

REMINDER

Board Meeting is at the

Cloverdale Campus

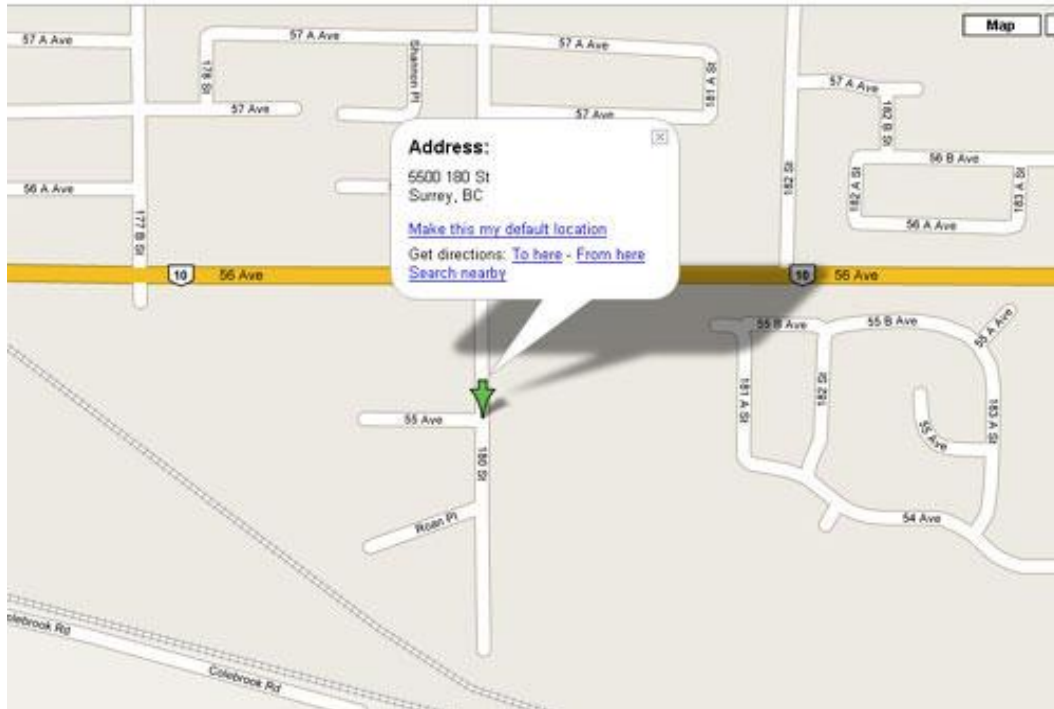
5500 – 180 Street

Cloverdale

Board Room

Room 1853

Map & Directions:



Traveling on Hwy #10, turn south on 180 Street.
Turn left into Kwantlen's campus and follow the road to the parking lot past the building.
Enter the building through the doors off the parking lot and follow the hallway until you reach Room 1853.



Agenda

Board of Governors

Date: June 4, 2014

Time: 3:00-7:00 pm

Location: Cloverdale Campus, Room 1853

Teleconference Numbers:

Vancouver: 604-899-2339

Toll-free: 1-877-385-4099

Access Code: 6404574#

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

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

<i>Agenda Item</i>	<i>Resource</i>	<i>Action</i>	<i>Time</i>	<i>Page</i>
Tour of Cloverdale Campus / Faculty of Arts Gallery	Diane Purvey		2:30-3:00	
1. Call to Order	Shane King		3:00	
2. Approval of Agenda	Shane King		3:00-3:05	2
3. Consent Agenda	Shane King		3:05-3:06	5
3.1. Minutes of April 2, 2014		M		
3.2. KSA Audited Financial Statements Year Ended December 31, 2013		I		12
3.3. Government Letter of Expectations		I		Link
3.4. Board Election Results – Students		I		29
4. Governance Committee Report				
4.1. Accountability Plan and Report 2013/14	Alan Davis / Lori McElroy	M	3:06-3:26	30
4.2. Election of Officers	Sandi Klassen	M	3:26-3:31	88
4.3. Board Meeting Schedule 2015	Shane King	M	3:31-3:36	89
4.4. Board Committee Appointments	Shane King	M	3:36-3:46	90
4.5. Appointment of Kwantlen Foundation Representative	Shane King	M	3:46-3:47	93
4.6. Appointment of Senate Representative	Shane King	M	3:47-3:48	94
5. Finance & Audit Committee Report				
5.1. Draft Board Response to Senate Budget Recommendations	Shane King Gordon Lee	M	3:48-3:58	95
5.2. International Fee Increase	Shane King	I	3:58-4:03	105



Agenda

Board of Governors

Date: June 4, 2014

Time: 3:00-7:00 pm

Location: Cloverdale Campus, Room 1853

<i>Agenda Item</i>	<i>Resource</i>	<i>Action</i>	<i>Time</i>	<i>Page</i>
5.3. Draft FTE Enrolment Report for Year Ending March 31, 2014	Shane King Gordon Lee	M	4:03-4:13	107
5.4. Five-Year Capital Plan	Karen Hearn	M	4:13-4:23	114
5.5. KPU's Infrastructure Upgrade	Gordon Lee	M	4:23-4:28	130
5.6. Draft Financial Statements for Year Ending March 31, 2014	Shane King Gordon Lee	M	4:28-4:48	140
5.7. Re-appointment of Auditors	Shane King	M	4:48-4:53	161
5.8. Enterprise Risk Management Report	Shane King	I	4:53-5:03	162
5.9. Brewing and Brewery Operations Diploma Draft Capital Budget	Gordon Lee	M	5:03-5:13	164
6. Board/Senate Task Force Report	Kristan Ash	I	5:13-5:18	168
7. Provost's Report	Salvador Ferreras	I	5:18-5:28	171
7.1. Academic Plan	Salvador Ferreras	M	5:28-5:48	175
8. President's Report	Alan Davis	I	5:48-5:58	176
9. Senate Report, March 31 and April 28 Part 1 & Part 2 , 2014	Alan Davis	I	5:58-6:03	179
9.1. President's Senate Update				
10. Association of Governing Boards Conference Reports	Gord Schoberg Ken Tung Sandra Hoffman Chris Girodat	I	6:03-6:18	
11. Canadian University Boards Association Conference Report	Shane King	I	6:18-6:23	
12. Issues and Concerns	Shane King		6:23-6:28	
13. Next Meeting Agenda Contribution	Shane King	D	6:28-6:33	
14. For the Good of the Order	Shane King	D	6:33-6:38	



