



REMINDER

Board Meeting is at the

Langley Campus
20901 Langley By-Pass

Room 1030

Directions to Board Room:

Enter building on right (East) through main doors
Room 1030 is on your right

Directions to Campus:



- Langley Campus
20901 Langley Bypass, Langley
- B.C. Horticulture Centre

Board of Governors
Date: January 29, 2014
Time: 3:00-7:00 pm
Location: Langley Campus, Room 1030

3:00 pm Regular Board Meeting
In camera Board Meeting as indicated
In camera Debriefing Session to follow

M = Motion to Approve
D = Discussion
I = Information
E = Education

Agenda Item	Resource	Action	Time	Page
Tour of Music Department	Don Hlus / Chair Music Dept.		2:30-3:00	
Presentation: Dr. Deborah Henderson, Director, Institute for Sustainable Horticulture	Dr. Henderson	E	3:00-3:30	
1. Call to Order	Shane King		3:30	
2. Approval of Agenda	Shane King		3:20-3:25	2
3. Consent Agenda	Shane King		3:30-3:35	4
3.1. Minutes of November 20, 2013		M		
3.2. Third Quarter Financial Report		I		
3.3. Honorary Degree Recipients		I		
4. Business Arising				
4.1. Vision 2018 Update	Alan Davis	D	3:35-3:45	12
5. Governance Committee Report				
5.1. Board Retreat	Shane King	I	3:45-3:50	24
6. Finance & Audit Committee Report / No Report				
7. Board/Senate Task Force Report / No Report				
8. Provost's Report				
8.1. Academic Plan Update	Salvador Ferreras	I	3:50-4:05	26
9. President's Report				36
9.1 Update on Ministry Core Review of Programming	Alan Davis	I	4:05-4:15	39
9.2 Highlights of the Report to the Board of Governors January 2014	Alan Davis	I	4:15-4:20	45

Board of Governors
Date: January 29, 2014
Time: 3:00-7:00 pm
Location: Langley Campus, Room 1030

Agenda Item	Resource	Action	Time	Page
10. Senate Report, November 25 & December 16 , 2013	Alan Davis	I	4:20-4:25	51
11. Issues and Concerns 11.1. Notice of Motion: KPU's Financial Commitment to Sustainability	Shane King	M	4:25-4:30	54
12. Next Meeting Agenda Contribution	Shane King	D	4:30-4:35	
13. For the Good of the Order	Shane King	D	4:35-4:40	
14. Evaluation of the Board as a Group	Ken Tung	E	4:40-4:45	62
15. Information Package		I		64
16. Next Meeting Regular Board Meeting Wednesday, April 2, 2014 Cloverdale Campus, Room 1853 3:00-7:00 pm		I		
17. Adjournment	Shane King			



Agenda Item: *Consent Agenda*

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	<p>THAT the Board of Governors approve the following items on the Consent Agenda:</p> <p style="padding-left: 40px;">3.1 Minutes of November 20, 2013</p> <p>AND</p> <p>THAT the Board of Governors receive the following for information:</p> <p style="padding-left: 40px;">3.2 Third Quarter Financial Report</p> <p style="padding-left: 40px;">3.3 Honorary Degree Recipients</p>
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Key Messages: **1. The Finance & Audit Committee reviewed the Third Quarter Financial Report and was satisfied with it.**
[maximum of three]

Attachments: 3.1 Minutes of November 20, 2013
3.2 Third Quarter Financial Report
3.3 Honorary Degree Recipients Announcement

Submitted by: *Sandi Klassen*

Date submitted: *January 23, 2014*

Present Board

Kristan Ash
Harpreet Bhatti
Alan Davis/ President
Geoff Dean
Sandra Hoffman
Shane King / Chair
Gord Schoberg
Lisa Skakun
Launi Skinner
Shira Standfield

University Vice Presidents

Sal Ferreras / Provost & VP Academic
Harry Gray / VP Finance & Administration pro tem

University Community Members

Sandi Klassen / University Secretary
Jeff Norris / Chief Advancement Officer
Kerry Thompson / Office of University Secretary
Terri Van Steinberg / Kwantlen Faculty Association

Guest:

Daniel Bernstein / Canada Research Chair, Dept of Psychology

Regrets Arvinder Bubber / Chancellor

Chris Girodat
Richard Hosein
Kim Richter
Ken Tung

Tour of Fine Arts

Board members toured the Fine Arts Program area prior to the Board meeting. The tour was conducted by Sibeal Foyle, Instructor, Fine Arts.

Presentation

Dr. Daniel Bernstein, Canada Research Chair in Life Span Cognition, Department of Psychology

Dr. Bernstein gave a presentation of his work on life span cognition, focusing on reasoning and perception responses in children, adults and the elderly.

Call to Order

The Chair called the meeting to order at 3:41pm.

Approval of Agenda

**Moved by Lisa Skakun, seconded by Geoff Dean;
THAT the agenda be confirmed.**

MOTION CARRIED

Oath of Office

Shira Standfield

New Board Member Shira Standfield was welcomed, and took the oath of office.

Introductory Remarks

Members introduced themselves.

Consent Agenda

Moved by Gord Schoberg, seconded by Lisa Skakun;
THAT the Board of Governors approve the following items on the Consent Agenda:

4.1 Minutes of September 18, 2013

AND

THAT the Board of Governors receive the following for information:

4.2 Second Quarter Financial Report

4.3 Assignment of New Board Member Mentor

4.4 Procedures for Search Advisory Committee for Senior Academic Administrators

4.5 Academic Schedule

MOTION CARRIED

Business Arising

Vision 2018: Update on Measures of Performance

At the September 18, 2013 Board of Governors meeting, members conducted an extensive review of the baseline measures of performance in the Vision 2018 draft document, and feedback was provided. A revised document based on that feedback, using a dashboard format was presented. Members agreed that the streamlined format better demonstrates the data in the report and is easier to understand.

Governance Committee Report

Board Endowed Scholarship Criteria

The Board Governance Committee reviewed the revised criteria for the Board Endowed Scholarship. The Committee recommended that the award be tied to Vision 2018, that the GPA requirement be moved from 4.00 to 3.67, and that it should remain a single award.

Moved by Lisa Skakun, seconded by Geoff Dean;

THAT the Board of Governors approve the revised KPU Board Endowed Scholarship criteria.

MOTION CARRIED

Board Retreat

The annual KPU Board of Governors Retreat is scheduled for February 15, 2014. The event will be held on campus, with a dinner to follow. Members suggestions for the retreat included:

- Vision 2018
- Risk (Board focused)
- Governance focused presentations
- University presentations / internal speakers
- Community employer speakers / graduate job futures
- LNG initiatives
- Goal of increasing enrolment by 5% per year

- Representatives from various community organizations including, business, political and not-for-profit
- Online learning

**Finance & Audit
Committee Report**

Draft Board Budget 2014-2015

The 2014-2015 budget has no substantial changes from the current year budget.

**Moved by Harpreet Bhatti, seconded by Launi Skinner;
THAT the Board of Governors approve the Board Budget 2014-2015.**

MOTION CARRIED

KSA Request re CFS Fees

The Kwantlen Student Association (KSA) has requested that the University begin remitting fees collected on behalf of the Canadian Federation of Students (CFS) directly to the CFS office in Ottawa, pursuant to the University Act Section 27.1(3).

**Moved by Launi Skinner, seconded by Harpreet Bhatti;
THAT the Board of Governors agree to remit fees collected on behalf of the Canadian Federation of Students directly to the CFS, as requested by the Kwantlen Student Association.**

MOTION CARRIED

**Board / Senate Task Force
on Bi-Cameral
Governance**

The Task Force met on November 15, 2013. Discussion involved the Task Force work plan and a review of the Presidential Search Policy. The committee also discussed situations involving short turnaround times for program development and that the Senate Executive Committee has the authority to deal with these occurrences.

Provost's Report

A report was received.

President's Report

A report was received.

Update KPU Tech

A document produced by Jim Pelton, Executive Director, Continuing and Professional Studies was discussed. The document outlines a collaborative approach for partnering with industry and the resource sector to meet increasing demands for skilled graduates, and increase KPU graduate employability.

**Senate Report,
September 30, October
25, 2013**

Notes from Senate

A report was received.

**Next Meeting Agenda
Contribution**

Suggestions included presentations from KPU faculty, and KFA/KSA/BCGEU.

For the Good of the Order Members attended a variety of events in recent weeks, including a Surrey Board of Trade event, KPU Awards Ceremony, Business Excellence Awards, Skills Canada Competition and the KPU Alumni AGM.

Noted that Kevin Evans, formerly associated with the Industry Training Authority (ITA) could be a good source for KPU to consult with on BC industry skills and training needs.

Evaluation of the Board as a Group Lisa Skakun evaluated the Board's performance.
Noted:

- The tour of the Fine Arts department was educational
- Daniel Bernstein's presentation was interesting
- Members stayed on strategy
- The Chair followed the agenda and stayed on time
- Supporting materials were succinct and manageable

Information Package An updated Board Events Calendar was received.

Next Meeting Wednesday, January 29, 2014, Langley Campus, Room 1030, 3:00pm.

A tour of Music Department to be arranged.

Adjournment The meeting adjourned at 5:05pm.

Chair, Board of Governors

**Kwantlen Polytechnic University
Quarterly Projections for Operating Funds
For Quarter Ending December 31, 2013**

Notes for December 2013 quarterly projections:

Revenue:

- Ministry Grant funding is on target to what has been indicated by the Ministry that KPU will receive for FY14.
- Domestic tuition is on target, the projected tuition budget included a 2% increase in enrollment and fees.
- International tuition is tracking above budget as the early indicators are that enrollments are up for the period.

Expenses:

- Salaries and benefits are on target, the projected budget factored in the progression through salary steps and across the Board increases, and increase to benefits costs.
- Non salary expenses are expected at this time. KPU is continuing to encourage all faculties and units to tighten controls over non-salary spending and to spend wisely. The change in % from the previous year's Q3 is due to timing.

At this time, the expectation with domestic enrollment being on target to budget, other inflationary factors and international tracking above budget; expectation is that the surplus should be similar to FY 13.

Kwantlen Polytechnic University
Quarterly Projection of Operating Funds *
For Quarter Ending December 31, 2013

(in thousands)	Annual Budget FY13/14	Quarter ending December 31, 2013	FY14 Q3 Actual % of Budget FY13/14	FY13 Q3 Actual % of Budget FY12/13	Projection to March 31, 2014
Revenue:					
Grants	70,014	53,137			70,000
Domestic tuition	37,531	24,896			37,500
International tuition	13,009	12,425			17,300
Access and other fees	4,732	3,542			4,700
Interest, shop earnings and other income	3,640	1,845			3,600
	<u>128,926</u>	<u>95,846</u>	74%	72%	<u>133,100</u>
Expenses:					
Salaries	87,186	61,958			87,200
Benefits	20,292	13,304			20,300
Salaries and benefits	<u>107,478</u>	<u>75,262</u>	70%	71%	<u>107,500</u>
Travel and professional development	2,214	1,086			2,200
Supplies	4,375	2,755			4,400
Fees and services	4,192	3,542			4,200
Facilities	5,920	4,115			5,900
Leases, property taxes and insurance	352	375			400
Contributions to Kwantlen Polytechnic Univer	1,000	1,008			1,000
Transfers to/from other funds	4,435	4,648			8,500
Non-salary expenses	<u>22,488</u>	<u>17,529</u>	78%	77%	<u>26,600</u>
	<u>129,967</u>	<u>92,791</u>	71%	72%	<u>134,100</u>
Excess of revenue over expenses	(1,041)	3,055			(1,000)

*** includes Revenue Generating activities**

KPU Announces Honorary Degree Recipients

A dedicated educator, an RCMP officer who made Canadian history and a generous restaurateur committed to food and philanthropy – these are the amazing individuals who will receive honorary degrees from Kwantlen Polytechnic University.

It gives me the greatest of pleasure to announce that Christine Brodie, Baltej Dhillon and David Aisenstat will be awarded honorary doctor of laws degrees at Spring Convocation.

Honorary degrees are awarded to those *honoris causa* in recognition of dignified achievements or outstanding service to the public. Nominees are exceptionally distinguished: scholars, creative artists, public servants, prominent people in the community and the professions, and others who have made significant contributions locally, nationally, or globally.

Brodie is a retired teacher in the Richmond School District who spent her entire career supporting students with autism, anxiety disorders, learning disabilities, social and emotional issues and other barriers to their education. She is also a long-time member of the KPU Foundation Board of Directors, and served as its chairperson from 2006-2011.

Dhillon is the Non Commissioned Officer in charge of the RCMP's Federal and Serious Organized Crime intelligence unit. A KPU criminology alumnus who successfully lobbied to be the first RCMP member permitted to wear a turban, Dhillon showed unwavering courage in the face of opposition, intolerance and racism.

Aisenstat, who is president and CEO of The Keg Steakhouse & Bar chain, is well known for philanthropic efforts. He founded the Keg Spirit Foundation, which supports 300 Canadian charities, and personally climbed Mount Kilimanjaro to help raise funds for Free The Children.

KPU is proud to be able to share this connection to such outstanding citizens, and extends a heartfelt congratulations to each recipient.

Alan Davis, PhD

President and Vice Chancellor



Agenda Item: *Vision 2018 Update*

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Key Messages:
*[maximum of
three]*

1. We are not yet at the point of being able to concisely document and organize all our activities according to the nine goals of the strategic plan. However, several issues and related documents are worth sharing.

- The Report Card that was presented to the Board in November included many measurements that are taken annually or with longer timeframes and there are several areas where we are still working on ways to establish metrics.

(New leadership in Institutional Analysis and with a search underway for a new Manager of Planning, this aspect of our planning is in flux).

- At the Board Retreat on February 15th, we will look at 3 of the goals in more depth to understand how they impact our work.
- My mid -year report on my goals (including priorities from Vision 2018) providing some narrative on our progress is attached.
- An overview of planning activities which have been generated by Vision 2018 is also attached, the completion of which will go a long way to filling in the gaps in the report card regarding metrics and targets..

Attachments:

1. *President’s Goals - Mid-Year Report*
2. *Planning Activity at KPU in 2014*
3. *Vision 2018 Executive Assignments*

Submitted by: *Alan Davis*

Date submitted: *January 19, 2014*

Vision 2018 Update: January 29, 2014



Alan Davis
President and Vice
Chancellor
Goals for 2013-14

January 16th 2014 Update

The President's goals are also the University's goals, which are defined in KPU's Strategic Plan: Vision 2018.

The following are areas where the President will take a special interest and would be some of key indicators of his performance and effectiveness.

While recognizing that all areas are of importance to the future of KPU, those identified as ★ are high in importance and will require specific attention from the President for this first year of implementation of Vision 2018. Other areas have multi-year agendas, but progress is still essential in year one.

Overarching goal:

Build and align the senior team

★ Complete the hiring and reorganization necessary to support Vision 2018

Measure: the senior team is in place and employee engagement survey results for leadership continue to improve.

With the arrival of Dr. Ferreras, the return of Gordon Lee and some reorganization of duties, the senior team will be largely complete. The remaining issue of organization within the Provost's office and adding capacity in our business development operations (C and PE, International, Research) is under further discussion with a decision expected by June, 2014.

Quality

1. All KPU graduates are prepared for global citizenship and rewarding careers.

- a) ★ Working with the Provost, ensure that the University's Academic Plan is in place by December 31, 2013 and that it clearly reflects and reinforces the importance of this goal, with appropriate metrics.

A draft of the Academic Plan was circulated to Senate and the Board in December. Further discussions are planned as more flesh is added to the bones of a plan that has wide support across the institution.

Progress is being made to adopt a university-wide credentials framework expressed in graduate intended outcomes, and for each program to develop its own graduate intended outcomes using this framework, and on the measures we can use to identify progress towards this goal.

2. KPU is a sustainable, integrated, and transparent organization that supports learning.

- a) ★ Working with Institutional Analysis and Planning and with the Executive Team, ensure that all planning that has been stimulated by Vision 2018 is completed in this first year, and that metrics and reporting mechanisms are in place, along with semi-annual full updates for the Board and the community, and a "dashboard" that will allow the Board and the KPU community to assess progress towards the 9 strategic goals.

A proposed report card format has been shared with the Board and related planning is underway including: Resource Allocation, Teaching and Learning, Research and Scholarship, IT, Enrollment.

- b) Working with the Director of Communications and Marketing and with the Executive Team, broaden the modes and increase the frequency of communication to the university community, with better results in the 2015 Employee Engagement Survey results.

Communication has been re-organized under the CAO, and an audit of communication channels and effectiveness is underway.

- c) Working with the VP Finance and Administration, implement initiatives that will attract, support, engage, and retain our people and create an environment where all employees see themselves as contributing to student learning, thus improving the 2015 Employee Engagement Survey results compared to 2013.

The Employee Engagement Survey was released in fall 2012 along with some strategies for improvement. KPU was identified as one of the top employers in BC once again.

3. Learner engagement and retention at KPU show continuous improvement.

- a) Along with the Provost, ensure that the Academic Plan addresses this goal, with clear metrics established this first year.

This work is in progress, including the Transitions Project related to the new admissions framework and the first year experience.

B Relevance

1. The scope and impact of KPU's community engagement has doubled by 2018.

- a) ★ Along with IA and P, establish a baseline for this goal in 2013-14, with clear metrics for tracking its progress.

This work is in progress. An External Relations Committee under the CAO has been established to define and take stock of KPU's community engagement, working with IAP to determine how metrics and targets can be established.

- b) ★ With the Executive Team, ensure that systems and people are in place in 2013-14 to coordinate, document, expand, measure, and celebrate partnerships with KPU's communities. In particular take leadership role in ensuring that:

- KPU is a place where the community gathers for informed discussions
- KPU is a key partner in regional economic development.
- Distinct campus identities are created within the unifying institutional vision.

A proposal for a KPU-Quint School District Coordinator has been developed.

A new approach to engaging with our Aboriginal communities is being led by the Provost.

A community engagement liaison has been identified for each campus, and campus principals have been appointed and meet regularly.

The re-branding of KPU Tech in Cloverdale is well along. The proposal for acquiring 3 floors at 3 Civic Plaza has been approved in principle by the Board. The university is establishing a presence in Innovation Boulevard in Surrey, and continues to work with Phoenix House on a new partnership.

At KPU Langley, the new Brewing and Brewery Operations program will open in September, 2014, and we continue to be involved in discussions regarding a performing arts centre in Langley. An announcement regarding the Traditional Chinese Medicine program is expected by the end of January.

2. All members of KPU support purposeful and sustainable learner FTE growth of at least 5% annually to meet the educational needs of the region's diverse population.

- a) ★ Ensure that the Academic Plan addresses this goal, especially with regard to enrollment management, international education, and continuing and professional education, such that recruitment and budgeting for 2014-15 is informed by projections for growth.

Strategic Enrollment Management has been slow to emerge, but is now underway as a priority, with the President taking the lead.

- b) Take the lead on expanding initiatives to increase operating and capital funding from government and other external sources.

News from the provincial government has been clear: there is no new money, and the \$1.35 million reduction for ESL is consistent with this. KPU has received proposals for capital investment in KPU Tech from the mining industry, and for a residence in Richmond, and other discussions regarding such investments are underway.

- c) With the Executive Team, develop a long term financial vision and plan, along with open and consultative processes for resource allocation, and expectations for revenue from international and continuing and professional education.

Resource Allocation Planning is underway to align our available resources with Vision 2018, and long term financial planning will flow from the strategic enrollment plan.

3. Experiential learning is integrated into every KPU program, connecting theory to application and the classroom to the community.

- a) Working with the Provost, ensure that the Academic Plan addresses this goal, with clear metrics.

Good progress is being made to establish the baseline for this goal.

C Reputation

1. KPU is widely recognized for teaching and scholarship.

- a) ★ Working with the Provost, ensure that the Academic Plan and its sub-plans are in place for the development of teaching and learning, for research and scholarship, and that our achievements are more widely disseminated, all with appropriate metrics and targets.
- b) With the Director of Communications and Marketing, promulgate and celebrate KPU's achievements in teaching, learning, and scholarship.

a) See 2a above and

b) Work is underway to profile faculty teaching and scholarship

2. KPU's unique identity is clearly articulated and embraced across the University and beyond.

- a) ★ Using Vision 2018, continue to raise the profile of KPU in all our communities and ensure that External Affairs and Communications work effectively with a common strategy, with a metric and baseline for the awareness and reputation of KPU developed in 2013/14.

See Section A, 2b

- b) With the External Affairs and Marketing, ensure that KPU's unique role in higher education, its pride in its important endeavors, and the success of its students are all reflected in its publications and communications, internal and external.

KPU's profile is clearly being raised, with more engagement with the media on success stories, although it is a constant struggle with limited resources. The re-organization of Communications and Media Relations has helped, and new appointments have added capacity, but we are still reactive and opportunistic rather than strategic.

- c) With the Executive Team, expand initiatives to improve KPU's recognition and reputation in our communities.

See b) above and also B 1 a). (As we implement Vision 2018, we are identifying overlapping strategies: success or failure on one goal is evident in others.)

3. KPU is the foremost provider of continuing and professional education in the region.

- a) ★ Working with the Provost, ensure that the structures and plans are in place in 2014-15 to advance this long term goal.

The following areas were identified for the Civic Plaza Proposal:

- Continuing professional upgrading programs for professionals who must maintain statutory or professionally mandated credentials;
- Ongoing business, technology and professional development programs designed to extend KPU's academic programs into the practicing community; and
- Non-traditional segments of KPU's academic programs, such as an accelerated 4th year Business program that facilitates degree completion.

Plus, see that summary attached.

Supplementary to these goals

Strategic Opportunities

One major new initiative that significantly advances the polytechnic university mandate is successfully launched in 2013/14.

The following projects are at some stage of development or implementation:

- KPU Civic Plaza
- Institute for Mining Technology at KPU Tech
- Brewing and Brewery Operations
- Traditional Chinese Medicine: to be announced January 24th.
- Performing Arts Centre at KPU Langley

Attachment:

C and PE Business and Program Development

- KPU's Liquefied Natural Gas: Training Readiness Strategy has been planned
- MOU signed with TUV Nord, a world leader in the Testing, Inspection and Certification industry as well as one of the largest technical training organizations in Germany
- MOU was signed with Canadian Dehua International Mining Group to develop training for this growing international mining firm which owns nine coal mining properties in BC
- MOU signed with the Bank of China to support the development of corporate training for their Canadian employees
- In discussion with Southern California Edison to develop training for retrofitting of residential, commercial and institutional buildings with energy-saving LED lighting
- New Cross-Connection plumbing program
- In collaboration with Liard Birmingham MD developing an online Eating Disorder Course
- New Fiber Optic Tech Program in partnership with NTC Inc
- Four small market research/risk assessment projects being undertaken to determine program viability and define a repeatable methodology for general use by KPU Faculties

First Nations Partnerships

- In talks with TUV Nord to develop training for First Nations involvement in assessments of land issues. The goal is to prepare students for employment on the Woodfiber Natural Gas project in Squamish BC.
- Letter of Cooperation signed with Woodfiber Natural Gas (Petronas-owned natural gas project in Squamish BC) to work with the Squamish First Nation, in consultation with TUV Nord, to develop programs to meet the LNG industry's needs.
- Developing a program with BC Housing, the Home Protection Office and First Nations to inventory FN Housing stock and required maintenance and to develop and deliver training to support FN provision of that maintenance.
- Ongoing delivery of introductory trades programs and Building Restoration Programs to the Squamish First Nation.
- In discussion with BC's Metis Nation regarding trades training opportunities.

Provincial Government

- KPU expects to receive ongoing funding from AVED and JTST and ITA under whatever program replaces the existing Labour Market Assistance/Labour Market Development Agreement Federal-Provincial funding model based on the *extraordinary* success of the Low Voltage, Introductory Trades and Building Restoration Programs.

VISION 2018

Planning Activity at KPU in 2014

Supporting plans are being developed to align the various parts of the University with VISION 2018. This is a significant endeavour that is building the capacity to plan in an integrated manner at KPU. The plans that are being developed in 2014 and their purpose are outlined below.

- **The Academic Plan** defines the academic character of KPU as a polytechnic university by articulating academic priorities and guiding the direction of programming. It also sets out ways to advance the excellence of the student experience. (Status of plan: in the consultation and refinement phase)
- **The Resource Allocation and Acquisition Plan** determines resource allocation based on priorities to ensure the implementation of VISION 2018. Resources include people, space and money. The plan will propose a revenue and cost sharing model for the University. (Status of plan: starts in January)
- **The Strategic Enrolment Management Plan** guides the enrolment strategies and practices to position KPU to achieve its optimal enrolment results. It will guide the way KPU attracts, retains and graduates students in a way that is adaptive to the changing market. (Status of plan: starts in February)
- **The Teaching and Learning Plan** articulates ways to build the capacity within the University so that students experience engaging and enriching learning environments where innovative pedagogies are used, their learning is maximized and a range of instructional technologies are used in complementary ways. (Status of plan: in progress)
- **The Research and Scholarship Plan** establishes KPU's profile and direction in research and scholarship. (Status of plan: in progress)
- **Internationalization Plan** identifies a multifaceted approach to internationalizing KPU which includes, but is not limited to, diversifying the regions of international student recruitment, expanding enrolment of international students to Faculties other than Business and Academic and Career Advancement, enhancing international student recruitment, creating opportunities for students to have international experiences, internationalizing the curriculum, and establishing strategic partnerships. (Status of plan: in progress)
- **Continuing and Professional Studies Plan** – Strategic areas of growth have been identified and work is underway to launch KPU's Continuing and Professional Studies. (Status of plan: in progress)

- **Service Unit Plans** align the activities of service units to advance VISION 2013. (Status of plans: in progress)

Proposed list of Service Planning Units

A planning unit is defined as a unit that has responsibility for initiatives that advance the strategic plan.

