. Slightly greater adoption and we are learning how to troubleshoot effectively. Open textbooks in Hospitality seem very successful and welcome by students. ■ On track for MyLab pilot in Math for January 2018, led by Costa Karavas

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.2 – Enhance instruction, instructional strategy and educational technology				
				<ul style="list-style-type: none"> Meeting scheduled to discuss integration of Copyright database into Moodle shells.
	Trades, Technology & Design	<p>Automotive Service Technician:</p> <ul style="list-style-type: none"> Use E-Textbooks and Open Educational Resources (OER) <p>Automotive Service Repair:</p> <ul style="list-style-type: none"> Blending ICAR and VCC curriculum in Moodle Train instructors to use Moodle <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Develop Moodle courses apprenticeship level 1 <p>CAD & BIM:</p> <ul style="list-style-type: none"> Create instructor skills training needs plan 	<p>Brett Griffiths:</p> <ul style="list-style-type: none"> AST – Update of Moodle course shells is in progress; these updates will incorporate E-Textbooks. ASR – Update is in progress, and some instructors have begun exploring Moodle. HMT – CD funding would be needed to develop further. CAD & BIM – In progress. 	<p>Feras Ghesen:</p> <ul style="list-style-type: none"> AST - Ongoing updates, revisions to Moodle shells to encourage online participation. Extra reading and learning documents are uploaded to Moodle. No plan to switch to 100% e-textbooks as still looking for best options. ASR - The blending ICAR and VCC curriculum is still in progress about 85% complete. As the result of uploading ICAR to Moodle, we have been able to offer an apprenticeship level online course. HMT - In progress. CAD & BIM- In progress (planning stage).
	Arts & Sciences	<ul style="list-style-type: none"> Blended delivery option for ESL Pathways courses - beginning with development of one blended Listening and Speaking course and one blended Reading and Writing course 	<p>David Wells:</p> <ul style="list-style-type: none"> No progress to date. 	<p>David Wells:</p> <ul style="list-style-type: none"> Blended delivery complete and passed through Curriculum Committee. First delivery in Fall Term was well subscribed and there are plans to expand blended offerings.
1.2.2	Health Sciences	<ul style="list-style-type: none"> Increase use of computers for tests/exams Increase capacity in Simulation Lab 	<p>Debbie Sargent:</p>	<p>Debbie Sargent:</p>

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.2 – Enhance instruction, instructional strategy and educational technology				
Identify new educational technologies and software that could be supported and resourced		<ul style="list-style-type: none"> ■ Increase exam bank in CDA/DRC ■ Ensure adequate hardware and software is available to keep programs current ■ Develop E-Portfolios in BScN and Dental Hygiene programs ■ Increase capacity of Interprofessional Education (IPE) and simulation work 	<ul style="list-style-type: none"> ■ Implemented new role in the School of Health Sciences of Practice Education Coordinator to support IPE initiatives. Collaborating with Safety and Security to plan another successful “Shake Out” IPE event for most Health Sciences programs on October 19. 	<ul style="list-style-type: none"> ■ Developing new Simulation Coordinator job description. ■ On October 19, more than 300 students participated in “Shake Out Health Sciences” IPE activity. ■ VCC Day Innovation Award given to the School of Health Sciences (SHS) regarding the “Shake Out” IPE activity. ■ SHS is being nominated for the CIGan Program Excellence Award.
	Trades, Technology & Design	Heavy Mechanical Trades: <ul style="list-style-type: none"> ■ Keep instructor training up to date with technology changes through individual and group learning opportunities 	Brett Griffiths: <ul style="list-style-type: none"> ■ HMT – planning will begin in September. 	Feras Ghesen: <ul style="list-style-type: none"> ■ HMT- In progress. Individual training occurred for few instructors.
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Support development of Teaching & Learning Framework and Institutional Learning Outcomes (ILO) 	Shirley Lew: <ul style="list-style-type: none"> ■ Instructional Associates have completed several drop-in and departmental ILO Consultation Sessions. Sessions continuing in September. 	Shirley Lew: <ul style="list-style-type: none"> ■ ILO consultations almost complete. Presentations have been made to Board of Governors and to all employees at VCC Day with emerging themes. Process should be complete by early spring.
	Continuing Studies	<ul style="list-style-type: none"> ■ Implement plan for online course development and instructor training plan identified in 2016-2017 ■ Strengthen instructor support 	Gordon McIvor: <ul style="list-style-type: none"> ■ Moodle user course has been offered to instructors; some in Fashion and Health have participated. ■ Regarding instructor support: 	Gordon McIvor: <ul style="list-style-type: none"> ■ Fashion Program Coordinator is building an online course for Fashion Merchandising.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.2 – Enhance instruction, instructional strategy and educational technology				
			<ul style="list-style-type: none"> ○ Regular instructor meetings with CNSK and ECCE instructors throughout renewal. ○ Workshop on “Giving Effective and Efficient Feedback” was delivered for Fashion instructors. ○ Some CS instructors have started the PIDP. ▪ Survey in development for instructors regarding improvements to course evaluations. 	
	Arts & Sciences	LINC: <ul style="list-style-type: none"> ▪ Expand online delivery using eduLINC and Moodle 	David Wells: <ul style="list-style-type: none"> ▪ No progress to date. 	David Wells: <ul style="list-style-type: none"> ▪ Demand for blended delivery has been strong. Looking to place PBLA on Moodle.
1.2.3 Continue to develop Learning Commons	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ▪ Explore and implement short-term projects arising from students’ Learning Commons survey 	Shirley Lew: <ul style="list-style-type: none"> ▪ Learning Commons survey for employees will be launched in mid-September. 	Shirley Lew: <ul style="list-style-type: none"> ▪ Established a smaller Awareness Committee to increase understanding of academic services available to students, employees, and between the different service areas. ▪ LC Executive Committee will prepare capital proposals to gradually improve spaces available to students.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.3 – Deliver superior student services				
1.3.1 Review and develop support services which contribute to student success and retention	Health Sciences	<ul style="list-style-type: none"> ■ Review admission requirements and English Language Proficiency requirements in each program ■ Advocate for longitudinal research studies to review success based on admission requirements 	Debbie Sargent: <ul style="list-style-type: none"> ■ Continuing to work with several Departments on English Language Proficiency requirements. IR is conducting research in this area. 	Debbie Sargent: <ul style="list-style-type: none"> ■ New grid created for Academic English and English Language Proficiency admission requirements for all Health Sciences programs. ■ Reviewing admission requirements for various programs due to increasing attrition.
	VP Academic	<ul style="list-style-type: none"> ■ Explore and implement a process to review English language proficiency requirements across all Schools ■ Ensure English language proficiency expectations are clear, consistent and equitable 	Kathryn McNaughton: <ul style="list-style-type: none"> ■ College wide consultations complete. ■ Working group updating ELPR grid. 	Kathryn McNaughton: <ul style="list-style-type: none"> ■ Project work completed. Updated English Language equivalency tables and information to be posted to website presented to Curriculum Committee and EDCO for approval.
	Student Development	<ul style="list-style-type: none"> ■ Create an implementation plan to introduce student development approach to the college community ■ Review how college information screens can be used more effectively to promote Student Services and related events ■ Improve examination space for Disabilities Services ■ Completion of A.3.10 Sexual Violence & Misconduct Policy ■ Develop plan for case management approach (will involve consultation, business case development for position, implementation plan) 	Jane Shin: <i>Create an implementation plan to introduce student development approach to the college community</i> <u>Q1/Q2:</u> <ul style="list-style-type: none"> ■ Department Leadership Development & Capacity Building – in progress. ■ Peer Institutional Comparative Analysis & Research – complete (pending presentation to executives in the fall). 	Jane Shin: <ul style="list-style-type: none"> ■ 1st and 2nd quarter updates are combined (see 1st quarter status update column for details). Tanis Sawkins: <ul style="list-style-type: none"> ■ Internal partnership with Student Development office. A Career Services Engagement study was undertaken by the PDO, looking into Career Services at VCC. Final report submitted.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES		
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 1.3 – Deliver superior student services				
		<ul style="list-style-type: none"> ■ Review and complete the Access and Accommodation of Students with Disabilities Policy (D.4.1) ■ Finalize Mental Health and Wellness Strategy and begin implementation 	<ul style="list-style-type: none"> ■ Review Career Services – in progress (committee meeting scheduled for the fall). ■ Switchboard Function Move from Operations to Student Development – in progress. ■ Fall Student Services Survey of Current Students with Institutional Research – in progress. ■ Participation in the VCC Program Implementation Committee – complete. ■ Participation in the Institutional Learning Outcomes Consultation – complete. ■ Participation in BSN Indigenous Cohort Planning – complete. ■ Interdepartmental Collaboration with School of Arts & Science, Registrar Disability Services, Interpreting Services, and Arbiter of Student Issues Office on Admission, Registration and Accommodation Review – in progress. ■ Department Updates: <ul style="list-style-type: none"> ○ <u>Arbiter of Student Issues</u> <ul style="list-style-type: none"> ○ Increased engagement from Academic Programs to comment on Department Handbook content, ensuring content is filtered through lens of rights, 	

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES		
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 1.3 – Deliver superior student services				
			<p>roles responsibilities, procedural fairness, and student development approach.</p> <ul style="list-style-type: none"> ○ Correct re-categorization of policy (i.e. Student Attendance & Participation Policy D.4.6.) to ensure students are treated as independent adult learners. ○ Duty to Accommodate/Duty to Inquire presentations to ensure students are treated as independent adult learners. ○ Co-presentation with Manager of Student Services to PN Faculty re: Human Rights, Student Conduct and Student Issues. <p><i>Review how college information screens can be used more effectively to promote Student Services and related events</i></p> <p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Departmental Marketing Inventory – complete. ▪ Student Development Awareness Campaign <ul style="list-style-type: none"> ○ SD & College Wide Student Services Infographic (Print & Online) – in Progress. ○ SD & College Wide Student Services Infomercial (Online) – in Progress. 	

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES		
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 1.3 – Deliver superior student services				
			<p><i>Improve examination space for Disabilities Services</i></p> <p><u>Q1:</u></p> <ul style="list-style-type: none"> ▪ New SDEB Funded DS Examination Space in BWY Campus: Renovation & Furnishing – complete. <p><i>Completion of A.3.10 Sexual Violence & Misconduct Policy</i></p> <p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Undertaken by the VCC Gender Based Violence & Harassment Committee – complete (The Policy is now up on our external website). ▪ Review Current Sexual Harassment & Bullying Complaints, Investigation, and Resolution Policy and Practices – in progress. ▪ VCC Critical Incident & Emergency Response Development with HR & Department of Safety & Security – in progress. <p><i>Develop plan for case management approach (will involve consultation, business case development for position, implementation plan)</i></p> <p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Review of Current Software & Processes in Practice – in progress. 	

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.3 – Deliver superior student services				
			<ul style="list-style-type: none"> ▪ Peer Institutional Comparative Analysis & Research – complete. ▪ Research Prospective Applications with Registrar & IT – in progress (i.e. OOHLALA Mobile App). <p><i>Review and complete the Access and Accommodation of Students with Disabilities Policy (D.4.1)</i></p> <p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Review Current Provisions & Practices on Duty to Accommodate – in progress (two working groups on Admissions and APSD Administration). ▪ Review Current Provisions & Practices on Duty to Accommodate – in progress (committee meeting scheduled for the fall). <p><i>Finalize Mental Health and Wellness Strategy and begin implementation</i></p> <ul style="list-style-type: none"> ▪ Q1/Q2 – in progress 	
	Arts & Sciences	<p>ASL & Deaf Studies:</p> <ul style="list-style-type: none"> ▪ Develop an ASL Language Proficiency assessment screening tool <p>Basic Education:</p> <ul style="list-style-type: none"> ▪ Continue to advocate for seamless/invisible grant funding process 	<p>David Wells:</p> <ul style="list-style-type: none"> ▪ ASL Language Proficiency assessment screening tool complete. 	<p>David Wells:</p> <ul style="list-style-type: none"> ▪ Meeting was held by AEST for Deans of Development throughout province to identify issues related to tuition and funding. Work ongoing.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.3 – Deliver superior student services				
	Hospitality, Food Services & Applied Business	<ul style="list-style-type: none"> ■ Hospitality Management: ■ Develop a comprehensive plan to address English language support for domestic and international students ■ EAL support for Hospitality instructors ■ Complete renovations in the Bistro 	Dennis Innes: <ul style="list-style-type: none"> ■ 1.0 FTE has been allocated from August through December 2017 to the Hospitality Management and Canadian Business Management areas to support their international students. 	Dennis Innes: <ul style="list-style-type: none"> ■ No update at this time.
	Registrar's Office	<ul style="list-style-type: none"> ■ Review and revise admissions procedures to ensure a better student experience 	Dave McMullen: <ul style="list-style-type: none"> ■ As part of Banner Curriculum Clean Up, we are building out a test environment to test moving to real term admission instead of using the 199800 term. A review of the actual admissions processes will commence late August. 	Dave McMullen: <ul style="list-style-type: none"> ■ We have done some initial testing around revision to the admissions process. We will be reviewing detailed processes to improve application tracking and progression in late November. We are hoping to move to implement real term admissions for the summer 2018 term. Should be implemented in January 2018.
1.3.2 Provide timely and relevant international student support	International Education	<ul style="list-style-type: none"> ■ Identify and operationalize projects to enhance the academic and personal success of international students throughout the duration of the academic planning cycle 	Jennifer Gossen: <ul style="list-style-type: none"> ■ IE Director liaising with Deans and Department Heads regarding EAL support and intercultural competency training for VCC Faculty. ■ Fall orientations for international students are being planned, and IE department liaising with Hospitality and Canadian Business Management Department Heads in 	Jennifer Gossen: <ul style="list-style-type: none"> ■ IE Director involved in planning sessions with Dean, Student Development, and VP Academic to create cultural competency training for VCC staff, faculty and admin. ■ Created position and new job description for Manager, International Student Services. This role will focus on current students'

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #1 – Educational Quality				
Goal 1.3 – Deliver superior student services				
			planning their week-long student orientations.	success including integration, engagement and retention. <ul style="list-style-type: none"> Allocated one Admissions Advisor to support Manager, International Student Services in ongoing service initiatives for current international students.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.1 – Develop efficient systems and collaborative communication				
2.1.1 Evaluate current functions/processes in order to streamline, reduce manual input and duplication	Institutional Research	<ul style="list-style-type: none"> Conduct labour market research for the projects identified Prepare program renewal data collection Process review of the Banner Operational Data Store (ODS) functionality and cost Upgrade COGNOS Complete the Space Utilization Report 2016/17 – Ministry of Advanced Education Provide monthly reporting actuals to budget and forecast 	Brian Beacham: <ul style="list-style-type: none"> No labour market research request received at this point, early discussions with Hanover Research. Awaiting instructions from the Program Review and Renewal Committee. Process review of the ODS Data source for Banner is planned to begin in January 2018. Upgrade to COGNOS has been postponed/delayed. IR is piloting a new visualization/reporting software tool. 	Brian Beacham: <ul style="list-style-type: none"> Labour market research request received from NETT and Admin Assistant program renewals. Awaiting instructions from the Program Review and Renewal Committee. Process review of the ODS Data source for Banner is planned to begin in January 2018. Upgrade to COGNOS has been postponed/delayed. IR is piloting a new visualization/reporting software tool starting October 2017 for the next year.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.1 – Develop efficient systems and collaborative communication				
			<ul style="list-style-type: none"> ▪ Space Utilization Report for the Ministry of Advanced Education, Skills and Training has been completed. ▪ Monthly reporting actuals to budget has been completed including the re-allocation of the FTE based on the revenue recognition model. 	<ul style="list-style-type: none"> ▪ Space Utilization Report for the Ministry of Advanced Education, Skills and Training has been completed. ▪ Monthly reporting actuals to budget has been completed including the re-allocation of the FTE based on the revenue recognition model. However this only applies to the Actual FTE calculations, Budget FTE will be available in the 2018-19 reporting structure.
	Registrar’s Office	<ul style="list-style-type: none"> ▪ Articulate Banner projects and keep college community informed of different tasks underway – data quality clean up; revise curriculum structure ▪ Implement Timetabling and Roombooking processes 	<p>Dave McMullen:</p> <ul style="list-style-type: none"> ▪ Banner Curriculum clean up underway. Testing of new curriculum structure to take place in mid August with participation from a variety of College stakeholders. ▪ Compilation of future Banner projects being developed. We anticipate sharing this information with associated priorities by October. ▪ New timetable structure is currently being developed. We anticipate roll out to Departments later this month. Departmental meetings to be completed by the end of September. ▪ Academic configuration of EMS to facilitate revised timetabling 	<p>Dave McMullen:</p> <ul style="list-style-type: none"> ▪ Testing of revised curriculum structure complete and now reviewing results. Meeting late November to map out implementation strategy. Should be implemented in January 2018 for the summer 2018 term. ▪ We have developed a lengthy list of Banner related projects. We have not shared these widely as of yet as once the above noted projects have been completed, we will be involved in supporting the Banner 9 upgrade. ▪ We have moved to address some standardization of timetabling practice. Departmental meetings have demonstrated a number of additional challenges related to

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.1 – Develop efficient systems and collaborative communication				
			<p>processes underway. We will continue with user testing in early fall.</p>	<p>underlying structure. This has served as a constraint but we have improved the process incrementally.</p> <ul style="list-style-type: none"> ▪ We are working to finalize the academic structure of EMS prior to Christmas 2017. This includes addressing procedural issues. Documentation and training plans will be developed in early 2018 for full deployment.
	VP Academic	<ul style="list-style-type: none"> ▪ Develop and implement a Strategic Enrolment Plan (SEM) ▪ Monitor SEM pilot projects ▪ Review admission requirements for Health Care Aide as part of English Language Proficiency Requirements (ELPR) project ▪ Prepare programs for Ministry’s Quality Audit Process Review ▪ Evaluate and develop program renewal process in collaboration with Education Council ▪ Integrated Admissions Process (IAP) 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ▪ Working group looking at SEM data needs. ▪ Program Renewal policy being developed. VCC members hope to participate as observers at Okanagan College QAPA audit. <p>Marlene Kowalski:</p> <ul style="list-style-type: none"> ▪ IAP pilot underway for culinary arts programs to review and revise a process for tracking and following up with prospective students from info session attendance to registration. 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ▪ Draft SEM Plan and project inventory developed. ▪ Working groups (Student Retention, Student Recruitment and SEM Data) to be formed. Short term goals to be identified. ▪ Planning process has started for the Ministry Quality Assurance Process Audit in 2018. ▪ Program Review & Renewal Policy at governance for approval.
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ▪ Create an orientation/training plan for IECE staff ▪ Complete IECE Department Handbook including Elders guide 	<p>Tami Pierce:</p> <ul style="list-style-type: none"> ▪ In progress. 	<p>Tami Pierce:</p> <ul style="list-style-type: none"> ▪ Draft training plan and department handbook ready for review by