Agenda

Board of Governors

Date: June 4, 2014

Time: 3:00-7:00 pm

Location: Cloverdale Campus, Room 1853

Agenda Item	Resource	Action	Time	Page
15. Evaluation of the Board as a Group	Kim Richter	E	6:38-6:43	182
16. Information Package		I		
17. Next Meeting Regular Board Meeting Wednesday, September 17, 2014 Richmond Campus, Melville Centre for Dialogue 3:00-7:00 pm				
18. Adjournment	Shane King			



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
3
June 4, 2014
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:	THAT the Board of Governors approve the following items on the Consent Agenda: 3.1 Minutes April 2, 2014 AND THAT the Board of Governors receive the following for information: 3.2 KSA Audited Financial Statements Year Ended December 31, 2013 3.3 <u>Government Letter of Expectations</u> 3.4 Board Election Results - Students
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Key Messages: **1. The KSA has submitted their financial statements as required under the University Act.**
[maximum of three]

Attachments: 3.1 Minutes of April 2, 2014
 3.2 KSA Audited Financial Statements Year Ended December 31, 2013
 3.3 Link to [Government Letter of Expectations](#)
 3.4 Board Election Results - Students

Submitted by: *Sandi Klassen*

Date submitted: *May 22, 2014*



Present Board

Kristan Ash
Harpreet Bhatti
Alan Davis / President
Geoff Dean
Chris Girodat
Sandra Hoffman
Richard Hosein
Shane King / Chair
Kim Richter
Gord Schoberg
Lisa Skakun
Launi Skinner
Shira Standfield
Ken Tung

University Vice Presidents

Sal Ferreras / Provost & VP Academic
Gordon Lee / VP Finance & Administration

University Community Members

Harry Gray / AVP, Administration
Sandi Klassen / University Secretary
Romy Kozak, Associate Dean, Faculty of Arts
Kathy Lylyk / Executive Director, Finance
Jeff Norris / Chief Advancement Officer
Maggie MacKenzie / Office of University Secretary
Terri Van Steinburg / President, Kwantlen Faculty Association
Larissa Petrillo / Instructor, Anthropology

Regrets Arvinder Bubber / Chancellor

Tour of the Cloverdale Campus

Board members toured the Cloverdale Campus prior to the Board meeting. The tour was conducted by Henry Reiser, Dean, Faculty of Trades and Technology. Gerard Laverty showed them the Farrier barn and explained the program, Tally Wade noted highlights of the Public Safety Communications Program as they visited the training lab and John Sprung showed them the 3D printer in the Computer Aided Design and Drafting lab, explaining the various uses for the printer and showing them some of the resulting models.

Call to Order

The Chair called the meeting to order at 3:14 pm.

Approval of Agenda

The agenda was approved by consensus.

Consent Agenda

Moved by Gord Schoberg; seconded by Sandra Hoffman:
THAT the Board of Governors approve the following items on the Consent Agenda:
3.1 Minutes of January 29, 2014
AND
THAT the Board of Governors receive the following for information:
3.2 Best Practice Guidelines in Governance Report
3.3 Auditor General of BC Report: University Board Governance Examinations / February 2014

MOTION CARRIED

New Business

Program Concept: Certificate in NGO and Non-profit Studies

Larissa Pettrillo presented an overview of the Certificate in NGO and Non-profit Studies noting that this program fills an education gap in the non-profit sector in the lower mainland.

Discussion followed regarding the flexibility of this program as an elective for current students working toward a bachelor degree and as a pathway for people to have their prior experience assessed and credit granted. It was also noted that 25% of courses are offered in non-standard hours and that Senate gave it unanimous support and approved the program at its last meeting.

Moved by Geoff Dean; seconded by Richard Hosein:

THAT the Board of Governors approve the Program Concept: Certificate in NGO and Non-profit Studies.

MOTION CARRIED

Board Election Results

Shane King advised that Marc Kampschuur, Instructor in the School of Business, was elected to the Board of Governors for a term beginning September 1, 2014 and ending August 31, 2017. Mr. Kampschuur will replace outgoing Board Member, Kim Richter.

Members of the Board expressed their appreciation to Kim Richter for her contributions.

Notice of Election

The Notice of Election for the Board Chair and Vice Chair was received. Shane King advised that the Board Chair and Vice Chair are elected annually at the June Board meeting and may be re-appointed to a maximum of three years.

Governance Committee Report

No report.

Finance & Audit Committee Report

Draft University Budget 2014-15

Gordon Lee presented the draft Fiscal 2014-15 Budget reviewed and recommended by the Board Finance & Audit Committee. Mr. Lee also noted that Financial Statements for 2013-14 and the Capital Budget for 2014-15 will be presented to the Board for approval in June.

Discussion followed regarding actions underway to address the statement made by the Senate Standing Committee on University Budget (SSCUB) that improvements are needed to the budget process. The memo outlining SSCUB's recommendation to Senate for transmittal to the Board of Governors and concerns expressed by Senate with regard to alignment between the future of domestic ESL and KPU's mandate were also discussed.

Shane King advised that Gordon Lee's office is drafting the Board's response to the memo outlining SCCUB's recommendations to Senate.

Moved by Harpreet Bhatti; seconded by Launi Skinner:

THAT the Board of Governors approve the University Budget Fiscal Year 2014-15.
MOTION CARRIED

Revision to Bylaw No. 4, Fees

Gordon Lee outlined the proposed fee increase noting that international fees are driven by the market and that scholarships, bursaries and student loans are available to students requiring financial assistance. The Board received two weeks written notice of the proposed Bylaw revision, as required in Bylaw 2, *Amendment of Bylaws*.

Moved by Sandra Hoffman; seconded by Launi Skinner:

THAT the Board of Governors approve revisions to Bylaw No. 4, Fees.
MOTION CARRIED

Divestment of Fossil Fuels Investments

Gordon Lee highlighted HSBC's and RBC Dominion's responses to the questions posed about fossil fuel investments. Mr. Lee summarized the commentary advising that there is very little financial impact resulting from a divestment of fossil fuel investments or returns.

Discussion followed with the following noted:

- KPU programming prepares students for jobs in a number of areas within the industry or related to fossil fuels.
- What are the impacts to KPU programming, community partners and businesses?
- BC is resource based and, as a public institution, what message would KPU be sending?
- What would the operational and financial impacts be?
- Many fossil fuel companies are making significant moves toward sustainability.
- Based on the information provided to PowerSmart KPU is well beyond what is achieved by many other institutions. Energy consumption is a serious way to have impact
- The impact on KPU's investments is not significant. Divestment is a positive statement and an opportunity to show leadership.
- The issue is complicated and far reaching and it is important to consider the impacts and ensure the Board has complete information and a full perspective prior to making a decision on this issue.