Unit	Unit Head
Marketing	Joanne Saunders
*Recruiting & Office of New Student Programs	Joanne Saunders
Admissions and Enrolment	Nadia Henwood
Scheduling Registration and Records	Warren Stokes
Student Financial Services	John Boylan
Institutional Analysis and Planning	Lori Mc Elroy
Finance	Kathy Lylyk
Supply and Business Services	Scott Gowen
Human Resources	Linda Heska
Organizational Risk and Security Plan	Louella Mathias, Harry McNeil
Facilities	Karen Hearn
Bookstore	Amanda Welton
*Co-op and Career Services	Shawn Erickson
*IET	Maggie Fung
*International Education	Stuart McImoyle
Counselling	Karen Mitchison
*Student Engagement/First Year Experience	Joshua Mitchell
Athletics and Recreation	David Kent
*Library	Todd Mundle
*Student Development	Lynn Benn
*Foundation and Alumni Office	Jeff Norris
External Affairs and Media Relations	Marlyn Graziano
*Students with Disabilities	Susan Dadson
*Aboriginal Students	Darlene Willier
University Secretariat/Counsel	Shelley Wrean

Kwantlen Polytechnic University Executive
VISION 2018 RESPONSIBILITY ASSIGNMENTS, NOVEMBER 2013

NOTE: strategies for goal achievement may change each year

VISION 2018 GOALS	RESPONSIBILITY ASSIGNED TO:
QUALITY	
1. All KPU graduates are prepared for global citizenship and rewarding careers.	
a. Embed learning outcomes within the University's Academic Plan that prepare students for global citizenship and rewarding careers.	Provost
b. Enhance internationalization at KPU to allow learners and educators to develop a better understanding of the global challenges facing society.	Provost
c. Integrate sustainability into the core curriculum across disciplines.	Provost
2. Learner engagement and retention at KPU show continuous improvement.	
a. Assess, select, implement, and celebrate learning methodologies and educational delivery options that provide learners with the support within and beyond the classroom to succeed academically, personally, socially, and professionally.	Provost
b. Develop and implement retention strategies that identify groups of students at risk, set retention targets, and enhance student success.	Provost
c. Ensure that KPU's physical and virtual learning spaces and other infrastructure are able to accommodate curricular innovation and changing educational practices, and create vibrant campuses.	VP F and A
d. Improve the student experience in first year and beyond based on the recommendations arising from the 2011/12 internal study (Foundations of Excellence).	Provost
e. Ensure that programming builds on KPU's tradition of laddering to allow students flexible options and recognition for previous learning.	Provost
3. KPU is a well-managed, integrated, and transparent organization that supports learning.	
a. Implement an integrated system that aligns institutional plans, allows for strategic allocation of resources, and facilitates the articulation of, and reporting on, annual goals and priorities.	President
b. Institutionalize effective quality assurance processes that allow for regular review of all areas of the University.	President
c. Review and adjust KPU's procedures to ensure efficiency and effectiveness.	VP F and A
d. Broaden the modes and increase the frequency of communication within the university community in order to enhance transparency, decision-making, collaboration, and relationship-building among departments.	President
e. Implement initiatives that will attract, support, engage, and retain KPU's people and create an environment where all employees see themselves as contributing to student learning.	Vice-President, F&A
f. Continue to enhance environmental sustainability efforts on campus.	Vice-President, F&A
g. Create an inclusive and safe learning environment for everyone at KPU.	President

VISION 2018 GOALS	RESPONSIBILITY ASSIGNED TO:
REPUTATION	
1. KPU is widely recognized for its teaching and its scholarship.	
a. Develop and implement a plan for teaching and learning, including the role of instructional technologies that will extend and enrich the learning environment within and across disciplines.	Provost
b. Develop and implement a comprehensive plan that engages KPU in research and scholarship.	Provost
c. Promulgate and celebrate KPU's achievements in teaching, learning and scholarship.	Chief Advancement Officer
2. KPU's unique identity is clearly articulated and well understood across the University and beyond.	
a. Ensure that KPU's unique role in higher education, pride in its important endeavors, and the success of its students are all reflected in its publications and communications, internal and external.	Chief Advancement Officer
b. Expand initiatives to improve KPU's recognition and reputation in the community.	Chief Advancement Officer
3. KPU is the foremost provider of continuing and professional education in its region.	
a. Establish the necessary infrastructure to effectively expand continuing and professional education in response to the changing needs of business, industry, and individual adults in KPU's region.	Provost

VISION 2018 GOALS	RESPONSIBILITY ASSIGNED TO:
RELEVANCE	
1. The impact of KPU's community engagement has doubled by 2018.	
a. Implement a coordinated approach to document, expand, measure, and celebrate effective partnerships with KPU's communities.	President
b. Establish KPU as a place where the community gathers for informed discussions on relevant topics.	Chief Advancement Officer
c. Establish KPU as a key partner in regional economic development.	Chief Advancement Officer
d. Create distinct campus identities within the unifying institutional vision.	President
e. Cultivate KPU's relationship with its alumni in order to celebrate their accomplishments, respond to their life long educational needs, and support their role as KPU ambassadors in the community.	Chief Advancement Officer
f. Partner with Aboriginal communities to develop appropriate educational pathways and programs to facilitate Aboriginal learner success.	Provost
2. KPU's operations support purposeful and supportable learner FTE growth of at least 5% annually to meet the educational needs of its region's diverse population.	
a. Expand initiatives to increase operating and capital funding from government and other external sources.	President
b. Undertake research to understand the needs of learners in the diverse communities KPU serves.	President
c. Create financially viable professional development, degree completion, post-baccalaureate, and graduate programs.	Provost
d. Expand the distinctiveness and scope of KPU's program offerings to realize its polytechnic university mandate.	Provost
e. Develop a comprehensive strategic enrolment management plan by January 2014 directed towards traditional and non-traditional, domestic and international learners to support strategic growth.	Provost
3. Experiential learning is integrated into every KPU program, connecting theory to application and the classroom to the community.	
a. Ensure every KPU program of study includes experiential learning that connects theory to its application.	Provost
b. Support and coordinate opportunities for experiential learning, applied research, and community engagement.	Provost



Agenda Item: *Board Retreat*

Action Requested:	<input type="checkbox"/> Motion to Approve <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Board Committee Report: *The Board Governance Committee discussed the options for the Board Retreat suggested at the November 2013 Board meeting and submit the attached draft agenda.*

- Key Messages:** **1. Dr. Tony Bates will join the Board in the morning for a conversation on The Future of Higher Learning**
[maximum of three]
- 2. Several community leaders will be invited to have a conversation with the Board**
- 3. An opportunity for the Board to have an open discussion or possibly time for the Board alone.**

Attachments: *Draft Retreat Agenda*

Submitted by: *Alan Davis*

Date submitted: *January 17, 2014*

8:00 – 8:30 am	Breakfast
8:30 – 10:00 am	Welcome / Introductions Vision 2018 Reality Check
10:00-10:30 am	Refreshment Break
10:30 am – 12:30 pm	Conversation with Dr. Tony Bates on the Future of Higher Learning
12:30-1:30 pm	Lunch with Community Leaders and Tony Bates
1:30-3:30 pm	Conversation with Community Leaders
3:30-4:00 pm	Refreshment Break
4:00-5:00 pm	Open Discussion or time for the Board alone
5:30 pm	Dinner / place to be determined



Agenda Item: *Academic Plan Update*

Action Requested:	<input type="checkbox"/> Motion to Approve
	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Information
	<input type="checkbox"/> Education

Key Messages:
*[maximum of
three]*

- 1. Key Initiatives That Will Guide our Academic Plan:**
 - a. Creating Rich and Dynamic Teaching and Learning Environments**
 - b. Enhancing Student Well-being and Academic Success**
 - c. Managing Growth at KPU**

- 2. Six Academic Foundations:**
 - a. Distinctive Programming**
 - b. Innovative Teaching and Learning**
 - c. Well-defined Learning Outcomes**
 - d. Experiential Learning**
 - e. Enriched Student Experience**
 - f. Purposeful Community Engagement**

- 3. Recognizing that no part of the University operates in isolation, KPU is committed to coordinating planning, resource allocation, and accountability activities. The aim is to build and maintain a transparent process of integrated planning.**

Attachments: *Draft Academic Plan*

Submitted by: *Salvador Ferreras*

Date submitted: *January 24, 2014*



KPU

ACADEMIC PLAN



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- 14 Critical Path
- 15 Accountability And Quality Assurance
- 15 Acknowledgements



A Message From The President

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Alan Davis

President and Vice-Chancellor
Kwantlen Polytechnic University

Introduction

Kwantlen Polytechnic University's Academic Plan will define the character and intent of our polytechnic institution's mandate and drive the goals of KPU's Vision 2018 Strategic Plan. As an institution committed to providing an enriched educational experience, we will realize our academic and applied mandate through innovative teaching delivery models foregrounding experiential learning, purposeful community-engagement, well-resourced dynamic learning environments, internationalization and diverse applied research and scholarly activity. The Academic Plan will reinforce our quality teaching and learning experience with a simultaneous commitment to a safe, healthy learning environment that promotes wellness, empathy and accessibility.

As a teaching intensive polytechnic university, KPU will focus on developing engaged global citizens infused with idea generation, a discipline of mind and an openness of spirit to solve complex global issues. Our students will acquire comprehensive skills that will empower a fuller participation in a rapidly evolving international context and allow them to navigate and apply multiple ways of knowing.

KPU is committed to being a leader among Canada's polytechnic institutions. Our unique blend of liberal arts, science, health, trades, technology, business, design and developmental offerings will promote and deliver a high quality, relevant curriculum for a local, national and global community. Our growing internationalization strategies and our expanding Aboriginal initiatives will further enrich our demographic mix and advance a culture of excellence, reflection, and innovation. As we cultivate this broad worldview we remain committed to building a vibrant, inclusive community committed to social, economic, and environmental sustainability.

¹ Paul Davidson. Universities as Economic Asset. Vancouver Sun, Wednesday May 22, 2013. C6. Business.

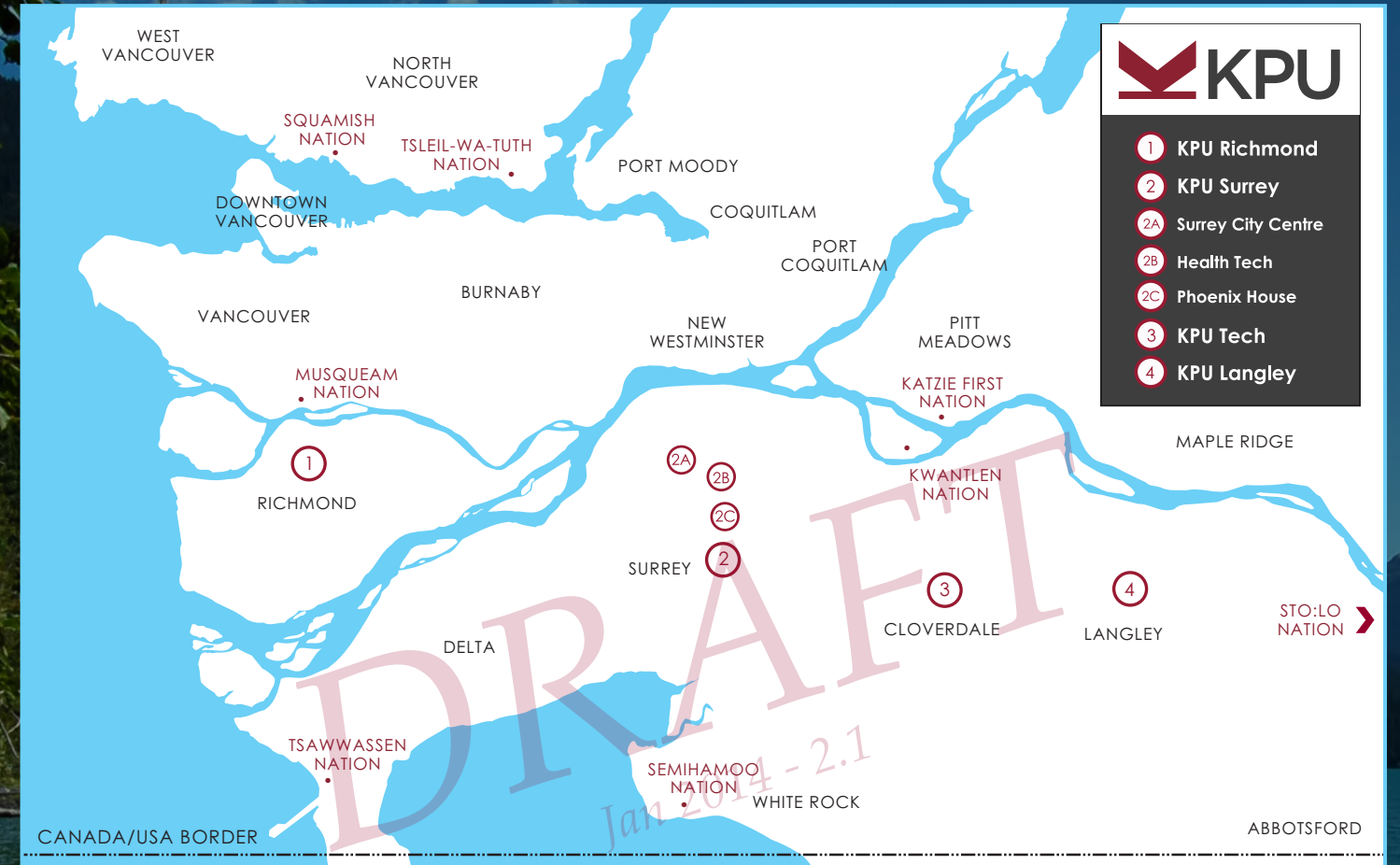
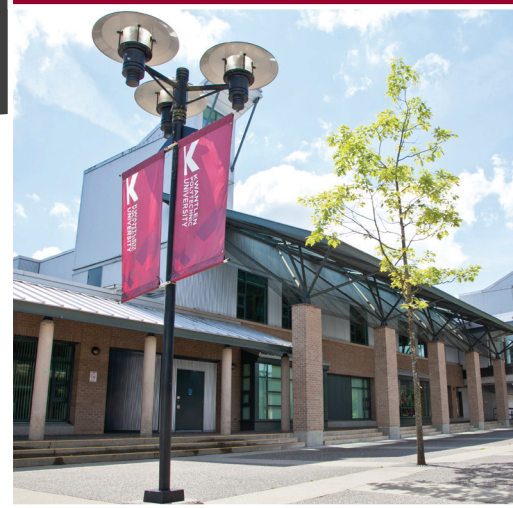
A Unique Polytechnic University

KPU is a regional university that is driven by teaching and learning, inspired and informed by problem-solving, relevant research, and engaged with the communities it serves.

KPU is situated in a unique region of BC. In 2011 this region was home to 21% of the province's population and almost one third of the province's recent immigrants. It is one of the fastest growing regions of the province; between 2006 and 2011 the region's population increased 13% while the province's overall population increased 7%. Compared to BC as a whole, KPU's region's population is younger – 31% is under 25 compared to 28%, has a higher proportion of visible minorities (42%), the lowest proportion of Aboriginal people (1.8%), higher than average employment rate and family income, and a higher than average high school to postsecondary transition rate. KPU believes strongly that all its learners must demonstrate the knowledge, skills and attributes to play an important role in building a 21st century, global and knowledge-based economy and society.

As a regional university, we pay close attention to the community, social and cultural forces that shape the growing cities, municipalities and economies around us. By offering four distinctive campuses – Richmond, Surrey, Cloverdale and Langley – KPU strategically offers a range of sought-after programs, including business, liberal arts, trades and technology, science and horticulture, design, community and health studies, and academic and career advancement. Over 18,000 students annually choose from over 145 programs, including bachelor's degrees, associate degrees, diplomas, certificates and citations, and a growing list of post-baccalaureate credentials.

KPU will fulfill its mandate by expanding to address existing and emergent labour market demands in the areas of advanced technologies, the creative economy, agriculture, and health. We will enhance local access to postsecondary education across the KPU region over the next 10 years in all disciplines. Most in-demand jobs in Canada today require a university degree¹. Our distinctive mix of education and specialty programs enables us to offer creative and innovative responses to new economic realities and the increasing diversity in our communities. Finally, we commit to development of healthy, diverse communities that are sustainable and vibrant.



Three Key Initiatives That Will Guide Our Academic Plan

Creating Rich And Dynamic Teaching And Learning Environments

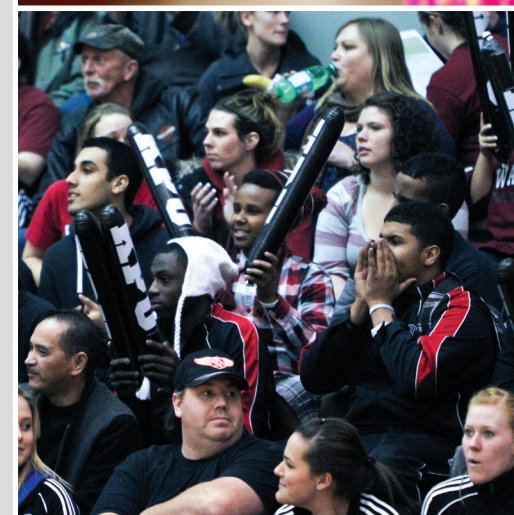
KPU is committed to providing enriched learning experiences that help prepare students for global citizenship and success in life through fundamental academic skills, inquiry-based curriculum, reflective scholarship and student-faculty interaction, and the critical role of a supportive academic community. Our goal is to attract students from across the region and beyond because of the quality and relevance of the programs we offer, and to develop the reputation for supporting them as lifelong learners. This requires offering a broad suite of programs and credentials (with interdisciplinary options) and flexible program delivery models, ensuring ease of transfer across disciplines (particularly in the 1st and 2nd years), and providing an appropriate blend of content, tools and inspiration to enhance personal capabilities. This approach is consistent with Nussbaum's (2006) proposition that an education based on the idea of an inclusive global citizenship, and on the possibilities of the compassionate imagination, has the potential to transcend divisions created by distance, cultural difference, and mistrust, and is one of the most exciting tasks we can undertake as educators and citizens.²

A major characteristic of KPU's emerging hybrid polytechnic university is reflected in how we are linking support for students' academic success with opportunities for personal growth, enabling them to develop skills to communicate effectively, to work well with people from different backgrounds, and to think critically and creatively. KPU is uniquely positioned and fully committed to guide and support students as they develop the applied and academic learning that will form them as leaders, entrepreneurs and social change agents for the 21st century societies they will serve.³

KPU welcomes the challenges inherent in a period of economic transition and socio-demographic transformation in BC. We are poised to embrace a more diverse learner base, and increased demand for workplace-relevant learning and improved access to technology. We realize our need to forge creative solutions to thrive in a constrained fiscal climate and evolving educational funding framework. Our region is underserved in higher education and KPU is primed to be at the vanguard of change.

Enhancing Student Well-Being And Academic Success

A key priority for KPU is to ensure that students enjoy positive learning experiences and successful outcomes. To that end, KPU enrolment management strategies must support and reinforce a student lifecycle approach, including a focus on supporting transition to, through and beyond KPU. The student experience is derived from the sum of instructional and non-instructional interactions with faculty, staff and peers. Much more than the design and delivery of a relevant mix of programs, the experience is about improving the quality of students' learning experience at KPU. We will give our students ample opportunities to enrich their learning through a support structure that ranges from experiential learning, to field schools and a wide range of extra-curricular activities. Our newly launched Transitions project, designed to support the first year experience and facilitate credential progression, will ensure KPU places each student on an appropriate educational pathway. Understanding the complex factors that influence how students live, learn, work and play, we will identify a targeted mix of support services and infrastructure that will enable student success.



Managing Growth At KPU

KPU's success in attracting and effectively retaining students, responding to the diversity in our communities, and contributing to the rapid economic, social and cultural changes that are occurring south of the Fraser River will require building capacity (people, infrastructure and revenue) beyond current levels. As we respond and fulfill our provincial mandate, we must review all practices to ensure we build a strong foundation of effective systems, integrated planning, progressive policies and communication strategies that will allow us to properly resource and plan for our projected growth. The university continues to explore new sources of revenue and effective allocation of resources to ensure long-term growth and fiscal capacity.

KPU Vision 2018 outlines targeted enrolment growth that will be achieved through the implementation of an emerging Strategic Enrolment Management plan, the recently launched Transitions project, a renewed Internationalization strategy and the building of a robust Continuing Education and Professional Studies division. These initiatives will allow for targeted growth, reduced attrition, new revenue and program streams and a specialized approach to service delivery and accountability. KPU will endeavor to enhance the strategic and critical role of faculty, staff and administration to achieve our growth agenda.

KPU Alumni have an important role in enhancing our community outreach, attracting new students and achieving our growth targets. Their valuable feedback and continued participation in their Alma Mater will help ensure our educational programmes reflect the realities they have encountered in their respective work and career environments. KPU alumni can play an essential role by reinforcing our focus on delivering the precise knowledge, critical thinking, communication and skills necessary to succeed as graduates, active global citizens and community leaders.

² Nussbaum, Martha C., 'Education and Democratic Citizenship: Capabilities and Quality Education', Journal of Human Development, 7:3, 385-395, 2006.

³ Findler and Gorbis (2013) identify ten skills that they claim every new worker needs: computational thinking, design mindset, cognitive load management, new media literacy, transdisciplinarity, critical thinking, social intelligence, novel and adaptive thinking, cross-cultural competency, and virtual collaboration.

Six Academic Foundations



Distinctive Programming

KPU students will choose from a wide range of diverse, innovative and high quality programs that reflect KPU's polytechnic mandate to provide students with unique learning opportunities. Different entry points, credential levels, and flexible delivery options will make KPU programs more accessible to a broader range of learners.

KPU students will access:

- A rigorous program of study that emphasizes critical thinking, media literacy, social intelligence, scientific and technological capacity
- Integrated experiential learning in all KPU programs through practicums, field work, volunteerism and community projects
- Interdisciplinary options across KPU programs
- An enhanced global perspective enriched through domestic and international student interaction and curriculum

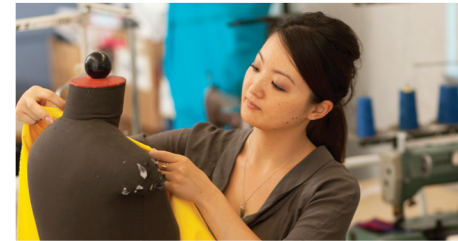


Innovative Teaching and Learning

KPU is committed to enhance its capacity for excellence in teaching and learning. Students will experience inclusive, challenging, and dynamic learning environments that promote creative and critical thinking. Programs will engage students, enhancing their learning using multiple teaching methods, and drawing on appropriate technologies.

Programs and/or courses will feature:

- Innovative, comprehensive and dynamic design and delivery
- Personalized and open learning opportunities
- Faculty and student research which will be integrated as a part of the teaching and learning experience at KPU.
- Increased capacity and opportunity for research and scholarship
- Have access to a well developed framework to assess prior learning and to enhance career and credential mobility
- Well developed laddering from access and developmental programs to credential programs across all applicable areas
- The incorporation and appropriate adaptation of Essential Skills into all programs and well defined learning outcomes in all KPU courses
- Immersion in multiple ways of knowing
- Acquire a broader understanding of Indigenous culture, history and world views



Well-defined Learning Outcomes

KPU students will consolidate and apply their learning in a variety of contexts to validate their mastery of stated learning outcomes.

Students will:

- Incorporate foundational concepts related to critical thinking, independent research, and knowledge acquisition in ever-changing environments
- Engage in a balanced variety of learning methodologies featuring input and output-based learning
- Develop distinct and supported learning pathways to guide their exploratory studies, post-graduation endeavours and/or career plans
- Entrepreneurship elements and skills embedded in applicable programs and courses



Experiential Learning

KPU students will integrate theory with practice, applying their learning through experiential opportunities available in all KPU programs. This applied learning is key to bridging knowledge into practice. It reinforces the role of a polytechnic university in building an inclusive, responsible and future-focused social contract.

Applied Learning will emphasize:

- Community engagement
- Service learning and service leadership
- A culture of reflection and rigor
- Volunteerism and service clubs in program-based community projects
- Global citizenship
- Research and scholarship as activities supporting the betterment of society



Enriched Student Experience

KPU students will grow as communicators, citizens, and community leaders. KPU students will encounter a supportive and collaborative learning environment inside and outside the classroom. This experience will encourage students to develop personally as well as intellectually, to forge collegial relationships, and to understand and appreciate local and global societies and cultures.

KPU commits to:

- Providing effective, easily accessible learning supports
- Improving rates of progression and completion of studies
- Supporting student transitions into university from a variety of prior educational institutions and experiences
- Providing an appropriate range of accessible student support services
- Working with student groups to develop student-initiated activities, facilities and programs to bolster student participation and a sense of belonging



Purposeful Community Engagement

By engaging with our diverse local, regional, and global communities, KPU students will have opportunities to develop a rich understanding of the complex social, environmental, economic, and political issues that impact humanity. At KPU we aim to both serve and engage communities of interest by making resources, skills, expertise and knowledge available.

Two approaches are of particular interest in the Academic Plan: community-engaged academic learning, and community-engaged scholarship.

- Community-engaged academic learning describes course-based and faculty-led activities that honor principles of community engagement (mutually beneficial partnerships for public purpose), and provide opportunities for students to collaborate with faculty and community members for the purpose of learning and service.⁴ At KPU, community-engagement features service-learning experiences, on-site courses, clinical experiences, internships, community-based research, collaborative programs, study-abroad courses and experiences, international instruction, and on-line courses.
- Community-engaged scholarship's primary goal is to beneficially impact the community through scholarship deriving from teaching, discovery, integration and/or application. This faculty-led activity (often with students) communicates what knowledge has been created or applied and what impact it has had or is likely to have in the future of those communities.

⁴ Janke, E. M., & Clayton, P. H. 2012. Excellence in community engagement and community-engaged scholarship: Advancing the discourse at UNCG (Vol. 1). Greensboro, NC: University of North Carolina at Greensboro.

Promoting Distinctive Campus Identities

The success of the Academic Plan is contingent upon creating distinct campuses that are responsive to and interact with their local communities so as to improve the learning experience for students.

KPU Tech (Cloverdale Campus)

KPU Tech, the new name for the Cloverdale campus, has the potential to significantly address current and emerging issues regarding key employment areas, strategic immigration policies, and more access to lifelong learning for all, especially those traditionally unrepresented learning areas in higher education. KPU Tech has some of the best-equipped skilled trade facilities in Canada, and 70 acres of land available for expansion. The vision for this campus includes expanding into new high demand areas, contract training, refresher programs and testing for new Canadians and adults who are transitioning in their careers. KPU Tech has embarked on a long term plan for an innovative approach to engineering and technical training.

Key to KPU's growth is also the development of applied, workforce-focussed programs in traditional academic areas, such as Physics for Modern Technology, Medicinal Chemistry, International Business, and Applied Mathematics. KPU will also work across Faculties to develop new options that blend academic degrees with applied areas such as Bachelor of Arts degrees with minors in Design, Trades, and Business.

Surrey Campus

The presence and impressive output of the Faculty of Arts continues to infuse all KPU campuses with exemplary teaching, compelling research and the critical thinking that is a vital element of a university education and a key to success in any career. As the national dialog on skills and labour markets unfolds, KPU is committed to emphasizing and showcasing arts, humanities, science and creativity as central to a diverse polytechnic university curriculum. The Faculty of Science and Horticulture is launching new programs in science at the Surrey campus to address the increasing demand in present and emerging fields of professional practice.

The KPU School of Business, one of the largest, most dynamic and engaged in western Canada, is exploring the expansion of its offerings to include new facilities in Surrey City Centre. The partial move of the business school will open up space at the 72nd Avenue campus in Surrey to expand programs in arts and science to meet demand.

Langley Campus

KPU is exploring the development of fine and performing arts with programs that include business and entrepreneurial training. Growth is expected at KPU Langley, and the university will seek support for expansion of the library and a new academic building that will be largely focussed on health, business and sustainability programs. The university is in discussion with the City and Township of Langley and School District 35 for a new performing arts centre that could provide space for KPU's School of Music and new performance programs. KPU has emerged as the leader in sustainable horticulture, agriculture and food systems in BC, with programs based at KPU Langley and now at KPU Richmond. Building on this, it will explore partnerships in our region to provide applied and experiential learning coupled with relevant business education. The development of a new Diploma in Brewing and Brewing Operations will further enhance the complement of diverse programs at the Langley campus. The faculty of Community and Health Studies' new facilities will allow the continued expansion of nursing, allied health and community health programming.

Richmond Campus

The university expects to expand its international education enrolment over the next 5 years, expanding the range of countries where it recruits, and building capacity and activity at all campuses. Key to this will be the building of residences at KPU Richmond by working with private investors and operators.

The development of the Chip and Shannon Wilson School of Design will catalyze present and new program offerings in Design and will mobilize the creation of diverse interdisciplinary, design-focused international research and development projects.