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER	STATUS UPDATE – 2 ND & 3 RD QUARTER
KSD #2 – Operational Excellence			JUNE 2017	OCTOBER 2017
Goal 2.1 – Develop efficient systems and collaborative communication				
	Continuing Studies	<ul style="list-style-type: none"> ■ Review and update course evaluation procedure to capture data in a more meaningful way ■ Improve online registration experience ■ Implement and refine monthly reporting structure ■ Implement revised marketing strategies 	<p>Karen Wilson:</p> <ul style="list-style-type: none"> ■ Process for current registration experience has been mapped and analyzed in order to determine where issues and disconnects are occurring. Alternative options and approaches will be presented to the working group during the second quarter. <p>Gordon McIvor:</p> <ul style="list-style-type: none"> ■ Pilot project to review and update course evaluations is underway. Working group has been formed and pilot is planned for January. ■ Implementation of revised marketing strategies is underway. There are new postcards and a new post-card rack outside the CS office. 	<p>January 2018.</p> <p>Karen Wilson:</p> <ul style="list-style-type: none"> ■ Work is complete on improving the initial “account creation” phase of the existing process and will be launched into production in November. This initial launch uses the existing process but seeks to prioritize, clarify and streamline information. Where possible, steps have been reduced but, significant changes are limited based on Banner 9 project timelines and requirements. <p>Gordon McIvor:</p> <ul style="list-style-type: none"> ■ Pilot of new, simplified Marketing-generated registration form to be rolled out as of December 2017, pending IT approval to move to production. ■ Instructor feedback is currently being sought on existing course evaluation form. Revised course evaluation form and process are being drafted. ■ New postcards and display case are now posted at the CS Registration Office. ■ Delivered a 1-hour Student-Centered, Customer Service training to all CS Staff as part of VCC Day.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.1 – Develop efficient systems and collaborative communication				
	Partnership Development Office	<ul style="list-style-type: none"> ▪ Develop a central repository for contracts that the college has with various partners ▪ Institute processes for proposal development and support ▪ Research the use of implementing contact relationship management software (CRM) to track inquiries 	Tanis Sawkins: <ul style="list-style-type: none"> ▪ Completed digitization of past contracts. Working with IT on setting up Sharepoint site. 	Tanis Sawkins: <ul style="list-style-type: none"> ▪ Working with IT for Setting up Sharepoint site. Collaborating with CS on a process for proposal and program development and support.
	Commercial Services	<ul style="list-style-type: none"> ▪ Evaluate and streamline bookstore and duplicating processes and operations ▪ Coordinate and facilitate operational changes based on the new culinary arts curriculum 	Soleille Cyr: <ul style="list-style-type: none"> ▪ The bookstore working group has come to a close. Through this group the process of text book adoption within the departments was reviewed and documented. An update of this process to be provided at D2. ▪ Further review of both the bookstore and duplicating processes and operations continues. ▪ Operational implementation of the culinary curriculum is under way. Cafeteria renovations are set to begin mid-September. Temporary operational provisions are being coordinated for this time. 	Soleille Cyr: <ul style="list-style-type: none"> ▪ Review of the bookstore and duplicating processes is ongoing. Storefront software for duplicating order entry and reporting management is being reviewed with the intent of eliminating manual processes and increasing our ability to handle external customers in 2018. Karima in health sciences created a department based text book adoption process to be used internally by the requesting departments that she will demonstrate at D2. Jerry Guspie: <ul style="list-style-type: none"> ▪ Design of relocated duplicating department, including mechanical and electrical services is in progress. Tender for construction scheduled for January 2018.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.1 – Develop efficient systems and collaborative communication				
				<p>Soleille Cyr:</p> <ul style="list-style-type: none"> ▪ The downtown cafeteria is currently closed for equipment upgrades. Student run service is scheduled to return in January 2018. Food Service operations have been greatly hindered with the loss of the preparation space to the culinary program. Temporary solutions are being tested with limited success. Attempts to secure a suitable working space are ongoing. <p>Jerry Guspie:</p> <ul style="list-style-type: none"> ▪ Renovations to DTN Cafeteria Servery line are in progress. Completion scheduled for mid December 2017.
	Information Technology	<ul style="list-style-type: none"> ▪ Evaluate and develop college-wide printer replacement plan (current Ricoh lease expires in 2018) ▪ Conduct IT security assessment ▪ Evaluate and develop a Virtual Desktop Infrastructure project plan ▪ Assess and develop a plan to update the wireless network ▪ Review current payment processing processes/procedures (PCI compliant requirements) 	<p>Elmer Wansink:</p> <ul style="list-style-type: none"> ▪ Proof of Concept (POC) in progress for printer replacement. ▪ Security assessment Statement of Work (SOW) being reviewed. <ul style="list-style-type: none"> ○ Scalar will start the project in October. 	<p>Elmer Wansink:</p> <ul style="list-style-type: none"> ▪ POC completed. Contract being evaluated. ▪ Security assessment started with anticipated completion date of February 2018. ▪ VDI project on hold due to lack of resources. ▪ Wireless network update complete. Migration from DataValet to Bradford successful. ▪ PCI will need to be postponed until next year.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.1 – Develop efficient systems and collaborative communication				
	Information Technology/Marketing	<ul style="list-style-type: none"> Assess T4 marketing web content management platform functionality 	Karen Wilson: <ul style="list-style-type: none"> Assessment of T4 platform will be complete by the web team during the second quarter of this fiscal and is being completed by ensuring our end user's needs are accurately defined and understood. 	Karen Wilson: <ul style="list-style-type: none"> Stakeholder assessment is currently underway with a delayed expected completion date of January 2018 in order to ensure all stakeholders are consulted with.
	Facilities/Information Technology	<ul style="list-style-type: none"> Develop Event Management Software (EMS) processes and procedures for room bookings Review and upgrade facilities work order system (Webworks) 	Jerry Guspie: <ul style="list-style-type: none"> EMS Software updates - complete Web app configuration in progress. Webworks upgrade deferred to 2018. 	Jerry Guspie: <ul style="list-style-type: none"> EMS Web app scheduled to release in December 2017. Facilities investigating alternative Computerized Maintenance Management Systems software to replace Webworks.
	Procurement	<ul style="list-style-type: none"> Phase II of streamlining processes for procurement, receipt of goods/services and reporting Develop and adopt new solicitation and contract templates Deliver FAST training on procurement processes to users 	Trevor Maddern: <ul style="list-style-type: none"> No updates 	Trevor Maddern: <ul style="list-style-type: none"> Working Group for Phase II improving procurement processes established. Short-form General Services Agreement and a Negotiated RFP template have been created and are available for use.
	Marketing	<ul style="list-style-type: none"> Develop new process for internal marketing support requests and approvals 	Karen Wilson: <ul style="list-style-type: none"> Target date is January 2018. 	Karen Wilson: <ul style="list-style-type: none"> Target date is January 2018.
2.1.2 Identify, evaluate, recommend and implement software applications to increase efficiencies	International Education	<ul style="list-style-type: none"> Implement Phase II of International Student Programs software project to increase efficiencies in agent and service commission tracking, billing and invoicing 	Jennifer Gossen: <ul style="list-style-type: none"> ISP cloud technology to be operationalized this fall and will streamline agent and service 	Jennifer Gossen: <ul style="list-style-type: none"> ISP cloud technology still being operationalized.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.1 – Develop efficient systems and collaborative communication				
			commission tracking, billing and invoicing.	<ul style="list-style-type: none"> ▪ IE working with Finance and IT to create Banner reports for commission payments. ▪ IE in process of transitioning responsibility for creating agent commission and service fee reports to Finance Department.
	Information Technology/various departments	<ul style="list-style-type: none"> ▪ Develop web time entry project and implementation plan ▪ Develop Banner 9 upgrade project and implementation plan ▪ HR Application Tracking System 	<p>Elmer Wansink:</p> <ul style="list-style-type: none"> ▪ Banner 9 upgrade in progress. <p>Marlene Kowalski:</p> <ul style="list-style-type: none"> ▪ Web Time Entry working group have generated questions for the development of a survey for timekeepers with a target of October 2017. Awaiting Banner upgrade information. <p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ Web Time Entry HR Reps: Karen, Jeff, Rachel, Clodine, Ryan. <ul style="list-style-type: none"> ○ Reviewing earning codes for Seniority & Service. ▪ Applicant tracking system (Karen) <ul style="list-style-type: none"> ○ Oasis 1996 Version – looking at options with IT. 	<p>Elmer Wansink:</p> <ul style="list-style-type: none"> ▪ Banner 9 Technical upgrade 80% complete. Testing HR/Payroll in March 2018. ▪ HR application People Admin put on hold until replacement for Karen in place. <p>Jessica Butt:</p> <ul style="list-style-type: none"> ▪ Survey for timekeepers in development with Institutional Research target deployment February/March 2018. ▪ Web time entry module testing and implementation dependent on Banner 9 upgrade and will follow HR and Payroll testing anticipated June 2018.
	Information Technology/VP Academic	<ul style="list-style-type: none"> ▪ Implement curriculum management software 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ▪ Software launch has been delayed due to data issues related to 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ▪ Forms have been finalized; workflow Issues have been fixed; employee

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.1 – Develop efficient systems and collaborative communication				
			Banner. Looking at possible late fall implementation.	address book updated. <ul style="list-style-type: none"> Data migration for both programs and courses expected soon. Training dates set for January 24-25, 2018.
	Information Technology/Facilities	<ul style="list-style-type: none"> Fully implement Event Management Software (EMS) for room bookings 	Jerry Guspie: <ul style="list-style-type: none"> EMS Software updates - complete Web app configuration in progress. 	Jerry Guspie: <ul style="list-style-type: none"> Web app scheduled to release in December 2017.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goals 2.2 – Ensure a safe student and working environment				
2.2.1 Ensure compliance with WorkSafe BC and other safety regulations	Trades, Technology & Design	Automotive Service Technician: <ul style="list-style-type: none"> Upgrade shop space and classroom capacity Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> In-house workshop on dealing with challenging situations for Instructors 	Brett Griffiths: <ul style="list-style-type: none"> AST- working with facilities to complete architectural plan. Capital funds need to be secured to move forward. HAIR/SBT - A workshop was completed earlier this year by HR; working with HR to deliver additional sessions on other topics. 	Feras Ghesen: <ul style="list-style-type: none"> AST- No progress. Requires more shop space, current space is at maximum utilization. HAIR/SBT - On going support on dealing with challenging situations for instructors and staff. Team building initiatives in place. Jerry Guspie: <ul style="list-style-type: none"> Facilities developing strategy to allow phased implementation of upgrades to Automotive Trades labs.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goals 2.2 – Ensure a safe student and working environment				
<p>2.2.2 Focus on promoting health and wellness</p>	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Initiate Positive Space training for LLC employees and establish service/space guidelines ■ Create plan for mental health, wellness, and sense of community services in LLC 	<p>Shirley Lew:</p> <ul style="list-style-type: none"> ■ In progress. 	<p>Shirley Lew:</p> <ul style="list-style-type: none"> ■ In progress.
	VP Academic/VP People & Culture	<ul style="list-style-type: none"> ■ Implement a college-wide health and wellness plan that incorporates Healthy Minds, Healthy Campus and the Okanagan Charter 	<p>Shannon Railton:</p> <ul style="list-style-type: none"> ■ NAOSH Week – Safety Training & Chemical Safety Training. ■ Participation in Healthy Minds & Healthy Campuses National Conference. ■ Partnership with Counselling for Mental Health Awareness Week (staff & students). <p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ■ Working group has initial meeting in July. 	<p>Shannon Railton:</p> <ul style="list-style-type: none"> ■ Creating the draft terms of reference for a VCC Wellness Committee and integrated health and wellness draft calendar of activities and resource guide. ■ VCC recently awarded as honourable mention by Worksafe BC for our work done with NAOSH Week as reported in Q1. <ul style="list-style-type: none"> ○ CSSE-National Canadian Society of Safety Engineering- Achievement Recognition Award (500+ employees) ○ 2017 NAOSH Award -Educational Institutions category ■ VCC has been recognized for its third year in a row as honourable mention for the NAOSH Award - Educational category. <p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ■ Health and Wellness working group identified a modest budget of \$10,750 to support a variety of activities. The budget will rest in HR.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER	STATUS UPDATE – 2 ND & 3 RD QUARTER
KSD #2 – Operational Excellence			JUNE 2017	OCTOBER 2017
Goals 2.2 – Ensure a safe student and working environment				
<p>2.2.3 Implement emergency management safety plan</p>	<p>Safety, Security & Risk Management</p>	<ul style="list-style-type: none"> ■ Complete review of revised emergency response management (ERM) plan ■ Develop and communicate emergency management training plan ■ Procure additional CCTV cameras for campuses ■ Investigate feasibility of a single (“one”) card system (for access control, IT, printing) for all campuses ■ Continue to upgrade access control panels and key security infrastructure ■ Review, develop and communicate risk management and privacy procedures 	<p>Surinder Aulakh:</p> <ul style="list-style-type: none"> ■ Final draft reviewed, revisions being included and anticipate completion by mid-September. ■ Training plan created, will be included in the new EMP. ■ Additional cameras’ installed will continue to add to system as funds become available. ■ Single card system has been investigated; required infrastructure not in place; security will maintain the present process. ■ See above comments on CCTV ■ RM and Privacy - ongoing ■ Kiosk in construction ■ Policies in development 	<p>Surinder Aulakh:</p> <ul style="list-style-type: none"> ■ EMP to be reviewed by the Emergency Management working group as attached to the Operations Council. ■ Plan created and multiple training sessions conducted; increase in BRT by 100%. ■ ITQ for equipment has gone to market; equipment on order. ■ Future planning for single card system is being incorporated into security upgrades. ■ See above comments for CCTV ■ Privacy - to go to market for privacy services RQV in purchasing. ■ Security kiosk at Downtown campus is at 95% completion. ■ Multiple policies in development; operational policy group to be constituted through Operations Council.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.3 – Maximize campus facilities and resources				
2.3.1 Assess space requirements and utilization	Health Sciences/Facilities	<ul style="list-style-type: none"> ■ Develop plan to increase number of computers/desks and chairs in computer labs to accommodate large section sizes (Practical Nursing and Dental Technology Sciences) ■ Develop plan to increase computers/desks and chairs in the office space of the 6th floor Broadway to accommodate part-time faculty ■ Develop budget to renovate Dental Technology Sciences and Denturist physical space (labs and clinic) to be able to accommodate annual intakes of students (2017-2020) ■ Conduct needs assessment of a new Dental Clinic to support growth potential of the Denturist program and demands of other dental programs ■ Assess and develop plan to purchase up-to-date software for Health Unit Coordinator, Dental Reception Coordinator and Dental Technology Sciences programs 	Debbie Sargent: <ul style="list-style-type: none"> ■ Capital request was submitted for adding more computers to computer labs. Facilities and IT are considering this. ■ Capital request was approved to provide more computers for Faculty on the 6th floor in Building B at Broadway. ■ Meetings are continuing around the required space for the new Denturist Program and the Dental Technology Sciences program. 	Debbie Sargent: <ul style="list-style-type: none"> ■ Computers were added to office space on 6th floor Broadway for faculty “swing” spaces. ■ Continue to work with Facilities, IT and VP Admin regarding Dental space and equipment requirements. Jerry Guspie: <ul style="list-style-type: none"> ■ Procurement to conduct an RFP to select a consultant to analyze existing Dental facilities and to develop scope of project to renew Dental department facilities, fixtures and equipment. ■ Dental Tech computer lab to be relocated from Rm 330 to Rm 620 at the Downtown campus.
	Hospitality, Food Services & Applied Business /Facilities	<ul style="list-style-type: none"> ■ Develop budget and implementation plan for renovations to deliver new culinary program at the Downtown campus 	Dennis Innes: <ul style="list-style-type: none"> ■ Capital funds were secured to complete the renovation of the cafeteria. Jerry Guspie: <ul style="list-style-type: none"> ■ Cafeteria servery upgrades out for tender. 	Jerry Guspie: <ul style="list-style-type: none"> ■ 1st draft of Culinary and Baking program planning study and functional program has been submitted for review. ■ Cafeteria servery renovations under way. Scheduled completion by mid December 2017.
	Trades, Technology & Design/Facilities	<ul style="list-style-type: none"> ■ Explore new location for Jewellery Arts & Design program 	Jerry Guspie: <ul style="list-style-type: none"> ■ Part of DTN Campus Space Use Analysis. 	Jerry Guspie: <ul style="list-style-type: none"> ■ DTN Campus Space Use Analysis still in progress.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.3 – Maximize campus facilities and resources				
	Arts & Sciences	<ul style="list-style-type: none"> Conduct needs assessment for UT programming 	David Wells: <ul style="list-style-type: none"> In progress with Cornerstone consultants. 	David Wells: <ul style="list-style-type: none"> Space needs assessment still underway. Information will contribute to proposed Campus Master Plan.
	Facilities	<ul style="list-style-type: none"> Conduct space needs assessment based on enrolment forecast Develop plan to upgrade and revitalize campus facilities based on approved government and internal capital funding envelopes 	Jerry Guspie: <ul style="list-style-type: none"> Upgrades and revitalization linked to space use analysis still in progress. 	Jerry Guspie: <ul style="list-style-type: none"> BWY Level 2 & 3 Space Use analysis report has been submitted for final review. DTN Campus Space Use Analysis still in progress. RFP to select Consultant to complete Campus Master Plan study is being prepared in concert with Partnerships BC.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.4 – Develop a high-performing college team				
2.4.1 Implement an enhanced performance management system	VP Academic	<ul style="list-style-type: none"> In collaboration with VCC's Faculty Association roll out faculty performance appraisal processes 	Debbie Sargent: <ul style="list-style-type: none"> Department leaders in Health Sciences are developing plans to complete performance appraisals. 	Kathryn McNaughton: <ul style="list-style-type: none"> The Joint Committee will meet to assess the Faculty Performance Appraisal Process that was implemented.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.4 – Develop a high-performing college team				
			Kathryn McNaughton: <ul style="list-style-type: none"> ▪ Project complete - Faculty performance appraisal process implemented in June 2017. Information is posted on myVCC. 	
2.4.2 Review and implement exempt job descriptions and performance management system	Human Resources	<ul style="list-style-type: none"> ▪ Review and update exempt job descriptions ▪ Develop a monitoring plan to ensure annual performance reviews are completed ▪ Review current performance management system to ensure alignment with PSEA exempt compensation guidelines 	Shannon Railton: <ul style="list-style-type: none"> ▪ Phase 1- review & update EX Job Descriptions. ▪ Position Questionnaires sent out April 2017 to all Exempt Staff. ▪ Completed Position Questionnaires due June 23, 2017. 	Shannon Railton: <i>Job Description Goal</i> <ul style="list-style-type: none"> ▪ 86% completion rate on Position Questionnaires; 100% completion expected by January 2018. ▪ Currently reviewing which exempt job descriptions require revisions. ▪ Expected completion date June 2018. <i>Performance Management System Goal</i> <ul style="list-style-type: none"> ▪ Piloting an enhanced performance review form within a business unit. ▪ Conducting sectoral based best practices review to ensure alignment. ▪ Expected completion date June 2018.
2.4.3 Assess employee needs, develop a training plan and coordinate schedule	VP Academic/Human Resources	<ul style="list-style-type: none"> ▪ Develop and implement an employee training plan 	Kathryn McNaughton: <ul style="list-style-type: none"> ▪ D2 meeting topics and lunch/afternoon sessions planned for September 2017 – June 2018. Shannon Railton: <ul style="list-style-type: none"> ▪ HR Resource Team: Kendal (Lead), Clodine, Christie, Karen. 	Kathryn McNaughton: <ul style="list-style-type: none"> ▪ More training and development opportunities planned for D2. ▪ A working group has been established to pursue topics identified by the Department Leaders. ▪ Working with HR to integrate training.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.4 – Develop a high-performing college team				
			<ul style="list-style-type: none"> ▪ March 2017-HR’s learning for Life workshop program launched. All spring workshops had full attendance and workshop offerings will be expanded for 2018. ▪ August 2017 – HR/VP Academic Office & CID met. ▪ Draft of training program to be delivered during D2 meetings starting September 2017. ▪ Create a College wide integrated training plan, starting September 2017. 	<ul style="list-style-type: none"> ▪ Monthly “Learning Conversations” series established. <p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ Currently finalizing the 2018 Learning for Life workshop program. Program will be published in January 2018.
2.4.4 Enhance staff orientation	Human Resources	<ul style="list-style-type: none"> ▪ Review and develop an enhanced staff orientation process 	<p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ HR Project Team– Pierce, Kendal, Yang, Clodine, Jen W. ▪ Proposal for a full day semi-annual, new employee orientation program developed. ▪ Pilot this new program for February 2018. 	<p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ Fall 2017 piloted site orientation tours at Downtown and Broadway campuses. ▪ On track to launch new employee orientation program February 2018.
2.4.5 Increase overall level of employee engagement	Human Resources	<ul style="list-style-type: none"> ▪ Develop a comprehensive plan to address employee engagement survey results 	<p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ June 15 – Talent Map all day planning (30 people). ▪ July – summary report received from Talent Map. 	<p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ EESC finalized top 5 Engagement Initiatives in September 2017. ▪ Initiative 1 – All about your PD/CD Pro Dev Fund Workshops (sponsor: VP Academic's office) – underway.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.4 – Develop a high-performing college team				
				<ul style="list-style-type: none"> ▪ Initiative 2 - The Coach Approach to Leading (Sponsor: People and Culture/HR Dept) - research phase. ▪ Initiative 3 -Developing Leaders at All Levels (Sponsor: People and Culture/HR Dept) - research phase. ▪ Initiative 4 - Walkabouts (Sponsor: Dean, CS) – underway. ▪ Initiative 5 - President's Lunch (Sponsor: ED, Marketing & Communications) – underway.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.5 – Review, develop and communicate policies				
2.5.1 Review, develop, update, implement and communicate policies	VP Academic	<ul style="list-style-type: none"> ▪ Develop and implement the new Sexual Violence and Misconduct Policy ▪ Develop a plan to review and develop new and existing policies. Identify college training needs to roll out new/revised policies 	Karen Wilson: <ul style="list-style-type: none"> ▪ Initial internal and external communication pieces have been released and distributed to stakeholders. Kathryn McNaughton: <ul style="list-style-type: none"> ▪ Sexual Violence and Misconduct Policy working group has identified projects and steps to roll out new policy. 	Karen Wilson: <ul style="list-style-type: none"> ▪ Initial internal and external communication pieces have been released and distributed to stakeholders. Kathryn McNaughton: <ul style="list-style-type: none"> ▪ The Sexual Violence and Misconduct Policy committee is planning to meet in early January to provide time to the new board of the SUVCC to