KPU's Financial Commitment to Sustainability

Moved by Geoff Dean; seconded by Richard Hosein:

WHEREAS investment in renewable energy development is necessary to minimize climate change dangers and ensure the sustainability of our environment, and

WHEREAS such investment provides much more domestic employment per dollar than investment in further coal and oil energy development,

THEREFORE BE IT RESOLVED THAT

Kwantlen Polytechnic University direct its financial management team to ensure:

- a) That any future investment of KPU's assets in energy-related companies must be in renewable energy, and**
- 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.**

WITHDRAWN BY MOTION

Moved by Geoff Dean; seconded by Richard Hosein

THAT the motion be withdrawn.

MOTION CARRIED

Moved by Geoff Dean; seconded by Richard Hosein:

THAT KPU direct its financial management team to ensure that any future investment of KPU's assets in energy-related companies must be in renewable energy.

MOTION DEFEATED

The Board recognized and thanked Geoff Dean for raising this issue and for his time and effort in compiling research for the Board's consideration. Alan Davis suggested enlisting support from KPU's active sustainability group to engage the KPU community in an open and informal setting to explore these questions and issues.

ACTION: The Investment Policy will be reviewed.

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

No report.

Provost's Report

A report was received. Sal Ferreras advised that the report has been revised based on feedback from the Board and now includes statistical information on student enrollment. Dr. Ferreras advised that the Academic Plan will be presented to Senate at its meeting on April 28, 2014. The Aboriginal Advisory Committee has been reconvened and the Elder in Residence position will be posted with plans for an official appointment by Fall 2014. Dr. Ferreras stated that the news that an agreement has been reached with the KSA to waive the ancillary student fees for all high school

students concurrently admitted to KPU has been well received by the School Districts and students.

Discussion followed regarding the forecast 2% decline in enrollment year over year and it was noted that although this is a trend across the system, KPU is reorganizing its recruitment team, streamlining the admissions process and increasing efforts to ensure that people expressing interest in attending KPU become students.

Kwantlen Student Association Fees

Sal Ferreras highlighted the memo from the Kwantlen Student Association (KSA) submitting its annual notice of changes to student fees for 2014-15 as required under the University Act 27.1 (1) (2) & (3).

Discussion followed regarding the process and rationale for the increases to services and association fees. Richard Hosein confirmed that the KSA is responsible to students and is subject to an annual external audit which is provided to the Board for information. Chris Girodat advised that fees have to be approved by student referendum.

ACTION: The University Secretary will invite a KSA representative to attend the next Board meeting and provide context for the increases including comparable data for peer universities as well as student usage information for the Health and Dental Plans and the Translink Multipacks.

President's Report

President's Report to the Board and Update on Ministry Core Review of Programming

The report was received and Alan Davis noted that the Core Review of Programming, Interim Report was submitted to the Ministry at the end of February. Dr. Davis advised that the final report, including clear and actionable plans that must be completed by the end of December, would be submitted to AVED prior to the next Board meeting. Dr. Davis also advised that KPU and SFU have discussed opportunities to demonstrate compatible and complementary programming and KPU will highlight its trade and vocational training programming.

Dr. Davis also extended an invitation to the Board to attend KPU Day, April 28, 2014 at the Langley Event Centre, 8:30 am to 2:30 pm. Events include Long Service Awards and a presentation on Mental Health. The Board is also invited to attend Convocation scheduled for May 28, 29 and 30, 2014. There will be six graduation ceremonies, four Honorary Degrees awarded and Distinguished Teaching, Scholarship and Service Award presentations.

President's Senate Update

Notes from Senate for January 25 and February 24, 2014

A report was received.

Issues and Concerns	<p>A question was posed regarding whether the Board of Governors should meet more frequently.</p> <p>ACTION: The University Secretary will conduct an email poll and report the results to the Board.</p>
Next Meeting Agenda Contribution	Verbal reports from attendees at the AGB National Conference on Trusteeship as outlined in the Board Governance Manual.
For the Good of the Order	<ul style="list-style-type: none"> ▪ Thanks to Launi Skinner for her contributions and service to KPU as she approaches the end of her term. Ms. Skinner will participate in the next meeting via telephone conference call. ▪ KPU has been recognized for its contributions in building the Surrey Board of Trade’s membership. ▪ Congratulations to KPU for its inaugural participation in Earth Day. ▪ The Surrey Central Rotary Club Chartering Ceremony was held recently. KPU graduates form the core of club membership. ▪ Thanks to Alan Davis and Jeff Norris for attending the Bridge to Success Gala held March 8, 2014. ▪ Louise Stein Sorensen, a local child survivor of the Holocaust from the Netherlands, will be speaking at KPU on Thursday, April 10, 2014.
Evaluation of the Board as a Group	<p>Richard Hosein evaluated the Board’s performance.</p> <p>Noted:</p> <ul style="list-style-type: none"> ▪ Well attended. ▪ Good presentations – the Certificate in NGO and Non-profit Studies was very informative and provided good insight in what we can do. ▪ Robust and diverse discussions. ▪ Suggestion to use My Kwantlen to let people know when and where meetings are held and encourage attendance. ▪ Thanks to Henry Reiser for hosting the tour.
Information Package	An information package was received.
Next Meeting	Wednesday, June 4, 2014 Cloverdale Campus, Room 1853, 3:00pm.
Adjournment	The meeting adjourned at 5:12 pm.

Board Chair

FINANCIAL STATEMENTS

**KWANTLEN UNIVERSITY COLLEGE
STUDENT ASSOCIATION**

December 31, 2013

TOMPKINS, WOZNY, MILLER & Co.
Chartered Accountants

A partnership of incorporated professionals.

INDEPENDENT AUDITOR'S REPORT

To the Members of
Kwantlen University College Student Association

Report on the Financial Statements

We have audited the accompanying financial statements of Kwantlen University College Student Association, which comprise the statement of financial position as at December 31, 2013, and the statements of operations, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Association's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Kwantlen University College Student Association as at December 31, 2013 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

As required by the British Columbia Society Act, we report that the accounting principles used in these financial statements have been applied on a basis consistent with that of the preceding year.

Tompkins, Wozny, Miller & Co.

Vancouver, Canada
March 21, 2014

Chartered Accountants

Kwantlen University College Student Association

Incorporated under the Society Act of B.C.