On The Horizon

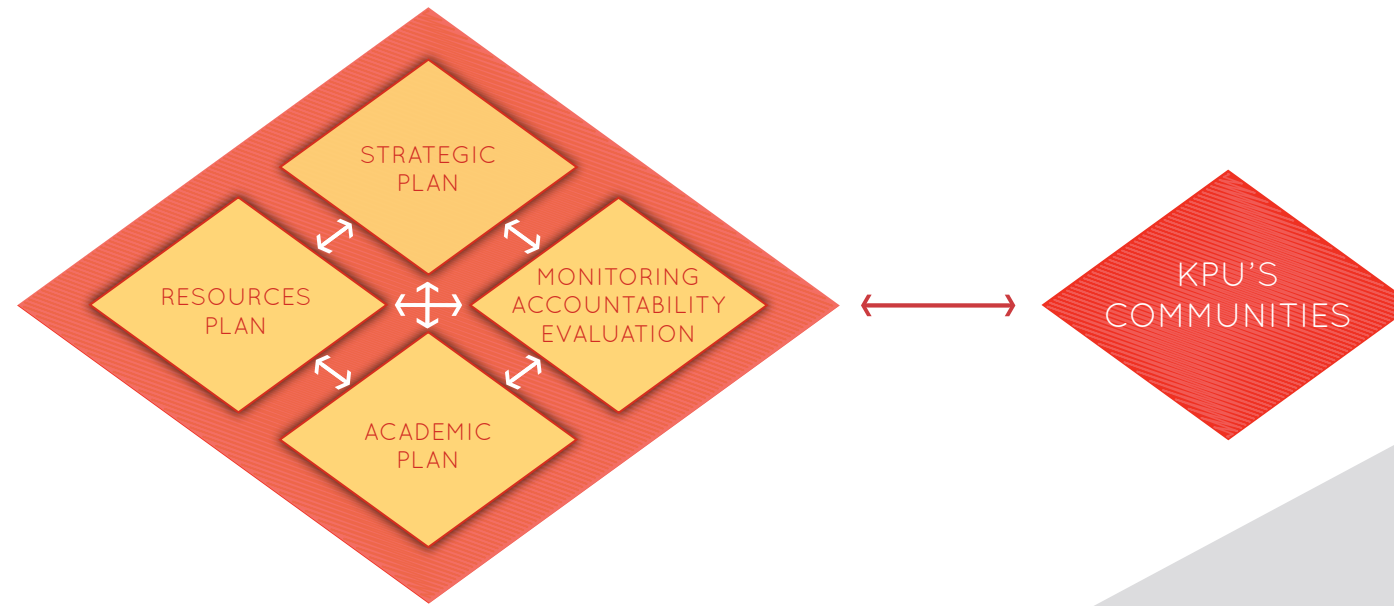
KPU is also exploring the idea of regional learning centers at various locations in partnership with municipalities, school districts, the KSA and others to better serve students, expand athletic, recreation and student life facilities across all campuses and reduce travel across the region. These projects will, by and large, be self-funded or be part of larger, multi-partner initiatives with other public sector and/or private funders. For example, KPU is linking with the City of Surrey, Fraser Health and SFU to support the development of a health technology sector in Surrey, and it expects to have a location for programming and innovation along the Innovation Boulevard corridor adjacent to Surrey Memorial Hospital.

Integrated Planning

Recognizing that no part of the University operates in isolation, KPU is committed to coordinating planning, resource allocation, and accountability activities. The aim is to build and maintain a transparent process of integrated planning that includes:

- Developing plans aligned with VISION 2018 in all areas of the University
- Articulating annual goals and priorities
- Allocating resources to meet priority goals and enhance operational efficiency
- Measuring the achievement of our goals
- Communicating the results effectively, and
- Creating space for innovation.

By ensuring that all aspects of the University are aligned in the planning processes, and that the linkage among planning, resource allocation, and assessment are explicit, integrated planning will become part of KPU's operating culture. This will allow for effective evaluation of our management and operations, our implementation of VISION 2018 strategic goals, and provide data to inform subsequent iterations of mission critical plans and frameworks.



DRAFT

Jan 2014 - 2.1

Mission

KPU offers all learners opportunities to achieve success in a diverse range of programs that blend theory and practice, critical understanding, and social and ethical awareness necessary for good citizenship and rewarding careers.

Vision

In 2018, KPU is Canada's leading polytechnic university, with

- Inspiring educators
- All learners engaging in campus and community life
- Open and creative learning environments
- Relevant scholarship and research
- Authentic external and internal relationships

Values

- Synergistic community relationships
- Supportive and collaborative learning and working environments
- Scholarship of discovery, creativity, integration, application, and teaching
- Rich learner experiences and a vibrant campus life
- Responsible stewardship of resources
- Multiple ways of knowing
- Excellence and innovation
- Diversity and inclusion
- Continuous personal and professional enrichment
- Access and flexibility
- Academic freedom

DRAFT

Jan 2014 - 2.1



- All KPU graduates are prepared for global citizenship and rewarding careers.
- Learner engagement and retention at KPU show continuous improvement.
- KPU is a well-managed, integrated, and transparent organization that supports learning.



- KPU is widely recognized for its teaching and its scholarship.
- KPU's unique identity is clearly articulated and well understood across the University and beyond.
- KPU is the foremost provider of continuing and professional education in its region.



- The impact of KPU's community engagement has doubled by 2018.
- KPU's operations support purposeful learner growth of at least 5% annually to meet the educational needs of its region's diverse population.
- Experiential learning is integrated into every KPU program, connecting theory to application and the classroom to the community.

VISION 2018

Critical Path

December 2013 – May 2014

- » Second round of consultations, development, refinement, and governance process

June 2014

- » Launch of the Academic Plan

September 2014

- » Begin implementation of Year 1

September 2015

- » Begin implementation of Year 2

April – June 2016

- » Review status of implementation and recalibrate plan to reflect emergent factors

September 2016 – August 2017

- » Begin implementation of Year 3, begin realignment to new strategic plan emerging themes

September 2017 – June 2018

- » Begin implementation of Year 4
- » Launch internal and external consultations on new strategic and academic plans
- » Launch new Vision 20XX and accompanying Academic Plan

Upcoming consultations will generate essential priorities for the duration of the Academic Plan. Years One and Two will feature selected university-wide targeted actions aimed at implementing the Six Academic Foundations as they support the Three Key Initiatives.

Significant upcoming actions will include:

- Identify needs, users and applications to equip all classrooms with appropriate educational technology
- Establish clear and functional Teaching and Learning, PLAR, and Essential Skills strategies
- Launch a Strategic Enrolment Plan with resourced Internationalization and Aboriginal goals
- Develop and adopt institutional learning outcomes
- Consolidate a campus-wide quality assurance framework
- Promote curriculum and program range innovation through resourced faculty and staff release

Year Three and Four targets and actions will be more aspirational and will identify desired outcomes emerging from Year One and Year Two actions. These actions will also need to respond to evolving demographic, economic and federal/provincial developments.



Accountability and Transparency

Post-secondary education in the 21st century is increasingly viewed as a shared legacy amongst all peoples, government, industry and the many foundations that support learning and advancement. As collective owners we share a responsibility to deliver our specialized mandates through the most public and transparent processes. We are answerable to the funders, the organizations and, most significantly, the diverse communities that employ our graduates. As trustees in an educational social contract, and as the collective voice expressed in our Vision 2018 Strategic Plan, we will endeavor to maintain and cultivate rigorous standards of accountability, manageable practices and fiscal prudence.

Acknowledgements

KPU thanks the many dedicated participants that have made this Academic Plan possible. This plan is the culmination of many engaged and compelling discussions, conversations, forums, and feedback on the future of our institution. This living document represents our response to the emerging, educational, cultural and economic issues of our day. It gives us a tool to guide, adapt, and ultimately transform our educational mandate and to realize our collective potential and our stated goals.

We sincerely thank each and every one of you individuals who have added your voice to this important work. Your contributions have inspired us and remain the foundation of our collective strength.



KPU

kpu.ca

November 2013

DRAFT

Jan 2014 - 2.1





Agenda Item: *President's Report to the Board January 2014*

Action Requested:	<input type="checkbox"/> Motion to Approve
	<input type="checkbox"/> Discussion
	X Information
	<input type="checkbox"/> Education

Attachments: *President's Report to the Board January 2014*

Submitted by: *Alan Davis*

Date submitted: *January 20, 2014*

President's Report to the Board

January 21st, 2014

From November 22nd to December 3rd AVP International Stuart McIlmoyle and I participated in the Premier's Trade Mission to Asia, and we were able to expand and consolidate partnerships with universities in China and to network with major players in the government's LNG strategy. KPU was one of only a handful of post-secondary institutions on the mission, and we managed to get some good time to share our interest in international education and our plans for KPU Tech with senior government officials, those involved in investing in BC, and with energy sector representatives.

The itinerary included the following events and visits

November 23 rd	Arrive in Beijing, fly to Chengdu
November 24 th	Southwest University for Nationalities (SWUN) <ul style="list-style-type: none">• Ethnography Museum (Wuhou Campus)• Hangkonggang Campus
November 25 th	Luncheon in Chongqing
November 26 th	Beijing University of Chinese Medicine (BUCM) Friends of BC Reception
November 27 th	Briefing with Ambassador Saint-Jacques LNG Investment Luncheon MOU Signings with <ul style="list-style-type: none">• SWUN• Taiyuan University of Technology
November 28 th	Visit with City Government (Zhengzhou) Visit to High School in Xinxiang Visit to University in Xinxiang
November 29 th	Friends of BC Reception (Shanghai)
December 2 nd	BC Natural Resources Luncheon (Tokyo) Meeting with Toyo University Friends of BC Reception
December 3 rd	Return to Vancouver

After the trip I have also had meetings with key officials of the Resource Training Organization which is at the forefront of developing the LNG skilled workforce strategy.

On December 6th, AVED Minister Amrik Virk held his first official visit to KPU Surrey as part of his tour of all BC institutions, and he was able to meet with students and faculty, and attended the Pat Dooley Memorial high school basketball tournament.

On December 9th, I met with the five school district superintendents, and we advanced the idea of a KPU-based and jointly funded “Quint Coordinator” to develop pathways from schools to KPU.

In December 11th I had the privilege to attend the Inside Out Sociology course “graduation ceremony” at Mission Institute, offered by KPU faculty members Wade Deisman and Jane Miller, where KPU students studied alongside inmates, with weekly visits to the prison. The result was a rich and powerful learning experience for all involved, and the Regional Director of Corrections Canada along with the Mission Institute warden were on hand to recognize the students. This is the first time this kind of integrated instruction has occurred in Canada.

On December 12th I attended the BC Business Council Board Meeting in Vancouver, which included a presentation from WorkSafeBC.

On December 13th I attended the United Way Loaned representative luncheon in Vancouver, and enjoyed the celebration of the work of the employees on the campaign and the tremendous support provided by the KFA and BCGEU.

On December 16th, KPU Langley campus principal Jane Fee presented to the City of Langley Council on Vision 2018.

The President’s Diversity and Equity Committee concluded its work for 2013 on December 18th, and new policy on Diversity and Equity will be posted for public consultation shortly. Key to the future of PDEC’s work will be the appointment of a Director of Diversity, which has been submitted for budget consideration.

After a welcome two-week break, I attended the CEO network meeting on January 6th, with a special presentation on identifying and supporting those who aspire to leadership roles.

On January 25 and 26th I will attend the regular Board meeting of the Council for Experiential and Adult Learning. CAEL is emerging as one of the leading organizations in the discussion about the future of higher learning in North America, and it gives me the opportunity to spend valuable time with some of the leaders in this discussion.

This month we welcome Dr. Lori McElroy as our Executive Director of Institutional Analysis and Planning. Kathleen Bigsby will work on a Resource Allocation Plan between now and her retirement in June.

A “policy summit” was held on January 13th, including administrators and governance leaders, to develop a master list of policies and to assign sponsors and identify the approval processes. This important and long overdue task will support the work of several governance committees and help KPU catch up on some important policy work.



Agenda Item: *Update on Ministry Core Review of Programming*

Action Requested:	<input type="checkbox"/> Motion to Approve
	<input type="checkbox"/> Discussion
	X Information
	<input type="checkbox"/> Education

Key Messages:
*[maximum of
three]*

- 1. Deans will complete program data sheets that address the demand for efficiency, effectiveness and appropriate outcomes of each program**
- 2. Review of programs identified as needing further review will occur in February**
- 3. Discussion of the cost-effectiveness of KPU's educational program delivery will be included as part of the core review**

**Context &
Background:**

The Ministry of Advanced Education requires the Board of Governors to undertake an institution-wide core review of KPU programming to ensure student seats are being filled. AVED has provided Terms of Reference at a high level to guide the process.

Attachments:

- 1. Core Review of Programming at KPU – Report to the Board January 2014*
- 2. AVED letter to Board Chairs*
- 3. Terms of Reference*

Submitted by:

Alan Davis (Kathleen Bigsby)

Date submitted:

January 19, 2014

Core Review of Programming at KPU
Report to the Board of Governors, 29 January 2014

The institution-wide review of KPU's programming mandated by the Minister of Advanced Education is currently underway. Preparation of program data sheets that provide deans with a set of key data elements that address the demand for efficiency, effectiveness and appropriate outcomes of each program is nearing completion. Deans are asked to provide reasons, or remedial actions planned or underway, for any that show a negative trend. Deans will also provide details that distinguish KPU programs from those offered by other BC public post-secondary institutions and illustrate their value to KPU's region. The compilation of all the information will indicate any programs in need of further review to be conducted in February.

Compilation of a list of all the program level initiatives for collaboration and cooperation in place across the university is in process. The deans are asked to identify such initiatives currently in the planning or development stages.

Discussion of the cost-effectiveness of KPU's educational program delivery will be included as part of the core review. Work on this aspect of the review is part of the Resource Planning initiative also currently underway at KPU.

We anticipate that KPU's report on the results of our core review of programming at KPU will be presented at the April 2 meeting of the Board. Following is a draft outline of that report.

Outline for KPU Core Review of Programming Report (April 2014)

- A. KPU Programs:
 - a. Description of KPU programs: number, credential level.
 - b. Demand: applicant and enrolment trends past 3 years
 - c. Connection to the economic, social and cultural requirements of the region and the province (e.g., unique programs):
 - d. Outputs and Outcomes: credentials and employment trends past 3 years
 - e. Relationship to KPU's polytechnic university mandate and government priorities
 - f. Cost-effectiveness: average program costs

- B. Ongoing Quality Assurance:
 - a. program approval and review processes,
 - b. planning and measurement/accountability processes

- C. Institutional Partnerships (existing or in development)
 - a. Number and general description
 - b. Work with other postsecondary institutions to implement complementary and shared programs and services
 - c. Work with business, industry and other community groups to enhance program relevance to KPU's region
 - d. Opportunities for greater collaboration in the future

D. Changes to Current Policy and Processes that Would Enhance KPU's Effectiveness and Ability to Fulfill its Mandate and Contribute to the Province's Goals

In May, the university will prepare its Action Plan flowing out of the core review of programming. This will be presented to the Board of Governors at the end of May, and the final version submitted to AVED shortly thereafter.

KPU must report to AVED on the implementation of its Action Plan by the end of December 2014.



Our Ref: 96071

November 15, 2013

Dear Board Chairs:

As you are aware, government committed to evaluate all government programs and services including the requirement for post-secondary boards to undertake an institution-wide core review of their programming to ensure student seats are being filled.

A draft of the terms of reference was provided to your Presidents and the document attached reflects the feedback they provided.

The terms of reference are intended to provide high level guidance, and are not intended to be prescriptive in terms of process and approach. My goal is to balance the objectives of core review with existing institutional review processes, and provide some flexibility given differing institutional missions, mandates and legislation. The core review process provides an opportunity to showcase action your institution has already taken or is currently taking to manage costs and review/realign programs, as well as to demonstrate plans on a go-forward basis.

The overarching goal of the Core Review process is to ensure the best possible use of government resources and respect for the interests of taxpayers.

I appreciate your support in moving forward on this important accountability.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amrik Virk', written in a cursive style.

Amrik Virk
Minister

Attachment

pc: Presidents
BC Public Post-Secondary Institutions

Sandra Carroll
Deputy Minister

Terms of Reference

Post-Secondary Institution Core Review of Programming

Introduction

In the Minister of Advanced Education's Mandate Letter, there is a specific accountability to "include the requirement for post-secondary Boards to undertake an institution-wide core review of their programming to ensure student seats are being filled".

The Minister's Mandate Letter also includes specific accountabilities requiring institutions to meet budget targets and use resources as efficiently as possible, set targets to match the skills we need with the skills we are graduating, and continue to minimize overheads and consolidate functions across institutions. It is expected that these requirements will inform and/or align with the institutional core review.

These terms of reference set out the guidelines for moving forward on institutional core review and for reporting back on outcomes of the review(s). Public post-secondary Boards, in consultation with institutional administration and the Ministry, and respecting the role of Senates, Education Councils, and institutions' governing legislation, will be responsible for determining the process and approach for undertaking their institution's core review, in accordance with their institution's mandate.

The Ministry will be available to provide institutions with advice and guidance throughout the core review process, and will provide templates for report submissions.

Scope

The institutional core review is expected to encompass the full range of post-secondary programs – academic, technical, vocational/trades and developmental – as applicable to the institution, with a view to ensuring seats are being filled. In carrying this out, it is also important to consider the institution as a whole to ensure the institution is meeting its mission and mandate, and is leveraging available funding in the most effective and efficient way.

The institutional core review is not expected to:

- Replace the Administrative Service Delivery Transformation initiative, which is a separate and ongoing project;
- Encompass K-12 programming and/or alignment, although it is expected that this could be an opportunity for future dialogue; or
- Result in changes to the Government Reporting Entity.

Objectives

The objectives of the institutional Core Review are to:

- In addition to its legislative mandate, ensure that the programs offered by institutions contribute to students' career success and to achieving government's vision of a strong economy and secure tomorrow;
- Ensure that institutions are operating programs as efficiently and effectively as possible to ensure student seats are being filled;

- Consider opportunities for realignment or reallocation of programs. *Note: this should include action that has already been taken, action currently underway, and opportunities planned over the short, medium and long term. Actual and expected outcomes should also be included;*
- Consider opportunities to collaborate with other public post-secondary institutions to minimize program overlap and duplication and improve outcomes for students and the public;
- Continue to minimize overheads and consolidate functions across institutions outside of the Administrative Service Delivery Transformation initiative;
- Ensure budget targets are achieved consistent with Budget 2013 (June Update).

Timing

The following sets out the timelines for the institutional core review process:

- By mid November – Terms of reference to be provided to institutional Board chairs
- By mid November – Institution to identify institutional core review lead and provide contact to Ministry
- By November/December 2013 – Institution to provide report to the Minister of Advanced Education outlining process and approach for institutional core review and any early outcomes
- November/December 2013 – Spring 2014 – Institutional core reviews underway
- By February 2014 – Institution to provide interim progress report to Minister of Advanced Education
- By Spring 2014 – Institutional core review process complete; Institution to provide report and recommendations to Minister of Advanced Education on plan for action.
- Spring 2014 – December 2014 – Implementation of institutional core review action plan
- December 31, 2014 – Implementation of institutional core review complete



Agenda Item: *Highlights of the Report to the Board of Governors January 2014*

Action Requested:	<input type="checkbox"/> Motion to Approve
	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Information
	<input type="checkbox"/> Education

Key Messages: **1. Highlights of the more comprehensive report found in the Information Package of the Board package are attached.**
[maximum of three]

Attachments: *1. Highlights of the Report to the Board of Governors January 2014*

Submitted by: *Alan Davis*

Date submitted: *January 19, 2014*

Highlights of the Report to the Board of Governors: January 2014

The Faculty of Community and Health Studies (CAHS)

A reduction in the rates of attrition for the Bachelor of Psychiatric Nursing have been achieved, from 33% in 2012, to 10% in 2013, and finally to 5% in 2014.

School of Business

The School of Business is busy: it has 241 sections that are 100% full with an overall fill rate of 89.9%.

KPU Public Relations instructor, Andrew Frank, won the Cause-Related Campaign of the Year at the prestigious PR World Awards in New York for his documentary, The Sound of Silence, which focuses on the damage done by oil spills.

Faculty of Arts

Dr. Gira Bhatt (Psychology) as the Principal Investigator/Director of the AT-CURA project, received the BC Ministry of Justice “Community Safety and Crime Prevention” award presented by BC Minister of Justice, Suzanne Anton (November)

Marketing and Recruitment

The new KPU website has been up and running for eight weeks now. Reaction has been quite positive, most notably from students.

Student Affairs

Five on-campus recruitment sessions have been hosted with a variety of employers and post graduate institutions including Loblaws and the Adler School of Psychology.

Students performed better overall in the Fall semester, as academic standing status saw improvements over Fall 2012 with a 13% increase in the number of students placed on the Dean’s Honor Roll, and a 15% decrease in academic suspensions or requirements to withdraw.

Institute of Material Innovation

The IMI continues discussions with Colin Doylend at Rain City Developments regarding research and community projects with salmon skin leather. This project incorporates a very strong relationship to a number of First Nation bands, and there is huge potential for research grants with a very positive community outcome.

Office of Research and Scholarship

Dr. Gira Bhatt’s project has been selected to represent KPU and ResearchImpact at a Kiosk Event in Ottawa on February 24th, 2014.

Continuing and Professional Studies

A Fiber Optic Tech Program has been developed in partnership with NTC. The first intake is planned for January 20, 2014.

Institutional Analysis and Planning

Dr. Lori McElroy was welcomed on January 6th as the new Executive Director of Institutional Analysis and Planning.

The Faculty of Science and Horticulture (FSH)

FSH announced the Diploma in Brewing and Brewery Operations program. This program approval process was completed in record time, culminating in the final Board of Governors' approval on December 18. Media attention has been overwhelming, as has been the interest in the program by prospective students. FSH is keeping a contact database of all interested parties and will contact them as soon as the admissions site is open. Media coverage has included: [Global TV](#), [CTV News](#), [The Province](#), [BC Business](#), [Georgia Straight](#), [Huffington Post](#), and various other brewing industry websites and blogs.

The Office of Advancement

External relations was involved with an Innovation Boulevard event, a meeting with the Premier's Technology Council, a visit with Minister Amrik Virk, ongoing meetings with MLAs and City of Surrey councilors regarding KPU Tech, and a meeting with AVED executive directors and members of the BC Press Gallery.

The Chip and Shannon Wilson School of Design

CSWSOD collaborated with the Office of New Student Programs to host a tour of the Design facilities for Nanaimo high school students

Office of the Vice Provost of Teaching and Learning

The newly formed Task Force on Teaching and Learning, chaired by the Vice Provost of Teaching and Learning, has met twice. Some issues being considered by the Task Force include the use of e-Portfolios, developing criteria for online courses, Teaching and Learning governance, and the work of the newly established IT Governance Committee.

Library Services and Learning Centres

This Winter, during the exam period, the Libraries remained open for 24 hours. This was a very successful trial with students there at all hours in surprisingly large numbers, such as an average of 18 students at the KPU Surrey Library and 24 students at the KPU Richmond Library at 3:00 am throughout the program. Feedback was very positive from students. Library staff is preparing to improve upon this program for the April exam period.

Several library staff were involved in the United Way campaign organization. The Library hosted the United Way Used Book Sale which brought in over \$1,150 during the one day event.

Academic and Career Advancement

The Ministry of Advanced Education has informed KPU that funding targeted for the ELS programs will be reduced by \$1.35 million as of April 1, 2014.

Christine MacLeod, Family Childcare Program, was a recipient of the 2013 Prime Minister's Awards for Excellence in Early Childhood Education, Certificate of Achievement.

On January 13, 2014 the Faculty of Academic and Career Advancement hosted the UBC Centre for Inclusion and Citizenship workshop *Ethnicity, Race and Culture; Towards an Inclusive Community Living Movement*. This event brought together a number of students, faculty, staff and community organizations to engage in meaningful dialogue about this topic. ACA faculty member, Teresa Morishita, and student, Nehad Mousa, presented in the workshop.

The Faculty of Trades and Technology

KPU Carpentry has been working with a charity formed by a KPU Electrical grad by building clothing donation drop boxes. The four created thus far have been distributed to different areas of the Lower Mainland. The involved students have received certificates of appreciation from the charity.

KPU Welding's ACE IT program has attracted a student from School District #64 (The Gulf Islands) into last year's program, with plans for a second placement this spring. They have also received a request from School District #69 (Qualicum), as well as two independent schools requesting welding spots for this February's intake. This is a testament to the growing reputability of KPU's welding program.

Facilities Services

A Manager, Capital Projects has been recruited, with Trevor Wong formerly the Acting Director, Facilities at Vancouver Community College the successful candidate. FS has found ways to reduce off-site storage requirements and expenses by 50%. Room bookings and front line FSG's have provided support to numerous events in conference centers, atriums, and the Langley auditorium. Highlights have included;

- Risk Management Conference
- Science Fair
- Design Awards Ceremony
- Fair Trade Conference
- The Law and Order Forum
- Accounting Fair

Finances and Supply & Business Services

During the past several months Accounting Services has been involved in the Interim Audit, assisting MNP in a review of Procurement/Payables, and continuing to explore opportunities for improved

processing efficiencies. Many Accounting Services staff provided several days of assistance to SES staff during the December fee payment deadline. Foundation bank accounts have been successfully transitioned to RBC, and the Manager Accounting Services has been involved in the selection of new MFP Devices for KPU.

Human Resources

Joint Occupational Health and Safety Committees have been established at each campus consistent with WorkSafe BC regulations. Committees are meeting monthly and conducting safety inspections on a regular basis. Fourteen (14) workplace inspections have been completed during this reporting period.

As required by legislation, annual training was provided to Joint Occupational Health and Safety Committee members November 19, 2013 .Topic-Violence Prevention.

Continuing and Professional Studies

The following projects are underway:

C and PE Business and Program Development

- KPU's Liquefied Natural Gas: Training Readiness Strategy has been planned
- MOU signed with TUV Nord, a world leader in the Testing, Inspection and Certification industry as well as one of the largest technical training organizations in Germany.
- MOU was signed with Canadian Dehua International Mining Group to develop training for this growing international mining firm which owns 9 coal mining properties in BC.
- MOU signed with the Bank of China to support the development of corporate training for their Canadian employees.
- In discussion with Southern California Edison to develop training for retrofitting of residential, commercial and institutional buildings with energy-saving LED lighting.
- New Cross-Connection plumbing program
- In collaboration with Liard Birmingham MD developing an online Eating Disorder Course.
- New Fiber Optic Tech Program in partnership with NTC Inc.
- Four small market research/risk assessment projects being undertaken to determine program viability and define a repeatable methodology for general use by KPU Faculties.

First Nations Partnerships

- In talks with TUV Nord to develop training for First Nations involvement in assessments of land issues. The goal is to prepare students for employment on the Woodfiber Natural Gas project in Squamish BC.
- Letter of Cooperation signed with Woodfiber Natural Gas (Petronas-owned natural gas project in Squamish BCV) to work with the Squamish First Nation, in consultation with TUV Nord, to develop programs to meet the LNG industry's needs.

- Developing a program with BC Housing, the Home Protection Office and First nations to inventory FN Housing stock and required maintenance and to develop and deliver training to support FN provision of that maintenance.
- Ongoing delivery of introductory trades programs and Building Restoration Programs to the Squamish First Nation.
- In discussion with BC's Metis Nation regarding trades training opportunities.

Provincial Government

- KPU expects to receive ongoing funding from AVED and JTST and ITA under whatever program replaces the existing Labour Market Assistance/Labour Market Development Agreement Federal-Provincial funding model based on the *extraordinary* success of the Low Voltage, Introductory Trades and Building Restoration Programs

Information and Educational Technology

The Flexible Registration system implementation work is on schedule with a planned launch date for February 2014. The new Flexible registration system enables online self-service registration for non-academic (professional studies/continuing education) offerings.

Unified messaging: IET converted 700 users to unified messaging which enables their voicemail to be retrieved from the email box using the computer, phones or mobile devices. A further 600 users are scheduled to be converted by mid-February, after which the old voicemail system can be retired.

IET worked in collaboration with the Communication and Marketing department to launch the new KPU public website using the Drupal open source content management system. IET provides the application and server infrastructure while Marketing manages the website structure and content.