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES		
KSD #2 – Operational Excellence			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 2.5 – Review, develop and communicate policies				
			<ul style="list-style-type: none"> ▪ Policy Coordinator has prepared a plan to review new and existing policies. <p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ June 22 Implementation Meeting – add Christie to the Committee. 	<p>identify student representatives as part of the implementation team.</p> <ul style="list-style-type: none"> ▪ Operations Council have reviewed a draft Terms of Reference for an Administrative Policy Committee (APC), which should be approved in January 2018. ▪ Several existing administrative policies are under review and new policies are in development. These will be presented to the APC for review in the new year. ▪ The Board has approved the revised Policy Development and Maintenance policy. ▪ The Suspension and/or Discontinuance of Programs policy has been approved.
	Registrar’s Office	<ul style="list-style-type: none"> ▪ Explore mature students admission – “open” study concept that allows student to take university-level credit courses for credit but not towards a specific degree or diploma program. New policy in development 	<p>Dave McMullen:</p> <ul style="list-style-type: none"> ▪ Revised Admissions and Flexible Admissions policies should be approved by the Board in early fall. Open Studies, transfer student and mature student admission pathways included as part of revised policies. 	<p>Dave McMullen:</p> <ul style="list-style-type: none"> ▪ Revised Admissions and Flexible Admissions policies have now been approved. We are working on creating greater awareness of the various pathways. We have already begun to admit some students under the Open Studies path. This represents a potential growth area for the College.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #2 – Operational Excellence				
Goal 2.5 – Review, develop and communicate policies				
	Human Resources	<ul style="list-style-type: none"> Review A.3.1 Prevention of Harassment, Discrimination and Bullying Policy 	Shannon Railton: <ul style="list-style-type: none"> Policy/Procedures reviewed by Legal Counsel in January 2017. Recommendations for Policy & Procedure changes forthcoming in 2018. 	Shannon Railton: <ul style="list-style-type: none"> Recommendations on track per Q1.
	Safety, Security & Risk Management	<ul style="list-style-type: none"> Draft privacy and privacy breach policy 	Surinder Aulakh: <ul style="list-style-type: none"> To be completed 	Surinder Aulakh: <ul style="list-style-type: none"> To be developed in conjunction with the new Operational policy committee.
	Finance/Procurement	<ul style="list-style-type: none"> Review and update B.2.16 Travel Policy Update spending authority limit policy 	Jamie Choi: <ul style="list-style-type: none"> Review/revision in progress for both policies. 	Jamie Choi: <ul style="list-style-type: none"> In progress – working with curriculum and policy coordinator to fine-tune.

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #3 – Financial Stability and Sustainability				
Goal 3.1 – Implement our financial strategy				
3.1.1 Meet our domestic and international enrolment targets	International Education	<ul style="list-style-type: none"> Support agents and maintain agent relationships to ensure international enrolment targets are met Participate in educational fairs to recruit international students Travel to emerging markets to recruit international students 	Jennifer Gossen: <ul style="list-style-type: none"> Met or exceeded international enrolment targets in 1st quarter. Manager, Marketing and Recruiting attending local agent fairs to market VCC international and support agent relationships. 	Jennifer Gossen: <ul style="list-style-type: none"> Met or exceeded international enrolment targets in 2nd quarter (except for Health Sciences). In consultation with IE Team and Dean, Health Sciences, decided to limit health sciences programs to

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES		
KSD #3 – Financial Stability and Sustainability			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 3.1 – Implement our financial strategy				
			<ul style="list-style-type: none"> ▪ Initiating new relationships with agents in the Philippines to recruit new international students. ▪ Support agents and VCC India in marketing and recruiting efforts in India. 	<p>domestic students only. Will fulfil enrolment capacity for 2018/19.</p> <ul style="list-style-type: none"> ▪ In consultation with IE Team and Dean, Arts and Sciences, decided to limit DHH and ASL programs to domestic students only. No enrolment capacity will be affected. ▪ IE Manager, Marketing and Recruiting traveled to Taiwan, China and Korea to attend agent fairs and provide training for current agents. ▪ Director, IE traveled to Vietnam to attend agent seminars, student fairs and provide agent training. ▪ Current agents continue to be supported. ▪ New agents from Philippines, India and Vietnam are being trained. ▪ Continue to support VCC India office in training agents and marketing and recruiting for VCC.
	Health Sciences	<ul style="list-style-type: none"> ▪ Discuss with the Ministry of Advanced Education and the Ministry of Health developing a new Access to Practical Nursing program stream for international nurses wanting to move to Canada 	<p>Debbie Sargent:</p> <ul style="list-style-type: none"> ▪ A working group including the Ministry of Advanced Education, the Ministry of Health and other stakeholders has been established to propose changes to the admission requirements for Access to Practical Nursing program. This group has met several times and 	<p>Debbie Sargent:</p> <ul style="list-style-type: none"> ▪ Changes to the provincial Access to PN program admission requirements are currently going through a consultation process.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES		
KSD #3 – Financial Stability and Sustainability			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 3.1 – Implement our financial strategy				
			new admission requirements have been proposed – these will be going out for feedback in September.	
	Institutional Research	<ul style="list-style-type: none"> ■ Create monthly/quarterly department enrolment reports in order to monitor progress 	Brian Beacham: <ul style="list-style-type: none"> ■ Reports have been created for School of Arts and Science, other school will follow in the 2nd and 3rd quarters. 	Brian Beacham: <ul style="list-style-type: none"> ■ Reports have been created for School of Arts and Science, other school will follow in the 2nd and 3rd quarters.
3.1.2 Meet our financial budget targets	VP Academic	<ul style="list-style-type: none"> ■ In collaboration with Education Council Program Review & Renewal Committee, explore effective costing models for curriculum development 	Kathryn McNaughton: <ul style="list-style-type: none"> ■ A working group of Education Council’s Program Review & Renewal Committee has met to consider other options for CD costing. A proposal will be submitted to EDCO in the fall. 	Kathryn McNaughton: <ul style="list-style-type: none"> ■ The working group is compiling information for consideration. ■ Briefing Note was submitted to VP Admin to draw attention to the many cost pressures identified in the Program Reviews and Department CD proposals. ■ A request to move Accreditation budget to the School operating line is under review.
	Finance/Institutional Research	<ul style="list-style-type: none"> ■ Review and improve enrolment and budget planning process 	Jamie Choi: <ul style="list-style-type: none"> ■ Meetings have taken place and changes in progress. Brian Beacham: <ul style="list-style-type: none"> ■ Enrolment Planning process completed and implemented. 	Jamie Choi: <ul style="list-style-type: none"> ■ In progress. Brian Beacham: <ul style="list-style-type: none"> ■ Enrolment Planning process completed and implemented. Review of the process for 2019-20 to start end January 2018.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #3 – Financial Stability and Sustainability				
Goal 3.1 – Implement our financial strategy				
	Finance	<ul style="list-style-type: none"> ■ Create monthly/quarterly department financial reports in order to monitor actual financial results to budget ■ Review and enhance financial reporting 	Jamie Choi: <ul style="list-style-type: none"> ■ Monthly YTD reporting sent out to each department. 	Jamie Choi: <ul style="list-style-type: none"> ■ Monthly reporting sent to the Deans /Directors.

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #3 – Financial Stability and Sustainability				
Goal 3.2 – Achieve our long-term growth strategy				
3.2.1 Carry out the annual integrated planning cycle	VP Admin	<ul style="list-style-type: none"> ■ Monitor, update and communicate status of goals, objectives and initiatives ■ Planning for the next integrated college planning framework cycle 	Marlene Kowalski: <ul style="list-style-type: none"> ■ Q1 updates completed. ■ Meetings have been scheduled with departments to discuss the ICP and 2018/19 planning. ■ 2018/19 theme is the year of innovation. 	Marlene Kowalski: <ul style="list-style-type: none"> ■ 2018/19 planning in progress. ■ VP Academic & VP Admin attending department meetings to discuss the ICP planning process that include department goals & objectives.
3.2.2 Vision and values initiative	President	<ul style="list-style-type: none"> ■ Complete consultation and communication of new college vision and values 	Peter Nunoda: <ul style="list-style-type: none"> ■ Process completed. 	Peter Nunoda: <ul style="list-style-type: none"> ■ Process completed in 1st quarter.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES		
KSD #3 – Financial Stability and Sustainability			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 3.3 – Grow our commercial services and other revenue				
<p>3.3.1 Identify additional sources of revenue generation</p>	<p>Student Development</p>	<ul style="list-style-type: none"> ▪ Explore revenue generating opportunities 	<p>Jane Shin: <i>Identify additional sources of revenue generation</i> <u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Research & build a working inventory of external funding sources from all three levels of governments, community foundations & organizations and business sponsorships – complete. ▪ Feasibility analysis of potential funding sources with Partnerships Office, Foundations, and Student Development Team – in progress. <p><u>New Applications Pursued:</u></p> <ul style="list-style-type: none"> ○ Vancouver Foundation’s Fostering Change Grant ○ Employment & Social Development Canada’s Career Focus Grant ○ BC Skills Link Fund ○ Top Off Requests for Assistance Program for Students with Permanent Disabilities ○ SDEB Funding for Access Cohort with School of Trade and School of Hospitality <ul style="list-style-type: none"> ▪ Department Updates: <u>Assessment Centre</u> 	<p>Jane Shin:</p> <ul style="list-style-type: none"> ▪ 1st and 2nd quarter updates are combined (see 1st quarter status update column for details).

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES		
KSD #3 – Financial Stability and Sustainability			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 3.3 – Grow our commercial services and other revenue				
			<ul style="list-style-type: none"> ○ Information Note re: Career Exploration Assessment Services – complete. ○ Executive Career Packages Proposal – in progress. ○ CILISAT (Community Interpreter Language and Interpreting Skills Assessment Tool) with STIBC (Society of Translators and Interpreters of BC) to negotiate inclusion of the CILISAT as a component of the application for STIBC associate membership – in progress. ○ Methodology for Pacific Rim Institute ECE candidates and the Douglas College Mental Health Worker/HCA program to complete the CLBPT at VCC – in progress. <p><u>Arbiter of Student Issues Office:</u></p> <ul style="list-style-type: none"> ○ Review of Office & Proposal for a new Ombudsperson’s Office – in progress. ○ Joint Funding Agreement of the new office with VCC Student Union – complete. <p><i>Explore revenue generating opportunities</i> <u>Q1/Q2:</u></p>	

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #3 – Financial Stability and Sustainability				
Goal 3.3 – Grow our commercial services and other revenue				
			<ul style="list-style-type: none"> ▪ New PID course, in potential collaboration between Counselling Department and SIE – in progress. ▪ Contract services for external clients (i.e. Career Fair, accommodations planning) – in progress. 	
	Commercial Services	<ul style="list-style-type: none"> ▪ Explore revenue opportunities to expand duplicating services 	<p>Soleille Cyr:</p> <ul style="list-style-type: none"> ▪ Plans to relocate our duplicating services to a portion of space in the bookstore are being drafted. A consultant has been secured to facilitate this move. We are currently working to secure outside printing contracts, and are in negotiation with Emily Carr to provide all of their duplicating needs. 	<p>Soleille Cyr:</p> <ul style="list-style-type: none"> ▪ Final renovation plans for the Broadway Bookstore/Duplicating space are expected December 15, 2017, with the project being issued for tender in January 2018. Anticipated completion date is May 2018. ▪ An external retail printing contract has been finalized. Emily Carr is expected to be fully signed on by December 2017. ▪ Storefront printing software is being explored for possible implementation in 2018 to facilitate increasing our external printing contracts.
	Facilities	<ul style="list-style-type: none"> ▪ Explore opportunities to expand external room bookings ▪ Continue to explore opportunities to grow filming revenue 	<p>Jerry Guspie:</p> <ul style="list-style-type: none"> ▪ New co-ordinator of Filming and Events retained. The revenue is growing. 	<p>Jerry Guspie:</p> <ul style="list-style-type: none"> ▪ Set up of Campus Planning module of Event Management Software in progress. Implementation of this module will help expand external room bookings.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #3 – Financial Stability and Sustainability				
Goal 3.3 – Grow our commercial services and other revenue				
				<ul style="list-style-type: none"> Filming revenues continue to increase.