STATEMENT OF FINANCIAL POSITION

As at December 31

	2013				2012	
	Operating Fund	Capital Asset Fund	Health & Dental Fund	Other Funds	Total	Total
	\$	\$	\$	\$	\$	\$
<i>[Schedule 2]</i>						
ASSETS						
Current assets						
Cash	1,673,002	697,259	596,770	1,314,688	4,281,719	3,441,487
Accounts receivable <i>[note 3]</i>						
- Kwantlen Polytechnic University	82,846	24,068	376,610	315,176	798,700	738,460
- other	6,045	—	—	—	6,045	13,498
Marketable securities <i>[note 4]</i>	699,939	—	659,442	—	1,359,381	1,225,959
Inventory <i>[note 5]</i>	70,514	—	—	—	70,514	94,869
Prepaid expenses and deposits	29,200	—	—	—	29,200	27,035
Total current assets	2,561,546	721,327	1,632,822	1,629,864	6,545,559	5,541,308
Capital assets <i>[note 6]</i>	—	1,240,494	—	—	1,240,494	1,166,049
Total assets	2,561,546	1,961,821	1,632,822	1,629,864	7,786,053	6,707,357
LIABILITIES AND FUND BALANCES (DEFICIENCY)						
Current liabilities						
Accounts payable and accruals <i>[note 7]</i>	307,195	—	—	—	307,195	771,510
Deferred fee revenue <i>[note 8]</i>	478,284	207,235	1,215,053	297,286	2,197,858	2,060,622
Demand bank loan <i>[note 9]</i>	—	—	—	—	—	100,000
Other liabilities <i>[note 10]</i>	234,459	—	—	—	234,459	—
Interfund payable, no specific terms	1,242,928	164,685	(330,263)	(1,077,350)	—	—
Total current liabilities	2,262,866	371,920	884,790	(780,064)	2,739,512	2,932,132
Fund balances						
Invested in capital assets	—	1,240,494	—	—	1,240,494	1,066,049
Internally restricted	—	349,407	748,032	2,409,928	3,507,367	2,886,484
Unrestricted (deficiency)	298,680	—	—	—	298,680	(177,308)
Total fund balances	298,680	1,589,901	748,032	2,409,928	5,046,541	3,775,225
Total liabilities and fund balances	2,561,546	1,961,821	1,632,822	1,629,864	7,786,053	6,707,357

Commitments *[note 11]*

See accompanying notes to the financial statements

Approved by the Board of Directors:

Director of Finance

Director of Student Services

Kwantlen University College Student Association

Incorporated under the Society Act of B.C.

**STATEMENT OF OPERATIONS
AND CHANGES IN FUND BALANCES**

Year ended December 31

	2013				2012	
	Operating Fund	Capital Asset Fund	Health & Dental Fund	Other Funds	Total	Total
	\$	\$	\$	\$	\$	\$
	<i>[Schedule 3]</i>					
REVENUES						
Student activity fees <i>[note 14]</i>	1,240,114	402,024	1,699,920	2,052,887	5,394,945	5,220,411
Investment income	70,494	—	5,798	—	76,292	69,245
Increase in fair value - marketable securities	103,876	—	—	—	103,876	35,620
Advertising and other	21,804	—	9,041	67,494	98,339	54,087
Grass Roots Café <i>[schedule 1]</i>	413,745	—	—	—	413,745	375,858
Tickets, locks and other sales	39,994	—	—	—	39,994	54,560
	1,890,027	402,024	1,714,759	2,120,381	6,127,191	5,809,781
EXPENSES						
Activities	—	—	3,826	683,253	687,079	264,473
Amortization of capital assets	—	154,584	—	—	154,584	128,514
Bank charges and interest	11,842	125	—	—	11,967	8,371
Bursaries	—	—	—	41,727	41,727	28,000
Campaigning and dues	—	—	—	26,437	26,437	2,479
Common area expenses	15,088	—	—	—	15,088	13,218
Concert (net of \$nil revenue; 2012 - \$821)	—	—	—	—	—	26,724
Conferences and travel	637	—	—	30,993	31,630	17,334
Elections	39,350	—	—	—	39,350	28,961
Executive and representatives stipends	106,583	—	—	—	106,583	81,981
Grass Roots Café <i>[schedule 1]</i>	377,445	—	—	—	377,445	398,296
Handbook	27,104	—	—	—	27,104	25,326
Insurance	19,521	—	—	—	19,521	18,447
Investment management fees	16,389	—	—	—	16,389	13,831
Minor equipment and repairs	—	8,906	—	—	8,906	16,038
Office, postage, supplies and other	75,311	—	—	—	75,311	64,590
Professional	89,350	—	—	—	89,350	274,998
Shuttle bus	—	—	—	353,556	353,556	352,456
Student Health and Dental Plan premiums	—	—	1,748,180	—	1,748,180	1,628,959
Telephone, internet and cable	26,995	—	—	—	26,995	21,539
Tickets and locks	34,770	—	—	—	34,770	52,970
Transit (net of commissions)	—	—	—	—	—	130
Wages, subcontractors and benefits	694,846	—	25,905	243,152	963,903	807,624
	1,535,231	163,615	1,777,911	1,379,118	4,855,875	4,275,259
Excess (deficiency) of revenue for the year	354,796	238,409	(63,152)	741,263	1,271,316	1,534,522
Fund balances (deficiency), beginning of year	(177,308)	1,250,977	814,598	1,886,958	3,775,225	2,240,703
Interfund transfers						
Capital asset purchases	—	100,515	—	(100,515)	—	—
Allocation of overhead	121,192	—	(3,414)	(117,778)	—	—
Fund balances, end of year	298,680	1,589,901	748,032	2,409,928	5,046,541	3,775,225

See accompanying notes to the financial statements

Kwantlen University College Student Association

Incorporated under the Society Act of B.C.

STATEMENT OF CASH FLOWS

Year ended December 31

	2013	2012
	\$	\$
OPERATING ACTIVITIES		
Excess of revenue for the year	1,271,316	1,534,522
Add items not affecting cash		
Amortization of capital assets	154,584	128,514
Increase in market value of marketable securities (net)	(103,876)	(35,620)
Changes in non-cash working capital items		
Accounts receivable	(52,787)	(46,810)
Inventory	24,355	(71,176)
Prepaid expenses and deposits	(2,165)	12,743
Accounts payable and accruals	(464,315)	(90,419)
Deferred fee revenue	137,236	26,182
Other liabilities	234,459	—
Cash provided by operating activities	1,198,807	1,457,936
FINANCING ACTIVITIES		
Repayment of bank loan	(100,000)	(80,000)
Cash used in financing activities	(100,000)	(80,000)
INVESTING ACTIVITIES		
Purchase of marketable securities (net)	(29,546)	(31,976)
Purchase of capital assets	(229,029)	(103,037)
Cash used in investing activities	(258,575)	(135,013)
Increase in cash during the year	840,232	1,242,923
Cash, beginning of year	3,441,487	2,198,564
Cash, end of year	4,281,719	3,441,487

See accompanying notes to the financial statements

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

1. PURPOSE OF THE ORGANIZATION

Kwantlen University College Student Association ("Association") is a not-for-profit organization incorporated pursuant to the Society Act of British Columbia that provides support services and advocacy representation to the student membership. The Association is exempt from income taxes.