Agenda Item: *Senate Report, November 25 & December 16, 2013*

Action Requested:	<input type="checkbox"/> Motion to Approve
	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Information
	<input type="checkbox"/> Education

Attachments: Notes from Senate for November 25 and December 16, 2013

Submitted by: *Alan Davis*

Date submitted: *January 23, 2014*

Notes from Senate

Senate approved the following items at the November 25, 2013 meeting

- A revision to the Bachelor of Arts, Major in Policy Studies
- A revision to the Bachelor of Science, Major in Health Science
- New members to Senate Standing Committees
 - Senate Standing Committee on Curriculum**
Terry Berg, Faculty of Academic and Career Preparation
 - Senate Standing Committee on Program Review**
Tom Westgate, Faculty of Trades and Technology
- The following members of the Associate Dean, Faculty of Trades and Technology Search Advisory Committee
 - Up to six regular faculty members to ensure representation by the Faculty of the Associate Dean
 - Roger Cannon - Electrical
 - Al Sumal - Welding
 - Christina Heinrick - Computer-aided Design and Drafting
 - Brian Myette - Millwright
 - Gerard Sheehan - Automotive
- Approval of graduates to November 25, 2013

Senate approved the following items at the December 16, 2013 meeting

- Moved That Senate approve the recording of Senate meetings for the purposes of accuracy of the minutes and in reporting Senate meetings until such time as Senate approves a bylaw developed by the Senate Governance Committee that addresses the recordings of Senate meetings
- Revision to the Bachelor of Design in Product Design
- Program Concept and a Full Program Proposal: Brewing and Brewery Operations Management Diploma
- Full Program Proposal: Minor in Medicinal Chemistry
- Full Program Proposal: Bachelor of Business Administration in Communications
- Revision to the Mandate and Membership of the Senate Standing Committee on Policy Articulation
- New members of Senate Standing Committees
 - Senate Standing Committee on Program Review**
Romy Kozak, Associate Dean, Faculty of Arts
John Boylan, Associate Registrar, Student and Financial Services
 - Senate Standing Committee on Curriculum**
Nadia Henwood, Manager Admissions and Transfer Credit
David Burns, Faculty of Arts
 - Senate Standing Committee on Policy Articulation**
Warren Stokes, Associate Registrar Records and Registration Systems
 - Senate Standing Committee on the University Budget**
Elizabeth Worobec, Dean, Faculty of Science and Horticulture
 - Senate Standing Committee on Academic Planning and Priorities**
Don Mathewson, Faculty of Science and Horticulture
- Appointment of Search Advisory Committee for Dean, Chip and Shannon Wilson School of Design



Senate approves up to six regular faculty members to ensure representation by the Faculty of the Dean

Sharon Greeno, Fashion Design
Andhra Goundrey, Fashion Design
Brenda Snaith, Interior Design
Erin Ashenhurst, Graphic Design for Marketing
Paola Gavilanez, Interior Design
Lucie Gagne, Interior Design
and One Student Senator, Kari Michaels

- Appointment of Search Advisory Committee for Dean, Faculty of Academic and Career Advancement
Senate approves up to six regular faculty members to ensure representation by the Faculty of the Dean
Lisbeth Asano, English Language Studies
Aimee Begalka, Academic and Career Preparation
Geoff Dean, Academic and Career Preparation
Jerry Murphy, Academic and Career Preparation
Sherry Schoenberger, Academic and Career Preparation
Barbara Thomas-Bruzzese, Access Programs for People with Disabilities
- Graduates to December 16, 2013

Agenda Item: *Notice of Motion: KPU's Financial Commitment to Sustainability*

Action Requested:	<input checked="" type="checkbox"/> Notice of Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors refer the item regarding KPU's Financial Commitment to Sustainability to the Board Finance and Audit Committee for investigation into the matter with a report to the Board at its April 2, 2014 meeting.
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Notice of Motion: Recommended Resolution:	<p>Whereas investment in renewable energy development is necessary to minimize climate change dangers and ensure the sustainability of our environment, and</p> <p>Whereas such investment provides much more domestic employment per dollar than investment in further coal and oil energy development,</p> <p>Therefore be it resolved THAT Kwantlen Polytechnic University direct its financial management team to ensure:</p> <p>a) That any future investment of KPU's assets in energy-related companies must be in renewable energy, and</p> <p>b) That by March 31, 2017, KPU shall have no funds invested in companies focused on extraction, transportation and/or sale of coal or oil.</p>
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- Key Messages:**
[maximum of three]
1. Investment in renewable energy development is necessary to minimize climate change dangers and ensure the sustainability of our environment
 2. Investment in renewable energy development provides more domestic employment per dollar than investment in coal and oil energy development
 3. Therefore KPU should ensure that its energy-related financial investments focus on renewable energy

Context & Background: Since its inception Kwantlen has been an active and creative leader in developing a sustainable world. Kwantlen's recent Strategic Plan commits KPU to integrate sustainability into its curriculum across all disciplines and to continue to enhance environmental sustainability efforts on campus. KPU is also committed, under B.C.'s Greenhouse Gas Reduction Targets Act, to reduce its greenhouse gas emissions.

KPU also plays a significant role in supporting the employment growth and economic vitality of its region.

This resolution is to confirm these commitments and ensure that they are reflected in KPU's financial planning.

Resource Requirements: *KPU's financial management team will need to devote some time to study and act on this issue.*

Implications / Risks: *The risk of not proceeding in this direction is large, although not specific to KPU*

Attachments: *A compilation of summaries and quotations from relevant sources, and links to related websites, is attached*

Submitted by: *Geoff Dean*

Date submitted: *17 January 2014*

KPU's Financial Commitment to Sustainability

Proposed Board Resolution

Summaries and quotations from relevant sources, and links to related websites

from **Rescuing a Planet Under Stress**, by Lester R. Brown, President, Earth Policy Institute, (from his Book Bytes, July 19, 2006, http://www.earth-policy.org/book_bytes/2006/pb2ex1)

...we are discharging greenhouse gases into the atmosphere faster than nature can absorb them, setting the stage for a rise in the earth's temperature well above any since agriculture began.

Fortunately, there is a consensus emerging among scientists on the broad outlines of the changes needed. If economic progress is to be sustained, we need to replace the fossil-fuel-based, automobile-centered, throwaway economy with a new economic model. Instead of being based on fossil fuels, the new economy will be powered by abundant sources of renewable energy: wind, solar, geothermal, hydropower, and biofuels. ...

We can already see glimpses here and there of what this new economy looks like. We have the technologies to build it – including, for example, gas-electric hybrid cars, advanced-design wind turbines, highly efficient refrigerators, and water-efficient irrigation systems.

from **The epoch we have wrought: Welcome to the Anthropocene — a new geological era triggered by human industry**, Alanna Mitchell, *The United Church Observer*, January 2014, <http://www.ucobserver.org/features/2014/01/epoch/>

...paleontologists have returned to the fossil record to check out what happened the last time carbon entered the atmosphere so quickly and in such high volumes. It turns out, there haven't been any other times. All those angry volcanoes, restless tectonic plates, quarrelling continents, free-fall asteroids — none of them put carbon into the atmosphere as fast as *Homo sapiens* has been doing since Hornblower lit a fire under his steam engine in 1755.

The closest we've come is the Permian extinction from 252 million years ago, known in the scientific literature as the Great Dying because it was the deepest of the planet's five mass extinctions. It was caused by sustained volcanic activity that created the Siberian Traps. Fully 95 percent of species died out completely, both on land and in the sea.

And we're even better at putting carbon into the atmosphere than those volcanoes.

Perhaps there's another possibility, one that geologists, so attuned to the past, can't foresee. What if the Anthropocene, already a discernable layer in the planet's archive, ends up being very thin? What if our species turns its back on fossils to fuel our economy, stops pumping carbon dioxide into the atmosphere and nudges the planet into yet another new geologic dynasty that will let us live on?

from **Putting renewables and energy efficiency to work: How many jobs can the clean energy industry generate in the U. S.?** Max Wei, Shana Patadia and Dan Kammen, *Energy Policy*, January, 2010; <https://rael.berkeley.edu/node/585>

... a domestically produced clean energy supply can provide greater energy independence and security, has notable environmental benefits due to reduced CO₂ emissions, and can act as a driver for significant, positive economic growth through continual innovation. ... Clean energy can create many domestic jobs, and additionally, many of these jobs are guaranteed to stay domestic as they involve construction and installation.

An increasing number of studies are finding that greater use of renewable energy (RE) systems and energy efficiency provides economic benefits through job creation, while at the same time protecting the economy from political and economic risks associated with over-reliance on a limited suite of energy technologies and fuels.

Green Prosperity: How Clean-Energy Policies Can Fight Poverty and Raise Living Standards in the United States, by Robert Pollin, Jeannette Wicks-Lim & Heidi Garrett-Peltier, June 18, 2009, from www.peri.umass.edu/green_prosperity/

The United States today faces a formidable generation-long challenge: to transform the economy from being driven primarily by fossil fuel sources of energy, which are the major cause of global climate change, to becoming an economy that can function effectively through renewable energy sources and by achieving high levels of energy efficiency.

The project of building a clean-energy economy will become a powerful engine of expanding employment opportunities throughout the U.S. economy. According to a study that PERI [the Political Economy Research Institute at the University of Massachusetts, Amherst] recently completed with the Center for American Progress, clean-energy investments at the level of about \$150 billion per year—i.e. around one percent of U.S. GDP—can generate about 1.7 million net new jobs throughout the U.S. economy. ...

The building of a clean-energy economy in the United States can also serve another purpose: to create new 'pathways out of poverty' for the 78 million people in this country (roughly 25 percent of the population) who are presently poor or near-poor, and raise living standards more generally for low-income people in the United States. ...

Pollin also writes: (see <http://cleantechnica.com/2013/03/20/over-3-times-more-green-jobs-per-million-than-fossil-fuel-or-nuclear-jobs/>)

The basic facts are simple. When we invest, say, \$1 million in building the green economy, this creates about 17 jobs within the United States. By comparison, if we continue to spend as we do on fossil fuels and nuclear energy, you create only about 5 jobs per \$1 million in spending. ...

Does Divestment Work? Eric Hendey, *Harvard Political Review*.
(<http://www.iop.harvard.edu/does-divestment-work>)

... it may be unwise for the proposed divestment campaign to impose a wholesale ban on all fossil fuels. SJSF's campaign has targeted [200 oil, coal, and natural gas companies](#) for divestment, covering the majority of the world's known reserves. We must acknowledge, at the very least, that some fossil fuels will be necessary for the 21st century energy mix, though we may favor those fuels that best suit our goals. Additionally, many argue that natural gas can serve as a "[bridge fuel](#)," providing a lower-carbon alternative to coal as renewable energy sources continue to develop.

I'd personally advocate an approach similar to that of "[Divest Coal](#)," an online initiative that specifically targets 15 large producers of coal for divestment. There is [strong evidence](#) that coal has the most negative environmental and public health impacts of any fossil fuel. Therefore, by divesting from coal specifically, universities could signal their support for a responsible, gradual transition towards truly clean energy.

...Conclusion

Divestment from select fossil fuel producers would send a powerful message to the energy industry and the nation. It would signal that America's universities take the climate-energy challenge seriously. Harvard has made [significant strides](#) in the area of sustainability, and our professors are also doing [great work](#) in this area. Adopting an investment strategy that encourages the development of renewable energy and lower-carbon fossil fuels could be an important piece of our university's response to the coming energy challenge.

MIT should divest from fossil fuels, Patrick Brown, *The Tech*, November 22, 2013
(<http://tech.mit.edu/V133/N56/brown.html>)

4,000: The number of people confirmed killed by Typhoon Haiyan, perhaps the most powerful storm ever to make landfall.

\$110 billion: The estimated combined damage to the U.S. in 2012 from weather and climate disasters.

1/3: The fraction of coal, oil, and gas currently contained in proven fossil fuel reserves that humanity is allowed to burn if we desire a 50 percent chance of staying below 2°C temperature rise, the globally-agreed-upon "acceptable limit" to human-caused global warming.

I believe that most members of the MIT community understand the climate crisis on some level, and that we agree that something must be done. But what is MIT's role in addressing this crisis? We already do groundbreaking research in solar cells, batteries, and climate science. Is that enough? What is one of the most powerful steps MIT could take in this race against time to avert an obvious, predictable global catastrophe?

It's simple. MIT should divest from fossil fuels.

Study after study — from the International Energy Agency to the London School of Economics to the Intergovernmental Panel on Climate Change — has made one simple fact clear: the stated business plan of the fossil fuel industry is incompatible with a safe, stable climate. Look closely at that "1/3" above: if we burn all of the proven reserves of fossil fuels, we would likely put ourselves on a path to more than 5°C of temperature rise. ...

from **Sustainability Pays**, Studies That Prove the Business Case for Sustainability

When those wild-eyed environmentalists at Goldman Sachs tell you that the companies that are the leaders in sustainable, social and good governance policies have 25% higher stock value than their less sustainable competitors, there's a business case for behaving in ways that are more responsible to the planet and to people.

This annotated list [see www.natcapsolutions.org/businesscasereports.pdf] describes the ever-growing number of studies, most by conventional management consulting houses, academic institutions and similar establishment entities that prove this assertion.

The **Investor Network on Climate Risk (INCR)** is a network of 100 institutional investors representing more than \$11 trillion in assets, committed to addressing the risks and seizing the opportunities resulting from climate change and other sustainability challenges. In 2013, INCR turned 10 years old, celebrating a decade of investor action on climate risk. See www.ceres.org/investor-network/incr/incr

Fossil fuel divestment movement comes to Seattle to plan next steps

(<http://mayormcginns.seattle.gov/fossil-fuel-divestment-movement-comes-to-seattle-to-plan-next-steps/>), October 17th, 2013

... Since Mayor McGinn announced last year that he would work to divest Seattle's assets from fossil fuels, the financial sector has also joined the cause. Leaders from across the field of socially responsible investing have been working to respond to the growing demand for divestment.

"The divestment movement has changed the investment community. Bar none, this issue has been the most debated topic in the socially responsible investment community all year long, with more firms now changing their marketing or developing new products to attract these motivated investors," said Leslie Samuelrich, President of Green Century Capital Management.

Many financial experts believe we are currently experiencing a "carbon bubble" in which the value of fossil fuel companies is based primarily on the untapped fossil fuel resources they own. It is unlikely these companies will be able to fully exploit those resources, meaning they are currently over-valued. As new regulations come online and market demand shifts to more sustainable energy sources, the carbon bubble will burst, creating substantial impacts for investors and society at large.

"Investment analysts recognize that the window for thermal coal investment is closing, and that oil companies are providing poor returns on capital invested. Investors with a long term fiduciary duty to pension beneficiaries have to be careful they are not backing companies with fossil fuel expansion plans that face the risk of stranding, as climate, water or air-quality policies bite. Based on current investment plans, there is a real chance that investors and companies will be wasting capital," said Mark Campanale, Director of Carbon Tracker. ...

The fossil fuel divestment movement uses the strategy that proved effective in helping to end apartheid in South Africa in the 1980s. The goal is to create the social and political leverage necessary to demand that fossil fuel companies shift their business model to one that is not predicated on the on the extraction of resources that are detrimental to human life and the planet.

“Divestment is both financially smart and politically effective. While the tech and housing bubbles caused painful economic disruptions, they pale in the face of the carbon bubble, in which fossil fuel companies have inflated their balance sheets with reserves that cannot be burned without wrecking the planet,” stated Bob Massie, President of the New Economics Institute. ...

On campuses, a fossil-fuel divestment movement *The Washington Post*, November 25, 2013
(www.washingtonpost.com/business/economy/on-campus-a-fossil-fuel-divestment-movement/2013/11/25/45a545e6-52fc-11e3-a7f0-b790929232e1_story.html)

UBCC350 (<http://www.ubcc350.org/about>)

Inspired by the global climate movement fostered by 350.org, UBCC350 is a group of UBC students, faculty, and staff committed to advocating for meaningful government climate action. We strongly support aggressive global and national action to address the climate crisis, but our immediate focus is on carbon exports from British Columbia. BC has enacted progressive climate policies, but they have yet to be implemented. Recent proposals for projects that would increase BC's carbon exports threaten to negate and even overwhelm BC's commitments to reduce greenhouse gases.

Kwantlen Students for Sustainability: www.facebook.com/KwantlenSustainability

Fossil-Free Kwantlen: <https://www.facebook.com/FossilFreeKPU>

Fossil Free Canada

Kwantlen Polytechnic University (<http://campaigns.gofossilfree.org/petitions/kwantlen-polytechnic-university-divest-from-fossil-fuels>) - petition currently online

To: President Alan Davis and the KPU Board of Governors

Because it is unconscionable to pay for our education with investments that will condemn the planet to climate disaster, we call on Kwantlen Polytechnic University to immediately freeze any new investment in fossil-fuel companies, and to divest from direct ownership and from any commingled funds that include fossil-fuel public equities and corporate bonds within five years.

Why is this important?

Climate change is accelerating. We are witnessing the increasing impacts of a warming planet more and more consistently; in this last year alone our country experienced record-breaking heat, droughts, and hurricanes, which impacted hundreds of thousands of people and cost our country hundreds of billions of dollars. Hurricane Sandy alone caused \$50bn in damages.

Experts agree that global warming caused by humans burning fossil fuels will continue to accelerate and intensify these tragic climate disasters. The scientific consensus is clear and overwhelming; we cannot safely burn even half of global fossil-fuel reserves without dangerously warming the planet for several thousand years.

As public pressure to confront climate change builds, we call on Lakehead University to immediately freeze any new investment in fossil-fuel companies, and to divest within five

years from direct ownership and from any commingled funds that include fossil-fuel public equities and corporate bonds. We believe such action on behalf of Kwantlen Polytechnic University will not only be a sound decision for our institution's financial portfolio, but also for the wellbeing of its current and future graduating classes, who deserve the opportunity to graduate with a future not defined by climate chaos.



Agenda Item: *Evaluation of the Board as a Group*

Action Requested:	<input type="checkbox"/> Motion to Approve
	<input type="checkbox"/> Discussion
	<input type="checkbox"/> Information
	<input checked="" type="checkbox"/> Education

Key Messages: Ken Tung is assigned to evaluate the Board's own performance at the January 29, 2014 Board meeting.
[maximum of three]

Attachments: *Evaluation Form*

Submitted by: *Sandi Klassen*

Date submitted: *January 23, 2014*

Board Meeting Evaluation

Date: January 29, 2014

What went well	What could we do better
To change for next time:	



Agenda Item: Information package

Action Requested:	<input type="checkbox"/> Motion to Approve
	<input type="checkbox"/> Discussion
	<input checked="" type="checkbox"/> Information
	<input type="checkbox"/> Education

Attachments: 1. Kwantlen "Upcoming Events / Activities 2013"

KWANTLEN UPCOMING EVENTS / ACTIVITIES 2014

*****If you are planning to attend any of the upcoming events, please be sure to advise Sandi Klassen at 604-599-2079 (e-mail Sandi.Klassen@kpu.ca)*****

<i>Date</i>	<i>Time</i>	<i>Event/Activity</i>	<i>Location</i>
<u>2014</u>			
Monday 27 January	4:00-7:00 pm	Senate	Surrey Campus, Cedar Room 2110
Wednesday 29 January	3:00-7:00 pm	Board meeting	Langley Campus, Room 1030
Thursday 6 February	5:30 pm 6:30 pm	Registration & Reception Faculty of Trades and Technology Awards Ceremony	KPU Tech (Cloverdale) Campus 5500 180 Street, Surrey
Wednesday 12 February	4:00-6:00 pm	Governance Committee Meeting	Cloverdale Campus, Room 1853
Saturday 15 February	8:30 am to 8:00 pm	Board Retreat & Dinner	Surrey Campus, Cedar Room 2110 Dinner Venue tbd
Monday 24 February	4:00-7:00 pm	Senate	Surrey Campus, Cedar Room 2110
Wednesday 12 March	4:00-6:00 pm	Governance Committee Meeting	Cloverdale Campus, Room 1853
Thursday 13 March	4:00-6:00 pm	Finance & Audit Committee Meeting	Cloverdale Campus, Room 1853
Thursday 27 March	4:00-6:00 pm	Human Resources Committee Meeting	Cloverdale Campus, Room 1853
Monday 31 March	4:00 – 7:00 pm	Senate	Surrey Campus, Cedar Room 2110
Wednesday 2 April	3:00-7:00 pm	Board meeting	Cloverdale Campus, Room 1853
Wednesday 9 April	4:00-6:00 pm	Governance Committee Meeting	Cloverdale Campus, Room 1853
Saturday to Tuesday 12-15 April	Various	Association of Governing Boards Conference on Trusteeship	Orlando, Florida
Thursday 24 April	Afternoon and evening shows	KPU Fashion Show – tickets may be purchased soon	River Rock Theatre 8811 River Rd Richmond

Monday 28 April	4:00-7:00 pm	Senate	Surrey Campus, Cedar Room 2110
Thursday to Saturday 1-3 May	Various	Canadian University Boards Association Conference (Board Chair & University Secretary attend)	Ottawa, Ontario
Thursday 8 May	4:00-6:00 pm	Human Resources Committee Meeting	Cloverdale Campus, Room 1853
Wednesday 14 May	4:00-6:00 pm	Governance Committee Meeting	Cloverdale Campus, Room 1853
Thursday 15 May	4:00-7:00 pm	Finance & Audit Committee Meeting	Cloverdale Campus, Room 1853
Monday 26 May	4:00-7:00 pm	Senate	Surrey Campus, Cedar Room 2110
Wednesday-Friday 28-30 May	10:30 am 2:30 pm 6:30 pm	Convocation	Surrey Campus Gymnasium
Wednesday 4 June	3:00-7:00 pm	Board Meeting	Cloverdale Campus, Room 1853
Wednesday 18 June	4:00-6:00 pm	Governance Committee Meeting	Cloverdale Campus, Room 1853
Monday 23 June	4:00-7:00 pm	Senate	Surrey Campus, Cedar Room 2110
Tuesday 18 November	6:00 pm	2014 General Awards Dinner	Ricer Rock Show Theatre Richmond

Typically, no meetings in July and August

Report to the Board of Governors

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Office of the President

From November 22nd to December 3rd AVP International Stuart McIlmoyle and I participated in the Premier's Trade Mission to Asia, and we were able to expand and consolidate partnerships with universities in China and to network with major players in the government's LNG strategy. KPU was one of only a handful of post-secondary institutions on the mission, and we managed to get some good time to share our interest in international education and our plans for KPU Tech with senior government officials, those involved in investing in BC, and with energy sector representatives.

The itinerary included the following events and visits

November 23 rd	Arrive in Beijing, fly to Chengdu
November 24 th	Southwest University for Nationalities (SWUN) <ul style="list-style-type: none">• Ethnography Museum (Wuhou Campus)• Hangkonggang Campus
November 25 th	Luncheon in Chongqing
November 26 th	Beijing University of Chinese Medicine (BUCM) Friends of BC Reception
November 27 th	Briefing with Ambassador Saint-Jacques LNG Investment Luncheon MOU Signings with <ul style="list-style-type: none">• SWUN• Taiyuan University of Technology
November 28 th	Visit with City Government (Zhengzhou) Visit to High School in Xinxiang Visit to University in Xinxiang
November 29 th	Friends of BC Reception (Shanghai)
December 2 nd	BC Natural Resources Luncheon (Tokyo) Meeting with Toyo University Friends of BC Reception
December 3 rd	Return to Vancouver

Office of the President

After the trip I have also had meetings with key officials of the Resource Training Organization which is at the forefront of developing the LNG skilled workforce strategy.

On December 6th, AVED Minster Amrik Virk held his first official visit to KPU Surrey as part of his tour of all BC institutions, and he was able to meet with students and faculty, and attended the Pat Dooley Memorial high school basketball tournament.

On December 9th, I met with the 5 school district superintendents, and we advanced the idea of a KPU-based and jointly funded “Quint Coordinator” to develop pathways from schools to KPU.

In December 11th I had the privilege to attend the Inside Out Sociology course “graduation ceremony” at Mission Institute, offered by KPU faculty members Wade Deisman and Jane Miller, where KPU students studied alongside inmates, with weekly visits to the prison. The result was a rich and powerful learning experience for all involved, and the Regional Director of Corrections Canada along with the Mission Institute warden were on hand to recognize the students. This is the first time this kind of integrated instruction has occurred in Canada.

On December 12th I attended the BC Business Council Board Meeting in Vancouver, which included a presentation from WorkSafeBC.

On December 13th I attended the United Way Loaned representative luncheon in Vancouver, and enjoyed the celebration of the work of the employees on the campaign and the tremendous support provided by the KFA and BCGEU.

On December 16th, KPU Langley campus principal Jane Fee presented to the City of Langley Council on Vision 2018.

The President’s Diversity and Equity Committee concluded its work for 2013 on December 18th, and new policy on Diversity and Equity will be posted for public consultation shortly. Key to the future of PDEC’s work will be the appointment of Director of Diversity, which has been submitted for budget consideration.

After a welcome 2 week break, I attended the CEO network meeting on January 6th, with a special presentation of identifying and support those who aspire to leadership roles.

On January 25 and 26th I will attend the regular Board meeting of the Council for Experiential and Adult Learning. CAEL is emerging as one of the leading organizations in the discussion about the future of higher learning in North America, and it gives me the opportunity to spend valuable time with some of the leaders in this discussion.

This month we welcome Dr. Lori McElroy as our Executive Director of Institutional Analysis and Planning. Kathleen Bigsby will work on a resource Allocation Plan between and her retirement in June.

A “policy summit” was held on January 13th, including administrators and governance leaders, to develop a master list of policies and to assign sponsors and identify the approval processes. This

Office of the President

important and long overdue task will support the work of several governance committees and help KPU catch up on some important policy work.

Additional attachments:

- Core Review Report to the Board
- Highlights of the January 2014 Report
- Honorary Degree Recipients for Spring 2014
- Vision 2018 Dashboard Format
- Vision 2018 Update January 29, 2014

Faculty of Community and Health Studies (CAHS)

The Faculty of Community and Health Studies (CAHS) includes the following programs:

1. Bachelor of Psychiatric Nursing (*BPN*)
2. Bachelor of Science in Nursing (*BSN*)
3. Bachelor of Science in Nursing – Post Baccalaureate (*BSN-PB*)
4. Critical Care Nursing Certificate (*CCNG*)
5. Graduate Nurse: Internationally Educated Re-Entry Certificate (*GNIE*)
 - Graduate Nurse Qualifying Certificate (*GNQU*) – *on hold*
6. Graduate Nurse: Re-Entry Citation (*GNUR*)
7. Health Care Assistant Certificate (*HCAP*)
8. Health Unit Coordinator Certificate (*HAUC*)
9. Professional Studies
10. Special Education Teacher Assistant Certificate (*SETA*)

1. **BACHELOR OF PSYCHIATRIC NURSING (BPN):**

- BPN had a program review preliminary meeting with CRPNBC's Professional Practice Consultant to discuss the process and establish timelines for report and external evaluation. Program Review is to be completed in 2014.
- Established a few more new non-traditional placements for semester 1 & 6 for the academic year 2014/15.
- 25 BPN learners from the May 2011 cohort graduated in Dec 2013 with eligibility to write the National Licensure Examination in January 2014.
- There are 38 registered students in PSYN 1200 semester 2 for spring 2014. This is a further improvement in terms of attrition from semester 1 – 2. (33% attrition in 2012; 10% in 2013 and 5% in 2014). This is consistent with new admission criteria establish in 2013/14. Biology 1160 failure were decreasing in the summer of 2013 and 67% of the failed students in summer completed BIOL 1160 in the fall and returned to the spring 2014 semester 2.

2. **BACHELOR OF SCIENCE IN NURSING (BSN):**

Students:

- All eight semesters of the BSN Program are running this spring 2014, for a total of 233 students.
- From the fall Semester 1 students, two were unsuccessful in Biology 1160 and one in Nursing Practice 1. There are two returning students who are joining this cohort for Semester 2 in January.
- Four returning students are joining the Semester 3 cohort.
- Over the fall, three students were not successful in Semester 4: one did not have her prerequisite English courses to proceed; and two were unsuccessful in the clinical practice course.