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #3 – Financial Stability and Sustainability				
Goal 3.4 – College infrastructure renewal				
3.4.1 Develop campus master plan	VP Admin/VP Academic/President	<ul style="list-style-type: none"> Develop a campus master plan for Broadway and Downtown campuses based on the 5-year academic plan and space utilization assessment 	Marlene Kowalski: <ul style="list-style-type: none"> Cornerstone and RPG space analysis in progress, waiting for reports. Next step is to tender space analysis study for the rest of Broadway A and all of B. Develop scope of work document for campus master plan RFP. 	Marlene Kowalski: <ul style="list-style-type: none"> Working with Partnership BC to develop RFP document for campus master planning services. RFP to be posted at the end of January 2018.
3.4.2 Develop capital campaign plan	VP Admin/President	<ul style="list-style-type: none"> Develop capital campaign fundraising business case for the culinary arts facilities renovations and upgrades 	Jerry Guspie: <ul style="list-style-type: none"> Culinary Program planning study in progress. 	Jerry Guspie: <ul style="list-style-type: none"> 1st draft of Culinary and Baking program planning study and functional program has been submitted for review.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES		
KSD #4 – Reputation Management			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 4.1 Increase brand awareness				
4.1.1 Branding strategy	Marketing	<ul style="list-style-type: none"> ■ Develop digital marketing strategy ■ Develop plan to ensure brand standards are communicated and implemented through the college 	Karen Wilson: <ul style="list-style-type: none"> ■ Revised approach to sustained advertising within Google will begin in August and is intended to ensure VCC is presented as an option for users searching for brand, institution and school relevant terms. ■ Digital metrics and reporting are being developed in order to appropriately address and measure our brand presence and overall performance within the digital channel. ■ Brand standards guide and templates refresh underway; completion date and communication to College starts w/o September 25, 2017. 	Karen Wilson: <ul style="list-style-type: none"> ■ Revised approach to advertising within Google has generated over 220 trackable conversions that include CS Registrations, Appointments Booked and Calls Made. Work is currently underway with Education Planner to implement conversion tracking on applications through the Education Planner system. ■ Digital metrics and reporting will be rolled out to college stakeholders from January to April. ■ Three year digital roadmap and goals are being finalized and targeted for completion by end-January 2018. ■ Partial roll-out of brand standards templates/toolkit complete mid-October; overall completion date and communication to College now targeted for end-March 2018.
4.1.2 Increase community engagement	Marketing	<ul style="list-style-type: none"> ■ Investigate opportunities for community involvement 	Karen Wilson: <ul style="list-style-type: none"> ■ Investigation by MCO of list of possible opportunities ongoing. ■ Ideas to be reviewed at mid-September marketing meeting. 	Karen Wilson: <ul style="list-style-type: none"> ■ A list of all VCC events have been compiled to get a look at what we are doing presently. ■ New initiatives include a presence at no-car days in the summer. Recruiters will attend these events.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES		
KSD #4 – Reputation Management			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 4.1 Increase brand awareness				
<p>4.1.3 Fundraising</p>	<p>VCC Foundation</p>	<ul style="list-style-type: none"> ■ Establish priorities to increase student bursaries ■ Develop plan for fundraising events 	<p>Nancy Nesbitt:</p> <ul style="list-style-type: none"> ■ VCC Foundation staff have divided up how they will work with departments in order to maximize the fundraising efforts - including improvement of establishing and distribution of bursary support. VCC Foundation staff will share the departmental breakdown at the September Welcome Back Leadership event. ■ Launching an employee giving campaign through September ending on VCC Day. There are two fundraisers scheduled thus far: <ul style="list-style-type: none"> ○ November 1 is a dim sum challenge to raise funds for culinary competitions. ○ March 14 is set for Flourish 2018. 	<p>Nancy Nesbitt:</p> <ul style="list-style-type: none"> ■ Copy of our solicitor assignment available by email – will also provide to D2. ■ VCC Employee Give and Win resulted in converting 54% of our former 50/50 players (which previously netted about \$9000 to VCCF) to regular, payroll deductions for scholarship and bursary donations which totals more than \$11,000 per year on a go-forward basis. ■ November 1 Dim Sum Derby was postponed to 2018. ■ November 24 supported Italian Chamber’s 25th anniversary with Italian Consulate General DTN (working towards awards or support for students on Italian exchange). ■ Assisting with Korean Black Box competition (working on Korean culinary award at VCC). ■ February 6, 2018 Donor Recognition. ■ March 14 is on track for Flourish 2018 – pre-reception is for Outstanding Alumni Awards nominations open in December 2017 and close February 12, 2018. ■ Continuing to work with BCIT on AIC Bay naming plan.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES		
KSD #4 – Reputation Management			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 4.1 Increase brand awareness				
				<ul style="list-style-type: none"> ▪ Working with Student Services on Vancouver Foundation funding for Adler initiative. ▪ \$10,000 Coast Capital for ABE Youth. ▪ Secured \$15,000 for Tooth Trolley 2017 from Telus. ▪ Confirmed \$25,000 for Hospitality award continuance. ▪ 174 students received more than \$110,000 at Spring Awards. ▪ 181 students received more than \$130,000 at Fall Awards. ▪ \$20,000 pledge for student bursary due December 2017. ▪ 7 new awards in 2016-17, 3 thus far in 2017-18. ▪ Onboarding 5 new board members to VCCF Board on December 4, 2017.

OBJECTIVES	SCHOOL	INITIATIVES		
KSD #4 – Reputation Management			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 4.2 Improve internal and external communications				
4.2.1 Internal Communication	VP Academic/ Marketing	<ul style="list-style-type: none"> ▪ Expand use of D2 forum to engage academic and student services departments ▪ Expand resources available on myVCC 	Kathryn McNaughton: <ul style="list-style-type: none"> ▪ D2 space on myVCC will be refreshed with information categorized and easy to access. 	Kathryn McNaughton: <ul style="list-style-type: none"> ▪ New modes of communication are being tried out. A short video was developed for the Research

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #4 – Reputation Management				
Goal 4.2 Improve internal and external communications				
				Symposium, CID blog space has been used to hold past presentations, a quarterly update is being considered, monthly Learning Conversations introduced.
4.2.2 Enhance internal communication tools and platforms	Marketing	<ul style="list-style-type: none"> Investigate tools and options for communicating information to the college community 	Karen Wilson: <ul style="list-style-type: none"> Needs assessment will be performed on myVCC and the tools currently used to manage the site in the second quarter of this fiscal with the intent of ensuring the site is meeting our expectations from a communication, collaboration and engagement point of view. 	Karen Wilson: <ul style="list-style-type: none"> Assessment is currently underway and expected to be complete end-January 2018.
4.2.3 Develop external communication strategy	Marketing/President	<ul style="list-style-type: none"> Continue expanding external outreach 	Karen Wilson: <ul style="list-style-type: none"> Discussion of a community report for distribution in January 2018. Development of a stakeholder report that will go to Leadership Team three times a year. 	Karen Wilson: <ul style="list-style-type: none"> Community report creative brief is in development and next meeting is set to discuss content - distribution date is moved for late spring due to other marketing projects. First stakeholder report is complete and goes to the Board November 15. Stakeholder Communications plan to be completed March 2018.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #4 – Reputation Management				
Goal 4.3 Improve student recruitment and retention process				
4.3.1 Implement student recruitment strategic plan	VP Academic/ Marketing	<ul style="list-style-type: none"> Develop a formal process and plan for academic departments to participate in student recruitment and the marketing support required 	Karen Wilson: <ul style="list-style-type: none"> Production and assembly of new event solo banners underway, completion date and delivery between mid-August and mid-September 2017; collateral materials aligned with brand standards refresh, completion and roll-out starts w/o September 25, 2017. Planning for Bookstore management of marketing promo items underway, project plan with recommended implementation starts mid-August 2017. 	Karen Wilson: <ul style="list-style-type: none"> Production and assembly of new event solo banners and program brochures completed for Experience VCC in mid-October; other collateral materials aligned with brand standards refresh, now anticipated end-March 2018. Promotional items undergoing Purchasing ITQ process, and internal online ordering system undergoing development with Bookstore; project completion anticipated end-January 2018.
	Arts & Sciences	<ul style="list-style-type: none"> Investigate potential of TESOL diploma being eligible for Canada Student Loan program 	David Wells: <ul style="list-style-type: none"> No progress to date. 	David Wells: <ul style="list-style-type: none"> No progress to date. Anticipate exploration of this issue in winter.
4.3.2 Student recruitment strategy for emerging International markets and new programs	International Education	<ul style="list-style-type: none"> Investigate new agent relations and business partnerships with recruiters in emerging markets Connect with and support agents and business partners to promote new VCC programs Visit overseas agents to build relationships and capacity for marketing and recruiting Support/expand agent and business partner relationships Note: These initiatives will continue over the life of the academic plan	Jennifer Gossen: <ul style="list-style-type: none"> New agent relations with agents in India and Philippines. Ongoing agent updates regarding new programs and seat availability with expanded cohorts. Overseas trips planned for Sept, Oct and Nov. Continued support of VCC India in marketing and branding VCC in 	Jennifer Gossen: <ul style="list-style-type: none"> Expanded agent relations with agents in Vietnam. Ongoing agent training and updates occurring locally and internationally. Successful overseas trips to Asia and Southeast Asia.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #4 – Reputation Management				
Goal 4.3 Improve student recruitment and retention process				
			order to recruit for CBM and other VCC programs.	
4.3.3 Phase II of recruitment campaign	Marketing	<ul style="list-style-type: none"> Continuation of “Make your Mark” recruitment campaign 	<p>Karen Wilson:</p> <ul style="list-style-type: none"> Creative development complete; second flight in-market starts w/o August 21, 2017 (digital, print, OOH); third flight planned for February –March 2018. 	<p>Karen Wilson:</p> <ul style="list-style-type: none"> Second flight (fall 2017) complete; third flight confirmed in-market February –March 2018.
4.3.4 Improve online acquisition process	Marketing	<ul style="list-style-type: none"> Assess and develop an implementation plan to improve the online acquisition process for recruiting new students 	<p>Karen Wilson:</p> <ul style="list-style-type: none"> Program and courses area of vcc.ca will be redeveloped this fiscal with a focus on ensuring the content and information is structured and presented in a manner that meets the needs of our users and our acquisition goals. Currently piloting an initial landing page design with Transportation Trades teams with the intent to rollout college wide. Currently piloting the use of digital sign-ins at information sessions and recruitment events in order to better target participants via email after the event. Pilot initiatives are also being used to grow our prospect marketing database for future targeted email marketing initiatives. 	<p>Karen Wilson:</p> <ul style="list-style-type: none"> Transportation Trades Pilot has been implemented and released with the addition of the Visual Communications Design Program. Work continues on the refresh of the entire Programs and Courses section of vcc.ca and is intended to be released by end of fiscal. Continuing to pilot the use of digital sign-ins at information sessions and recruitment events in order to better target participants via email after the event. Pilot initiatives are also being used to grow our prospect marketing database for future targeted email marketing initiatives. Work is currently being scoped on the expansion of the email functionality being used in the Integrated Admissions Pilot in order to allow us

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES		
KSD #4 – Reputation Management			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goal 4.3 Improve student recruitment and retention process				
				to easily scale the functionality across all of our programs.

OBJECTIVES	SCHOOL	2017/18 INITIATIVES		
KSD #5 – Business Development			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goals 5.1 Develop new partnerships and collaborations				
5.1.1 Expand dual credit programming options by partnering with more school boards in the Lower Mainland	Health Sciences	<ul style="list-style-type: none"> ■ Revise the Pre-Health Sciences program admission requirements to support high school student entry for dual credit programming 	Debbie Sargent: <ul style="list-style-type: none"> ■ Pre-Health Sciences program start has been delayed. Further discussions with School boards will occur through this year. 	Debbie Sargent: <ul style="list-style-type: none"> ■ No change.
5.1.2 Develop and expand partnerships	Health Sciences	<ul style="list-style-type: none"> ■ Conduct needs assessment related to implementing recognition strategies for our clinical and community partners ■ Determine ongoing need of Acute Care Skills for Health Care Assistants ■ Ensure Program Advisory Committee include appropriate representatives ■ Continue to support initiatives with Metro Vancouver Alliance ■ Explore partnership with VCHA and OPTA program to provide exercise classes for community physio clients 	Debbie Sargent: <ul style="list-style-type: none"> ■ Suspended two intakes of Acute Care Skills program due to limited need. ■ Continuing to examine PAC membership and added new members to OPTA, MLA and HCA PACs. ■ Continuing membership with MVA – Faculty active in participation with MVA meeting. 	Debbie Sargent: <ul style="list-style-type: none"> ■ Continuing to add new Program Advisory Committee members. ■ Initiatives with MVA are continuing. More VCC representatives are becoming involved. ■ BC Nurses Union continue to contract services for LPN Skills Assessment. ■ Developing a partnership with Aboriginal Community and Career employment Services Society (ACCESS) regarding a contract to deliver Health Care Assistant program to 12 Aboriginal women.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017	STATUS UPDATE – 2 ND & 3 RD QUARTER OCTOBER 2017
KSD #5 – Business Development				
Goals 5.1 Develop new partnerships and collaborations				
	Arts & Sciences	<p>LINC:</p> <ul style="list-style-type: none"> Pursue contract opportunities outside the classroom for companies that want to offer classes on-site <p>Career Awareness:</p> <ul style="list-style-type: none"> Develop increased practicum opportunities with B.C. Partners in Workforce Innovation 	David Wells: <ul style="list-style-type: none"> No progress to date. 	David Wells: <ul style="list-style-type: none"> No progress to date.
	Trades, Technology & Design	<p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Launch CNG/LNG curriculum with Fortis and the CNGVA 	Brett Griffiths: <ul style="list-style-type: none"> Program has run at one time; currently working with CS to determine if other opportunities exist. 	Feras Ghesen: <ul style="list-style-type: none"> HMT - In progress to identify other opportunities.
	Hospitality, Food Studies & Applied Research	<ul style="list-style-type: none"> Target potential partnerships to expand culinary arts programs with international institutions 	Dennis Innes: <ul style="list-style-type: none"> There are ongoing discussions with culinary institutes in Italy, both public and private, about partnership opportunities. 	Dennis Innes: <ul style="list-style-type: none"> No progress to date.
	VP Admin/ President	<ul style="list-style-type: none"> Explore other programming opportunities with Samsung 	Peter Nunoda: <ul style="list-style-type: none"> No updates 	Marlene Kowalski: <ul style="list-style-type: none"> No updates at this time.
	Partnership Development office	<ul style="list-style-type: none"> Explore new corporate and not-for-profit partnership opportunities Implement mutually beneficial business partnerships with external stakeholders such as community development organizations, other post-secondary institutions, international institutions, etc. 	Tanis Sawkins: <ul style="list-style-type: none"> Ongoing exploration. Have focused on building relationship with PARQ and Work BC sites. 	Tanis Sawkins: <ul style="list-style-type: none"> Successfully delivered pilot project with PARQ and with ECUAD. Looking to sign new contracts and redeliver in 2018-2019. Continuing relationship building with ODG and Work BC sites in

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES		
KSD #5 – Business Development			STATUS UPDATE – 1ST QUARTER JUNE 2017	STATUS UPDATE – 2ND & 3RD QUARTER OCTOBER 2017
Goals 5.1 Develop new partnerships and collaborations				
				anticipation of RFP being released in mid-2018. <ul style="list-style-type: none"> ▪ November 2017 – submitted 4 Letters of Interest for IRCC funding under the Service Delivery Improvement stream.
5.1.3 Develop new international business partnerships to support international enrolment	International Education	<ul style="list-style-type: none"> ▪ Explore and implement mutually beneficial business partnerships with external stakeholders such as school districts, post-secondary institutions, private language schools, agency partners, etc. over the life of the academic plan 	Jennifer Gossen: <ul style="list-style-type: none"> ▪ Expanded articulation agreement with language school partners. ▪ New agency partners in India and Philippines being explored. 	Jennifer Gossen: <ul style="list-style-type: none"> ▪ Engaging in preliminary conversations with additional language school partners. ▪ Engaging in preliminary articulation discussions with NSCAD University. ▪ New agency partners in India, Philippines and Vietnam being explored.

2017/18 KEY PRIORITIES Summary – Q2/Q3

KSD #1 – Educational Quality

Health Sciences	<ul style="list-style-type: none"> • Launch Pre-Health Sciences program <ul style="list-style-type: none"> ○ Q2/Q3 – New funding proposal will be submitted for curriculum development (CD) funding in the spring. • Continue development: Dental Hygiene degree <ul style="list-style-type: none"> ○ Q1 – EDCO approval received in July 2017. ○ Q2/Q3 – AEST and Ministry of Health have indicated support to move the proposed degree program to DQAB. • Continue development: Denturist program <ul style="list-style-type: none"> ○ Q2/Q3 – Program has gone through curriculum and EDCO. ○ Facilities and capital plan are being developed. • Program review <ul style="list-style-type: none"> ○ Q2/Q3 – Occupational/Physical Therapist Assistant (OPTA) renewed curriculum has been approved at EDCO. ○ Q2/Q3 – Practical Nursing and Access to Practical Nursing provincial curriculum to be revised in the in the new year; some changes will be required to our current curriculum. • Review English Language Proficiency project to improve retention <ul style="list-style-type: none"> ○ Q2/3 – New grid created for Academic English and English proficiency requirements. • Respond to accreditation requirements <ul style="list-style-type: none"> ○ Q1 – OPTA changes reflect accreditation – site visit will be conducted in 2018/19. ○ Q2/Q3 – Pharmacy Tech accreditation site visit scheduled for 2019.
Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> • Program renewals in Administrative Assistant and Baking & Pastry Arts <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Programs going through a review with PACs involvement. • Culinary Arts <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – PC1 and PC2 being implemented. ○ Q1 – Catering module has received governance approval. ○ Q2/Q3 – Catering module implementation in progress.

	<ul style="list-style-type: none"> • Canadian Business Management Post-Degree Diploma <ul style="list-style-type: none"> ○ Q1 – Launched in September 2017. ○ Q2/Q3 – Additional cohorts being considered due to demand.
Trades, Technology & Design	<ul style="list-style-type: none"> • Heavy Mechanical Technology diploma <ul style="list-style-type: none"> ○ Q2-Q3 – Diploma program has gone through governance and has been approved. • Visual Communication design (VCD) <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Curriculum update completed; transfer agreements discussions with BCIT, UFV and Langara in progress. • Hairstyling Apprenticeship <ul style="list-style-type: none"> ○ Q2 - Q3 – Level 1 and 2 Hairstylist apprenticeship courses approved by Curriculum Committee and EDCO. Launch scheduled for February 2018. • CAD/BIM program accreditation <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Working with Technology Accreditation Canada (TAC) to determine timelines. • Computer Systems Technology 2-Year Diploma <ul style="list-style-type: none"> ○ Q2/Q3 – Curriculum in development. Plan to launch program for domestic students in September 2019.
Arts & Sciences	<ul style="list-style-type: none"> • New programs: ABE Pathways; guaranteed Transfer Certificates into Faculty of Environmental Sciences; Associate of Arts and Associate of Science <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Work ongoing towards completion of Program Content Guide (PCG) for Associate Degree. ○ Q2 – Q3 – Career Literacy Foundations completed. • Deaf and Hard of Hearing Program <ul style="list-style-type: none"> ○ Q2 – Q3 – Program renewal has commenced. • Blended delivery option for EAL Pathways courses <ul style="list-style-type: none"> ○ Q2 – Q3 – Completed and passed through governance. ○ Q2 – Q3 – Blended program delivered and well subscribed. There are plans to expand the program offerings.
School of Instructor Education	<ul style="list-style-type: none"> • Conduct needs assessment of an 18-month postgraduate PIDP/eLearning certificate for International students <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Consultation complete. Proposal being prepared for EDCO.