The mission of the Association is to support its members during their time of study by ensuring adequate provision for their welfare, activities, political and social needs. Through its democratic procedures, the Association represents and reflects the concerns and priorities of its membership to the Kwantlen Polytechnic University ("University") and beyond, and strives to uphold the rights of each of its members.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO") and include the following significant accounting policies:

Use of Estimates

The preparation of financial statements in conformity with Canadian ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the amounts of revenues and expenses reported during the year. Significant areas requiring the use of management estimates relate to the determination of net recoverable value of assets, in particular as it relates to useful lives of capital assets and the determination of the deferred portion of fees collected. Actual results could differ from these estimates.

Revenue Recognition

The Association follows the deferral method of accounting for contributions.

Revenue from student activity fees is recognized according to the academic terms they relate to.

Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount to be received can be reasonably estimated and the collection is reasonably assured.

Revenue from all other sources is recognized when the service is provided or when the respective goods are sold to the customer.

Investment income is recognized as revenue in accordance with the terms of the underlying investment, which in the case of interest, is generally with the passage of time.

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Fund Accounting

The Association follows fund accounting. The major funds are described below:

Operating Fund

The Operating Fund reports the assets, liabilities, revenues and expenses related to the Association's support services and administrative activities.

Capital Asset Fund

The Capital Asset Fund reports the assets, liabilities, revenues and expenses related to the Association's capital assets.

The fund is internally restricted for the purchase of capital assets, minor capital purchases and related repairs.

Health & Dental Fund

Members of the Association have agreed to contribute up to \$187 per year for the purpose of offering both an extended health plan and dental plan for students at the University. This fund is internally restricted for expenditures on health and dental plans and wellness programs for students.

Other Funds

Other funds include the Lobbying Fund, Women's Centre Capital Fund, Bursary Fund, START Volunteer Program Fund, Reboot Computer Service Fund, Intramurals Fund, Clubs and Events Fund, Advocacy Fund, Social Justice Fund, Peer Counselling Fund and Multi-pass Fund. These funds are internally restricted for expenditures related to their respective purposes as documented in the Association's regulations.

Measurement of Financial Instruments

The Association initially measures its financial assets and financial liabilities at fair value.

The Association subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial assets measured at fair value include marketable securities.

Financial liabilities measured at amortized cost include accounts payable and other liabilities.

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment.

Cash

Cash is defined as cash on hand and cash on deposit, net of cheques issued and outstanding at the year-end.

Statement of Cash Flows

The statement of cash flows is prepared on a net cash basis and cash flows from operating activities are reported using the indirect method.

Marketable Securities

Marketable securities are recorded at market value.

Inventory

Grass Roots Café inventory is measured at the lower of cost and net realizable value, with the direct cost of purchase being determined using the weighted average cost method.

All other inventory is measured at the lower of cost and current replacement cost, with the direct cost of purchase being determined using the weighted average cost method.

Capital Assets

Purchased capital assets are recorded in the Capital Asset Fund at cost.

Amortization is provided on a straight-line basis over the assets' estimated useful lives as follows:

- | | |
|--------------------------------|----------------|
| • Student Association premises | 25 to 30 years |
| • Yoga studio improvements | 10 years |
| • Bike lockers | 10 years |
| • Waterfillz stations | 5 years |
| • Grass Roots Café equipment | 5 years |
| • Furniture and equipment | 5 years |
| • Computer equipment | 3 years |

Kwantlen University College Student Association

Incorporated under the Society Act of B.C.

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

3. ACCOUNTS RECEIVABLE

	2013	2012
	\$	\$
Kwantlen Polytechnic University	798,700	738,460
Trades and other	6,045	29,107
Allowance for doubtful accounts	—	(15,609)
	6,045	13,498
	804,745	751,958

4. MARKETABLE SECURITIES

The Association's marketable securities, which are managed by CIBC and Quadrus, consist of the following:

	2013		2012	
	Operating	Heath & Dental	Operating	Heath & Dental
	\$	\$	\$	\$
Money market funds	540	—	537	—
Canadian bonds	368,542	347,466	372,233	350,991
International bonds	26,506	24,993	25,451	23,998
Canadian equities	71,391	67,317	73,047	68,879
U.S. equities	125,788	118,610	89,636	84,521
International equities	107,172	101,056	70,340	66,326
	699,939	659,442	631,244	594,715

5. INVENTORY

	2013	2012
	\$	\$
Fitness passes	54,968	79,587
Movie tickets, promotional items and others	8,104	9,896
Grass Roots Café supplies and liquor	7,442	5,386
	70,514	94,869

Kwantlen University College Student Association

Incorporated under the Society Act of B.C.

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

6. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value
	\$	\$	\$
2013			
Student Association premises	1,756,683	829,121	927,562
Yoga studio improvements	25,733	12,867	12,866
Bike lockers	52,264	5,226	47,038
Waterfillz stations	109,286	21,857	87,429
Grass Roots Café equipment	64,910	36,632	28,278
Furniture and equipment	254,429	126,835	127,594
Computer equipment	22,486	12,759	9,727
	2,285,791	1,045,297	1,240,494
2012			
Student Association premises	1,756,683	769,861	986,822
Yoga studio improvements	25,733	10,293	15,440
Waterfillz stations	67,558	—	67,558
Grass Roots Café equipment	64,129	38,690	25,439
Furniture and equipment	242,960	182,697	60,263
Computer equipment	15,791	5,264	10,527
	2,172,854	1,006,805	1,166,049

7. ACCOUNTS PAYABLE AND ACCRUALS

	2013	2012
	\$	\$
Operations	125,084	103,938
Due to Canadian Federation of Students	—	527,712
Due to Polytechnic Ink Publishing Society	89,287	12,027
Government remittances - GST/HST	12,183	9,919
- Payroll taxes	16,724	30,933
- Worksafe BC	643	1,562
Wages and vacation	63,274	85,419
	307,195	771,510

8. DEFERRED FEE REVENUE

Deferred fee revenue consists of student fees received or receivable by December 31, 2013 which relate to the 2014 year.

Kwantlen University College Student Association

Incorporated under the Society Act of B.C.