Faculty of Community and Health Studies (CAHS)

- The student numbers for remaining cohorts have remained the same.

Admissions:

- The BSN Admissions Committee is in the process of working with the BPN Program to develop monthly mandatory information sessions for applicants. The rationale for these sessions is helping applicants understand the role of nurses in the health care system and make an informed choice when selecting their program of study.

Progressions:

The BSN Progressions Committee developed new guidelines for students requesting preceptorship placements. They have also updated the CPR and progression policies. All are now going through the approval processes.

Research and Scholarship:

- Amandah Hoogbruin was elected to the board of directors of the Canadian Research Institute of Spirituality and Healing. She became a member of the Scientific Program Committee: Canada-India Network Initiative (June 19-22, 2014).
- Balbir Gurm published an article in the Journal of Cultural Diversity Vol 20 Number 4 Winter 2013: Cultural Assessment of an Urban Canadian Hospital. Her work was done in collaboration with Jas Cheema, Manager of Diversity Services at Surrey Memorial Hospital and many BSN students.

3. **BACHELOR OF SCIENCE IN NURSING – POST BACCALAUREATE (BSN-PB):**

Students:

- Semester 2 (2015 Graduating Cohort) is now 34.
- Semester 5 (2014 Graduating Cohort) is now 31.

Program:

- Semesters 1 through 5 curricula now developed (out of a total of 7 semesters).
- Nine faculty members teaching in the program for spring 2014 term.

Faculty:

- June Kaminski presented an introduction to Aboriginal Health Information and Research to the Canadian Health Libraries Association student interest group in the School of Library Archival and Information Studies (SLAIS) at UBC on November 14, 2013.

4. **GRADUATE NURSE INTERNATIONALLY EDUCATED (GNIE):**

Students:

- The GNIE program has 35 students enrolled into Semester 1 starting January 6.
- There are 35 students enrolled into Semester 2 starting on January 6.

Faculty of Community and Health Studies (CAHS)

- One student was unsuccessful in the pharmacology course in Semester 1 in December, and is repeating this course in January 2014 as an overload. A student that had previously been unsuccessful in Semester 2 was contacted and has registered for Semester 2 in January.
- There have been enormous difficulties securing clinical placements in the hospitals. The program, at this point, does not have the final clinical placement secured for January 13th. Efforts to find this last placement continue.

5. **GRADUATE NURSE RE-ENTRY (GNUR):**

Students:

- 15 Students successfully completed GNUR 1120 (theory) course.
- Seven students successfully completed preceptorship within this time frame.
- One student was unsuccessful in preceptorship.
- There are two students we have not been able to place in a preceptorship, one requiring accommodations.

Program:

- Pharmacology (GNUR 1104) and Labs and Workshops (GNUR 1180) will be offered in the spring semester.

6. **HEALTH CARE ASSISTANT PROGRAM (HCAP):**

Students:

- September intake 31 students.
- Deaf student admitted with supports. Doing well in theory courses.

Program:

- Preparing for BC Care Aide Registry program review.

7. **HEALTH UNIT COORDINATOR (HAUC):**

Students:

- The day cohort begins their second semester on January 6 and the evening cohort begins their first semester. This class participated in 2 events at the end of 2013 as part of their Community Give Back. The first was a fundraiser for BCCH, Children's ICU held at the Thirsty Penguin Pub in Langley where the students organized a silent auction, 50/50 draw, and door prizes. This was a successful event in which students took ownership of their roles and as a result raised close to \$3200.00.
- The second event was in support of Movember, Prostate Cancer Research, by raising awareness through a dodge ball event held November 15, 2013 at KPU, Surrey Campus. HAUC Instructors Michelle Home and Lisa Gedak also participated to support the campaign.

Program:

Faculty of Community and Health Studies (CAHS)

- HAUC 1000, Medical Terminology course is being developed by Michelle Home for online offering.
- HAUC curricular revisions which began 2012 to continue in 2014 pending budget and workload provisions.

Faculty:

- Radhika Kumar completed her Masters of Arts in Learning and Technology in July 2013, and Chair's Academy in August 2012, and returned to Coordinator role, post maternity leave in January 2014.

8. SPECIAL EDUCATION TEACHING ASSISTANT (SETA):

Students:

- Fulltime: 2 classes of 66 completed their coursework this fall. Despite 3 students with 1 course failure each, all students are continuing on in the program as they are able.
- 3 students returned from past years to continue their studies.
- Part-time: Out of the 3, one cohort completed their course requirements as of December, 2013. Of the 17 who finished, 8 were either working or were offered jobs upon completion. The year one cohort has 29 students out of 31 which began in fall 2013. Year Two cohort is comprised of 31 + 2 students who are returning and enrolled in a class or two.
- Langley School District approached us this fall to assist in providing certification to people who have been working with a pre-school aged child with autism whose parents are requesting that their home workers follow them into the school next fall when they start Kindergarten. Langley requires applicants to have a SETA (or comparable) certificate and not all of the home workers do. We considered different options and models to provide the training to these applicants, but decided that Langley would hire them on the agreement that they would enroll in the SETA part-time cohort in the fall (now in Surrey rather than Richmond).

Faculty:

- We hired 2 new contract faculty this fall, Siby Thomas (teaching Health and Personal care) and Ann Copp (teaching Overview of Curriculum).

9. Professional Studies:

Nothing new to report.

School of Business (SOB)

Spring 2014 demand solid

The School of Business offered 448 sections in Spring term. As we approach the end of the enrolment period we have 241 sections that are 100% full, a further 45 sections currently show one seat available and on offer to a student on the waitlist. The overall fill rate is sitting at 89.9%.

Duane Radcliffe has been appointed as Associate Dean of the School of Business, while CP of Human Resources at Westport Innovations, the fuel cell company, Duane helped formulate the curriculum for the BBA Human Resources Management. He has been a tireless contributor to the Entrepreneurial Leadership and Human Resource Management Degrees since joining the faculty full time as an instructor.

Faculty and Student Recognition

Kwantlen Public relations instructor, Andrew Frank, won the Cause-Related Campaign of the Year at the prestigious PR World Awards in New York. Produced with the Coastal First Nations, Frank's The Sound of Silence uses footage of the Exxon Valdez oil spill off the coast of Alaska to remind British Columbians of the threats oil tankers pose to BC's coastal waters, wildlife and communities. More than 50 judges representing a broad spectrum of global industry voices judged nominations from around the world. Andrew also is an instructor in the environmental protection technology program.

James Dekker, Kwantlen BBA Human Resources Management student was third time province-wide Ch'nook Award winner. Dekker said: "Being a part of this scholarship program has given me an opportunity to study in university, just as I would as any other Canadian student, while allowing me to establish a connection with and to learn about, my aboriginal culture and roots...Being a part of this program allowed me to gain an overall appreciation for the role that aboriginal people have in the Canadian business economy and the value that aboriginal cultures bring to the business table."

Accounting student, Lexy McLeod received the KPU Spirit Award. She was nominated for her extensive efforts as Communications Executive for the ASK (Accounting Students of Kwantlen), being a peer mentor for this year's CPA's recruit and her extensive initiatives in enhancing the social media presence and brand quality presence of Kwantlen's Accounting program.

KPU accounting students' business skills won them second place in the province-wide CPA Rival Case Competition at UBC-Okanagan. Robinder Sandhu, Raymond Martinez, Sam Schalhuser and Akshdeep (Gabby) Gill beat 14 other teams of top business students from BC post secondary institutions at the Chartered Professional Accountant event.

School of Business (SOB)

Two KPU students have developed an app that could revolutionize health care in Surrey: a tracking system with the ability to map and log patient movements. Fourth year information technology students Shenal Kumar and Jonathan Chong pitched the Dynamic Monitoring System to over 230 technology, health, business and investment experts at the City of Surrey's inaugural Innovation Boulevard industry event. The app has already received interest from investors for its potential to track in real-time the motion of newborns and patients in out care programs.

KPU students and the community

KPU business students were involved in four major networking events.

- November 15th the Careers in Accounting event provided accounting students with the opportunity to meet over two dozen professional accountants from public practice and industry.
- November 19th Dr. Farid Novin, Senior Economic Rep, Bank of Canada, presented at the third ECON Café of the fall term on the topic "Central Bank Relevance in a Modern World; How lives depend on the Bank of Canada"
- November 18th, the Human Resources Management Club - KHRMC hosted a "Life after Graduation: a workplace panel which included several KPU alumni.
- November 27, YWiB (Young Women in Business) hosted a Women in the Workplace panel providing students with the opportunity to hear from and network with five highly successful young business women.

Faculty of Arts

The **Faculty of Arts Speaker Series** was initiated in November and has been continuing on a monthly basis. The series featured **Nicola Harwood** (Creative Writing): “Salmon Row: Writing What You Don’t Know”; **Shelley Boyd** (English): “Nature – Altering Tools: Margaret Atwood in the Garden”; and **Sam Migliore** (Anthropology): “What is a Zombie? An Insider’s Perspective.” The series will continue to the Summer.

Modern Languages organized a panel discussion “**Language Learning and Career Success**” in November. Six panelists (four of whom are KPU graduates) drawn from a wide array of professional experiences presented on the impact that language learning has had on their life and career paths. Students were inspired by the presentations and discussions to look into learning a new language and exploring study-abroad options such as Field Schools.

Also in November, the **Faculty of Arts** sponsored two special events for KPU students:

- **The Law Forum** (November 4) featured a panel of admissions officers from the University of Victoria, the University of British Columbia, and Thompson Rivers University as well as a faculty member from the KPU Department of Criminology. More than 70 students attended the event.
- **The Teacher Education Forum** (November 5) included a panel of admissions officers from the University of Victoria, the University of British Columbia, Simon Fraser University, and the University of Fraser Valley as well as faculty members from the KPU Department of Educational Studies, and from the KPU Department of Mathematics. More than 100 students attended the event.

Spring 2014 promises to be busy for Arts on the faculty search front. Recent retirements (**Warren Bourgeois, Jonathan Katz, David Lloyd, Allan Sawchuk, and John Spencer**) as well as **Daniel Bernstein’s** recent Canada Research Chair have afforded program development and regular hiring opportunities for the departments of Philosophy, Fine Arts, Geography, and Psychology. Further hiring searches are anticipated pending the results of the 2014 KPU Education Leave and 2014-15 budget processes. Additionally this term, Arts is piloting a term-long qualified inventory posting and search process. We hope that this lengthened search process will increase recruitment efficiencies and build qualified inventory listings across participating Arts programs.

The Faculty of Arts has just over 30 new faculty starting in Spring 2014. To support these new faculty, we held our second-ever **New Faculty Orientation Session** on Friday January 3rd. Sixteen new faculty members were able to attend the session. Topics covered included: an introduction to the Kwantlen Faculty Association, the teaching and learning experience at KPU, a brief introduction to Moodle, the faculty performance review process, common KPU forms and student requests, and welcomes from the Dean's Office team. Early feedback from attendees has been very positive and planning is already underway for our next session.

Creative Works and Scholarly Publications:

- **Daniel Bernstein** (Psychology): Sommerville, J.A., Bernstein, D.M., & Meltzoff, A.N. (2013) "Measuring false belief in centimeters: Adults and children fail to suppress privileged knowledge on a novel change-of-location task," *Child Development*, 84, 1846-1854. DOI: 10.1111/cdev.12110
- **Gira Bhatt** (Psychology) "International students in Canada: Some pedagogical implications," in *Psynopsis: Quarterly publication of the Canadian Psychological Association* (November 2013)
- **Shelley Boyd** (English) Review of J. Brooks Bouson, ed. *Margaret Atwood: The Robber Bride, The Blind Assassin, Oryx and Crake*. Published in *University of Toronto Quarterly* 82.3 (November 2013)
- **Noemi Gal-Or** (Political Science) "Commentary on the Role Of Law/Commentaire sur le rôle du droit", *Journal of Parliamentary and Political Law/Revue de droit parlementaire et politique*, Vol. VIII, No. 1, 2013; "Let's Debate: State and Religious Freedoms in Canadian Democracy", *Journal of Parliamentary and Political Law / Revue de droit parlementaire et politique*, Vol 7. (2), 2013.
- **Jack Hayes** (History/Asian Studies), *A Change in Worlds on the Sino-Tibetan Borderlands: Politics, Economies, and Environments in Northern Sichuan* Lanham, MD: Lexington Press (Rowman & Littlefield Imprint) (December)
- **Jane Hayes** (Music) performed on different occasions with different groups, as a soloist with the Fraser Valley Symphony Orchestra, Clarinet – Concert at Roedde House with Francois Houle, and as part of the World premiere of Michael Conway Baker's Phantom of the Dance (November)
- **Sarah Hickinbottom-Brawn** (Educational Studies). "Brand you: The emergence of social anxiety disorder in the age of enterprise," *Theory & Psychology*, 23, (December 2013): 733-752.
- **Aislinn Hunter** (Creative Writing) her novel *The World Before Us* has pre-empted rights by the US and acquired UK & Commonwealth rights for publishing (November)
- **Parthiphan Krishnan** (Geography) "Beyond protection: Delineating the economic and

food production potential of underutilized, small-parcel farmland in metropolitan Surrey, British Columbia," *Journal of Agriculture, Food Systems, and Community Development* (December 2013).

- **Carla MacLean** (Psychology): MacLean, C. L., Brimacombe, C. A. E., & Lindsay, D. S. (2013) "Investigating industrial investigators: The role of A Priori knowledge and tunnel vision education," *Law and Human Behavior*, 37. doi: 10.1037/lhb0000056 (December, 2013)
- **Shinder Purewal** (Political Science) has had three publications in the last few months: a book entitled **Tandoori Democracy: Campaign 2012 for Punjab Assembly**. New Delhi: Gyan Publishing House, December, 2013; and two articles: "Supreme Court of India is not to Blame for Ruling on Homosexual Sex," **Georgia Straight**, December 12, 2013 and "Why is Iranian Media so Euphoric about the Nuclear Deal?" **Jewish Tribune**, December 22, 2013
- **Ashiq Shah** (Psychology) "Hospitalization, later onset of the disease and psychological problems of chronically ill children" published in *SAGE Open*. October-December 2013, Vol. 3, No. 4, doi: 10.1177/2158244013500279. (November)
- **Gail Suderman** (Music) Prepared a 20 voice choral ensemble and performed with ensemble, backing up Canadian Jazz Singer Holly Cole for CBC TV's "Holiday Festival On Ice", filmed live at Langley Event Centre, featuring Holly Cole, Kurt Browning, Elvis Stojko, Joannie Rochette plus additional Olympic and World Champion skaters (December)
- **Evelyn Zellerer** (Criminology) "Realizing the potential of restorative justice" was included as a chapter in *Reconstructing Restorative Justice Philosophy* edited by Theo Gavrielides and Vasso Artinopoulou. Surrey, UK: Ashgate Publishing (December, 2013)

Public Presentations:

- **Daniel Bernstein** (Psychology) presented two papers:
 - Bernstein, D.M., Kumar, R., & Levitin, D. (November) "Auditory hindsight bias is not due to priming" at the Psychonomic Society, Toronto, ON. Canada.
 - Desjarlais, L., Bernstein, D.M., & Scoboria, A. (November) "False memory measured three different ways" at Kwantlen's Research and Knowledge Mobilization Day (November)
- **Jen Currin** (Creative Writing) read the works of Max Jacob as part of the Dead Poets Reading Series, VPL Central Branch (January) and was interviewed on the Wax Poetic radio show (December)
- **Noemi Gal-Or** (Political Science) Moderator of conversation with director of the documentary "The Gatekeepers" and one of the Israeli former Shabak Directors, Jewish Community Centre, Vancouver (November)
- **Jack Hayes** (History/Asian Studies) Introduction and context for a public talk by Stevan Harrell, Anthropology, University of Washington, "Revolution and Erosion in China," UBC Institute of Asian Research, Center for Chinese Research (November)
- **Jane Hayes** (Music) Presented at the VCC Career Opportunities event (November)
- **Kitty Leung** (Fine Arts) Artist-in residence at Ox Warehouse Artist-Run Centre in Macau,

China. A grant was offered to the production of art works with a solo exhibition and workshop to the public during residency (December)

- **Diane Purvey** (Dean of Arts) with Ann Pollock and Carolyn Ives, “Reflections on the PLAR Assessor Experience,” Canadian Association for Prior Learning Assessment Conference, Toronto (November)
- **Ashiq Shah** (Psychology) “The impact of some disease related variable on the psychological problems of chronically ill children” presented at the Annual Research and Mobilization Conference, KPU and the 10th Biennial Conference of Asian Association of Social Psychology, Indonesia (November)
- **Katie Warfield** (Journalism) interviewed by Rich Cluff on CBC’s early edition about research on selfies: “Making Selfies/Making Self” (December)

Awards and Appointments:

- **Dorothy Barencott** (Fine Arts) Appointed to the Board of Directors of the Richmond Art Gallery, by Director Rachel Lafo, representing KPU’s interests (December)
- **Gira Bhatt** (Psychology) as the PI/Director of the AT-CURA project, received the BC Ministry of Justice “Community Safety and Crime Prevention” award honouring the AT-CURA project presented by BC Minister of Justice, Suzanne Anton (November)
- **Billeh Nickerson** (Creative Writing) served on two committees:
 - BC Arts Council Advisory Committee for Literary Arts Service Organizations, Literary Festivals and Literary Projects (November)
 - Writers’ Trust of Canada assessment committee for the 2014/15 Berton House Writers’ Retreat (December)

Community Engagement:

- **Gira Bhatt** (Psychology) with AT-CURA were panelists at a roundtable discussion “Pathway to Empowerment: A Dialogue with the Somali Community”(November)
- **Noemi Gal-Or** (Political Science) chaired two sessions, organized, and presented at the Canadian Council of International Law (CCIL) 42nd Annual Conference “Contemporary Actors and their Actions: A New Look at the Formation of International Law”, Ottawa (November); Co-organized a two day trans-disciplinary international workshop and leader/initiator of an inter-disciplinary International Africa focus research discussion group at the Centre for Global Cooperation Research, University Duisburg-Essen
- **Aaron Goodman** (Journalism) with Cam Doyle (AT-CURA, Student RA) led an AT-CURA sponsored two training workshops “Digital Story Telling” for youth who created personal digital stories about ‘Strengths in Adversity” (November & December)
- **Jack Hayes** (History/Asian Studies) provided several demonstrations and projects with students:
 - Formal Japanese tea ceremony and formal ikebana flower arrangement demonstration, Aboriginal Gathering Place, with 12 students as part of ASIA

- 2520. (October)
 - Japanese and Chinese tea bowl making project with local artist at the Louise Bunn Studio, Granville Island for ASIA 2520 (November)
- **Jane Hayes** (Music) was a competition judge for the PIYMS (Pacific International Youth Music Society) Inaugural Scholarship competition, Richmond (November)
- **Aislinn Hunter** (Creative Writing) moderated a panel on writing about neighbourhoods at the 2013 Vancouver Writers Festival and also introduced and fielded questions for Anne Carson's special event (Anne Carson is the former winner of the TS Eliot Prize, the Griffin Poetry Prize, a MacArthur fellowship, Guggenheim Fellowship etc.) at a sold-out VWF event wherein Aislinn spoke about teaching Carson's poetry in the Creative Writing Department at KPU (October)
- **Kitty Leung** (Fine Arts) organized a polyester lithography workshop at the BC Art Teachers Conference (October)
- **John Martin and Parthiphan Krishnan** (Geography) hosted the Geography/Geology portion of the Kwantlen Science Challenge. This event invited High school students from around the region to KPU Richmond for a day of science activities and challenges. Students analyzed slope failures/landslides with topographic and geologic maps. (November)
- **Brian Pegg** (Anthropology) facilitated a workshop for Katzie First Nation and the Katzie Development Corporation designed to teach basic skills in recognizing and recording culturally modified trees (November)
- **Yanfeng Qu** (Modern Languages) Invited as a Special Reviewer to participate in the evaluation of 2 Chinese learning resources "Chinese Idioms in Cartoons" and "A Crash Course in Mandarin" being compiled by Confucius Institute, BCIT (December)
- **Sara Yoshida and Brian Pegg** (Anthropology) facilitated a workshop "BCAPA Human/Animal Bone Osteology" for the BC Association of Professional Archaeologists designed to teach technical skills in recognizing human versus animal bone (November)

Institution-Wide Initiatives:

- **AT-CURA** Student RAs presented "What's Unique about Being Student Assistants for KPU's Acting Together-CURA Project?" at the KPU Knowledge Mobilization Conference (November)
- **Amir Mirfakhraie** (Sociology) with **Mike Larsen** (Criminology) organized the 3rd Annual Sociology & Criminology Undergraduate Student Conference which more than 270 KPU and non-KPU participants and presenters in attendance (November)
- **Amir Mirfakhraie** (Sociology) with **ORS** organized the 1st Annual Research & Knowledge Mobilization Day at KPU (November)
- **Jake Newton** (History) presented three lectures for the Third Age Learning Program (TALK) at KPU, investigating the idea of the "Lessons of History": "The Dangers of Appeasement and 'Necessary' Wars", "Democratic Revolutions": The Solution to All Problems, and "Never Again"? – Genocide since 1945. (November & December)

Student Success:

- **Melinda Bige** (Sociology) was interviewed on CBC about the “Idle No More Protests” in Burnaby (December)
- **Jill Elcock, Alison Makela, Lindsey Neill** with **Brian Pegg** (Anthropology) presented the results of Kwantlen's 2013 Applied Archaeology Field School to chief and council of the Spuzzum First Nation (November)
- **Adam Fisher**, Music alumnus, who performed in Toronto, Ottawa, and Victoria (November & December) makes his debut with the Edmonton Opera (January)
- **Maria Goldin, Sara Lewis, Jordan Buna** (AT-CURA) Student RAs led 220 Abbotsford high school students as workshop leaders with Abbotsford Police Constable Dr. C. Kingra “Choices: The Good, the Bad, and the Wise” (November)
- **History** students were recognized for achievement at the KPU Scholarship and Awards Dinner (November):
 - **Shukschneil Singh** received the Bachelor of Arts Major in History Award/KSA Social Sciences Endowed Award
 - **Puneet Sooch** received the Siān Simmonds Memorial Award / Victor & Edith Martin Prize in History
 - **Genevieve Grant** received the Dr. Barry Leach Endowed Memorial Award / KPU History Student Society Award / KSA Endowed Participation Award
 - **Taylor Fauteux** received the KPU History Student Society Award
 - **Austin Takahashi** received the Rotary Club of White Rock-Peace Arch Service Award
 - **Clea Hargreaves** received the Student Parent Award
 - **Elizabeth Stanton** received the Walter Ross Endowed Memorial Award
- **Rose Ellen Nicols**, Music alumnus, was cast in the leading role of the new Margaret Atwood Opera “Pauline”, based on the life of Pauline Johnson, Canadian Poet (December)
- **Puneet Rangi** (AT-CURA) Student RA received the Eagle Spirit Award from KPU’s Student Life and Development (December)
- **Caitlin Stiles** BA History alumnus, completed her Master of Education Program at SFU

Marketing and Recruitment

The transitioning of our marketing and domestic recruitment departments is well under way.

Coordination of efforts will be key to meeting our enrolment targets in the coming years. With a common goal and coordinating campaigns and resources, the new marketing and recruitment department will be ready to serve KPU and future students through consistent, professional messaging and attendance at school, community, business and family events.

The department welcomed on Jan 6th, a new Director, Domestic Recruitment, 2 new recruiters and an admin support receptionist – all previously vacated roles.

It is an exciting time as we work together to develop new strategies and set goals to meet the Vision 2018 targets.

New Website

The new KPU website has been up and running for 8 weeks now. We have had much positive feedback especially from the student population. The site was redesigned to create a better experience for students as the old version was outdated and the site architecture was difficult to navigate.

Another key objective of the website upgrade was to increase functionality for the content editor and enhance the end user experience in design, function and access to vital information.

Kpu.ca is now on an open-source platform (Drupal). This upgrade provides us with a suitable web platform and content management system (CMS) moving forward. The capabilities of this system enables the university to uphold its professional image through its external website while enabling staff to update content quickly and more efficiently.

Drupal is a highly extensible platform with 10,000+ available modules. The strong support from the open-source community ensures that the platform will remain relevant and up-to-date for the long term. The platform can be leveraged in the future to potentially provide additional functions like calendar publication and web 2.0 features for student engagement.

The major opportunities and benefits for the new kpu.ca website are:

- Restructuring of the information architecture so content is easier to find.
- Improved design of the website so it is more appealing and attractive to view.
- Improved content management process so updates are enabled easily.
- Improvement of the structure of content available within each faculty and department.
- Implementation and regular review of search engine optimization strategies.
- Implementation and regular review of Google Analytics service, including set up of campaign tracking and reporting for on-going use.
- Development of website features to partner with KPU advertising campaigns.

We are about to embark on the next phase of the website launch – a review of the new site with a committee to review goals, objectives and address anything outstanding or requiring revision on the

Marketing and Recruitment

website. Feedback from current users of the website is valuable as we work to improve the site. The committee will include staff, admin, faculty, students, parents and external individuals to ensure we meet the needs of all users. Continual updating and improvement of the KPU website is imperative to marketing our university and recruiting students.

Marketing Services

The Marketing Services department continues serve the needs of all internal faculties and departments, working with them to market their programs and events. We continue to receive over 150 requests monthly for a variety of materials including posters, info sheets, banners, newsletters, brochures, event handouts and materials, digital signage and social media messaging.

We are continually reviewing all processes in the Marketing Service area in order to provide all departments with timely design and printing of professional marketing materials.

Student Affairs

The division includes the departments of *Aboriginal Student Services, Admissions and Student Enrolment Services, Assessment and Testing, Athletics and Recreation, Co-operative Education and Career Services, Counselling, Educational Advising, Records and Graduation, Registration and Student Information Systems, Services for Students with Disabilities, Student Awards and Financial Assistance, Student Life and Development and Transfer Credit.* I have also included information the University Transitions Project in this report.

ATHLETICS AND RECREATION

Varsity Athletics



- KPU Eagles men's and women's basketball team will each play 9 home games at the Eagles' Nest over the next two months.
- KPU Eagles women's basketball team will host the BC/Yukon Breast Cancer Chapter (CBCF) on Friday, January 24 as a fundraiser for Breast Cancer Awareness, with a silent auction and t-shirts for sale. The Eagles host Capilano University Blues in men's and women's basketball that night starting at 6pm.
- KPU Eagles men's and women's badminton team host the 2014 PACWEST Badminton Championship, at the Khas Badminton Centre (Richmond, BC), the weekend of February 15-16. 2014 PACWEST Championship will be televised online and both teams will participate in the championship.
- KPU Eagles men's soccer team will host their first annual spring soccer tournament. They have invited UBC, UFV and TRU to the two-day event at Newton Athletic Park during the weekend of March 8-9.
- The annual KPU Eagles varsity banquet will be held on Wednesday, March 26 at the Langley Convention Centre.

Recreation

Recreation Leagues

- 3 on 3 Basketball League January 30 - March 20
- Coed Volleyball League January 29 - March 19

Student Affairs

Tournaments

- February 7, 2014 Dodgeball Tournament
- March 7, 2014 Indoor Soccer Tournament
- March 21, 2014 March Madness Basketball Tournament

CENTRE FOR COOPERATIVE EDUCATION AND CAREER SERVICES

Career Services Events and Employer Engagement

Trades & Technology Career Fair and Networking Event was a KPU first. Held on the Cloverdale campus, it was a great success, with approximately 200 students able to meet over 50 industry representatives from 23 organizations. Guest speaker Christian Saint Cyr from the BC Labour Market Review presented on the industry outlook for 2014 to students and faculty.