Continuing Studies	<ul style="list-style-type: none"> • Implement 5-year program renewal plan <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress • Continue program renewals for Early Childhood Care Education (ECCE) and Counselling Skills <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – ECCE post-basic program has gone through governance approval. New program will begin accepting applications in January 2018. ○ Q1/Q2/Q3 – Counselling Skills program redesign is underway. • Initiate program renewals for Network Technology NETT, Leadership Suite of courses <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Information gathering and needs assessment for NETT program renewal is under way. • Develop new programming <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Partnership established with the Rick Hansen Foundation (RHF) and delivered Accessibility Assessor training program certification in fall 2017. Next program scheduled to run in April 2018. ○ Q1/Q2 – Volunteer Management Program launched in September 2017. ○ Q1/Q2 – New standalone non-credit courses being offered from April – September (see detailed goals and objectives for listing of courses). • Increase online delivery <ul style="list-style-type: none"> ○ Q1 – Moodle course has been offered to instructors. ○ Q2/Q3 – Developing online course for Fashion Merchandising. • Samsung appliance repair certificate <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Appliance Repair Technician – Professional Pathway Program deferred until a later date. ○ Q1/Q2/Q3 – Curriculum development continues; creating modules for the Foundational program.
Library, Teaching and Learning Services	<ul style="list-style-type: none"> • Implement Learning Commons initiatives <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Learning Commons survey for employees has been completed. Smaller Awareness Committee established to increase understanding of academic services available to students and employees. • Support applied research at VCC <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – President’s Research Symposium in October was well attended. Theme: Applied

	<p>research to support student success.</p> <ul style="list-style-type: none"> ○ Q2/Q3 - A new research fund of \$10,000 has been established. ● Moodle upgrade <ul style="list-style-type: none"> ○ Q1/Q2 – Completed ● Online Learning strategy <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Learning Management Systems (LMS) working group in the process of developing a strategic framework that will incorporate the priorities decided in Phase I of the project. ● E-textbook and Open Textbook strategy <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – E-textbook pilot in Culinary ongoing. ○ Q1/Q2/Q3 – Open resource e-textbook Hospitality pilot has been successful and continues. ● Institutional Learning Outcomes (ILO) <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Consultation process should be completed in early spring.
Student Development	<ul style="list-style-type: none"> ● Case management approach <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Review of current software and processes in progress. ○ Q1/Q2/Q3 – Research prospective application process with Registrar and IT in progress. ● Access and Accommodation of Students with Disabilities Policy <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Current provisions and practices on duty to accommodate assessment in progress. ● Finalize mental health and wellness strategy <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress ● Sexual Violence Policy in compliance with Ministry expectations <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Policy has been completed, approved and posted on the website. Roll out plan of the policy is in development.
International Education	<ul style="list-style-type: none"> ● Canadian Business Management Post-Degree Diploma <ul style="list-style-type: none"> ○ Q1/Q2 – Launched in September 2017 with 20 students. ● New programs: IT Management and Project Management post-degree diplomas <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Project Management post-degree in development. ○ Q1/Q2/Q3 – Launch of a 2-Year diploma in Computer Systems Technology is in development.

	<ul style="list-style-type: none"> • Articulation Agreements <ul style="list-style-type: none"> ○ Q1 – Effective immediately MOUs have been updated with language partner schools for UT articulation. • Additional cohorts in Trades and Hospitality <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Additional international cohorts are planned for Culinary Arts, ACR and AST.
Partnership Development Office	<ul style="list-style-type: none"> • Explore feasibility of short-term “Field Studies” for International faculty (instructors) <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Meeting with several international institutions to determine operational feasibility and costing. • Work with Indigenous Education and Community Engagement to explore training opportunities <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Submitted proposals and continuing discussions with local first nations.
Indigenous Education and Community Engagement	<ul style="list-style-type: none"> • Gladue report writing program <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Curriculum developed for pilot; the program being is delivered by the PDO. • Indigenization Advisory Council/Committee <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Implementation of advisory council/committee in progress. ○ Q/Q2/Q3 – Facilitate workshops that address the principles of Education Protocol in progress.
KSD #2 – Operational Excellence	
Registrar and Enrolment Services	<ul style="list-style-type: none"> • Banner cleanup <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Testing revised curriculum structure. ○ Q2/Q3 – Developed list of Banner related projects. • Real term admissions processes <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Under review • New timetabling processes <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – New timetabling structure is under development. Consultation with departments in progress. • Policies <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Revised admissions and flexible admissions policies have been approved.
Institutional Research	<ul style="list-style-type: none"> • Conduct Labour Market research for projects identified <ul style="list-style-type: none"> ○ Q2/Q3 – Request received for NETT and Admin Assistant program.

	<ul style="list-style-type: none"> • Prepare Program Renewal data collection <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Awaiting instructions from the Program Review and Renewal Committee. • Banner process review <ul style="list-style-type: none"> ○ Q1//Q2/Q3 – Process review of ODS data source planned to begin in January 2018. • Upgrade COGNOS <ul style="list-style-type: none"> ○ Q1 – Has been postponed ○ Q2/Q3 - Piloting a new visualization/reporting software tool. • Space Utilization Report for Ministry Advanced Education <ul style="list-style-type: none"> ○ Q1 - Completed • Provide monthly reporting actuals to budget and forecast <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress
Human Resources	<ul style="list-style-type: none"> • Review bullying, harassment and discrimination policy <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Identifying recommendations for policy/procedure changes in progress. • Develop best practices for an employee training program <ul style="list-style-type: none"> ○ Q2/Q3 – Working group has been established to pursue topics identified by department leaders. ○ Q2/Q3 – Finalizing the 2018 Learning of Life workshop program. • Create a comprehensive employee health and wellness plan <ul style="list-style-type: none"> ○ Q2/Q3 – Creating draft terms of reference for a VCC Wellness Committee which includes input from VP Academic and Student Development. • Develop a monitoring plan to ensure annual performance reviews are completed <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Joint committee will meet to assess the faculty performance appraisal process that was implemented. • Enhance staff orientation <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Pilot for this program is on track to launch in February 2018. • Develop a comprehensive plan to address employee engagement survey results <ul style="list-style-type: none"> ○ Q2/Q3 – Committee has finalized a top 5 list of engagement initiatives (see detailed goals and objectives for the list). • Review and update job descriptions <ul style="list-style-type: none"> ○ Q1/Q2/Q3 –86% completion rate on Position Questionnaires (PQ) for exempt positions; 100% completion expected in early 2018.
Information Technology	<ul style="list-style-type: none"> • Web time entry project and implementation plan

	<ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Working group is developing a survey for timekeepers; in progress. ● Curriculum management software implementation <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Data migration for both programs and courses in progress. ● Improve online registration process in Continuing Studies <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Current process has been mapped and analyzed. Pilot to simplify marketing generated registration in progress. ● Examine software options for improving process of agent commissions payment for International Education <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Cloud technology to be operationalized in progress. ● Banner 9 upgrade project and implementation plan <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Test environment being built and configured. ○ Q2/Q3 – Steering committee and working group being established. ● College wide printer replacement plan (current Ricoh lease expires in 2018) <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Proof of concept (POC) in progress. Recommendations to be made in the spring. ● IT security assessment <ul style="list-style-type: none"> ○ Q2/Q3 – Assessment in progress with report expected to be delivered in spring 2018. ● Virtual Desktop Infrastructure project plan <ul style="list-style-type: none"> ○ Q2/Q3 – Project on hold ● Wireless update <ul style="list-style-type: none"> ○ Q2/Q3 – Wireless update complete. Migration from DataValet to Bardford successful. ● Assess current payment processing <ul style="list-style-type: none"> ○ Q2/Q3 – Project on hold ● processes/procedures (PCI compliant) <ul style="list-style-type: none"> ○ Q2/Q3 – Project moved to 2018/19 ● Assessment T4 marketing web content management platform functionality <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Assessment underway
Commercial Services	<ul style="list-style-type: none"> ● Evaluate and streamline bookstore and duplicating processes and operations <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress ○ Q1/Q2/Q3 – Design for relocation of duplicating department in progress. Tender for construction scheduled for spring 2018. ● Coordinate and facilitate operational changes based on the new culinary arts curriculum <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Cafeteria renovations in progress.

	<p>Temporary operational provisions have been made.</p>
Safety and Security	<ul style="list-style-type: none"> • Complete review of emergency response management plan <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Emergency Management working group established as a sub group of Operations Council. Group will review the draft emergency response management plan and make recommendations. • Develop emergency training plan for faculty and staff <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Plan created and multi training sessions conducted. • Add CCTV cameras to all campuses <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Additional cameras’ installed. • Upgrade security infrastructure <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Renovation of downtown security kiosk completed. • Review, develop and communicate risk management and privacy procedures <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress • Draft and roll out sexual violence and sexual misconduct policy and procedures <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress
Procurement	<ul style="list-style-type: none"> • Second phase of streamlining processes for procurement, receipt of goods/services and reporting <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Working group established. • Develop and adopt new solicitation and contract templates <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Short-form General Services Agreement and Negotiated RFP template have been created and available for use. • Deliver FAST training on procurement processes to users <ul style="list-style-type: none"> ○ Q1/Q2/Q3 - Ongoing
Facilities	<ul style="list-style-type: none"> • Fully implement Event Management Software (EMS) <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Finalizing academic structure configuration of EMS. Documentation and training plans to be developed. ○ Q1/Q2/Q3 – Web app configuration nearing completion. Release scheduled for early 2018. • Conduct space needs assessment based on enrolment forecast <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Cornerstone assessment at Broadway (level 2 & 3) and Downtown in progress.

	<ul style="list-style-type: none"> ○ Q2/Q3 – PGP working on Culinary and Baking Program assessment. • Identify space requirements and develop plan for Broadway and Downtown campuses <ul style="list-style-type: none"> ○ Q2/Q3 – Will be dependent on consultant reports. • Upgrade campus facilities based on government and internal capital funding envelopes <ul style="list-style-type: none"> ○ Q1 – Capital plan for both government and internal capital funding for the year has been completed. • Develop Campus Master Plan <ul style="list-style-type: none"> ○ Q2/Q3 – Working with Partnership BC to develop RFP document for campus master planning services.
KSD #3 – Financial Stability and Sustainability	
Integrated College Plan	<ul style="list-style-type: none"> • Integrated College Planning (ICP) framework cycle <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Department meetings in progress. • Update 5-year academic and financial plan <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress • Monitoring, updating of goals, objectives and initiatives <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress • Communication of updated goals, objectives and initiatives <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – In progress
Vision and Values	<ul style="list-style-type: none"> • Communicate new vision and values to the college body <ul style="list-style-type: none"> ○ Q1 – President’s department and constituency groups meeting consultations completed.
Finance	<ul style="list-style-type: none"> • Review and improve enrolment and budget planning process <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Meetings have taken place and changes are in progress to streamline the processes. • Carefully monitor of actual financial results to budget <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Ongoing • Enhance financial reporting <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Monthly YTD reports are being sent out to each department for review.
KSD #4 – Reputation Management	
Marketing	<ul style="list-style-type: none"> • Continuation of “Make your Mark” recruitment campaign <ul style="list-style-type: none"> ○ Q2/Q3 – Creative development complete; third

	<p>flight confirmed for February – March 2018.</p> <ul style="list-style-type: none"> • Develop digital marketing strategy <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Revised approach to sustained Google advertising to ensure VCC is presented as an option for users. Work currently underway with Education Planner to implement conversion rate tracking for applications. ○ Q2/Q3 – Digital metrics and reporting will be rolled out in early 2018. ○ Q1/Q2/Q3 – Brand standards guide rollout in progress.
Stakeholder Engagement	<ul style="list-style-type: none"> • Investigate community involvement opportunities <ul style="list-style-type: none"> ○ Q2/Q3 – List of VCC events has been compiled. • Continued internal and external outreach <ul style="list-style-type: none"> ○ Q2/Q3 – Community report creative brief is in development. Distribution date is targeted for spring 2018. ○ Q1/Q2/Q3 – 1st stakeholder report completed. ○ Q2/Q3 – Stakeholder communication plan to be completed March 2018.
Fundraising	<ul style="list-style-type: none"> • Develop capital campaign fundraising business case for Culinary Arts facilities upgrades <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – Awaiting space analysis consultant report before developing the business case. • Gala plan for 2017/18 <ul style="list-style-type: none"> ○ Q1/Q2/Q3 - March 14 is set for Flourish 2018.
KSD #5 – Business Development	
Partnership Development	<ul style="list-style-type: none"> • Explore Samsung partnership opportunity in mobile application design <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – On hold until we are ready to deliver the Computer Systems Technology 2-Year Diploma.
Business Development	<ul style="list-style-type: none"> • Explore new opportunities with corporate and not-for-profit organizations <ul style="list-style-type: none"> ○ Q1/Q2/Q3 – PDO is exploring mutually beneficial business partnerships with external stakeholders such as community development organizations.



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: February 7, 2018

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
New Program: Heavy Mechanical Technology Diploma

BACKGROUND:

The Heavy Duty Transport department is developing a Heavy Mechanical Technology Diploma, designed primarily for international students interested in the heavy mechanical trades industry. Graduates will be able to obtain employment in areas such as truck and transport mechanic, diesel engine mechanic, and transport trailer technicians.

VCC currently runs a very successful program out of the Annacis Island campus for domestic students, and there is no comparable program in the Lower Mainland for international students. There is a consistent demand for trained technicians in this area according to Work BC; the College's International Education department believes there will be demand for this program building on the success of the current international programs in Automotive Service Technology and Automotive Collision Refinishing.

The content in this program would be identical to that delivered to ITA domestic students, and graduates may have the opportunity for formal apprenticeship training after the program.

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

1. Apply the skills and knowledge necessary to perform at first-year apprentice level of heavy duty equipment technician, truck and transport mechanics, diesel engine mechanics, and transport trailer technician to provincial standards;
2. Evaluate completed repairs for consistency, accuracy, and quality according to industry specifications and standards;
3. Adhere to industry health and safety standards in the repair and reconditioning of heavy duty and commercial transport equipment;
4. Practice professional etiquette and personal hygiene;
5. Work effectively as a team member;
6. Communicate effectively and work in a culturally diverse environment.

The program would be two years, which provides students with the opportunity to apply for permanent residency; this is a significant draw for international students. The initial plan is for a cohort of 16 students to start each year, with an additional cohort if the first two years are successful.

The anticipated start date for the program is September 2018.

DISCUSSION:

Curriculum Committee reviewed the curriculum at its October 2017 meeting. The program is taught in a series of week-long courses, in the same manner of the program for domestic students. This is per Industry Training Authority (ITA) requirements. Curriculum Committee discussed whether this style of short courses is the most suitable approach to teaching some of the overarching learning outcomes (such as “business communication”) but the program is trying to stay consistent with ITA requirements. They will look at alternate scheduling approaches if students struggle.

Education Council reviewed the program at its November 2017 meeting. Members asked about support for Canadian socio-cultural competencies and English language skills, as these skills are typically the most significant barriers to students both during the program and after when seeking employment. There are two courses designed around socio-cultural competencies that will take place each Friday for the duration of the program, focused primarily about students learning to orient themselves in Canadian culture and the expected behavior in the workplace. English language development is embedded throughout the program. Additional tutoring support from the Learning Centre has been requested in the program budget.

Education Council also asked about space limitations. The current space at Annacis Island is fully utilized; the department is looking at additional space options, as well as changing delivery hours to accommodate the programs. This is a potential barrier to running the program that the department is fully aware of. Brett Griffiths, the dean of the program, is in conversation with BCIT about using another bay at the shared Annacis Island campus.

Education Council has approved the curriculum, and recommends approval of this new program.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the new Heavy Mechanical Technology Diploma.

ATTACHMENTS: APPENDIX A - Program for New Program – Heavy Mechanical Technology Diploma

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: January 30, 2018

**VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM**

APPENDIX A

INSTRUCTIONS

1. Curriculum development is a consultative process. Therefore, it is understood that this is a living document which will be refined as it moves through the development process.
2. Additional material may be included as appendices.
3. There are three parts to completing this Proposal for New Program document:
 - a. Part 1: Concept Paper
 - b. Part 2: Implementation Plan
 - c. Part 3: Business Case
4. Additional work includes:
 - a. Ongoing consultation
 - b. The design and development of curriculum. The Centre for Instructional Development should be involved as early as possible as they will assist in the mapping/design of your curriculum.
5. The approval stages are:
 - a. Approval of Credential: The Board of Governors approves all new credentials based on the concept, a sound business case, and a recommendation from Education Council.
 - b. Approval of Curriculum: Education Council approves the final curriculum, followed by a recommendation to the Board of Governors for implementation of the new program.
 - c. Peer Review and Final Approval: New programs (Certificates leading to diplomas, diplomas and degrees) must receive feedback (and final approval for degrees) from the Minister of Advanced Education. Following successful peer review, the Board's Finance and Audit Committee will make a recommendation to the Board of governors regarding the approval of fees.
 - d. The Board of Governors makes the final decision on the fee structure and implementation of the program.

VANCOUVER COMMUNITY COLLEGE PROPOSAL FOR NEW PROGRAM

Name of Program: Heavy Mechanical Technology

Credential Level: Diploma

Anticipated Start Date: September 2018

PART 1: CONCEPT PAPER

Department Leader: Rick Cyr

Curriculum Developer / Faculty:

Dean: Brett Griffiths

Proposal Date: February 3, 2017

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

A. Purpose and Context

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

This program is designed for people who wish to obtain employment in the Heavy Mechanical Trades Industry as Heavy Duty Equipment Technicians, Truck and Transport Mechanics, Diesel Engine Mechanics or Transport Trailer Technicians. Upon completion of this program, graduates will be able to:

1. *Apply the skills and knowledge necessary to perform at first year apprentice level of heavy duty equipment technician, truck and transport mechanics, diesel engine mechanic and transport trailer technician to provincial standards;*
 2. *Evaluate completed repairs for consistency, accuracy and quality according to industry specifications and standards;*
 3. *Adhere to industry health and safety standards in the repair and reconditioning of heavy duty and commercial transport equipment;*
 4. *Practice professional etiquette and personal hygiene while performing repairs;*
 5. *Work effectively as a team member while performing repairs.*
2. Explain how this program adheres to principles and priorities as indicated in the College's strategic, educational or ministerial planning documents.