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

9. DEMAND BANK LOAN

	2013	2012
	\$	\$
Demand bank loan, bearing interest at CIBC prime rate plus 0.75%. Interest is payable on a monthly basis. The loan principal is repayable at \$40,000 semi-annually on September 30 and January 31.	—	100,000

The demand bank loan was fully repaid in 2013.

10. OTHER LIABILITIES

	2013	2012
	\$	\$
Public Interest Research Group	200,167	—
Radio Free Kwantlen	34,292	—
	234,459	—

During the year the Association collected fees on behalf of the Public Interest Research Group and Radio Free Kwantlen. These fees will be advanced to the respective legal entities once the groups who operate these entities have been chosen.

11. COMMITMENTS**i) Lease Commitments**

The Association leases space from the University. The annual lease cost to the Association is \$1 plus its share of common area maintenance expenses. The lease expires in May 2029.

The estimated common area maintenance expenses over the next five years are as follows:

	\$
2014	15,435
2015	15,898
2016	16,375
2017	16,866
2018	17,372
	81,946

ii) Health and Dental Plan

The Association is committed to monthly broker fees and insurance premiums of approximately \$15.58 per student registered in the Health and Dental Plan until August 31, 2015. As at December 31, 2013, there were approximately 9,200 students registered in the Health and Dental Plan.

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

12. FINANCIAL INSTRUMENTS

The Association is exposed to various risks through its financial instruments. The following analysis presents the Association's exposures to significant risk as at December 31, 2013.

Credit risk

The Association is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The Association does not obtain collateral or other security to support its accounts receivable subject to credit risk but mitigates this risk by dealing mainly with Kwantlen Polytechnic University and, accordingly, does not anticipate significant loss for non-performance.

The Association is also exposed to credit risk with respect to its bank deposits and marketable securities. The Association reduces its credit risk by placing its bank deposits with a chartered Canadian bank and by having its marketable securities managed by professional investment managers.

Liquidity risk

Liquidity risk is the risk of being unable to meet cash requirements or fund obligations as they become due. It stems from the possibility of a delay in realizing the fair value of financial instruments.

The Association manages its liquidity risk by constantly monitoring forecasted and actual cash flows and financial liability maturities, and by holding assets that can be readily converted into cash.

Interest rate risk

The Association is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate instruments subject the Association to a fair value risk while the floating rate instruments subject it to a cash flow risk. The Association is exposed to this type of risk as a result of investments in bonds and equities [note 4].

Currency risk

The Association has marketable securities that are denominated in a foreign currency and thus are exposed to the financial risk of earnings fluctuations arising from changes in foreign exchange rates and the degree of volatility of these rates. These marketable securities are of a short-term nature and management does not believe that represent a significant risk to the Association.

Kwantlen University College Student Association

Incorporated under the Society Act of B.C.

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

13. NON-DISCRETIONARY ALLOCATIONS - OTHER FEES

During the year, the Association collected fees on behalf of the following autonomous organizations:

	2013	2012
	\$	\$
Polytechnic Ink Publishing Society (PIPS)	243,159	237,452
Canadian Federation of Students (CFS)	221,309	178,887
	464,468	416,339

The Association began collection of CFS fees in 2009. In December 2013, the University started remitting these fees directly to CFS.

As these fees are collected in trust on behalf of these organizations, they are not included in the Association's statement of operations.

14. STUDENT ACTIVITY FEES

Student activity fees are comprised of the following:

	2013	2012
	\$	\$
Lobbying Fund	93,453	92,025
Bursary Fund	35,297	34,833
START Volunteer Program Fund	119,343	117,508
Reboot Computer Service Fund	96,491	95,001
Intramurals Fund	80,519	79,282
Clubs and Events Fund	209,268	206,056
Advocacy Service Fund	32,110	31,614
Social Justice Fund	48,418	47,666
Peer Counselling Fund	48,418	47,666
Multi-pass Fund	1,289,570	1,288,700
	2,052,887	2,040,351
Operating Fund	1,240,114	1,225,733
Student Union Building Capital Fund	402,024	300,915
Health and Dental Fund	1,699,920	1,653,412
	5,394,945	5,220,411

NOTES TO FINANCIAL STATEMENTS

December 31, 2013

15. OTHER INFORMATION

The Association currently collects student publication fees on behalf of PIPS and remits these fees to PIPS on a monthly basis.

The transactions with PIPS are summarized below:

At December 31, 2013, \$89,287 [2012 - \$12,027] was included in accounts payable and accruals which is owing to PIPS *[note 7]*;

For the year ending December 31, 2013, the Association charged PIPS \$12,158 [2012 - \$11,873] for administrative fees; and

For the year ending December 31, 2013, the Association collected \$243,159 [2012 - \$237,452] of designated student publication fees on behalf of PIPS *[note 13]*.

16. RELATED PARTY TRANSACTIONS

For the year ending December 31, 2013, the Association paid executive and representative stipends to executive board members and other elected personnel in the amount of \$106,583 [2012 - \$81,981].

17. COMPARATIVE FIGURES

Certain 2012 comparative figures have been reclassified to conform to the presentation adopted in the current year.

SCHEDULE OF REVENUE AND EXPENSES
GRASS ROOTS CAFE

Year ended December 31

	2013	2012
	\$	\$
Sales	413,745	375,858
Cost of sales	191,162	210,250
Gross profit	222,583	165,608
Other expenses		
Bank and credit card charges	8,408	6,750
Repairs and maintenance	4,940	2,407
Wages and benefits	172,935	178,889
	186,283	188,046
Income (loss) from operations	36,300	(22,438)

See accompanying notes to the financial statements

STATEMENT OF FINANCIAL POSITION - OTHER FUNDS

As at December 31

	2013											2012	
	Lobbying Fund	Women's Centre Fund	Bursary Fund	START Volunteer Program Fund	Reboot Computer Service Fund	Intramurals Fund	Clubs and Events Fund	Advocacy Service Fund	Social Justice Fund	Peer Counselling Fund	Multi-Pass Fund	Total	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current assets													
Cash	—	—	—	—	—	—	—	—	—	—	1,314,688	1,314,688	875,143
Accounts receivable -													
Kwantlen Polytechnic University	4,257	—	1,795	5,450	4,371	3,661	9,514	1,451	2,209	2,209	280,259	315,176	249,070
Total current assets	4,257	—	1,795	5,450	4,371	3,661	9,514	1,451	2,209	2,209	1,594,947	1,629,864	1,124,213
LIABILITIES AND FUND BALANCES													
Current liabilities													
Deferred fee revenue [note 8]	36,480	—	13,098	46,574	37,676	31,433	81,700	12,541	18,892	18,892	—	297,286	291,673
Interfund payable	(250,298)	(5,624)	(24,233)	(168,284)	(136,852)	(227,586)	(191,386)	(83,220)	(54,827)	(157,001)	221,961	(1,077,350)	(1,054,418)
Total current liabilities	(213,818)	(5,624)	(11,135)	(121,710)	(99,176)	(196,153)	(109,686)	(70,679)	(35,935)	(138,109)	221,961	(780,064)	(762,745)
Fund balances													
Internally restricted	218,075	5,624	12,930	127,160	103,547	199,814	119,200	72,130	38,144	140,318	1,372,986	2,409,928	1,886,958
Total fund balances	218,075	5,624	12,930	127,160	103,547	199,814	119,200	72,130	38,144	140,318	1,372,986	2,409,928	1,886,958
Total liabilities and fund balances	4,257	—	1,795	5,450	4,371	3,661	9,514	1,451	2,209	2,209	1,594,947	1,629,864	1,124,213