KED TALKS: Personal Branding and Networking was hosted for students in partnership with KPU's AIESEC Chapter, featuring career development through social media and how recruiters use LinkedIn. Presentations were given by a digital journalist who focuses on online branding, as well as the Campus Relations Advisor from Electronic Arts. This event was held on the Surrey campus with 22 students in attendance.

Careers in Accounting provided Accounting students the opportunity to meet with approximately 40 professional accountants in a networking style format to explore a career in this field. Held on the Surrey campus, over 100 students attended this event.

On-Campus Recruitment and Information Sessions

- Loblaws, Canada's largest food retailer held an information session on starting a career in Loss Prevention. 28 students attended this event on the Surrey campus.
- Adler School of Professional Psychology hosted a session on the graduate programs (Masters / Doctoral programs in Psychology & Counselling) offered on their Vancouver Campus. 13 students attended this event on the Surrey campus.
- The accounting bodies (CGA, CMA, and CA) hosted an information session on the newly merged Chartered Professional Accounting (CPA) designation. 50 students attended this event on the Richmond campus.
- KPU's Student Ambassador from the CRA held bi-weekly drop-in sessions on all campuses for those students interested in learning more about the application and hiring process at Canada Revenue Agency.
- A BuildMeUp NZ: Trades Info Session educational workshop was hosted for the purpose of offering trade students and graduates the chance to come to New Zealand to help with the rebuild of Christchurch city. Opportunities for students to work, learn a new culture and expand skills, such as seismic practices, were discussed. This session was held on the Cloverdale campus.

Career Services - Online Job Posting System

KPU's job posting system saw 118 new employer contacts post 177 full-time, part-time, and volunteer job opportunities for students and alumni from October to December. Some of these new employer and community contacts to KPU include the Langley Advance, Grand Villa Casino and Dundee Wealth. A further 254 students and alumni joined the online job posting system.

Co-operative Education – Work-integrated Learning

By the end of December, 77 Co-op students had secured a Co-op placement for the Spring semester. Organizations recruiting KPU Co-op students for Spring 2014 include KNV Chartered Accountants LLP, Environment Canada, Canada Border Services Agency, iDigital Internet Inc. and Transport Canada.

COUNSELLING SERVICES

The Counselling Department has continued the process of change to respond to the current needs of the students. Progress of new programs and services offered include:

- Mental Health First Aid training through Canadian Mental Health Commission equips one counsellor as a trainer to offer training to the KPU community and increase understanding of mental health issues at the University.
- Mindfulness groups developed and delivered on Surrey, Langley and Richmond campuses. These skills help students deal with the natural stresses of life and the demands of University expectations.
- Exploration workshops and “Who you are matters” career workshops delivered at Surrey and Richmond campuses.
- Developed 3 further core group programs to be delivered in January and February at all 4 campuses: Managing depression while meeting the demands of University, dealing with grief and loss in life, and using art to create calm during stressful times.
- Richmond Addiction Services (Gambling Prevention) worked together with the counsellors and tabled throughout the campus to build awareness. This was well attended by the students and faculty.
- Two Masters level practicums for students at Surrey, Langley and now at Richmond. These students are presenting to students, planning and helping facilitate groups, and offering individual counseling.
- Classroom workshops held across the campuses:
 - Dealing with conflict and keeping calm during stressful situations for health care providers.
 - Individual presentations to international students, the basketball team, 4th semester BSN, and Applied Science students, and session on self-compassion and mindfulness for BSN students.

OFFICE OF THE REGISTRAR

Records & Registration

- Fall 2013 semester headcount was 14,804 students enrolled in 48,000 seats. There were 44,073 grades processed; students performed better overall, as academic standing status saw improvements over Fall 2013 with a 13% increase in the number of students placed on the Dean's Honour Roll, and a 15% decrease in academically suspended or required to withdraw students.
- Spring 2014 semester headcount on the first day was 13,440 students, utilizing 44,954 seats, including 54 domestic students enrolled in 65 English Language Studies (ELST) seats.
- Corrected billing error per Minister for 86 Music students.
- Produced 3,080 official transcripts, including 357 EDI and 122 XML between Sep 1 and Dec 31.

Scheduling

- Spring 2014 semester began with 2,374 sections offered at KPU.
- Implemented revision tracking procedure to assist in measuring workload beginning Spring 2014. Made and applied 456 revisions/corrections/changes to the Spring 2014 timetable between Nov 4 and Dec 30.

Reporting and Systems

- Processed over 320 student information system data requests including 120 broadcast email or announcements to students.
- Upgraded Ad Astra room scheduling system to current version.
- Completed a collaborative review of the CDW extract, transform, and load process with IAP.

Admissions

- Application Updates: The Fall 2014 application cycle opened on November 1st, 2013 with nearly 3,000 applications received to date and Spring 2014 presented another successful intake with over 2,200 applications.
- Launch of New Program: The Spring 2014 intake included the first intake of the new Technical Apparel Design Post Baccalaureate program with 19 applications received and a 58% admission rate.

Graduation

- Processed all end of semester credential requests.
- 183 graduates were processed and put forward to Senate for approval.

Student Awards and Financial Assistance (SAFA)

Financial Literacy Workshops were offered on 7 occasions on all campuses as part of Financial Literacy Month and 31 students attended. Positive student feedback stated they are learning something new about their finances (budgeting tips, credit scores etc.) and they are finding the sessions informative. We will be continuing to work with our partners at the Credit Counseling Society of BC and run these workshops again in the Spring 2014 term.

Work Study Program funding requests were successful and approved for assignment of work study students in 11 academic departments. Consequently, there are 11 new Work-Study positions approved and the competitions for these placements are now under way.

Student Enrolment Services

Fee Payment Deadline

The Spring 2014 Fee Payment Deadline was a great success. For the first time, we combined both services, tuition payments with admissions and registrations enrolment services in the Atrium and decorated the area with a Christmas theme, in place of the Gymnasium. Six wickets were open to accept tuition payments – with two specializing in All Other Related Transactions. The new set-up was well received by both students and staff. The average time to make a payment at the wicket was 3.33 minutes; less than in the past.

Financials: Total Deposits received on all four campuses (Dec 5, 6, 9,10)

Cash	\$1.36M
Cheques	\$2.35M
Debit/Visa/MC/Pssprt	\$1.41M
Online Credit Card	\$2.42M
Total	\$7.55M

SERVICES FOR STUDENTS WITH DISABILITIES

- Managing Risks Associated with Off Campus Learning - SSD participated in writing a section for a KPU risk management document on identifying off site risks for students, with our emphasis on those with disabilities, and developed a checklist for instructors and others, and examples of risks to consider with transportation, equipment, and accommodation.
- In collaboration with the KPU U-Pass office, SSD developed an online process for U-Pass exemptions for students where the disability inhibits use of public transit. The transfer of administration for this student group to SSD was successful for the January 2014 semester.
- SSD collaborated with the Faculty of Arts, Associate Dean of Arts, and the Teaching and Learning Centre to offer a professional development workshop to faculty on Principles of Universal

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Design in Curriculum Development. The workshop was held at the end of November, and will be expanded to include other Faculties during the winter semester.

- A Temporary Disability Parking Pass process was established for students and employees with disabilities to be administered through SSD, rather than the KPU Parking department or Supply. The new process through SSD will allow 4 campus access for temporary passes, eliminate travel to Langley and avoid delays in issuing passes.

STUDENT ENGAGEMENT

Advising

Advisor Connect: Launched in September 2013, Advisor Connect has now been used to book over 4000 advising appointments for KPU students. Beginning December 2013, Student Awards and Financial Assistance began work to leverage the appointment booking portal for financial aid advising clients as well with a goal of going live in early 2014.

Early Alert: The end of the 2013 calendar year marked a milestone year for the Early Alert program which very nearly reached 1000 referrals during the year and whose use has grown each year since its launch in 2009. 2013 saw 976 faculty referrals to the program, a 24% increase in use over the previous year.

Student Life and Development

Orientation: KPU's orientation program continues to grow. January 3rd saw the delivery of Spring 2014 Orientation for new students with 189 domestic students in attendance, an increase over the 160 domestic students who attended Spring Orientation the previous year. International student orientation was also held on January 3rd with 180 students in attendance. 2014 marks the 10th year of a formal orientation program being offered to KPU students.

Student Leadership Challenge: SLD concluded the first cohort of The Student Leadership Challenge, during which 20 students from a variety of programs participated in eight weeks of seminar discussions and weekly reflections about their leadership practices.

KPU Leadership & Service Conference: Tickets for the 6th annual KPU Student Leadership & Service Conference – Friday, January 31, 2014 – went on sale in December. Departments are encouraged to consider sponsoring the attendance of students who have contributed through their areas or events. A big thank you is owed to the community professionals, KPU faculty and students who

have donated workshop sessions around this year's theme, *Inspire Change*:
www.kpu.ca/leadership-conference

U-Pass

Compass Card: 2014 will mark the transition to the Compass Card for Translink services in Metro Vancouver. Among many functional changes that will occur for regular transit users, the implementation of the Compass Card system will result in the discontinued distribution and use of U-Pass cards. A small cohort of KPU students has been participating in Compass Card testing working towards a system-wide implementation slated for May 2014.

Aboriginal Student Services

IDEA 1100 Pilot: As part of our outreach efforts and university transition support to Aboriginal Students region, Aboriginal Student Services and the Faculty of Arts partnered to deliver a piloted section of IDEA 1100 during the Fall 2013 semester focused on Aboriginal issues and where both Aboriginally-identified students studying at KPU and at the grade 12 level in regional high schools were invited to register in this peer-supported section. The sectioned filled and included 12 Aboriginal students from regional high schools. Further analysis will be carried-out in the coming weeks, but initial feedback from student participants has been extremely positive.

UNIVERSITY TRANSITIONS PROJECT

KPU is moving forward with the implementation of the Senate-approved Admissions Framework and Foundations of Excellence recommendations. Aligned with KPU's Vision 2018 strategic plan, the Transitions Project will ensure that the supports students need to be successful throughout their experience at KPU are in place by 2015. The focus has been to re-imagine our admissions and advising practices to best support a diverse range of students.

Deputy Provost Jane Fee is serving as the executive lead on this project while Zena Mitchell has recently moved into a two-year secondment, serving as the Project Director. The Transitions Executive Team (TET) was struck in December and is meeting weekly, dedicated to ensuring all aspects of the project are appropriately identified and prioritized. The Transitions Advisory Group (TAG) is a group comprised of representatives from across the university and has started meeting to discuss common issues and approaches related to the admission, advising and curricular aspects of the Transitions project in addition to considerations around university policy, systems, and communications.

To date, the specific initiatives currently in progress include: the establishment of project timelines; Transitions-related policy review and revision; a review of KPU's undergraduate English language proficiency equivalencies; Faculty discussions around new admission and curricular models;

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development of an internal and external communications plan; development of an internal SharePoint resource repository; development of transitions website; and a search is currently underway to hire an Assistant Registrar, Admission Systems in support of the project.

This important work would not be happening without the invaluable contributions of a very large group of KPU faculty, staff and students who participated in the Admissions Framework and the Foundations of Excellence initiatives. We hope there will be many who continue to participate as we proceed. All feedback and/or questions related to the Transitions Project should be directed to: transitions@kpu.ca.

Institute of Material Innovation

- The Executive Director was actively engaged with various committees for the design of the Chip and Shannon School of Design. Each committee had urgent and crucial discussions at various stages with each requiring a different set of skills and insights to aid the committee.
- Over the last number of months, intense work has been directed towards developing a business plan and market analysis for bringing a leading material database organization, Material ConneXion (M/C) to KPU. With this venue at KPU we would be the only site in Canada, and would instantly promote KPU design, as well as business, science, and the university as a whole onto the world stage of leading institutes. Without adequate seed funding the direction changed from Licensing to Leasing. MC is extremely keen for KPU to work with them and has made allowances in their agreements. A funding strategy is required for this initiative to be developed further.
- For the last year, discussions were undertaken with Colin Doyle at Rain City Developments regarding research and community projects with salmon skin leather. These discussions are now becoming focused with a business plan developed and an informal presentation made to the Provost, Dean of Trades & Technology, Dean of Science, Dean of Business, and the Dean of Design. It was very well received and internal discussions are needed to take this further. The project incorporates a very strong relationship to a number of First Nation bands, and there is huge potential for research grants with a very positive community outcome. Teaching projects are also part of the project objectives.
- A discussion paper on “incubators/accelerators/ Fab Labs” was produced to begin the conversation to develop strategies for growing business ideas. With an incubator space assigned to the new Wilson School of Design and early discussions with the Langley Library Board, it seems that there are many opportunities to take this further in 2014.
- Part of IMI’s role is to encourage research in a trans-disciplinary manner. To this end, joint papers and conference panels were developed with a faculty member, in the School of Business Marcelo Machado, and discussions have been had with others in Arts and also in Community Health.
- Numerous other contacts are continually being developed in that area of design thinking, business incubators, and creative industries.

The Office of Research and Scholarship

Research Chairs

- CRC in Design; The Wilson School of Design had chosen to NOT seek a candidate for a CRC at this time. They felt that with all the other activity ongoing it was premature.
- Science has as yet not nominated a candidate in Agriculture/Horticulture.
- The President has begun discussion with the KFA on a slightly modified search strategy to fill the 3rd Chair.

Internal Funding Programs

- Chancellor's Chair; no applications were received this round. SSCAPP has begun revamping both the scope and the funding level of the Chair to improve both its attractiveness and relevance.

Research Impact (RIR)

- Gira Bhatt's project has been selected to represent KPU, and RIR) at a Kiosk Event in Ottawa on February 24th 2014. Senator Ogilvie is sponsoring the event and Dr. Bhatt is being encouraged to bring a student and a community participant to the event. ORS is coordinating with *ActingTogether* on the details.

1st Annual Research & Knowledge Mobilization Day

- Planning for this event has gone well, with a good participation rate from both faculty and students.

Revenue to date for FY13-14

- To date for the 13/14 Fiscal year we have generated **\$843,821.80** in externally funded projects.

Research Ethics Board

- We have had a number of breached in Ethic protocols of late. One with a student (in-class project) and one with a faculty-led project where the outside collaborator changed the protocol without notice or approval. Both matters have been dealt with without formal investigations being needed.

Office Issues

- Interviews for the REB Administrative Assistant position have been completed. Offer is pending.
- Recruitment of the Knowledge Mobilization Officer to meet our RIR commitment remains an issue; without an identified “Director of Community Engagement” to support research activities in the community we are unable to go ahead with hiring. The issue of funding has yet to be clarified, a budget request was made.

Continuing and Professional Studies

Initiatives:

First Nations Partnerships

- In talks with TUV Nord to develop training for First Nations involvement in assessments of land issues. The goal is to prepare students for employment on the Woodfiber Natural Gas project in Squamish BC.
- Letter of Cooperation signed with Woodfiber Natural Gas (Petronas-owned natural gas project in Squamish BCV) to work with the Squamish First Nation, in consultation with TUV Nord, to develop programs to meet the LNG industry's needs.
- In conversation with Squamish First Nation to develop a program to meet the Ship building needs for Seaspan.

New Programming

- Creating a Restoration Handbook
- Created Fiber Optic Tech Program in partnership with NTC. First intake January 20, 2014.
- Creating a Cross Connection plumbing program. Lab is complete.
- In development stages of mining curriculum with TUV Nord (in addition to the LNG work).
- In discussion with Liard Birmingham MD and the Teaching & Learning Center regarding an online Eating Disorder Course.
- In discussion with Southern California Edison to develop training for retrofitting of residential, commercial and institutional buildings with energy-saving LED lighting to respond to impending regulatory changes and reduce energy consumption.
- Exploring the possibility of an online Pathology course.
- Exploring the creation of a gas fitting piping lab

LNG Strategy

- Final report on LNG strategy is now available

Office of Continuing & Professional Studies

- Hired a Business Manager

- Finalizing requirements for online registration (FlexReg); expect a “go live” date of February 3
- Creating processes and procedures to streamline the submission of requests for programming
- Inaugural meeting of Joint Committee on Continuing Education between KPU Management and KFA upcoming on Jan 20
- Working towards building a sustainable profit sharing (institution/faculties) model with faculties and finance

Institutional of Analysis and Planning

➤ APPLICANT SURVEY

In conjunction with Capilano University and Douglas College, KPU invited all applicants to the fall 2013 term whose applications had been processed by early July to respond to a web survey about their motivations and experiences. Both the KPU and the tri-institutional comparative report were released in early-December. Responses from KPU's 1,900 applicants provide information about the factors important in their selection process and their experiences with KPU to that point.

➤ FALL STUDENT SATISFACTION SURVEY

In October, 2,746 of students from all four campuses completed the biannual fall student satisfaction survey providing KPU with information about students' experiences with both educational and support services, their course scheduling preferences, and richer demographic information than is available from KPU's student information system. The report is anticipated in late January.

➤ REPORTS POSTED TO THE IA&P WEBSITE IN NOVEMBER AND DECEMBER:

KPU/Joint Applicant Survey

Fall Employee Summary

➤ SURVEYS ADMINISTERED BY IA&P

- English Language Studies
- NATVAC CAUBI QNU (Oct/Nov)
- BSN 1-year Follow-up, August 2013 cohort
- NSSE Survey – administrative tasks were completed to prepare for the launch of the NSSE survey in February

➤ STUDENT APPRAISAL OF INSTRUCTION SURVEY

Slightly over 38,000 student appraisal surveys were distributed to students this fall, more than 84% were on-line. The overall response rate was 37%. Reports were sent to faculty after final grades had been submitted.

➤ STRATEGIC PLAN FOLLOW UP

IA&P is continuing work on planning the measurement of, and reporting on, KPU's achievement of VISION 2018: (1) consultations with two groups in the University took place to refine the definition of community engagement and to clarify the distinction between continuing and professional studies; (2) a RFP for the community engagement survey was prepared and (3) a dashboard template for the measurement of the strategic plan was developed.

The first pilot test of the planning process for service units to determine how best they can align their activities with the goals of the Strategic Plan was held in late November. Several facets of the Resources Plan are taking shape, and will be rolled out in January.

As the Academic Plan advances, the measurement plan can be further developed.

Institutional Analysis and Planning

➤ RESOURCE ALLOCATION AND ACQUISITION FRAMEWORK

IA&P has done preparatory work for the development of the Resource Acquisition and Allocation framework.

➤ MINISTRY OF ADVANCED EDUCATION REPORTS

- preparing cohorts for the three student outcomes surveys to be conducted in spring 2014

➤ UCASS DATA

Data for FY 2009-10 was submitted in November and data for FY 2010-11 was submitted in December.

➤ PROGRAM REVIEW

- Horticulture: Action Plan received and approved by Senate Standing Committee on Program Review
- Bachelor of Technology Information Technology: External Reviewers approved for site visit November 15; site visit hosted
- PR Teamwork: Program Review Manual/Workbook, research and consultation about Essential Skills component of program review, various forms and guidelines, etc.
- English: draft self-study received; working with author to strengthen data presentation, assemble appendices, etc.
- Music: self-study nearing completion; working with author on final revisions, appendices, etc.
- Legal Administrative Studies: Alumni survey finalized and administered, and data prepared for and delivered to program
- Fashion: Faculty survey finalized and administered
- Completed consultations with Deans re: scheduling programs for review over the next 5 years
- Completed consultations with President and VP Academic re: aligning Program Review revisions with Vision 2018

➤ AD HOC DATA INTERNAL REQUESTS TO IA&P

- November: 11 requests for data and information
- December: 8 requests for data and information (to 16Dec)

The Faculty of Science and Horticulture (FSH)

Faculty-wide Activities:

Brewing and Brewery Operations Diploma: We are pleased to announce the launch of KPU's newest program, the Diploma in Brewing and Brewery Operations. The program approval process was completed in record time, culminating in the final Board of Governors approval on December 18. The Full program proposal has now been posted on the Post-Secondary Institution Proposal System (PSIPS) for a 30-day peer review process. The peer review period will end on February 5, 2014. A Facilities/FSH team is developing the brew laboratory in the existing Horticulture Mechanics shop and the concomitant construction of a new mechanics shop/classroom to an adjacent site. Project Manager Dan Brown is working closely with brewery consultants and the equipment donor. Two NR-1 hires, experts in the brewing industry, are presently writing all the new course outlines and we will be shortly posting positions for the lead instructor and brew master/lab instructor. Media attention has been overwhelming, as has been the interest in the program by prospective students. We are keeping a contact database of all interested parties and will contact them as soon as the admissions site is open. Media coverage has included: [Global TV](#), [CTV News](#), [The Province](#), [BC Business](#), [Georgia Straight](#), [Huffington Post](#), and various other brewing industry websites and blogs.

Science Challenge: November 30, Richmond campus – This was the eighth consecutive year of this highly successful science competition for high school students. Over 300 high school students from across the Lower Mainland and Vancouver Island came to our Richmond campus to compete in a full day of science events. The event was organized by Physics Instructor, Don Mathewson, and involved many faculty, staff and student volunteers. The challenges were divided into junior (8-10) and senior (11-12) categories including Geology, Physics, Design, Math Chemistry, Biology, Design, and new events in Agriculture and Botany. The Science Challenge was developed for young people in science to showcase how science works, who scientists are, the kinds of work they do, and why science matters in the everyday lives of British Columbians.

Science Rendezvous: Saturday May 10, Langley Campus – On May 10th, 2014, Kwantlen Polytechnic University will host our second annual Science Rendezvous at the Langley and Cloverdale campuses. Both campuses will be transformed into a spectacular science experience where the public will get a chance to participate in hands-on experiments, walk through interactive science labs and state-of-the-art greenhouses and see a demonstration of the high-tech patient simulators in the nursing labs. The event is an annual day-long festival spanning multiple simultaneous sites across the country, designed to bring science face-to-face with the public and encourages more youth to consider science and engineering-related careers and study paths. Based on the great success last year in its inaugural year, it has been identified as a premier event by KPU. We are working with the Office for Advancement to seek community participation and sponsorship. We'll be meeting with all department representatives next month to discuss event details.

BC Centre of Agriculture Excellence/ACE-Network: Dean Betty Worobec joined her counterparts from TRU, UFV, BCIT, UBC, VIU and Okanagan College in the inaugural meeting/think tank to develop parameters for the provincially mandated Centre. A mission statement and plans for province-wide collaboration with respect to agricultural programming, research and outreach were developed. UFV representatives were invited to our Langley Campus to tour the ISH Labs and Horticulture facilities and brainstorm how our two universities could collaborate as well as plan future activities and mandates for the ACE-Network.

Faculty, staff and students showcased new FSH programs at a number of recruitment events including:

- Catalyst – BC Science Teacher’s Association Conference – H.J. Cambie Secondary School
- LA Matheson Secondary School Career and Education Fair
- Queen Elizabeth Secondary Education & Career Fair
- Vancouver Education & Career Fair
- Abbotsford Education & Career Fair

Faculty, Staff and Student Activities:

Karen Davison (Biology): As Co-PI, received funding for 4-H Future Leaders Program Provincial Survey from BC Ministry of Agriculture.

Environmental Protection Technology students conducted a solid waste audit report of the Langley campus

John Inglis (Mathematics): Completed his BA (Honours Romance Studies) at UBC.

Laura Flinn (Physics): Organized a visit of the *Take a Hike* program to our Surrey campus physics lab. "Take a Hike" is a full-time alternative education program that engages at-risk youth through a unique combination of adventure-based learning, academics, therapy, and community involvement." (takeahikefoundation.org). The participants, aged 15-19, investigated the physics of motion via a laboratory activity that was specifically designed for them and for which they received academic credit. The attendees also viewed, and participated in, demonstrations on electromagnetism, waves, and sound. Members of the Physics Department assisted.

Gary Jones (Horticulture): Visited Aldergrove Community Secondary School to continue the Farm-to-Plate project and visited Alex Hope Elementary School to set up school garden project with staff and students.

Institute for Sustainable Food Systems (ISFS) members continue to be very active with community outreach and research with presentations and consultations with the following groups/organizations:

- Seeds of Life Project Meeting, Pacific Association of First Nations Women
- Urban Farming Forum, Indigenous Food Sovereignty and Urban Farming
- Indigenous Food Youth Project Advisory Meeting – Provincial Health Services Authority
- Building Sustainable Communities Conference: multiple presentations
- Indigenous Research Advisory Committee
- Food Secure Canada
- BC Food Systems Network
- Cheam – Sto’lo Nation Tribal Council
- Small farm Conference – Langley Sustainable Agriculture Foundation
- Building Sustainable Communities Conference, Kelowna: multiple presentations
- North of 60⁰ Agriculture Conference , Whitehorse, YT: multiple presentations
- Healthy Eating Leadership Team, Fraser Health Authority
- City of Richmond – ran workshops on orchards and fruit trees

Faculty Publications and Featured Presentations:

Kent Mullinix, C., Dorward, P. Krishnan, K. Ageson and A. Fallick (ISFS): Beyond protection: Delineating the economic and food production potential of underutilized, small parcel farmland in metropolitan Surrey, British Columbia. *Journal of Agriculture, Food Systems and Community Development*. Advance on-line publication.

K. Mullinix and R. Harbut (ISFS/Sustainable Agriculture): ALR protects a precious non-renewable resource essential to the realization of B.C.'s agriculture potential. *Special to the Vancouver Sun*. Dec. 4, 2013.

Ron Marchuk (Horticulture): [Learning to grow together](#). *Greenhouse Canada Magazine*.

Tak Sato (Physics): D. Branan, R. Epper, K. Lormand, and **T. Sato**, Expanding Remote Science Labs in North America, WCET Annual Meeting 2013, Denver, CO

Tak Sato (Physics): *Open Textbook*: (Produced a derived copy from College Physics by Urone et al.) College Physics - remix for KPU PHYS 1100. Connexions <http://cnx.org/content/col11588/1.2/>.

Megan Marcotte (Biology): Homing in the New Zealand eagle ray, *Myliobatis tenuicaudatus*. *Marine & Freshwater Research*.

Karen Davison (Biology): Setting Strategic Direction for Complex Publicly Funded Foodservice Systems: Application of Multicriteria Decision Analysis. *Journal of the Academy of Nutrition and Dietetics* (co-author).

The Office of Advancement

Development Office

On January 6 Chrissie Bowker joined us Director of Development. Chrissie brings with her more than 15 years of sales, media, public relations, development skills and experience, which she will be applying to her new role at KPU. Chrissie will focus her efforts in all aspects of development alongside an entrepreneurial team of staff and volunteers to achieve KPU's ambitious fundraising objectives. The Development Office has been short staffed for some time, due to a variety of factors, with Chrissie coming on board and the addition of Lisa Robinson as an Advancement Officer we are nearly at full staffing levels.

Work is currently underway to identify fundraising priorities for 2014 and beyond, that align with Vision 2018 and that have the potential for a significant fundraising campaign. We expect in early 2014, Development will be in position to launch two significant fundraising campaigns.

Currently donated funds remain 400% ahead of last year due mainly to significant pledge payments.

External and Government Relations

External and Government Relation's efforts remain focused on solidifying our relationships with politicians and bureaucrats at all levels. Key messages include our readiness to take a leading role in addressing the skills shortage facing the resource sector, along with our ability to help our communities advance their economic development plans. Key activities included:

- Meeting with AVED executive directors and members of the BC Press Gallery.
- Ongoing meetings with MLAs and City of Surrey councillors regarding KPU Tech. The concept is to be presented to the City's Innovation and Investment Committee Jan 27.
- First official visit from Advanced Education Minister Amrik Virk.
- Participation in Innovation Boulevard event, held by the City of Surrey.
- Attendance at numerous MLAs' and Ministers' Christmas open houses.
- Ongoing participation in events in Richmond, increasing KPU's profile on a consistent basis.
- Meeting with the president of the Premier's Technology Council.