VCC INTEGRATED COLLEGE PLAN (2011-2014)

- **Educational Quality** (Committed to learning centered programming that is relevant, flexible and career oriented)
 - *The Heavy Mechanical Technology Diploma Program is a two-year program that prepares students for an entry-level job in the heavy duty and commercial transport repair field. The International Education department at VCC has indicated that there is demand for this type*

VANCOUVER COMMUNITY COLLEGE PROPOSAL FOR NEW PROGRAM

of program. This new program will incorporate essential skills, language support and the most up-to-date training to ensure a high level of student success.

- **Financial Stability and Sustainability** (*Achieve financial sustainability through integrated strategic and financial planning revenue diversification, careful cost management and sound administration while being socially and environmentally responsible*)
 - *Revenue from this program will enable the Heavy Mechanical Trades department to create a financially sustainable area that will diversify revenue through ITA funding, domestic and international tuition.*
- **Business Development** (*Develop new business opportunities by engaging with multiple stakeholders*)
 - *This program builds on and enhances existing partnerships with Finning CAT, and Coast Mountain Bus Company.*
- **Reputation Management** (*Continue to build a strong brand identity that is carefully monitored and managed*)
 - *VCC Heavy Duty and Commercial Transport programs are well known in the Lower Mainland and throughout BC. By responding to the requests of the international community, we are ensuring that the VCC Heavy Mechanical Trades Programs (and the VCC Brand by extension) remain well known, visible and relevant.*

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

This program serves a diverse group of students, and provides accessible and direct entry job training that is well connected with industry. The creation of this program will improve student access and success, and ensure the VCC brand is well known in the international and local community.

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

Students who do not have the required level of English can upgrade their English skills in a VCC ESL course in order to enter the program such as ELSK 0620. When students complete this diploma they will have the technical training necessary to enter Level 2 apprenticeship which they can complete at VCC.

B. Program Need

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

There is a consistent demand for up-to-date heavy duty equipment technicians, commercial transport technicians, truck and trailer technicians and diesel engine mechanics in Canada. The Heavy Mechanical Technology Diploma Program (International Cohort) will be the only one offered in the Lower Mainland.

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

Taken from the Work BC website:

A number of opportunities will arise from worker turnover and the need to replace retiring workers. Industry sources report that there are currently not enough new graduates in the occupation to replace the workers who will retire over the next several years, and that there is currently a shortage of qualified technicians in B.C.

Additionally, the International Education department has indicated that there will be demand for this program as it could build on the success the current Automotive Service Technology, and Automotive Collision Refinishing diploma programs have seen.

VANCOUVER COMMUNITY COLLEGE PROPOSAL FOR NEW PROGRAM

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

Heavy duty equipment technician is currently listed as a top in-demand trade by the BC Industry Training Authority and the 2025 BC Labour Market Outlook anticipates 2800 job openings to 2025 in BC.

See <https://www.workbc.ca/getmedia/00de3b15-0551-4f70-9e6b-23ffb6c9cb86/LabourMarketOutlook.pdf.aspx> and <http://www.itabc.ca/our-trades-training-system/top-demand-trades> for more details

C. Competitive Analysis

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

There are no other programs within the lower mainland or on-line that offer this combination of courses in one program.

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

An articulation committee currently exists for ITA funded programs in this area

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

This program is supportable and sustainable with existing resources as the facilities; instructors and equipment are readily available.

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

This program is a cohort model.

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

The expected length of the program is two years; the program will be delivered over four semesters. The maximum allowable time for completion is five years.

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

In the first year, sixteen students are expected to enroll in the one cohort that will be offered. Starting in the second year, there will be two cohorts running per year with 16 in each cohort so a total of 32 students per year. If the first two years are successful, an additional cohort will likely be added.

D. Student Profile

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

VANCOUVER COMMUNITY COLLEGE PROPOSAL FOR NEW PROGRAM

The target demographic for this program is 20-30-year-old male or female international students. The educational background could vary from high school equivalence to university graduates. The international department will fulfill recruitment through existing channels.

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

The likelihood of underprepared students will be limited by the international recruitment and application process. If, however underprepared students are enrolled in the program the department will work with appropriate departments as needed to ensure student success. The level of English proficiency in the students and graduates has historically been the largest barrier to graduate success (employability). Consequently, this program has communication support built into the first year of the program. Students will have access to additional language support as needed throughout the program.

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

This type of program typically has quite a diverse student body. Since most of the new applicants will come to the program through international recruiting, there are some groups that are more highly represented. We will overcome this (slight) imbalance by recruiting more widely, with the help of the International Education Department.

E. Quality

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

The proposed diploma program will include a Quality Assurance plan that will be administered by a Program Advisory Committee (PAC) comprised of industry stakeholders as well as including faculty, department heads. The PAC will receive the results of formative and summative feedback provided by students and faculty.

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

The Heavy Mechanical Technology Diploma will provide a wide range of opportunities for student learning in classroom, shop and workplace settings. In addition to hands-on practical experience at VCC's own state of the art joint motive power facility instructional activities such as lectures, demonstrations, group work, peer assessment, reflective journaling, and project based learning strategies are used throughout the program. Students' progress through courses in four semesters, each of which requiring successful completion to advance to the next level.

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

Once students successfully graduate from this program they have an opportunity to look for employment in the heavy mechanical trades industry. Students may have the opportunity to enter formal apprenticeship training and the technical training in this program is identical in content to that delivered in BC Industry Training Authority courses and program.

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

There is currently a VCC PAC for the related programs within the department. The PAC will provide the department with avenues to engage with industry in discussion.

**VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM**

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

Current faculty are fully qualified, Red Seal Technicians with their Provincial Instructors Diploma designation.

F. Admission and Delivery

22. Provide admission requirements, including language proficiency levels and assessment scores.
- *International students must have an English language level of IELTS 6.0 (no band less than 5.5) or equivalent.*
 - *Students must possess a high-school graduation certificate or GED or equivalent*
 - *English 11 or equivalent.*
 - *Apprentice and workplace Math 10 or equivalent*
 - *Relevant trades experience can be assessed for entrance into the program.*

23. Identify pathways that assist in meeting these requirements.

The level of English proficiency in the students and graduates has historically been the largest barrier to graduate success (employability). Consequently, this program has a high level of communication support built into the first year of the program. Students will have access to additional EAL language support as needed throughout the program.

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

Courses will be developed as part of this program to enable ESL learners to master trade specific language as well as sociocultural competencies.

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

The program will be delivered full time, face-to-face, and cohort based. Courses are delivered sequentially to a cohort of students.

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

There will be no multiple entry or exit points for this program. Registration for the initial offering would be closed.

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

PLAR is not available in this program.

**VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM**

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

Term 1			Term 2		
Course #	Course Name	Credits	Course #	Course Name	Credits
HMTD 1101	Workplace Safety	1.00	HMTD 1201	Steering Systems 1	1.00
HMTD 1102	HMT Tools &Equip 1	1.00	HMTD 1202	Steering Systems 2	1.00
HMTD 1103	HMT Tools &Equip 2	1.00	HMTD 1203	Hydraulic System Theory 1	1.00
HMTD 1104	Fasteners	1.00	HMTD 1204	Hydraulic System Theory 2	1.00
HMTD 1105	Operation of Equipment	1.00	HMTD 1205	Hydraulic System Service 1	1.00
HMTD 1106	Lubricants	1.00	HMTD 1206	Hydraulic System Service 2	1.00
HMTD 1107	Bearing Types and Function	1.00	HMTD 1207	Basic Electricity 1	1.00
HMTD 1108	Metal Welding	1.00	HMTD 1208	Basic Electricity 2	1.00
HMTD 1109	Metal Cutting	1.00	HMTD 1209	Batteries	1.00
HMTD 1110	Physics and Math	1.00	HMTD 1210	Electrical Test Instruments	1.00
HMTD 1111	Final Drives	1.00	HMTD 1211	Basic Starting Systems	1.00
HMTD 1112	Undercarriages	1.00	HMTD 1212	Basic Charging Systems	1.00
HMTD 1113	Frames	1.00	HMTD 1213	Electrical Circuit Testing 1	1.00
HMTD 1114	Tires, Wheels and Hubs	1.00	HMTD 1214	Electrical Circuit Testing 2	1.00
HMTD 1115	Workplace Skills 1	1.00	HMTD 1215	Workplace Skills 2	1.00

Term 3			Term 4		
Course #	Course Name	Credits	Course #	Course Name	Credits
HMTD 2101	Cab and Protective Structures	1.00	HMTD 2201	Gasoline Fuel Systems	1.00
HMTD 2102	Hydraulic Brake Systems	1.00	HMTD 2202	Gasoline Ignition Systems	1.00
HMTD 2103	Hydraulic Brake Service 1	1.00	HMTD 2203	Automatic and Manual Transmissions	1.00
HMTD 2104	Hydraulic Brake Service 2	1.00	HMTD 2204	Driveline Systems	1.00
HMTD 2105	Power Brakes	1.00	HMTD 2205	Differential Systems	1.00
HMTD 2106	Air Brake Systems 1	1.00	HMTD 2206	Drive Axle Systems	1.00
HMTD 2107	Air Brake Systems 2	1.00	HMTD 2207	Advanced Starting Systems	1.00
HMTD 2108	HVAC Systems	1.00	HMTD 2208	Advanced Charging Systems	1.00
HMTD 2109	Trailers and Couplings	1.00	HMTD 2209	Electrical Systems Diagnosis	1.00
HMTD 2110	Landing Gear	1.00	HMTD 2210	Electrical Systems Repair	1.00
HMTD 2111	Trailers Systems & Components	1.00	HMTD 2211	Electronic Systems	1.00
HMTD 2112	Diesel Fuel Systems	1.00	HMTD 2212	Electronic Component Diagnosis	1.00
HMTD 2113	Diesel Engine Support Systems	1.00	HMTD 2213	Vehicle Management Systems	1.00
HMTD 2114	Diesel Engine Removal Procedures	1.00	HMTD 2214	Business and Communications 1	1.00
HMTD 2115	Diesel Engine Installation Procedures	1.00	HMTD 2215	Business and Communications 2	1.00

Total Credits: 60

**VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM**

G. Consultation (refer to Appendix A, Consultations)

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

Indigenous Education and Engagement – February 9, 2017 - Tami Pierce provided feedback on ESL requirements, clarification of stakeholder groups and progression requirements. Changes made to proposal and further conversation with International Education Department resulted in changes to language requirements.

International Education Department – various dates - Jennifer Gossen, Cathy Snyder Lowe, Angela Liang. The department has indicated that there is demand for this type of program and that cohorts can be filled providing enough lead time has been provided. The program would need to be similar in structure to the currently existing AST and ACR diploma programs.

Library Services - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Institutional Research - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Facilities - February 10, 2017- Email received from Jerry Guspie, discussion will continue throughout development stage regarding capital needs.

Assessment Centre - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Institutional Research - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Centre for Instructional Development - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Disability Services - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Registrar's Office - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Financial Aid - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Learning Centre - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Information Technology - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Finance - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

Safety and Security - February 9, 2017- Email sent no feedback provided by February 24, 2017, expect further discussion during development stage.

**VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM**

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

*Preliminary consultations have been made with international recruitment agencies, there is interest in the market for this program (February 22, 2017 – Jennifer Gossen)
Program will go through PSIPs process if the concept of the diploma is approved.*

H. Phase In/Phase Out Plan

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

There will be no phase in/phase out as this is a new program.

VANCOUVER COMMUNITY COLLEGE PROPOSAL FOR NEW PROGRAM

PART 2: IMPLEMENTATION PLAN

This document outlines associated resources required to adequately implement the proposed curriculum. It is submitted to Education Council to provide advice to the Board of Governors on the implementation of the program, and to the Finance and Audit Committee to provide advice to the Board of Governors on a fee structure.

1. NON-RECURRING COSTS (provide accurate estimates)

Academic non-recurring start-up costs

Item	Yr 1	Yr 2	Yr 3	Yr 4	Total
Program development					
Faculty development					
Staff development					
Sub-total					

Capital Costs (Equipment, Renovations, Facilities, Library, Technology)

Item	Yr 1	Yr 2	Yr 3	Yr 4	Total
2 Commercial Transport Trucks	\$30,000				
2 Heavy Equipment	\$30,000				
Sub-total	\$60,000				

Totals

Item	Yr 1	Yr 2	Yr 3	Yr 4	Total
Academic Non-Recurring					
Capital Costs					
Sub-total					

2. ONGOING OPERATING COSTS (provide accurate estimates)

Item	Yr 1	Yr 2	Yr 3	Yr 4	Total
Faculty	\$122,641	\$245,282	\$367,923	\$367,923	\$1,103,769
CUPE	\$55,726	\$55,726	\$55,726	\$55,726	\$222,904
Administrative Support					
Student Services					
Marketing					
IT Support					
Library					
Lab operating costs - Salary					
AIC Facilities Rent Increase (est.)	\$92,577	\$92,577	\$92,577	\$92,577	\$370,308
Sub-total					
Grand Totals	\$270,944	\$393,585	\$516,226	\$516,226	\$1,696,981

VANCOUVER COMMUNITY COLLEGE PROPOSAL FOR NEW PROGRAM

PART 3: BUSINESS CASE

This document outlines the sources of revenue for the program.

It is submitted to the Fees Advisory Committee and the Board Finance and Audit Committee to provide advice to the Board of Governors on a fee structure. This document is then submitted to the Board of Governors, to be reviewed alongside the Implementation Plan and approved curriculum, to make a final decision on the fees and implementation of the program.

1. REVENUE

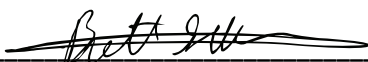
What is the source of funding for this program?

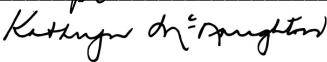
International student tuition and fees

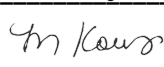
2. TUITION AND FEES

Item	Number of Courses	Yr 1	Yr 2	Yr 3	Yr 4	Total
Tuition (16 students)	60	\$214,000	\$428,000	\$642,000	\$642,000	\$1,926,000
Fees	60	\$17,000	\$34,000	\$51,000	\$51,000	\$136,000

3. SIGN OFF

Dean/Director: 

VP Academic: 

VP Finance: 



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 7, 2018

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Tuition for New Hairstylist Apprenticeship courses

BACKGROUND:

The Hairstylist trade was de-regulated in 2003 and as a direct response to industry feedback, but as of January 2016 the BC Industry Training Authority (ITA) brought back a standardized apprenticeship pathway and the ability for BC Hairstylists to obtain their Red Seal Endorsement in the province. The Red Seal Endorsement, in combination with the Certificate of Qualification is the recognized standard across Canada.

As of January 2016, there were 12,600 Hairstylists in the province, this number is expected to grow by 57% by 2022. The new Hairstylist apprenticeship program will provide a clear pathway to certification and ensure that the industry grows with consistent high standards in place.

DISCUSSION:

The VCC Hairstylist and Skin and Body Therapy programs have an excellent reputation in the Lower Mainland, and graduates report the programs as providing a high quality of education and were highly satisfied with their education. Recent DASCO surveys have shown that 96% of respondents rated their quality of education as very good, good or adequate.

The development of courses for the ITA apprenticeship program creates an opportunity to set tuition fees to sustainable levels. No other public college in the Lower Mainland has listed courses or fees for hairstylist apprenticeship courses, so VCC will be the first to offer both level 1 and level 2.

In recommending a new tuition for this program, VCC has reviewed the tuition of similar programs in other provinces. Comparable programs charge the following fees:

INSTITUTION	COURSE	TOTAL
Algonquin College (Ottawa, ON) – 16 weeks total	Level 01 (8 weeks)	\$593.86
	Level 02 (8 weeks)	\$593.86
SAIT (Calgary, AB) – 20 weeks total	Level 1 (10 weeks)	\$ \$1,136.90
	Level 2 (10 weeks)	\$ \$1,136.90
Fanshawe College (London, ON)	Level 1 (8 weeks)	\$3773.37
	Level 2 (8 weeks)	\$3293.37
Niagara College (Niagara, ON)	2 years	\$4393.00 tuition

Sault College (Sault Ste. Marie, ON)	Level 1 (8 weeks) Level 2 (8 weeks)	Students pay textbooks costs only \$600
Del Rio Academy of Hair & Esthetics (Courtenay, BC)	Level 1 (298 hours/ITA program)	\$2250.00

The new course fees must be high enough to be sustainable and for VCC to recover costs of delivery, but not so high that new students avoid it because of the cost.

OPTIONS:

Option 1: 0% net contribution to VCC overhead

HSAP 1100 - Hairstylist level 1 (11 weeks) tuition of \$1,656 per student
HSAP 1200 - Hairstylist level 2 (6 weeks) tuition of \$828 per student

Implications: This option is slightly higher than similar courses in Alberta and much higher than courses in Ontario. This tuition level will fully recover all current direct and indirect costs, but result in a 0% net contribution.

Option 2: 10% net contribution to VCC overhead

HSAP 1100 - Hairstylist level 1 (11 weeks) tuition of \$2,067 per student
HSAP 1200 - Hairstylist level 2 (6 weeks) tuition of \$1,033 per student

Implications: This option is higher than similar courses in Alberta and in Ontario, but in line with the BC training provider in Courtney. This tuition will fully recover all current direct and indirect costs, and result in a 10% net contribution. This option will ensure that we are able to recover direct costs for several years.

Option 3: 15% net contribution to VCC overhead

HSAP 1100 - Hairstylist level 1 (11 weeks) tuition of \$2,309 per student
HSAP 1200 - Hairstylist level 2 (6 weeks) tuition of \$1,154 per student

Implications: This option is substantially higher than similar courses in Alberta and in Ontario. This tuition will fully recover all current direct and indirect costs, and result in a 15% net contribution. This option may reduce enrolment numbers due to high costs compared to other apprenticeship courses.