See accompanying notes to the financial statements

STATEMENT OF OPERATIONS - OTHER FUNDS

Year ended December 31

	2013											2012	
	Lobbying Fund	Women's Centre Fund	Bursary Fund	START Volunteer Program Fund	Reboot Computer Service Fund	Intramurals Fund	Clubs and Events Fund	Advocacy Service Fund	Social Justice Fund	Peer Counselling Fund	Multi-Pass Fund	Total	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUES													
Student activity fees <i>[note 14]</i>	93,453	—	35,297	119,343	96,491	80,519	209,268	32,110	48,418	48,418	1,289,570	2,052,887	2,040,351
Investment income	—	—	—	—	—	—	—	—	—	—	—	—	6,310
Other	—	—	—	—	7,093	9,336	—	—	—	—	51,065	67,494	12,870
	93,453	—	35,297	119,343	103,584	89,855	209,268	32,110	48,418	48,418	1,340,635	2,120,381	2,059,531
EXPENSES													
Activities	—	—	—	26,897	14,961	24,360	151,315	67	51,722	—	413,931	683,253	257,807
Bursaries	—	—	41,727	—	—	—	—	—	—	—	—	41,727	28,000
Campaigning and dues	26,437	—	—	—	—	—	—	—	—	—	—	26,437	2,479
Concert (net of \$nil revenue; 2012 - \$821)	—	—	—	—	—	—	—	—	—	—	—	—	26,724
Conferences and travel	23,935	—	—	—	—	3,659	3,399	—	—	—	—	30,993	16,789
Shuttle bus	—	—	—	—	—	—	—	—	—	—	353,556	353,556	352,456
Wages, subcontractors and benefits	—	—	—	83,036	38,449	26,133	27,562	14,086	—	—	53,886	243,152	150,072
	50,372	—	41,727	109,933	53,410	54,152	182,276	14,153	51,722	—	821,373	1,379,118	834,327
Excess (deficiency) of revenue for the year	43,081	—	(6,430)	9,410	50,174	35,703	26,992	17,957	(3,304)	48,418	519,262	741,263	1,225,204
Fund balances, beginning of year	180,779	5,624	24,152	130,375	60,401	170,330	113,141	55,798	49,153	91,900	1,005,305	1,886,958	828,333
Interfund transfers													
Capital asset purchases	—	—	—	—	(894)	—	—	—	(1,765)	—	(97,856)	(100,515)	(78,507)
Allocation of overhead	(5,785)	—	(4,792)	(12,625)	(6,134)	(6,219)	(20,933)	(1,625)	(5,940)	—	(53,725)	(117,778)	(88,072)
Fund balances, end of year	218,075	5,624	12,930	127,160	103,547	199,814	119,200	72,130	38,144	140,318	1,372,986	2,409,928	1,886,958

See accompanying notes to the financial statements



Board of Governors
Agenda Item: #
Meeting Date:

Regular Meeting
3.4
June 4, 2014

Agenda Item: *Board Election Results - Students*

Key Messages:
*[maximum of
three]*

1. **Following the Registrar's decision regarding contravention of the Election Rules, the following students were declared elected to the Board of Governors for a term beginning September 1, 2014 and ending August 31, 2015:**
 1. **Upinder Chahal**
 2. **Richard Hosein**

Submitted by: *Sandi Klassen*

Date submitted: *May 22, 2014*



Agenda Item: **Accountability Plan & Report 2013-14 Draft**

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

Recommended Resolution:	THAT the Board of Governors approve in principal the Preliminary Draft Accountability Plan & Report 2013-14
--------------------------------	--

Board Committee Report: The Board Governance Committee reviewed the Report at its May 14, 2014 meeting and recommended it to the Board for approval in principal.

- Key Messages:**
[maximum of three]
- 1. The Preliminary Draft of the Accountability Plan and Report 2013/14 is attached pending availability of some of the required information and finalization of the layout/graphics as detailed in the attached memorandum.**
 - 2. The Board of Governors must approve the Accountability Plan and Report prior to submission to the Ministry of Advanced Education.**

Context & Background: The Ministry of Advanced Education, in consultation with public post-secondary institutions, has developed a results-based Accountability Framework for the public post-secondary system. The framework has two purposes:

1. To benefit students by ensuring they receive quality education and educational opportunities relevant to their needs and the needs of the labour market.
2. To benefit all residents of the province by ensuring the public post-secondary system's ongoing contribution to social and economic development

Under the accountability framework, public post-secondary institutions in British Columbia prepare an annual accountability document, including a three-year plan and report. These institutional accountability plans and reports include goals, objectives and performance measure results for each institution along with contextual information to describe the institution's role in providing services to their students and communities.

Attachments: Memo from Lori McElroy
Preliminary Draft Accountability Plan & Report 2013-14

Submitted by: Alan Davis / Lori McElroy

Date submitted: May 23, 2014

May 23th, 2014

Dear Members of the Board:

Re: Accountability Plan and Report

I am pleased to provide you with the draft of the 2013/14 Accountability Plan and Report. This draft is complete with the following exceptions:

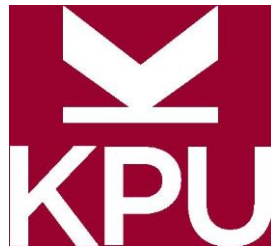
- We are waiting on a couple of numbers and targets from AVED; these are indicated as "N/A" or "TBD."
- We are still collecting information to add to Section 3.4, *Strong Links to Our Community and the Workplace* to ensure even coverage of all faculties, especially examples of students in the workplace. We hope to have a balance across all Faculties when it is finalized.