Communications

In late 2013 communications was moved into the Advancement Division and is reporting up to Marlyn Graziano. This move will allow a seamless coordination of External Affairs and

Communication activities. Major activities included: Media planning and execution for the CCAA Women's National Soccer tournament, resulting in 107 stories and photos published across the country.

From November 1 to December 31, 2013

KPU Media Coverage

KPU distributed a total of 17 press releases and media advisories. Month-by-month breakdown:

- November 12 press releases
- December 5 press releases

KPU's Media Coverage

During these months, coverage was received on 292 occasions:

- November 160 mentions
- December 132 mentions

KPU's Most Relevant Stories:

12/29/2013	Mini-farms sprouting across Delta school district	Vancouver Sun
12/26/2013	Engaging First Nations in Business	Vancouver Sun, Ottawa Citizen, First Perspective, Big News Network
12/22/2013	Team Canada goalie will be stopping in style with mask designed by Langley teen	Vancouver Sun, Province, Ottawa Citizen, Regina Leader, Windsor Star, Singtao, BCLocalNews, Langley Times
12/17/2013	Watts in Israel on trade mission	Peace Arch News, Surrey Now, BCLocalNews, Surrey/North Delta Leader, Vancouver Sun, CNW Group
11/27/2013	KPU students to showcase designs at Montreal Fashion Week	Richmond Review, Richmond News, Coquitlam Now
11/21/2013	Heritage Announces the Top 20 Universities and Colleges Chosen by their Canadian RESP Beneficiaries in 2013	National Post Life, Business Wire, 4 Traders, Ottawa Herald, Fort Mill Times, Yahoo! UK and Ireland, CNBC
11/06/2013	Kwantlen alumni honoured	BCLocalNews

11/04/2013	Soccer Nationals in Newton	Victoria News, Surrey/North Delta Leader, Peace Arch News, BCLocalNews
11/04/2013	Surrey's Innovation Boulevard gains momentum	Business in Vancouver
11/03/2013	Profile: Alan Davis: School work	Business in Vancouver
11/01/2013	KPU appoints new board member	Equities

The following stories were generated by the distribution of KPU's press releases (this does not represent the number of times each story was picked up, as many were picked up several times):

- KPU Tech students 'pumped' for future
- Students collect scholarships, awards worth \$1.6 million
- KPU to host "speed dating" for non-profits
- KPU students a recognized Ch'nook Scholar
- KPU students bring aid to Somalia
- KPU alumnus wins TechGREEN award
- KPU students to showcase designs at Montreal Fashion Week
- KPUAA honours distinguished winners
- KPU appoints new board member

Alumni Relations

The KPUAA AGM took place on November 25th; two new directors and two returning directors were elected to the KPUAA board for two year terms.

The 2014 KPUAA Officers are:

- Chair Harpreet Bains, House of Haven; A.A, Psychology, 2010
- Vice Chair Kelsey Fillion, Investors **Group**; BBA ENTR, 2009
- Past Chair Kristan Ash, We Care Home Health Services; BBA ENTR, 2003
- Treasurer Brandy Dudas, Douglas College; BBA Accounting, 2009
- Secretary & **Executive** Director Jeff Norris, KPU

The Directors at Large are:

- Lindsay Civitarese, Crystal Vision and Hearing Centre; B.A, Psychology, 2012
- Kaitlyn Cook, Omicron; Dipl. PR, 2011
- Hassib Hasanzadeh, Hamilton Duncan Armstrong + Stewart; B.A, Crim, 2009
- Brandon Hastings, KPU; BBA ENTR, 2010

- Sandra Hoffman, KPU; Dipl. Community Support Work, 2010
- Debbie Langtry, Arts Umbrella; BFA 2012
- David Shapendonk, IMAX Corporation; Dipl. Business, 1987
- Ayanthi Samarasinghe, RBC; BBA ENTR, 2004
- Ex-Officio Arvinder Bubber, KPU Chancellor
- Ex-Officio Alan Davis, KPU President

The KPUAA recently held its annual planning session, and key plans for 2014 are to:

1. Increase active alumni engagement by 50%.
2. Conduct a communications audit and increase alumni involvement in the KPU community by 30%.
3. Add more value to being a member of the KPUAA.
4. Connect with former students who are ambassadors of KPU; unofficial alumni.
5. Increase and create new revenue for the KPUAA.

In mid-November an Alumni-Direct mail piece was sent out as a pilot project. The piece was directed at updating alumni contact information and soliciting for donations. If the piece had showed promising results it would have been expanded and sent to more Alumni. The response rate was less than 1%. The results from this pilot have clearly indicated that this method of Alumni engagement is not a strong fit for KPU.

The Association is currently screening alumni members who will be recommended for the alumni position on the Board of Governors and Senate in 2014.

The Chip and Shannon Wilson School of Design

Major Appointments / Staffing Changes

Carolyn Robertson, Dean pro tem

As noted in the University Communicator announcement on Friday, December 20th, my position as Dean pro tem has been extended until approximately June 2014. Between now and June, the Search Advisory Committee will be engaged in a search for a permanent Dean of Design; it is expected that this will be concluded by that time.

Mary Boni, Associate Dean pro tem

Also noted was the completion of Mary Boni's term as Associate Dean. We are grateful to Mary for agreeing to come out of a short retirement last December to serve as Associate Dean pro tem. It has been an exciting year and Mary's expertise and skill have been critical in navigating the many challenges faced as we embarked on the design of a new building and developed new programming. Mary has been instrumental in bringing the Post Baccalaureate Diploma in Technical Apparel Design to fruition; she has built a strong team and program. I am especially grateful to Mary for sharing her time with us. It has been a privilege to work with her.

At this point, this interim Associate Dean position will not be extended. We are hopeful that the request for funding for an on-going Associate Dean position, submitted as part of Design's budget request for 2014-15, will be successful.

Ken Hughes retired in December 2013 after almost 44 continuous years in post-secondary design education. At KPU, he has been Coordinator of the Graphic Design for Marketing program, and for the past few years, designed and coordinated the new Product Design degree. Ken has made a significant contribution to Kwantlen and the Wilson School of Design; he will be sorely missed.

Iryna Karaush – New Program Coordinator for Product Design

Design welcomed Iryna Karaush to the position of Coordinator for the Bachelor of Design in Product Design on January 1, 2014. Iryna has over 15 years experience as an accomplished professional designer and teacher. She has a Master of Advanced Studies in Architecture from UBC, coursework in Professional Teaching Development in Adult Education, and currently owns and operates IK Sportswear, a tennis apparel company she founded.

Heather Young, a long time fashion lab assistant, has returned from completing her Masters degree at the Glasgow School of Art. She has joined the faculty, teaching the new *DEPD 1121 - Construction Technologies* course in the Product Design program.

Academic Programming

The Post-Baccalaureate Diploma in Technical Apparel Design launched on January 10th, 2014. This program was one of the initial commitments in the Wilson School of Design Business Plan and begins to fulfill the identified need for high level leaders in the technical apparel industry. Students in the program have a broad range of backgrounds, including engineering, kinesiology, fashion and industrial design, business, and psychology as well as a passion for technical apparel. We are looking forward to leading this group in research and innovation in the field of technical apparel design.

Major and Minor in Design

Erin Ashenhurst, a faculty member in Product Design and Graphic Design for Marketing, is currently working on a short term project investigating degree frameworks for a Bachelor of Design with Major and Minor offerings. In addition to offering significant background in Design Thinking to students in Design, these courses will provide alternative and important perspectives for students in other Faculties, such as Business and Science. As well, Major and Minor offerings will be integral to the Wilson School of Design meeting its targets of an increase in domestic FTEs by 140% by July 2015 (as outlined in the Business Plan).

Increasing Capacity

Design staff and faculty attend a number of events during the year, promoting their programs and KPU. The past few months included:

Queen Elizabeth Secondary Education & Career Fair – November 13, 2013

Queen Elizabeth Secondary has an extensive home economics program; in addition to a general design representative, the Fashion program coordinator and a graduating fashion student attended the event.

SD #43 Visual Art/Digital Media/Film Post-Secondary evening – December 4, 2013

Radka Hladil, Design's new Coordinator of Communications, Event Planning, and Professional Studies, presented at the Coquitlam School District's Visual Art/Digital Media/Film Post-Secondary evening at Gleneagle in December. Feedback from the district was very positive and students and parents alike were impressed by the variety of design programs available at KPU.

National Portfolio Day – December 7, 2013 (Vancouver) and January 11, 2014 (Seattle)

Representatives from Design and Fine Arts attended the Vancouver event, and Erin Ashenhurst attended the Seattle event to reach out to potential Pacific Northwest applicants. National Portfolio Day provides an opportunity for art and design students to receive a portfolio evaluation from their choice of 25+ institutions accredited by the National Association of Schools of Art and Design.

Design Information Session – November 20, 2013

The Wilson School of Design held an Information Session that showcased all of the programs in Design. Students, staff, administration, and faculty participated to provide campus, classroom and library tours, individual program presentations, overviews of study abroad opportunities, general advising support, and orientation to KPU. As well, student representatives were on hand

to share their own entry portfolios and their experiences at KPU. The event was well attended, with approximately 120 participants.

Nanaimo High School Tour – December 12, 2013

A group of 40 Nanaimo art students visited the Vancouver art gallery, Emily Carr University, and KPU. They were given a tour of KPU's Design facilities and a brief presentation on our program offerings. This was a joint effort between the Office of New Students and Design.

Teaching and Learning Website – Interviews held late November 2013

Several Design faculty members, students, and alumni contributed to Anita Sangha's pilot project, sharing their stories/perspectives on what makes an exceptional student learning experience at KPU. These stories (and corresponding photos/videos) will be posted on KPU's new teaching and learning web site.

Student Engagement

"Design for Sustainability" Presentation by Dr. Stuart Walker (Lancaster University, UK) – November 6, 2013

This lunch hour event was organized by the Product Design program, but open to all KPU. Dr. Walker shared his unique perspective on sustainability and the role of design.

Brazilian (Science without Borders) Event – December 5, 2013

The office of International Students and Scholars hosted a reception in honour of the Brazilian students that were returning home or arriving to begin their studies at KPU. The event was well attended by both international and domestic Design students, staff, and faculty. It provided a great opportunity for the various cohorts to mingle, celebrate, and consider the merits of an international study experience. Feedback from the Brazilian students about their experience at KPU was extremely positive.

Industry and Community Engagement

Fashion 4th Year Open House – December 5, 2013

The event was held at the Richmond campus, and provided an opportunity to preview the niche collections that will be presented at the April 24, 2014 Fashion Show.

Design Sundays at the Museum of Vancouver – November 2013

The Museum of Vancouver (MOV) and KPU's Interior Design faculty hosted *Design Sundays @MOV* throughout the month of November 2013. Faculty provided lectures on:

- Laneway Homes: Emergent Evolutions for Compact Living and Sustainability with Brenda Snaith
- Inside Small Spaces: Designing within Density, with Erika Balcombe
- Human Factors: Ergonomics of Urban Living, with Dan Robinson
- "Coast Modern" film screening and discussion, with filmmakers Gavin Froome and Gavin Bernard, moderated by KPU faculty.

The Happy City Machine: A Public Design Laboratory – November 23, 2013

KPU's Interior Design faculty members, Erika Balcombe, Erick Villagomez and Lucie Gagne collaborated with the Museum of Vancouver on this event which challenged students from KPU, CityStudio, Emily Carr University of Art & Design, and SFU's School of Interactive Art and Technology to create experiments and designs to test or boost feelings of trust and connection among total strangers.

Student Success / Awards

Rosanna Fung: Canada Goose Finalist

Rosanna Fung, a 3rd year Fashion Design & Technology student, has been selected as one of four finalists for the "Sporting Life and Canada Goose" Competition. As a finalist, Rosanna will be receiving a Canada Goose jacket for herself and one to rework into her design. If she wins, she will receive a \$5,000 bursary for KPU.

FASN Student Wins Team Canada Hockey Mask Design Contest

Taylor Anderson is a first year student in the FASN program. Her design was produced as a helmet worn by one of Canada's goalies at the World Junior Championship in Malmo, Sweden.

Student Awards

Student achievements were celebrated at KPU's 25th Annual Scholarship and Awards Dinner, and the Design Awards Dinner.

Office of the Vice Provost of Teaching and Learning (VPTL)

General	
Staffing	First round interviews were held for Director of Teaching, Learning and Scholarship
KPU Workshops/Seminars for Academic Development	
Conversations about Teaching and Learning	INSTL hosted a faculty event on December 10 th . Forty faculty from 22 different departments participated in the event. Participants rated the usefulness of the information presented 4.5 out of 5.
Moodle	Moodle Tune-up November 22, Richmond campus
KPU Activities	
Task Force on Teaching and Learning	The Task Force on Teaching and Learning, chaired by the Vice Provost of Teaching and Learning, met twice. Some issues being considered by the Task Force include the use of ePortfolios, developing criteria for online courses, Teaching and Learning governance, and the work of the newly established IT Governance Committee. (VPTL and Manager of Learning Technology)
Design Project Management Committee	VPTL participated as a member in the meetings held for the Wilson School of Design Project Management Committee and the user group meetings.
Other Committee Involvement	SSCUB (VPTL) IKPU (VPTL) Academic Council (VPTL) IT Governance Executive Committee (VPTL) (first meeting November 2013) Meetings across the KPU community (All)
External Events/ Seminars and Conferences	
BCcampus Educational Technology Users Group Fall Workshop	Manager of Learning Technologies attended “Avenues for Quality”: sharing best practices to ensure quality assurance and continuous improvement, Royal Roads University, November 15

CAPLA conference	VPTL participated in Canadian Association for Prior Learning Assessment (CAPLA) conference November 17-19 in Toronto
UCIPD	VPTL attended a meeting of the University, College, Institute Professional Developers (UCIPD) in New Westminster on November 28
COHERE	VPTL is on the board of COHERE) and participated in teleconference board meeting
STLHE	VPTL is on the board of the <i>Society for Teaching and Learning in Higher Education</i> (STLHE) and participated in teleconference board meeting
School Board Meetings	VPTL participated with Provost to met with School Boards re students experiences/expectations of the transition to university

Library Services and Learning Centres

24x7 Library Openings during Exams

All in all it was a very successful trial with good numbers. We have a few minor issues to resolve but the numbers definitely show that the spaces were used and students studied throughout the night and the entire exam period.

Average headcount per hour	Midnight	1:00 a.m.	2:00 a.m.	3:00 a.m.	4:00 a.m.	5:00 a.m.	6:00 a.m.
Surrey	62	43	28	18	12	11	12
Richmond	46	38	34	24	16	12	10

The numbers were closer between the two locations than expected. Not surprisingly the highest hourly numbers were the first hour after closing and diminishing as the evening went on. The first 3 nights at Surrey started over 90. The highest numbers at Richmond topped out at 81 but throughout the night they remained stronger overall. At no point at either library was there a 0 headcount.

Feedback overall was very positive from the students. Richmond went smoothly with just one issue on the closure of the parkade that was resolved the first night. As for Surrey, accessing the upper floors for quieter spaces, access to the water fountain on floor 2 and early morning cleaning were the main issues. These will be resolved by the time the April exam period comes and this is done again.

Library Staff Award for English Award

The \$1000 Library Staff Award for English Award became self-sustaining this past fall. The necessary \$20,000 principal was raised mainly through payroll deduction by employees across KPU but also through book sales and raffles. Now that this award is established Library staff are in discussion with the Foundation regarding a second award.

Collection News

- **Springer Journal Collection**

Early in January 2014 the Library increased access to Springer published journals from 13 to over 1550 titles. To increase access took a small 10% increase in costs over our current spend but provides access to so much more. Springer publishes titles mainly in science, technology and medical areas but also has titles in behavioural science, engineering, humanities, social sciences, law, business, and economics amongst others.

- **Labour Spectrum database**
Contains legal content relating to Canadian labour law and issues. It includes Brown & Beatty's *Canadian Labour Arbitration*, 4th Edition, all Labour Arbitration Cases (L.A.C.), Canadian Labour Arbitration Summaries (C.L.A.S.), labour legislation, Court Decisions (Dominion Law Reports) and topical indices.
- **PMB Print Measurement Bureau database**
Provides Canadian data on print readership, non-print media exposure, product usage and lifestyles.

Library Involvement with Inside-Out Program

Chris Burns (Criminology Liaison Librarian) attended the graduation ceremony for the students of the Inside-Out Program. She had visited the 'inside' students on four occasions for research consultations, identified appropriate materials, and arranged for their delivery. It was a great example of Kwantlen's collaborative spirit and flexibility in meeting the needs of its students. All of the students ('inside' and 'outside') spoke of this course as life-changing experience, and the group wrote a poem extolling the value of the library service. They also referred to "librarians as gods", so it was uplifting for all involved.

The Library and the United Way

Several library staff were involved in the United Way campaign organization. The Library hosted the United Way Used Book Sale bringing in over \$1,150 during the one day sale and University Librarian Todd Mundle helped flip pancakes at Surrey campus.

The Learning Centres

The Learning Centre's director, staff and faculty were proud to present the annual report for 2012-13 in Nov and Dec to various groups within the university. A copy of the report is attached.

In December the Director, Student Development was very pleased to be awarded with a **grant from the Ike Barber** Foundation for \$3670 which will be used to work with **student researchers** who will conduct a community-based feasibility study for development and/or establishment of **Regional Learning Centres**.

In December, the Director Student Development met with **Surrey School district** administrators and six KPU faculty members to devise a plan for providing five Surrey Schools Learning Centres (alternative schools for students in Gr 10,11,12) with **volunteer university student tutors**. The **pilot will begin in late Jan** and go through to April matching identified high school students with a university student tutor with a view to assisting with their content area understanding as well as providing motivation and encouragement to **build a greater sense of self efficacy**, and **better attendance rates** in the high school students. If time and opportunity permits we hope to

expose students to university life at KPU to **broaden student aspiration** to include higher education as a viable option for these potentially at-risk students.

On Saturday Jan 4 the **Step Ahead Transition program** was attended by 38 students (with 44 actually registering online) and conducted in the Surrey Library from 10am to 4.00pm. This program provides students with an awareness of, and practice in, strategies they can use to: understand the culture of university life and how to manage instructors expectations in the learning environment; time with peer tutors to complete self-assessments such as the Learning and Study Strategy Inventory (LASSI), or Learning approaches or style inventories, or how to navigate the KPU computer system; how to prepare for classes - prior to during and after class; some strategies for taking notes; time management and personal organization techniques (along with the preparation of a semester schedule; methods for recognizing and dealing with stress; and individual learning strategist time (speed interviews – up to 10 minutes to ask a question or book an appointment). A **post evaluation survey** will be sent to participants during **week three of the semester** to help us to identify what they found useful and what they are finding challenging. We are also interested in any students who may not be with us – who didn't connect with anyone and may have dropped out early. We also plan to **follow up** with the students who attended later in the semester (**March**) to see how they are going.

On Saturday Jan 11, over **50 student tutors** engaged in their next level of tutor training led by our certified tutor trainers from the staff and faculty of the Learning Centres. This training **leads to certification** as a Professional Tutor once students complete the **three levels of training, specialized tutor training** and their KPU degree. To promote and assist with quality assurance we also offered tutor training to faculty based student tutors in ELST, Horticulture and Design (who don't work in the Learning Centres).

Academic and Career Advancement

Dean's Office

Spring has brought a number of changes to the Dean's Office in the Faculty of Academic and Career Advancement. Judie Phillips, Special Assistant to the Provost on Policy and Academic Affairs, was appointed to the role of Dean pro tem for a six month term starting on January 6, 2014. Dr. Kathleen Haggith completed her term as Dean pro tem on January 6, 2014 and returned to her regular position as Associate Dean with the Faculty. Joel Murray completed his Associate Dean pro tem role on December 31, 2014 and returns to the Faculty to work on special projects for the Dean's office from February 1- April 30, 2014 as Karen Vance transitions from the Business Manager role after accepting a position back with the Faculty of Science. After many years of commitment and service to the Faculty of Academic and Career Advancement, Davinder Cheema, Administrative Assistant joined the Faculty of Community and Health Studies in December. Therefore, searches are currently underway for an Administrative Assistant and Dean's Assistant.

In December, the Faculty of Academic and Career Advancement received information that our budget will be reduced by \$1.35 million by April 1, 2014 for the 2014-15 fiscal year. Accordingly, KPU has issued layoff notices to sixteen faculty members. The notices were issued in keeping with the provisions of the collective agreement between KPU and the Kwantlen Faculty Association.

Lastly, the ACA Faculty as a Whole meeting followed a well-attended holiday lunch at the Richmond Campus on Friday, December 6, 2013.

Programs – New, Revised, Reviewed

Academic and Career Preparation (ACP)

Connections with other Faculties have led the ACP Department to offer the 1.5-credit ENGQ 1096 writing support course in a shortened format this Spring, starting three weeks into the semester so that faculty in other courses can refer students to it in time. The department has also introduced the course at a new time on the Langley campus to increase access for students in a variety of programs at the Langley campus.

Faculty in the ACP Department are concerned that students who would have registered in ELST will register instead in ACP, potentially displacing other domestic students who just need ACP's regular upgrading courses and slowing down their progress into higher-level KPU programs. The department will monitor this potential access barrier.

Access Programs for People with Disabilities (APPD)

Curriculum Revisions: As a follow-up to the suggestions from the Senate Subcommittee on Course Curriculum (SCC) at their October meeting, revisions were made to the 21 new APPD course outlines

and they were reviewed and approved by the ACA Curriculum Committee on December 13, 2013 and forwarded to SCC for review and approval at their January 22, 2014 meeting.

Career Choices and Life Success (CCLS)

The CCLS Department has recently updated their course outlines to accurately reflect the program as it is currently offered. Course outlines are ready to be brought forward to the ACA Curriculum Committee for feedback.

Mary Anne Becher was recently hired into a part-time contract position for the coming year to implement the new CCLS offering at the Surrey campus for both men and women (the program is currently offered in Langley for women only). The department is supportive of the additional offering but has reservations about the mixed cohort, program schedule, and marketing strategies for the additional program offering.

English Language Studies (ELST)

The Ministry of Advanced Education has informed KPU that funding targeted for the ELS programs will be reduced by \$1.35 million as of April 1, 2014.

The program is only offered in the accelerated format for Spring 2014. A very limited number of domestic seats will be offered.

The ELST Department will offer an Adjunct Language Course with the KPU School of Business in fall 2014.

Our Faculty & Staff

Faculty Achievements

Christine MacLeod, Family Childcare Program, was a recipient of the 2013 Prime Minister's Awards for Excellence in Early Childhood Education, Certificate of Achievement.

Ann Talbot ended her term as ELST Co-Chair on December 31, 2013.

Arthur Ling began his term as ELST Co-Chair on January 1, 2014.

Beth Beeching has been seconded to VCC to work on the VCC Pathways project.

Alexa Karapanos was seconded to the United Way for Fall 2013.

Arthur Ling visited the KPU China partnership school in Fuyang in November 2013.

Our Students

ELST

KPU Student Assistants have been hired to provide extra academic support for the Saudi Scholarship students. The assistants are being recruited and supervised by ELST faculty member Joanna Daley.

Special Events

Faculty of Academic and Career Advancement

On January 13, 2014 the Faculty of Academic and Career Advancement hosted the UBC Centre for Inclusion and Citizenship workshop *Ethnicity, Race and Culture; Towards an Inclusive Community*

Academic and Career Advancement

Living Movement. This event brought together a number of students, faculty, staff and community organizations to engage in meaningful dialogue about this topic. ACA faculty member, Teresa Morishita, and student, Nehad Mousa, presented in the workshop.

APPD Department

Richmond Autism Resource Fair, Richmond – November 23, 2013.

KPU United Way Campaign Fall 2013

A successful campaign was led by ELST Faculty member Susan Saint.

The Faculty of Trades and Technology

APPLIANCE SERVICE TECHNOLOGY

- Beginning the first phase of introducing tankless hot water heaters to the program in a cooperative effort with our plumbing department.
- Pursuing a joint program with a benefactor to our program that would involve our students and instructors repairing Appliances that were product returns to the manufacturer and then donating these to some of the inner city schools who are then using them for their lunch programs.

CARPENTRY



KPU Carpentry Foundation students have been honing their skills while assisting an African charity founded by KPU Electrical grad Mohamed Ahmed . Working from a basic drawing students created a useful structure for clothing drop boxes that the DAFS Society (DEEQ African Foundation Society) have distributed throughout the lower mainland. So far the foundation students have completed four drop boxes (with one more to go), and while benefiting from a real-life experience, have also contributed to a humanitarian cause. The Society has issued Certificates of Appreciation acknowledging their efforts and their numerous hours of volunteer work. The bins have been filling and Ahmed has received lots of support from the Salvation Army who is allowing them to use its' facilities for sorting and bundling.

ACE IT Welding Opportunities

We've received a number of requests for ACE IT Welding opportunities beyond our typical School District partnerships. The Gulf Islands SD #64 placed a student in the last year's program and is looking for another spot this spring. We've also had a request from SD #69 Qualicum, on Vancouver Island, as well as two independent schools requesting a welding spot for this February's intake. Our partnership scope is expanding as is the reputation of our Welding program.

We are hosting an ACE IT Program Orientation for students and parents, January 14th in the Cloverdale atrium, where they will have an opportunity to become acquainted with the campus, faculty, available services and post-secondary life. School District Coordinators, program faculty and representatives from Student Services will be on-hand to assist in this orientation.

OFFICE OF THE DEAN

Renovations are well underway for the new Dean's Office/Student Services space, making services more accessible to students. The construction phase should be finished by January 24th, and then on to wiring and furnishings.

KPU TECH Divisional

A well-attended Divisional meeting was held January 3rd wherein an informative roundtable discussion took place on operational changes within the faculty and providing an opportunity for feedback.

CLOVERDALE CAMPUS – CAREER FAIRS/OPEN HOUSE

Faculty attended a Trades Expo at Tradex (Abbotsford) October 18 and 19, an Education & Career Fair at Tradex Dec 2nd and at the Vancouver Convention Centre December 6th.