RECOMMENDATION: Option 2

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the implementation of tuition fees for the new Hairstylist Level 1 and 2 Apprenticeship courses, effective February 8, 2018:

- HSAP 1100 - Hairstylist level 1 - \$2,067 per student
- HSAP 1200 - Hairstylist level 2 - \$1,033 per student

ATTACHMENTS: APPENDIX A – Financial Analysis – Hairstylist level 1
APPENDIX B – Financial Analysis – Hairstylist level 2

PREPARED BY: Brett Griffiths, Dean, School of Trades, Technology and Design

DATE: January 31, 2018

APPENDIX A

Scenarios	Tuition Fee with 0% Net contribution to VCC overhead	Tuition Fee with 10% Net contribution to VCC overhead	Tuition Fee with 15% Net contribution to VCC overhead
ITA funds per student	\$ 2,040	\$ 2,040	\$ 2,040
Tuition fee per student	\$ 1,656	\$ 2,067	\$ 2,309
No. of Intakes	1	1	1
No. of students per intake - Domestic	16	16	16
Total students (with X FTE attrition) - Domestic	16	16	16
Student FTE	16	16	16
Duration - instructor months	4.0	4.0	4.0
Duration - days	60	60	60
Other days	0	0	0
Department head release days	0	0	0
Duty days per year	180	180	180
Instructor FTE required per intake	0.33	0.33	0.33
Number of credit hours	12	12	12
Existing tuition fee per credit - Domestic	\$ 0	\$ 0	\$ 0
New tuition fee per credit - Domestic	\$ 0	\$ 0	\$ 0
Support staff (paid hours)	12	12	12
Operational costs (per student)	\$ 300	\$ 300	\$ 300
Revenue per student	\$ 3,696	\$ 4,107	\$ 4,349
Cost (breakeven tuition fee) per student	\$ 3,696	\$ 3,696	\$ 3,696
Tuition fee per student	\$ 1,656	\$ 2,067	\$ 2,309
ITA funds (per student)	\$ 2,040	\$ 2,040	\$ 2,040

Revenue

Tuition revenue	\$ 26,500	\$ 33,071	\$ 36,936
ITA funds	\$ 32,640	\$ 32,640	\$ 32,640
Total revenue	\$ 59,140	\$ 65,711	\$ 69,576

Instructor

Salary (step 1) - Instruction	\$ 30,329	\$ 30,329	\$ 30,329
Benefits (23.75%)	\$ 7,203	\$ 7,203	\$ 7,203
Total instructor costs	\$ 37,533	\$ 37,533	\$ 37,533

Support Staff

Salary	\$ 408	\$ 408	\$ 408
Benefits (28.0%)	\$ 114	\$ 114	\$ 114
Total support staff costs	\$ 522	\$ 522	\$ 522

Operational costs

Operational Expenses	\$ 4,800	\$ 4,800	\$ 4,800
Total operational costs	\$ 4,800	\$ 4,800	\$ 4,800

Indirect student support

Indirect student support	\$ 16,285	\$ 16,285	\$ 16,285
Total indirect student support	\$ 16,285	\$ 16,285	\$ 16,285

Total expenditures	\$ 59,140	\$ 59,140	\$ 59,140
---------------------------	------------------	------------------	------------------

Net contribution to VCC overhead / (Deficit)	\$ -	\$ 6,571	\$ 10,436
---	-------------	-----------------	------------------

Net contribution to VCC overhead / (Deficit)	0.0 %	10.0 %	15.0 %
---	--------------	---------------	---------------

Gross Margin Income Statement

Revenue from tuition and ITA funds	\$ 59,140	\$ 65,711	\$ 69,576
Direct instructors cost	\$ 37,533	\$ 37,533	\$ 37,533
Direct support staff cost	\$ 522	\$ 522	\$ 522
Direct non-labour cost	\$ 4,800	\$ 4,800	\$ 4,800
Gross margin	\$ 16,285	\$ 22,856	\$ 26,721
Indirect IRA cost	\$ -	\$ -	\$ -
Indirect support staff cost	\$ -	\$ -	\$ -
Total indirect expenditures	\$ -	\$ -	\$ -
Surplus / (Deficit) (prior VCC overhead)	\$ 16,285	\$ 22,856	\$ 26,721
VCC Institutional support (Overhead 38%)	\$ 16,285	\$ 16,285	\$ 16,285
Net Surplus / (Deficit)	\$ -	\$ 6,571	\$ 10,436

Gross margin breakeven rate	\$ 3,696	\$ 3,696	\$ 3,696
Minimum number of students to cover gross margin	12	11	10
Minimum number of students to cover direct + indirect	12	11	10
Minimum number of students to cover all costs	16	15	14

APPENDIX B

Scenarios	Tuition Fee with 0% Net contribution to VCC overhead	Tuition Fee with 10% Net contribution to VCC overhead	Tuition Fee with 15% Net contribution to VCC overhead
ITA funds per student	\$ 1,020	\$ 1,020	\$ 1,020
Tuition fee per student	\$ 828	\$ 1,033	\$ 1,154
No. of Intakes	1	1	1
No. of students per intake - Domestic	16	16	16
Total students (with X FTE attrition) - Domestic	16	16	16
Student FTE	16	16	16
Duration - instructor months	2.0	2.0	2.0
Duration - days	30	30	30
Other days	0	0	0
Department head release days	0	0	0
Duty days per year	180	180	180
Instructor FTE required per intake	0.17	0.17	0.17
Number of credit hours	6	6	6
Existing tuition fee per credit - Domestic	\$ 0	\$ 0	\$ 0
New tuition fee per credit - Domestic	\$ 0	\$ 0	\$ 0
Support staff (paid hours)	6	6	6
Operational costs (per student)	\$ 150	\$ 150	\$ 150
Revenue per student	\$ 1,848	\$ 2,053	\$ 2,174
Cost (breakeven tuition fee) per student	\$ 1,848	\$ 1,848	\$ 1,848
Tuition fee per student	\$ 828	\$ 1,033	\$ 1,154
ITA funds (per student)	\$ 1,020	\$ 1,020	\$ 1,020

Revenue

Tuition revenue	\$ 13,250	\$ 16,535	\$ 18,468
ITA funds	\$ 16,320	\$ 16,320	\$ 16,320
Total revenue	\$ 29,570	\$ 32,855	\$ 34,788

Instructor

Salary (step 1) - Instruction	\$ 15,165	\$ 15,165	\$ 15,165
Benefits (23.75%)	\$ 3,602	\$ 3,602	\$ 3,602
Total instructor costs	\$ 18,766	\$ 18,766	\$ 18,766

Support Staff

Salary	\$ 204	\$ 204	\$ 204
Benefits (28.0%)	\$ 57	\$ 57	\$ 57
Total support staff costs	\$ 261	\$ 261	\$ 261

Operational costs

Operational Expenses	\$ 2,400	\$ 2,400	\$ 2,400
Total operational costs	\$ 2,400	\$ 2,400	\$ 2,400

Indirect student support

Indirect student support	\$ 8,142	\$ 8,142	\$ 8,142
Total indirect student support	\$ 8,142	\$ 8,142	\$ 8,142

Total expenditures	\$ 29,570	\$ 29,570	\$ 29,570
Net contribution to VCC overhead / (Deficit)	\$ -	\$ 3,286	\$ 5,218
Net contribution to VCC overhead / (Deficit)	0.0 %	10.0 %	15.0 %

Gross Margin Income Statement

Revenue from tuition and ITA funds	\$ 29,570	\$ 32,855	\$ 34,788
Direct instructors cost	\$ 18,766	\$ 18,766	\$ 18,766
Direct support staff cost	\$ 261	\$ 261	\$ 261
Direct non-labour cost	\$ 2,400	\$ 2,400	\$ 2,400
Gross margin	\$ 8,142	\$ 11,428	\$ 13,361
Indirect IRA cost	\$ -	\$ -	\$ -
Indirect support staff cost	\$ -	\$ -	\$ -
Total indirect expenditures	\$ -	\$ -	\$ -
Surplus / (Deficit) (prior VCC overhead)	\$ 8,142	\$ 11,428	\$ 13,361
VCC Institutional support (Overhead 38%)	\$ 8,142	\$ 8,142	\$ 8,142
Net Surplus / (Deficit)	\$ -	\$ 3,286	\$ 5,218

Gross margin breakeven rate	\$ 1,848	\$ 1,848	\$ 1,848
Minimum number of students to cover gross margin	12	11	10
Minimum number of students to cover direct + indirect	12	11	10
Minimum number of students to cover all costs	16	15	14



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 7, 2018

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

BACKGROUND:

As per the Ministry of Advanced Education, Skills and Training budget letter issued December 2017, for fiscal 2018/19, the 2% limit on tuition and mandatory fee increases for existing programs and services continues to apply as per the tuition policy. The Government of British Columbia Tuition Fees 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 2018/19.

DISCUSSION:

Domestic Tuition and Mandatory Fees

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

RECOMMENDATION:

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 September 1, 2018.

PREPARED BY: Marlene Kowalski, VP Administration & CFO

DATE: January 24, 2018



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 7, 2018

ISSUE: **RECOMMENDATION FOR APPROVAL**
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 2018/19 to align with the domestic tuition increase. This provides a consistent approach to fee increases for both international and domestic students. Implementing a 2% increase for international tuition would still price VCC programs competitively.

In order to offset increased operating costs and to maintain financial stability and sustainability, VCC is recommending that international tuition and mandatory fees be increased by 2% in 2018/19.

DISCUSSION:

International Tuition and Mandatory Fees

- Increasing international tuition by 2%
- Increasing mandatory fees by 2%

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the implementation of a 2% increase in international tuition and mandatory fees effective September 1, 2018

PREPARED BY: Marlene Kowalski, VP Administration & CFO

DATE: January 24, 2018



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 7, 2018

ISSUE: **RECOMMENDATION FOR APPROVAL:**
New Bylaws

BACKGROUND:

In April 2017, the Governance Committee began a review of the Board Governance Manual, which was last updated in 2014. The Committee reviewed comparable documents from other institutions and agreed that the current manual is not an effective resource for onboarding new members and it contained a lot of procedural information. It was decided that bylaws should be developed to replace it, along with developing an orientation document for new Board members.

The Committee developed the following draft bylaws, which were reviewed and approved by the Board for community feedback.

- G.1.0 Board Conduct
- G.2.0 Board Governance
- G.3.0 Honoraria and Expenses

The following feedback was received by the Committee and incorporated in the drafts:

- Ensure bylaws use gender neutral language.
- Add frequency of honoraria.
- Are the bylaws in compliance with College & Institute Act?

At the January 17, 2018 Governance Committee meeting, a legal opinion was presented and the draft bylaws are in compliance with the College and Institute Act. Minor grammatical amendments were made and the Governance Committee are presenting the bylaws for approval by the Board.

RECOMMENDED MOTION:

THAT, on the recommendation of the Governance Committee, the Board of Governors approve the implementation of new bylaws, as presented at the meeting:

- G.1.0 Board Conduct
- G.2.0 Board Governance
- G.3.0 Honoraria and Expenses

ATTACHMENTS: APPENDIX A – G.1.0 Board Conduct
APPENDIX B – G.2.0 Board Governance
APPENDIX C – G.3.0 Board Honoraria & Expenses

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

DATE: January 24, 2018

APPENDIX A**BOARD CONDUCT BYLAW**

VCC BYLAW:	G.1.0
APPROVED BY:	Board of Governors
APPROVED DATE:	
AMENDMENT DATE:	

1. PURPOSE / RATIONALE

Members of the Board must avoid any real or perceived conflict of interest that might impair or impugn the independence, integrity or impartiality of the Board. There must be no apprehension of bias based on what a reasonable person might perceive.

Members of the Board who are in any doubt must disclose their circumstances and consult with the Chair.

2. SCOPE / LIMITS

This bylaw applies to all Board members, appointed or elected, voting or non-voting and ex officio.

3. DEFINITIONS

- a) Board means the governing board as defined in the College and Institute Act.
- b) Appointed member means a community member appointed by Order in Council.
- c) Internal employee member means a member of the faculty or support staff working at the college, elected by their peers to the Board as allowed under the College and Institute Act (including the ex officio position of Chair of Education Council).
- d) Student member means a student elected to the Board by their peers as allowed under the College and Institute Act.
- e) Board employee member means the President of the College who is named in the College and Institute Act as a non-voting member of the Board.
- f) Board Chair means an appointed member elected annually to the position of the Chair from among the voting board members by a majority vote.

4. PRINCIPLES**4.1 Code of Ethics**

- a) Each member, regardless of whether they are elected or appointed or is an ex officio member of the Board, has the responsibility first and foremost to the welfare of the institution and must function primarily as a member of the Board, not as a member of any particular constituency.

- b) Members of specific constituency groups such as faculty, staff or students may bring forward to board discussions the views of their respective constituency; however, in deliberations and voting they shall always act in accordance with the best interest of the college as a whole.
- c) Board members are expected to act at all times in good faith and with honesty and due diligence.
- d) Board members are expected to regularly attend meetings and to adequately prepare for the duties expected of them.
- e) "If a member of the board has not attended three (3) consecutive regular meetings of the board, the member is no longer a member of the board unless excused by resolution of the board." College and Institute Act, [S.59.7].
- f) Board members shall stand by and uphold decisions of the Board.
- g) The conduct and language of Board members must be free from any discrimination or harassment prohibited by the Human Rights Code.
- h) Board members' conduct shall reflect social standards of courtesy, respect and dignity.
- i) Board members must not reveal or divulge confidential information received in the course of their duties.
- j) Confidential information must not be used for any purpose outside that of undertaking the work of the Board. To this end each member of the Board shall take due care to ensure that confidential information of the Board is not made public.
- k) The Board speaks as with one voice. The Board Chair or someone designated by the Board Chair, represents the Board in the public. All Board members must refer to the Board Chair for public comments about the Board and its decisions.
- l) Performance of Board duties shall not result in any personal or private financial or other substantive gain for its members. (Private gain does not include honoraria for service on the Board.)

4.2 Conflict of Interest

Actions taken in the course of performing duties as a member of the Board shall neither cause nor suggest the reality or perception that the member's ability to perform or exercise those duties has been or could be affected by private gain or interest. All Board members shall ensure that:

- a) Personal financial interests, assets or holdings are not in conflict with any decision, information or other matter that may be heard by or acted upon by the Board.
- b) Activities undertaken as a private citizen are not in conflict with any responsibilities held as a member of the Board.
- c) Activities undertaken as a member of the Board are not in conflict with any activities undertaken as a private citizen.
- d) They remain impartial at all times toward individuals who deal with the Board and, as a member, avoid taking any action that may result in preferential treatment for any individual.

- e) Personal employment is not dependent on any decision, information or other matter that may be heard by or acted upon by the Board.
- f) Other memberships, directorships, voluntary or paid positions or affiliations, are not in conflict with work undertaken in the course of performing their duties as a member of the board.
- g) Student members are not considered to be in conflict on issues related to fees and charges paid to the institution by students, and may engage in the full debate and vote on these issues.

4.3 Enforcement

As part of their commitment to the Board, members of the Board are required to affirm an Oath of Office (Appendix A), agreeing to abide by the Board Conduct Bylaw.

- a) The Board Chair shall take action if the Board Conduct Bylaw is breached. Such action may include removal from a board activity including a board meeting, suspension from activities other than regular board meetings for a period of time, suspension for up to two consecutive regular board meetings (in-camera sessions are considered part of the regular board meeting), reprimand, warning, forfeiture of stipend and other sanctions. Any suspension imposed must not exceed two consecutive board meetings based on the limit noted in Section 59(7) of the College and Institute Act.
- b) A member on whom a penalty has been imposed may appeal to the Board of Governors the decision or the penalty, or both.
- c) The decision of the Board is final.

5. GUIDELINES

The following guidelines are intended to assist the members of the Board and the Board Chair to resolve or handle situations where real, potential or perceived conflict of interest exists or the code of ethics has been breached.

5.1 Handling Conflict of Interest

- a) The Board Chair will examine the agenda with a view to determining real, potential or perceived conflict of interest.
- b) If the Board Chair believes there is a conflict of interest situation, they will advise the individual involved.
- c) If the Board member agrees, they will:
 - i. Declare the conflict at the commencement of the meeting at which the topic of conflict is scheduled.
 - ii. For In Camera sessions, the Board member in conflict will absent themselves from the meeting for the duration of the discussion and decision on the topic in conflict.

- iii. For public sessions, the Board member in conflict will refrain from discussing or voting on the topic in conflict.
- d) If the Board member does not agree, the Board Chair will:
 - i. Call an In Camera meeting prior to the meeting of at which the topic of conflict is scheduled.
 - ii. Put the question to the full Board for a decision at that In Camera meeting.
 - iii. The Board's decision will be final.

5.2 Handling a Breach to the Code of Ethics

- a) When a breach to the code of ethics has been identified, the Board Chair will take whatever action they believe is appropriate based on the nature and severity of the breach. Such action may include but is not limited to:
 - i. Warning
 - ii. Reprimand
 - iii. Suspension from the Board
- b) If the member accepts the decision of the Board Chair, the penalty is imposed and the Board Chair must report the action at the next In Camera meeting of the Board.

5.3 Processing an Appeal

- a) If the member rejects the decision of the Board Chair, they may appeal to the Board in writing. The appeal must be requested within one week of the imposition of the penalty.
 - i. The penalty will remain imposed until such time as the Board hears the appeal.
 - ii. The Board will make every effort to hear the appeal within one month of its imposition.
- b) On hearing the appeal the Board may:
 - i. allow whatever evidence it considers appropriate, without regard to the rules of evidence
 - ii. allow the appeal, or
 - iii. impose any of the penalties listed in 5.2(a) or, in the case of an appointed member, request that the Lieutenant Governor in Council remove the appellant from the Board.
- c) The decision of the Board is final.

6. RELATED LEGISLATION & POLICIES

College and Institute Act

7. RELATED POLICIES AND PROCEDURES

G.1.0 APPENDIX A – VCC Board Oath of Office

DRAFT



APPENDIX A
BOARD CONDUCT
OATH OF OFFICE

The following Oath of Office is to be sworn, signed, and dated before the Board at the commencement of all members' first meeting with the Board. A Commissioner of Oaths or the Board Chair can administer the Oath of Office.

I, _____ [INSERT NAME] _____, sincerely promise and affirm that I will truly, faithfully, impartially, and to the best of my ability execute the duties and responsibilities of my position as a Member of the Board of Vancouver Community College. I have read and I agree to abide by the Vancouver Community College Board Conduct Bylaw.

Board Member

Date

PRINT NAME

Chair, VCC Board of Governors

Date

PRINT NAME

**BOARD GOVERNANCE BYLAW**

VCC BYLAW:	G.2.0
APPROVED BY:	Board of Governors
APPROVED DATE:	
AMENDMENT DATE:	

1. PURPOSE / RATIONALE

The purpose of this bylaw is to clarify the role and responsibilities of the Board of Governors (the Board) in policy governance and decision making at Vancouver Community College (VCC or the College).

2. SCOPE / LIMITS

- a) This bylaw applies to the College's Board of Governors.
- b) The powers of the Board of Governors are defined by the College and Institute Act (the Act) and other laws of general application.

3. PRINCIPLES

- a) The Board has final responsibility for establishing policy that describes the institutional goals and establishes accountabilities.
- b) The Board will establish policies and make decisions that will ensure the financial health of the College.
- c) The Board will establish policies that determine how the Board will govern itself ethically.
- d) The Board will establish policies with respect to our relationships with our corporate, governmental and other communities.
- e) These policy decisions are ends rather than means and describe the values, strategic goals and priorities of the College.
- f) The Board cannot delegate these authorities, and must make policy decisions based on what is in the best interest of the College.
- g) The Board will appoint a President who will be the Chief Executive Officer (CEO) and who will be responsible for advising the Board on College activity and for implementing the goals and policies established by the Board. The CEO will be responsible for establishing a structure that will meet the Board's goals.
- h) The Board will establish a regular schedule of meetings that will remain flexible and will establish the committees it considers necessary to assist in the work of the Board. The committees of the Board will have the power to advise and make recommendations to the Board.

4. ROLES & RESPONSIBILITIES

4.1 Board Chair

The role of the Chair of the Board is to provide leadership to the Board and to:

- a) Chair the regular, in camera, and special meetings of the Board.
- b) Act on behalf of the Board in liaison and linkage with the CEO.
- c) Delegate or appoint Board members to Standing Committees, to the Foundation Board, to Educational Council.
- d) Represent the Board at public events and College functions, or delegate.
- e) Act as the official spokesperson for the Board.
- f) Set the Board agenda.

4.2 Members of the Board

- a) Attend all meetings of the Board, and give sufficient notice when attendance is not possible.
- b) Serve on Board Standing Committees as requested.
- c) Attend special College functions (e.g. Graduations) representing the Board as requested by the Board Chair.
- d) Notify the Board Chair of any real, perceived or potential conflict of interest situations.
- e) Notify the Board of any changes to eligibility to remain a member of the Board.

4.3 President and Chief Executive Officer (CEO)

The role of the President and Chief Executive Officer is to provide leadership to the College, to represent the College within the community and to:

- a) Guide the development of policy options for the Board's consideration.
- b) Implement the policies of the Board.
- c) Develop an organizational structure and process that will enable the effective achievement of the Board's goals.
- d) Direct and guide the development of policy and procedures to manage the College.
- e) Subject to the direction of the Board, manage the property and assets of the College as its President and CEO, including the power to control and supervise access to and use of the property and those assets.
- f) And perform other duties as determined by the Board or as defined in the College and Institute Act.

4.4 Vice-Chair

The Vice-Chair will be an appointed Board member, elected by the Board, for a one year term commencing from the date of election. In addition to the responsibilities under 4.2 of this bylaw, Vice-Chairs have the following responsibilities:

- (a) Assuming the Chair's responsibilities in their absence; and
- (b) Participate in the Governance Committee

4.5 Board Secretary

The Board Secretary will be an employee of VCC and shall be responsible directly to the Board and be responsible for the following duties:

- a) Preparing orders of business as directed by the Chair and/or Vice Chair; acting as Secretary as required at all meetings of the Board;
- b) Supervising the preparation of minutes of meetings;
- c) Maintaining a permanent record of the activities of the Board including minutes of meetings of the Board and reports of any committee of the Board;
- d) Receiving, coordinating and directing communications between Board members and between the Board and any private, public or government agent or agency; and
- e) Carrying out such other duties as may be designated by the Board.

In the absence of the Secretary, the Chair shall name an Acting Secretary.

5. ELECTION OF THE CHAIR AND VICE-CHAIR

- a) The Board will annually elect a Chair and Vice-Chair.
- b) The Chair and Vice-Chair will assume their position immediately upon the adjournment of the meeting.

6. BOARD STANDING COMMITTEES

The Board shall establish Standing Committees as are necessary and advisable based on the recommendations of the Governance Committee.

The Board may from time to time establish task forces, advisory committees or other temporary working groups to address time limited projects.

The Board shall approve terms of reference for each of its Standing Committees which shall include, but shall not be limited to, the following:

- a) Finance and Audit Committee
- b) Governance Committee
- c) Human Resources Committee

Board Standing Committees meetings shall be held In Camera. All written materials and minutes from an In Camera meeting of a Board Standing Committee shall not be available for inspection by the public unless it has been released at a public session of a Board meeting.

Committee Chairs are responsible for:

- a) Working with the President to establish Committee meeting agendas;
- b) Chairing Committee meetings or when absent, designate a Chair; and
- c) Reporting back to the Board on Committee activities.

6.1 Finance and Audit Committee

The purpose of the Finance and Audit Committee is to assist the Board in fulfilling its obligations and oversight responsibilities relating to financial planning, the audit process, financial reporting, the system of corporate controls and risk management, and when required, to make recommendations to the full Board for approval.

6.2 Human Resources Committee

The purpose of the Human Resources Committee is to assist the Board in fulfilling its obligations relating to VCC's human resources issues, including President's evaluation and compensation, succession planning and significant human resources policies.

6.3 Governance Committee

The purpose of the Governance Committee is to develop and recommend VCC's approach to good governance and VCC's governance framework, support and oversee Board member recruitment, and to lead processes to support and evaluate the effectiveness of the Board, Committees and individual Board members.

7. PROCESS FOR SEEKING ADVICE FROM EDUCATION COUNCIL

The Chair of Education Council will provide advice from Education Council to the Board of Governors, as determined by Section 23 of the College and Institute Act "Advisory role of the Education Council."

8. DEVELOPMENT OF GOVERNING POLICIES

8.1 Identification

While the Board does not delegate its responsibility for identifying and developing governing policies, it expects that the CEO and their staff (the "administration") will exercise the initiative in identifying and developing a policy framework and policy statements (principles) for the Board's consideration.

8.2 Development

The administration will manage the process of developing and drafting policy for the Board's consideration. Feedback will be acquired, appropriate to the governing policy. The statements presented to the Board will be those that have taken into consideration the current legislative, legal and financial limitations and the strategic directions of the College. The statements will be presented in consideration of the best interest of the College. Identification of the impact on the College will also be presented as will the concerns identified.

8.3 Adoption

The Board's responsibility is to ensure that the policy meets the long-term goals of the College and meets the specific policy objective. The Board should identify concerns, offer suggestions and direct administration to re-draft the policy to address the Board's concerns. The Board should focus on the goals and objectives of the policy, directing administration to make the policy changes identified through the discussion. The Board will adopt the policy only when it is satisfied that the policy has met the policy objectives.

8.4 Implementation

The implementation of policies is delegated to the administration through the CEO. However, the Board cannot delegate its authority to manage and implement those governing policies that describe how the Board will govern itself.

8.5 Review

Monitoring governing policies will occur as needed when triggered by new legislation or a change in the strategic direction of the College or other events. Both the Board and the administration are responsible for identifying the need for changes to governing policies.

9. BOARD MEETINGS

- a) **Conduct of Board Meetings:** The conduct of Board meetings will normally be governed by Robert's Rules of Order.
- b) **Attendance:** The College and Institute Act stipulates an attendance requirement for members of the Board. ("Where a member of the board has not attended three consecutive regular meetings of the board, they shall no longer be a member of the board unless excused by a resolution of the board." [S.59.7])
- c) **Quorum:** As stated in the College and Institute Act ("A majority of the members holding office constitute a quorum at a meeting of the board. [S.59.2])
- d) **Majority:** As stated in the College and Institute Act ("The affirmative votes of a majority present at the meeting at which a quorum is present are sufficient to pass a resolution of the board." [s.59.3]).

- e) **Abstentions:** Abstentions have the effect of a negative vote (see majority above). If a member chooses to abstain, their abstention has the effect of casting a negative vote. Members who do not wish to affect a negative vote by their abstention, should absent themselves from the meeting during the vote.
- f) **Non-Board Reports:** To be considered for inclusion with the agenda, reports must be received by the Board Chair 10 days before the Board meeting, c/o the Office of the Board. The Board Chair will determine if the report is appropriate for inclusion in the Board agenda. (This includes union and association reports.)
- g) **Agenda Delivery to the Board:** Agendas for the regular meetings of the Board of Governors will be forwarded to the Board no later than 5 days before the scheduled Board meeting.
- h) **Resource Staff:** Administrative staff will be expected to attend and participate as required.
- i) **Status of Observers:** The regular meeting of the Board will be open to the public. Observers may only be recognized at the discretion of the Chair. (Observers do not participate in the meeting of the Board unless invited to do so by the Board, through the Chair.)
- J) **Telephone Conference Meetings:** Board members may participate in a Board meeting or any committee meeting by means of conference telephones or other communication facilities by which all other participants in the meeting can communicate with each other. A Board member participating in accordance with this provision shall be deemed to be present at the meeting, shall be counted in the quorum, and shall be entitled to speak and vote at that meeting. A member who participates in a meeting in the manner contemplated by this paragraph is deemed for all purposes of the College and Institute Act and the bylaws and policies of Vancouver Community College, to be present at the meeting and to have agreed to participate in that manner.

10. BOARD EVALUATION

The Board Governance Committee will establish an evaluation process that will be completed by the Board annually. The purpose of a Board evaluation is to examine the Board's overall effectiveness, identify opportunities for improvement and to provide data that will assist with ongoing board orientation and governance related professional development.

11. BOARD ORIENTATION

The Board Governance Committee will establish an orientation program for new Board members and an annual orientation that includes participation by all Board members. Ongoing orientation and governance related professional development will be conducted throughout the year.

12. BOARD MEMBER LIABILITY

12.1 Exclusion of Liability

Under the College and Institute Act, Board Members are protected against actions for damages in respect of any act or failure to act in the course of their duties, excepting acts of bad faith.

Section 64 of the College and Institute Act provides:

A member of a board or a person acting under this Act is not personally liable for a loss or damage suffered by a person because of anything done or omitted to be done in good faith in the exercise of a power given by this Act.

12.2 Liability Agreement

Under the University, College and Institute Protection Program, Board Members are provided with liability coverage, covering legal liability of Board Members arising from wrongful acts provided they are made in good faith. More information about the coverage is available from the Chief Financial Officer.

13. AMENDMENT OF BYLAWS

Bylaws may be amended by resolution at any meeting of the Board by a simple majority vote, provided that written notice of the proposed amendment has been distributed to Board members prior to the date of the meeting.

14. RELATED LEGISLATION

College and Institute Act

15. RELATED POLICIES & PROCEDURES

Finance and Audit Committee Terms of Reference
Governance Committee Terms of Reference
Human Resources Committee Term of Reference

APPENDIX C**BOARD HONORARIA & EXPENSES BYLAW**

VCC BYLAW:	G.3.0
APPROVED BY:	Board of Governors
APPROVED DATE:	
AMENDMENT DATE:	

1. BOARD HONORARIA

Order-in-Council 42 (January 1995) establishes the level of honoraria for government appointed members and elected student members of the College Board for services rendered to Vancouver Community College. Faculty and support staff Board members do not receive an honorarium.

For each Board member entitled to an honorarium, the amount shall be:

- Board Member - \$2,000 per annum
- Board Chair - \$2,500 per annum

Board members may choose to keep their remuneration, donate it to the VCC Foundation or waive it.

Where a Board member serves less than a full Board year, the honorarium shall be pro-rated, according to the time served and it is paid bi-weekly.

2. OUT-OF-POCKET EXPENSES

Each member of the Board of Governors will be reimbursed for reasonable out-of-pocket expenses necessarily incurred while performing duties as a member of the Board. All expenses must be pre-approved by the Board Chair or their designate. The Board Chair's expenses will be signed-off by the Chief Financial Officer.

Travel should be conducted in the most cost-effective manner that is feasible for the circumstances.

The Board shall receive an annual report of all out-of-pocket expenses incurred by Board members.

Reimbursement for travel and distance expenses will be based on the College's Travel Policy.

3. RELATED LEGISLATION

College and Institute Act

Order in Council 42 – Jan 1995

4. RELATED POLICIES & PROCEDURES

B.1.16 Travel Policy



INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: February 7, 2018

ISSUE: Education Council Chair Report to Board of Governors

EDUCATION COUNCIL ELECTIONS

Education Council had its elections for this year in its December 2017 meeting. All elections were by acclamation. The following members were elected for the period of January-December 2018:

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

NEW PROGRAM CONCEPT: BUSINESS AND PROJECT MANAGEMENT POST-DEGREE DIPLOMA

The Business Management department is developing a Business and Project Management Post-Degree Diploma, designed for international students who already hold a bachelor's degree in any discipline and are interested in business studies in a Canadian context, with a specialization in project management. This would be the second post-degree diploma, following the launch of the Canadian Business Management Post-Degree Diploma in September 2017. The development of additional business programs is identified as a goal in the College's Integrated Plan.

This program will provide students with the knowledge, skills and experience necessary to manage small and large projects in a wide variety of fields, and facilitate their understanding of the human, physical and financial resources and complex strategic and practical management issues that are present in today's business environment. This diploma will be delivered in four terms of study over two academic years.

There has been significant demand for the first Post-Degree Diploma, and the department and the College's International Education department feel confident this project will attract students. Douglas College, Langara College, and BCIT offer programs related to Project Management, either as Post-Degree Diplomas or as Certificates, but no public colleges are offering it in the downtown core of Vancouver. These programs are only one year in length and are offered to both domestic and international students. The two-year length will have appeal to international students, and the VCC program is designed to offer general business training during the first year, followed by a specialization in Project Management during the second.

While the program does not focus on student preparation for Project Management Professional (PMP) certification given the requirements for several years of experience, successful graduates should be able to complete the Certified Associate in Project Management (CAPM) certification upon completion of this program.

The B.C. 2024 Labour Market Outlook report estimates 300,000 business, finance, administration and management jobs will be open in B.C. The majority of these openings will be in the Lower Mainland region and nearly one-third of these jobs will be filled by new arrivals to the province.

The program has been approved for further development by the College's Senior Leadership Team, and the proposed start date is January 2019.

EDCO PLANNING DAY

Education Council had a planning day on November 24, 2017. In the morning session, the Indigenous Education and Community Engagement (IECE) department facilitated the Kairos Blanket Exercise for Education Council members. This powerful activity led into a wide-ranging discussion of educational trends including quality assurance process, supporting international students, student mental health, and institutional learning outcomes. In the afternoon, members of EDCO's four standing committees were invited to a lunch to thank them for their valuable service to the College, following by planning meetings for the Curriculum and Educational Policy Committees.

EDUCATIONAL POLICY DEVELOPMENT:

This is an update on educational policy development from July to December 2017.

POLICY	STATUS	TARGET COMPLETION
Policies Recently Approved / To Be Approved		
C.3.3 Suspension and/or Discontinuance of a Program		Oct 2017
D.3.6 Admissions		Sept 2017
D.3.6.1 Flexible Admissions		Sept 2017
F.1.1 Ethical Conduct for Research Involving Humans		Sept 2017
F.1.2 Ethics and Integrity in Research and Scholarly Activity		Sept 2017
F.1.3 Conflict of Interest Related to Research		Sept 2017
Policies Currently Under Review at Policy Committee		
A.1.2 Student Appeals to the College Board	Reviewing by Board Governance Committee and EDCO Appeals Committee. Out for community feedback and legal review.	Apr 2018
C.3.2 Program Review & Renewal	Currently out for community feedback	Apr 2018
D.2.2 Awards	Combining with D.2.1 Student Academic Medal Awards	Apr 2018

D.3.8 Criminal Record Check	Working group established for scheduled 5-year review. Likely integrated into the Admissions Policy.	June 2018
D.4.3 Student Code of Conduct (Non-educational matters)	Working group established for scheduled 5-year review.	Nov 2018

SUMMARY OF CURRICULUM APPROVALS:

Education Council and Curriculum Committee approved the following curriculum from July to December 2017.

Education Council approved:

- New courses:
 - BIOL 1061 Introductory Biology Part 1
 - BIOL 1071 Introductory Biology Part 2
 - BIOL 1083 Principles of Biology Part 1
 - BIOL 1093 Principles of Biology Part 2
 - CHEM 1061 Introductory Chemistry Part 1
 - CHEM 1071 Introductory Chemistry Part 2
 - CHEM 1083 Principles of Chemistry Part 1
 - CHEM 1093 Principles of Chemistry Part 2
 - PHYS 1061 Introductory Physics Part 1
 - PHYS 1071 Introductory Physics Part 2
 - PHYS 1083 Principles of Physics Part 1
 - PHYS 1093 Principles of Physics Part 2
 - HSAP 1100 Hairstyling Apprenticeship
 - HSAP 1200 Hairstyling Apprenticeship
 - CLFE 0311 Career Literacy Foundations
- The Curriculum documents for the new Bachelor of Applied Science in Dental Hygiene Degree
- Changes to Auto Service Technician Foundations and Apprenticeship Levels 1 and 2 resulting from the harmonization process
- Updates to the Visual Communications Design Program, including the deletion of three courses and insertion of three courses
- Updates to the Canadian Business Management program, including the deletion of two courses, merger of two courses, and the extension of the practicum course to 14-weeks
- Revisions to the Occupational/Physical Therapist Assistant Diploma
- New curriculum documents for the Early Childhood Care and Education Certificate and Post-Basic Diploma
- New curriculum documents for the Heavy Mechanical Technician Diploma
- Revisions to the International Culinary Arts program, including changes to the admission requirements, credit weighting, and prerequisites
- Revisions to AGAP 1011 Auto Glass Technician Apprentice, including ITA mandated changes to course learning outcomes and contact hours resulting in a credit weighting change
- Revisions to the curriculum documents for the Denturist Sciences Diploma program
- Revisions to the admission requirements for the Practical Nursing Diploma and the Access to Practical Nursing Diploma

Curriculum Committee approved:

- Changes to MATH 0316, including the passing grade to align with College standard, and removing the homework component from the evaluation plan
- Changes to COMP 0311 and COMP 0312, including a link to the Fundamental Level Articulated Outcomes and more clarity on the evaluation plan
- Updates to the Hairstylist PCG and three course outlines, including correcting typographic errors and language
- Updates to ELSK 1004 CELBAN Test Prep, including prerequisites, course learning outcomes, and the assessment plan
- Updates to MATH 2310 Ordinary Differential Equations, including further details in the course description and course learning outcomes
- Updates to MATH 1111 Introduction to Statistics to include an online delivery format
- Updates to ATAP 3011 Automotive Service Technician Harmonized Apprenticeship Level 3
- Change of program name of Visual Communications Design Diploma to Graphic Design Diploma

PREPARED BY: Todd Rowlett, Chair, Education Council

DATE: January 30, 2018