Facilities Services

Facilities Services Accomplishments



PROJECT	COMMENTS
<i>Chip & Shannon Wilson School of Design Building</i>	<ul style="list-style-type: none"> • <i>Design team completed Design Development Report.</i> • <i>Class B budget completed. Project is within budget.</i> • <i>Completed tendering and contract award for site preparation with E. Mathers Bulldozing Co. Ltd. providing the site preparation work which includes demolition of existing parking, soil densification, pre-load and relocation of the loading dock.</i> • <i>Completed Room Data Sheets and Equipment inventory.</i> • <i>Completed website and communication plan.</i> • <i>Received AVED approval to proceed to tender for site preparation.</i>
<i>Richmond Refurbishment Project – Phase 2</i>	<i>Finalized construction and wall finishes installation. Students are making great use of the increased study and gathering areas.</i>
<i>Surrey renovations for IAP & Executive relocation</i>	<i>Tendered and contract awarded to RAM Construction. Renovations will begin Dec. 23rd.</i>
<i>Langley Sciences Upper Level & Research Lab Reno</i>	<i>Finalized layouts and specifications for renovation. Tender posted for renovation contractor.</i>
<i>Cloverdale Deans office Renovation</i>	<i>Finalized layouts and specifications for renovation. Tender and contract awarded to Mann Construction Group. Renovation in progress.</i>

<i>Brew Program Space Planning</i>	<i>Provided estimates and potential location for interim and long term facilities for the Brew Program. Determining detailed equipment and space requirements for the Brew Lab. Space programming completed for Horticulture activities which will be relocated to a pre-fabricated facility to free space for the Brew Lab.</i>
<i>Environmental Sustainability Week</i>	<i>Provided campus tours during KPU's Environmental Sustainability week at the Cloverdale and Surrey campuses highlighting the LEED (Leadership in Energy & Environmental Design) features of the buildings.</i>
Winter Conditions	Facilities staff and landscape contractors continue to work effectively together to ensure campuses are safe for access during the snow falls and icy conditions. Crews are responding to campuses by 5:00am to ensure safe access is met for 07:00am.
Hazardous Tree Risk Assessments, Langley and Surrey campuses	Landscape contractors completed Hazardous Tree Risk Assessments at Langley and Surrey, identifying dangerous conditions requiring immediate intervention and species deterioration requiring ongoing annual monitoring. The audits and future actions are being coordinated with the Horticulture program for the Langley campus to ensure learning outcome opportunities.
24/7 Library Openings	Facilities Operations assisted in the planning for 24/7 library access at Surrey and Richmond campuses under a new model of student access with Security personnel on site. Security presence and emergency call out protocols were used to minimize risk.
Facilities Performance Index, APPA	The Association of Physical Plant Administrator's (APPA) Facilities Performance Index (FPI) submission was completed. The FPI benchmarks KPU's Facilities services against other participating North American universities.
<i>Electrical Maintenance</i>	<i>Completed high voltage vault maintenance at Langley and Cloverdale Campuses to ensure continued safety and reliability of the main campus electrical service.</i>
<i>Environmental Audit</i>	<i>Completed Level One environmental audit of Cloverdale Campus work yard to identify any contamination and to identify practices to ensure no further contamination occurs.</i>
<i>Crawlspace Inspection</i>	<i>Completed quarterly crawlspace inspection at Langley Campus. Work included having fire damper annual inspection work performed in the crawlspace area.</i>
<i>Elevator Controllers</i>	<i>Elevator controllers at Surrey Campus upgraded.</i>

<i>Air Compressor removal</i>	<i>Converted last portion of Birch and Surrey Main at Surrey Campus from pneumatic controls to DDC (direct digital control) and removed obsolete air compressors in each building.</i>
<i>Roof Safety</i>	<i>Painted safety lines were added to the roof at the Richmond Campus to identify safe work zones.</i>
<i>Signage Updates</i>	<ul style="list-style-type: none"> • <i>60+ signage updates to correspond with moves and renovations for the Richmond refurbishment Project.</i> • <i>Fir and Spruce Building upgraded with new directional, directory and identification signage.</i> • <i>Custom-designed donor signage for Aldergrove Financial Group was installed in Langley South Building</i>
<i>Furniture & asset management</i>	<ul style="list-style-type: none"> • <i>Reduced off-site storage requirements and expenses by 50%.</i> • <i>Disposed of 280 pieces of damaged and/or outdated surplus furniture through BC Asset.</i> • <i>Performance review of Holmes & Brackel, KPU's furniture providers.</i>
<i>Langley Cafeteria</i>	<i>Custom-printed historical photos of Langley were installed in the cafeteria</i>
<i>Administration</i>	<i>Recruited a Manager, Capital projects with Trevor Wong formerly the Acting Director, Facilities at Vancouver Community College the successful candidate.</i>
<i>Support to Major Events on Campus</i>	<p><i>Room bookings and front line FSG's have provided support to numerous events in conference centers, atriums, and the Langley auditorium. Highlights have included;</i></p> <ul style="list-style-type: none"> • <i>Risk Management Conference</i> • <i>Science Fair</i> • <i>Design Awards Ceremony</i> • <i>Fair Trade Conference</i> • <i>The Law and Order Forum</i> • <i>Accounting Fair</i>
<i>Facilities Inventory System, (FIS)</i>	<i>The 2013 Facilities Inventory System (FIS) submitted to the Ministry of Advanced Education is an annual submission required by October every year and is a complete data base of the university's space inventory including descriptions of each room, their size, and their current functions.</i>

Finance and Supply and Business Services

Finance & Bookstore

As we move forward into 2014, Financial Services will be very busy during the first three months with both the Payroll calendar year-end and the University fiscal year-end. Financial Services wishes all the Faculties and Units a Happy and Productive New Year.

Financial Reporting and Systems Update

With the continued vacancy of the Manager, Budgeting and Payroll position, cross portfolio work has been required by the Manager, Financial Reporting and Systems.

This work includes leading the implementation of the FAST Budget application with expectation to have some functionality in production for the 2014/2015 budget, participation in budget request meetings and status quo budget meetings. Quarter 3 Forecast was also completed to meet an unprecedented 3- week advancement of past years' deadlines.

Financial Reporting staff continued to move forward in automating and improving processes, completing the Quarter 2 Appendix C report in October and working on the completion of Millennium FAST Finance and PCard upgrade testing. In conjunction with Millennium and IET's availability, the Millennium FAST upgrade has been confirmed to take place during the week of January 13th. Planning has also begun for fiscal year end reporting and auditing requirements.

Accounting Services

During the past several months Accounting Services has been involved in the Interim Audit, assisting MNP in a review of Procurement/Payables, and continuing to explore opportunities for improved processing efficiencies. Many Accounting Services staff provided several days of assistance to SES staff during the December fee payment deadline. Foundation bank accounts have been successfully transitioned to RBC, and the Manager Accounting Services has been involved in the selection of new MFP Devices for KPU.

Budgeting and Assurance

The status quo budget meetings for fiscal 2013-14 are almost completed, and we wish to thank everyone for their participation at these meetings. Compilation of budget requests for 2014-15 has been completed and forwarded to the executive for consideration.

Restricted and Revenue Generating Funds

The following external reports were completed and submitted:

Finance and Supply & Business Services

- Statistics Canada – Capital Expenditures
- Ministry of Advanced Education – Quarter 3 Capital Cash Flow
- Agriculture and Agri-Food Canada– Career Focus Program

The area performed several reviews and closures of some capital and research funds. We also undertook an extensive review of the Capital Renovations and Facility Renewal fund, which resulted in identifying the amount of funding available, as well as streamlining the financial reporting. The RRG area has worked with Accounting Services to transition the Foundation and Alumni Association's banking services from HSBC to RBC.

Payroll Report

The fall semester is always a busy time for Payroll and 2013 was no exception. In addition to the regular workload, we began the year-end process in mid-November even though T4s are not due until the end of February. A lot of reviewing, investigating, balancing and reconciling are part of the year-end process and it is beneficial to start early. In December the Payroll Operations Manager tested the new Banner upgrade to version 8.9 (effective mid-January). Working closely with HR and IET, the testing was successful and we are ready to "go live".

As mentioned earlier in the year, Payroll participated in the Lean Sensei project in early April to organize and de-clutter the Payroll area. We are very proud to report that the area still looks good even after 9 months.

Bookstore Report

No Bookstore update for this period.

Supply & Business Services

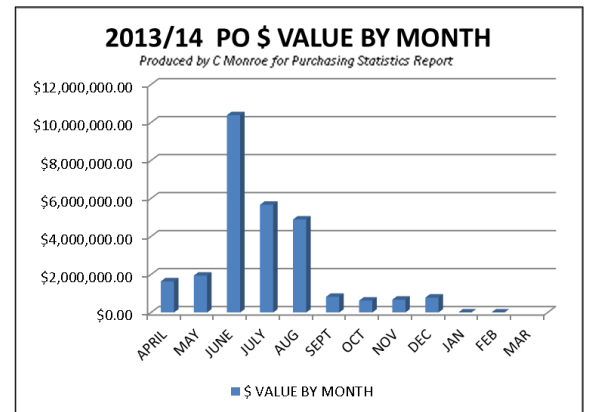
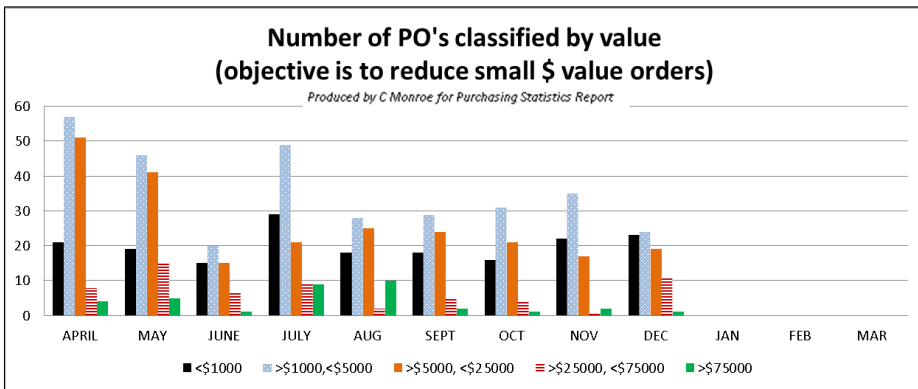
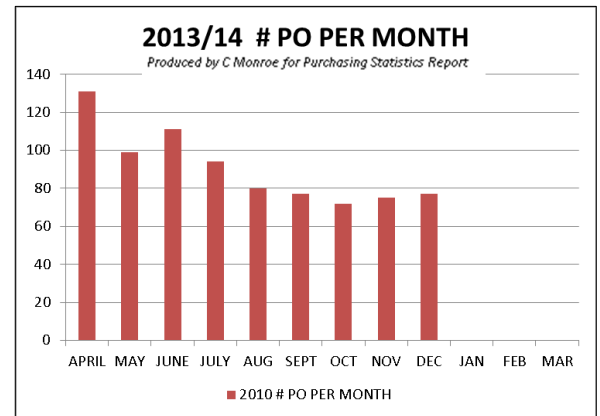
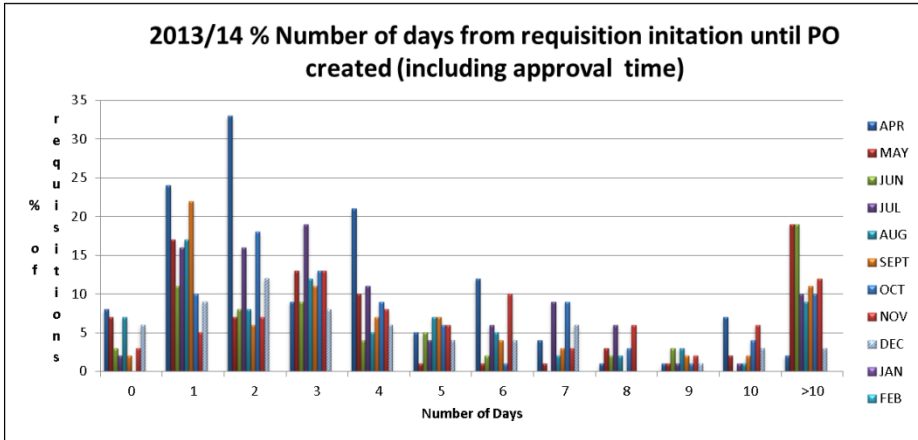
Print Services

In December SBS and IET completed a comprehensive bid process resulting in the establishment of a 5-year contract with Ricoh Canada for the replacement of multifunction photocopiers, desktop printers and the delivery of managed document services that will focus on all aspects of document output environment including the developing, monitoring, consolidating, controlling and optimizing the printing and imaging infrastructure.

Work is now underway to complete the needs assessment leading to recommendations and solutions to meet the following key goals of this service:

1. Optimize investment to ensure the right equipment, software and solutions are identified
2. Seamless, responsive and reliable support for service calls, supplies and tech support
3. Access and monitoring to ensure authorized use and provide budget accounting reports
4. Strategies and solutions to reduce university printing costs and paper consumption
5. Pay-for-Print solutions to provide cost recovery for student printing
6. Improved content management processes and efficiencies

Purchasing Services:



Vice President Finance & Administration and Deputy Vice Chancellor

Sabbatical Report

Between September 1, 2013 and December 31, 2013, I was on sabbatical. During this time, my primary work included the following:

1. EdD (Doctor in Education) Thesis. During this period, I made significant progress towards completing my doctoral thesis in 2014. My thesis topic is *Widening Access and Enhancing Profession: Dual Sector Universities in*

British Columbia. In this study, I am asking the following research question: Do BC dual sector universities (the new special purpose teaching universities) widen access and participation better than more traditional configurations of community colleges and research intensive universities? (BC's dual sector universities have asserted that they are more effective at widening access and participation in higher education because they can enhance student progression by providing 'seamless' transitions between college and university level studies.) As well, the BC Government established them to widen access and participation to post-secondary education including providing more opportunities for degree completion. Australian dual sector universities, mostly in the state of Victoria, have been successful at providing such seamless transitions to students from their TAFE (Technical and Further Education) sector. Preliminary evidence however, indicates that the BC special purpose universities have not yet been as successful as their Australian counterparts.

My thesis looks at the British Columbia public post-secondary education system and will measure empirically how well the special purpose teaching universities are doing at widening access and increasing participation through enhancing student progression. In my research, I am looking at 10 years of student records from the across the province in order to answer my research question. Specifically, I am focusing on non-traditional students including those with lower levels of academic achievement, those from lower socio-economic groups, first generation post-secondary students, students from rural and remote communities and those from ethnic groups and First Nations with historically lower participation rates in post-secondary studies.

During my sabbatical I completed the literature review for my thesis which included looking critically at research from around the world encompassing studies from BC, Canada, the United States, England and Australia. This literature review included the widening access/participation research, comparative and international studies, dual sector and college/university research and key research issues and theoretical frameworks related to system differentiation and stratification, organizational theory and structure, government policy, student progression, institutional funding, boundaries and identity including Bourdieu's concept of habitus, student institutional choices, transfer and articulation between college and university, and the possible the diversion of students from lower socio-economic groups to lower status institutions.

By the end of my sabbatical, I had made significant progress on my thesis. This will allow me to complete my thesis later this year.

2. During my sabbatical, I also led a KPU/SFU organizing committee that hosted the national conference of Canadian university academic vice presidents. This conference was collaboration between NATVAC (National Vice Presidents' Academic Council), the Canadian Association of University Business Officers (CAUBO) and The Conference Board of Canada, Quality Network for Universities. The conference theme was *The Future of Canadian Higher Education: possibilities, opportunities and choices* and speakers included Ron Barnett, Emeritus Professor of Higher Education at the Institute of Education, University of London and a recognized authority on the conceptual and theoretical understanding of university and higher education, Libby Hackett and Steve West from University Alliance (UK) which represents the most successful former polytechnics that were re-designated as universities in 1992, and Carl Amrhein, Visiting Executive, Conference Board of Canada.

KPU hosted the Friday conference sessions at the Richmond Campus as well as the conference reception and dinner at the Pan Pacific Hotel. At the reception, the Campbell Ryga trio featuring KPU faculty members Campbell Ryga and Jodi Proznick provided music. The Kwantlen Chamber Singers, under the direction of Gail Suderman, who teaches voice at KPU, entertained conference participants during dinner. This conference increased KPU's profile amongst Canadian universities and showcased our music students and faculty.

Finally, I would like to take this opportunity to thank Alan Davis granting me this sabbatical. It's the first time any senior administrator has taken time from his or her work for professional development. I had a productive four months away from my administrative duties, during which time I accomplished a lot. I would recommend that KPU consider providing sabbatical opportunities to other senior administrators in the future.

Human Resources

Employee Relations

Nothing to report.

Employee Services

Month	Accomplishment	Reported to Board	
Jan	Faculty probationary period process review & template documents	Y <input type="checkbox"/>	N <input type="checkbox"/> for Board Mtg on Date
Jan	New Employee Checklist	Y <input type="checkbox"/>	N <input type="checkbox"/> for Board Mtg on Date

Health and Benefits

Nothing to report.

Occupational Health and Safety

Month	Accomplishment	Reported to Board	
	<p>Joint Occupational Health and Safety Committees have been established at each campus consistent with WorkSafe BC regulations. Committees are meeting monthly and conducting safety inspections on a regular basis. Fourteen (14) workplace inspections have been completed during this reporting period.</p> <p>As required by legislation, annual training was provided to Joint Occupational Health and Safety Committee members November 19, 2013 .Topic-Violence Prevention.</p>	Y <input type="checkbox"/>	N <input type="checkbox"/> for Board Mtg on 29-Jan-13

Human Resources

Risk Management

Nothing to report.

Security

Month	Accomplishment	Reported to Board	
January 2014	Security participated in arranging and overseeing security needs for the Championship soccer tournament hosted by KPU	Y <input type="checkbox"/>	N <input type="checkbox"/> for Board Mtg on 29-Jan-13
January 2014	Security has overseen the installation of more DSL (Direct Service Lines (red phones)) in Richmond and Langley	Y <input type="checkbox"/>	N <input type="checkbox"/> for Board Mtg on 29-Jan-13
January 2014	Security developed a working guidelines and plan for the successful 24/7 opening of the libraries at the Surrey and Richmond campuses. Security manned and oversaw all aspects of the 24/7 opening event without on sight supervision.	Y <input type="checkbox"/>	N <input type="checkbox"/> for Board Mtg on 29-Jan-13

Information and Educational Technology (IET)

1. **Strategic Initiatives**

1.1 **Student Experience**

1.1.1 ***Flexible Registration***

Flexible Registration system implementation work is on schedule with a planned launch date for February 2014. The new Flexible registration system enables online self-service registration for non-academic (professional studies/continuing education) offerings.

1.2 **Agile Infrastructure**

1.2.1 ***Unified Messaging***

Converted 700 users to unified messaging which enables their voicemail to be retrieved from the email box using the computer, phones or mobile devices. A further 600 users are scheduled to be converted by mid-February, after which the old voicemail system can be retired.

2. **Operational Initiatives**

2.1 **Process Improvements**

2.1.1 ***Lean Thinking***

2 employees (from HR and IET) completed training for Lean Greenbelt certification. This makes a total of 8 Greenbelts on the KPU Lean Team. The KPU Lean Team developed the curriculum for Lean 101 training and delivered the first training session to the staff of the Faculty of Trades and Technology. The Lean Team will continue to offer Lean 101 training through out the year to disseminate the knowledge of Lean Thinking across the University.

2.1.2 ***Cost Outline Database Enhancement***

The Course Outline Development Application has been enhanced with the functionality to automate conversion of approved course outline to PDF to facilitate the publication to the Course Outline Library and optionally to convert a course outline in SharePoint to a Word document to enhance collaboration among course outline developers.

2.1.3 ***HR Competition Site on SharePoint***

Development of the SharePoint application for the repository and retrieval of resumes of applicants to facilitate collaboration among hiring managers and selection committees has been completed. HR will deploy the application upon completion of user training in early spring.

2.1.4 HR SharePoint Site

Assisted HR to complete migration of contents from KPU.ca to the OurKwantlen Employee Portal.

2.1.5 Drupal Website

Worked in collaboration with the Communication and Marketing department to launch the new KPU public website using the Drupal open source content management system. IET provides the application and server infrastructure while Marketing manages the website structure and content.

2.2 Infrastructure Renewal/Upgrade

2.2.1 eClassroom Upgrade

Replaced 40 data projectors in eClassrooms across 4 campuses

2.2.2 Thin Clients Upgrades

Replaced 300+ first generation thin clients (SunRays) in the libraries on all campuses. The upgrade provides improved video performance and fixes the issues with USB keys (ongoing technical issues on the SunRays).

2.3 Regulatory and Compliance

2.3.1 Online Donation System

Launched new online donation system for the Office of Advancement to enhance donation functionality and keep in compliance with PCI-DSS (Payment Card Data Security Standard).

The Office of the Provost and Vice President Academic

2013 ended with the realignment of two portfolios in ACA and Student Life. Deputy Provost Jane Fee has accepted an acting role as AVP Student Affairs. Judie Phillips, presently a Special Assistant to the Provost, has been retained as Pro-tem Dean of Academic and Career Advancement. Zena Mitchell, Associate Registrar, has accepted a position as Project Director, University Transitions Project, itself a project within Student Affairs.

Draft Two of the Academic Plan was presented to Senate on December 16th. Members provided much needed feedback and expressed support for the new consultations and time line proposed. I have proposed that the Academic Planning and Priorities Sub-Committee become the advisory subcommittee of Senate to lead deliberations and eventually make recommendations to the full body of Senate. I have also assembled a work group to steer the plan through the stakeholder consultations, discussions, and media-based feedback. Select consultations are now scheduled in anticipation of the assembly of a Draft Three of the Academic Plan that I hope to bring to the February 24th Senate meeting.

December 2013 and January 2014 highlights include:

- Academic Plan Draft Three preparation (ongoing)
- Association of Canadian Community Colleges's (ACCC) "Serving Indigenous Learners and Communities Symposium"
- Two meetings with five local school district learning strategists to develop common approaches to student success and refine student pathways to post-secondary education
- Minister Amrik Virk attended the school districts meeting
- Conference Board of Canada's Centre for Skills in Post-Secondary Education planning meeting, Ottawa
- Completion ceremonies for Department of Criminology's Inside/Outside program at Mission Medium Security Institution attended by President Dr. A. Davis, Dean Dr. D. Purvey, Registrar Dr. R. Hensley and Provost Dr. S. Ferreras.
- Preparation and planning in process for the upcoming launch of the Bright New Day forum, a continuation of the Truth and Reconciliation national initiative.

The Office of the Provost and Vice President Academic

- Announcement of the launch of a Traditional Chinese Medicine diploma at KPU
- Announcement of the Brew and Brew Operations program in Science and Horticulture
- The Faculty of Academic and Career Advancement hosted the UBC Centre for Inclusion and Citizenship workshop Ethnicity, Race and Culture; *Towards an Inclusive Community Living Movement*.
- Continuing Studies and Professional Studies negotiated a Letter of Cooperation signed with Woodfiber Natural Gas (Petronas-owned natural gas project in Squamish) to work with the Squamish First Nation, in consultation with TUV Nord, to develop programs to meet the LNG industry's needs.
- The Institute for Material Innovation in collaboration with Rain City Consulting is pursuing Social Sciences and Humanities Research Council (SSHRC) funding to develop the Salmon Skin Leather Research Project.
- KPU Richmond site preparation for the construction of the Chip and Shannon Wilson School of Design is well underway with actual building to begin Summer 2014.
- Trades and Technology Dean Henry Reiser participated in an ACCC-sponsored tour of Colleges and Universities in Central and South India. Talks are underway for KPU to deliver certification, systems and professional training to selected universities and polytechnic institutes in Tamil Nadu, Karnataka and other Indian states.
- The School of Business welcomes the addition of Duane Radcliffe as Associate Dean. His contributions will play an important part in the ongoing development of our popular Business programs.
- KPU Surrey and Richmond held a successful pilot project to keep the Library open twenty-four hours a day for two weeks during exam period in December. The additional opening of the Libraries for this innovative access to study hours was well received by the regular flow of students who took advantage of expanded hours to prepare for exams and assignments.
- KPU Athletics and Director David Kent are pursuing an active campaign to promote intramural sports, raise KPU's profile and strengthen the performance and results of our KPU sports teams and athletes.
- KPU's INstitute for INnovation and Scholarship in Teaching and Learning (INSTL) hosted its debut event 'Conversations about Teaching and Learning for Faculty New to KPU'.

2014 promises to be a significant turning point for KPU as we launch new diploma and degree programs, and contemplate other program and facility opportunities in Central Surrey, Langley, Cloverdale, and Richmond.

KPU International

PREMIER CLARK'S TRADE MISSION TRIP TO CHINA:

China:

At the end of November, AVP International Stuart McIlmoyle and President and Vice-Chancellor Alan Davis, traveled to China to participate in Premier Christy Clark's trade mission trip. Some of the highlights of their trip include:

- The signing of 3 new strategic MOUs with the following Chinese universities:
 1. Taiyuan University of Technology (TUT)
 2. The Southwest University for Nationalities (SWUN)
 3. Beijing University of Chinese Medicine (BUCM).

Each MOU lays the foundation for future cooperation between our two universities and outlines potential areas for collaboration including joint research activities, student exchanges, etc.

- The attending of numerous public networking events around the country with both Premier Clark and Minister Wat.

INTERNATIONAL TRANSITION UPDATE

As part of the ongoing transition process and development of KPU International, two new members have joined our team. These members include:

- Business Manager, Ariana Arguello: February 1st
- Director, Partnerships & Pathways, Anita Hamm: January 20th

International Student Orientation Spring 2014

Held full day orientations at both the Surrey and Richmond campuses that saw over 180 students participate in the day events. It was the largest turnout for Orientation for a Spring term. There are a total of 257 new international students for the January 2014 Spring Term:

42% China

26% India

Office of International Students and Scholars

9% Brazil

7% Saudi Arabia

3% Hong Kong

2% Vietnam

11% Other (Moldova, Libya, S Korea, Germany, Indonesia, Israel, Fiji, Finland, France, Japan, Pakistan, Ukraine, Turkey, USA, Philippines, England)

International Student Christmas Lunch (December 2013)

Over 100 international students shared a traditional Christmas lunch and festivities with OISS and invited student service staff. It was the first time some of them had ever tried Turkey and there was lots of discussion about special customs from around the world during Christmas time.

International Education Week (November 2013)

In the third week of November there was a week-long celebration combined with activities held in support of International Education Week. Touted as one of the leading activities promoting cultural diversity and cross cultural learning, the week had many highlights:

- **International Exchange Opportunities Showroom**

Students were able to speak with 1) returned outgoing exchange students, 2) incoming exchange students and 3) OISS staff about studying abroad in a relaxed and casual setting. Staff and faculty members came and mingle with students about international opportunities

- **Photo gallery of international learning experiences of Kwantlen Students** Over 75 photos from around the world that provided a 'beautiful representation of where our students have been.' Photos are not on display in the Surrey campus OISS office. Also highlighted was the Students for Development photos from Cuba in the display.

- **Middle Eastern Café**

The Middle Eastern Café was organized by the KPU Saudi Club and KPU Saudi Partnership Advisor and the ELST Department and was intended to portray a Saudi Majlis which is a place of sitting or gathering. The KPU Saudi students set up a tent welcomed other students who passed by to join them for a traditional Saudi coffee and dessert. The KPU Saudi students wore their traditional dress which was very powerful visually and an excellent visual representation of the diversity of cultures on KPU's campuses.

- **Brazil booth**

Science without Borders Brazil Scholarship students were the host of the booth promoting the Brazilian culture to the KPU community including students, faculty and staff. Activities at the Brazilian booth included:

- A Taste of Brazil (sponsored by OISS.)

- Poster display. Participants answer ‘yes’ and ‘no’ questions which will lead them to a destination in Brazil
 - “Learn How to Speak Portuguese”. Participants will pick a card with a phrase and try to read it. At the bottom is the phrase in English.
 - “What Do You Know About Brazil?” Participants wrote down what they know about Brazil on a post-it note and put it up on a flipchart.
 - Dance Performance (by a domestic KPU student) - Capoeira
 - Music – Samba
- **International Home Remedies workshop**

 - **International Trivia Contest**

 - **World Map Activity**
 - “Where are You From”
 - “Where do You Want to go?”
 - **Flash Mob and multi-cultural mosaic presented by ELST 0033 students**
 - **Amazon Lunch and Learn by past Amazon Field School students**

 - **International Movie Day**

KSA and OISS collaborated on an International Movie Day in Grassroots Lounge. As part of the Movie Day OISS selected a movie titled ‘The Dialogue’ which is a 70-minute documentary that follows four American and four Chinese university students as they travel together through Hong Kong and Southwest China.
 - **KSA organized activities**

Henna painting, Rangoli, Carom board, a variety of cultural dances, and a DJ and dance party. At the end of the evening there were over 150 students who attended the events.

Feedback and responses with regards to IEW 2013 have been very positive. We were very pleased with the student groups who asked to be part of IEW and the events they successfully organized. IEW continues to be an important part of OISS’ contribution to the KPU community as we aspire to promote positive international educational exchange and cross cultural understanding.

OISS facebook album - direct link:

<https://www.facebook.com/media/set/?set=a.595163887187193.1073741848.231972620172990&type=1&l=811478dec9>

Saudi Club facebook album - direct link:

<https://www.facebook.com/media/set/?set=a.443645432404174.1073741830.369232196512165&type=1&l=3e9bc6c718>