Thank you,

Lori McElroy,
Executive Director,
Institutional Analysis and Planning

KWANTLEN POLYTECHNIC UNIVERSITY
ACCOUNTABILITY PLAN AND REPORT

2013/14



Draft
Report



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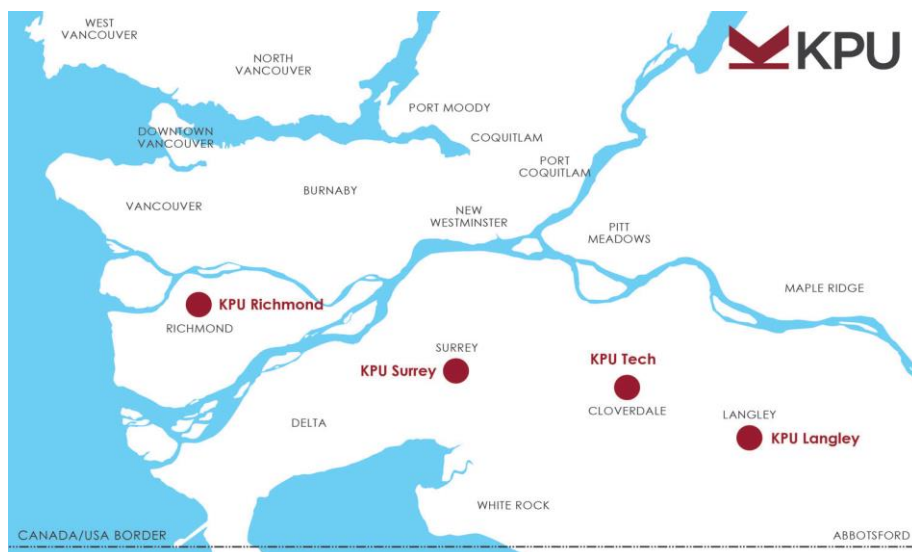
1. Letter from the Board Chair and President

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2. Institutional Overview and Strategic Direction

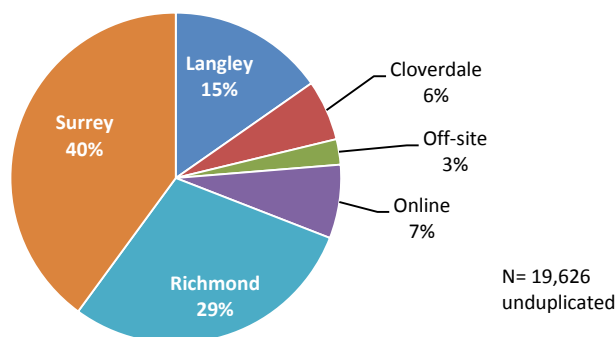
2.1 Institutional Overview

Figure 2.1: KPU Region



KPU is a regional polytechnic university that focuses on teaching and learning. It serves a large and densely populated region in the lower mainland of BC with four campuses—Richmond, Surrey, Langley and KPU Tech in Cloverdale—spread across 42km. The distribution of students by campus, as well as online and off-site delivery, for the 2012/13 academic year is shown in Figure 2.2.¹

Figure 2.2: Distribution of Enrolments by Campus
by academic year 2012/13



Through our four campuses, together with online and off-site offerings, KPU offers an unmatched range of sought-after programs in: business, liberal arts, academic and career advancement, trades and technology, science and horticulture, design, and health, in addition to continuing and professional studies. Over 19,000 students annually make selections from over 124 programs,

¹ Unless otherwise noted, all data in this report are drawn from internal KPU datasets.

including certificates, diplomas, associate degrees, bachelor's degrees, and a growing list of post-baccalaureate credentials.

2.2 KPU Programs

Faculty of Academic and Career Advancement

The Faculty of Academic and Career Advancement (ACA) provides students with a vital pathway to KPU through academic preparation to support their success in and outside the KPU community. Experiential learning is a fundamental component for many programs within ACA. Students blend theory and practice through a variety of different work experience models. A range of ACA programs are offered at the Langley, Richmond and Surrey campuses.

ACA helps students upgrade so they have the prerequisites for the academic or career program of their choice. This includes preparation to write the **General Education Development (GED)** high school equivalency test, and other specific program entry tests. The department also delivers qualifying programs to meet the English proficiency requirement for university-level programs, math and science prerequisites for university-level programs and trades training. The English Language studies program provides academic preparation at four levels for **ESL** students who intend to enrol in university programs, or to prepare for future employment.



ACA offers job preparation, **vocational skills training** and work exploration programs for adults with disabilities, though a combination of classroom instruction and work experience. The Faculty also offers a program to help people set attainable career and life goals assisted by vocational assessments, information research, networking and hands-on work experience. The part-time **Family Childcare Program** prepares students to work with young children or setup a childcare business through classroom instruction and a practicum.

Faculty of Arts

The Faculty of Arts, the largest Faculty at KPU, engages with almost all KPU students at some point in their course of study, helping them examine core social and cultural issues and build relevant analytical and communication skills. Many of the programs in the Faculty of Arts promote social justice as a definitive element of their courses and reinforce KPU's commitment to the well-being and safety of our regional communities. The Faculty of Arts is central to the emergence and development of **Aboriginal education initiatives** and projects at KPU. We are also cultivating an increased focus on sustainability across the Arts curriculum, and in the coming year we will launch a new certificate in **NGO and Non-profit Studies**.



The Faculty of Arts is an active center of experiential education, with a variety of service learning courses, practica, field schools and other community-engaged projects and centres. As well, the

Faculty values undergraduate student research and strives to provide research opportunities for students through course and community initiatives, and through KPU research centres and institutes. The Faculty of Arts is especially proud to be the home of KPU's first Canada Research Chair in lifespan cognition, which offers another exciting venue for student participation in research.

School of Business

KPU's School of Business, the **second largest business school in western Canada**, contributes to the developing of our region's future business leaders, entrepreneurs and professionals. The School was awarded the prestigious **international accreditation** by the Association of Collegiate Business Schools and Programs (ACBSP), meeting the rigorous educational standards established by ACBSP and stands as one of the few internationally accredited business schools in BC.



The School of Business and the Surrey Board of Trade (SBoT) have partnered to create the **Partners-in-Marketing program**. The program provides KPU students the opportunity to work with local SBoT members in solving their marketing problems. The student teams are supervised by expert faculty with extensive industry and educational backgrounds. Students learn from "real world" marketing situations and SBoT members receive analysis and recommendations on how best to address their marketing needs.

Chip and Shannon Wilson School of Design

The Chip and Shannon Wilson School of Design offers programs and activities that reflect the polytechnic nature of KPU with certificate, diploma, degree and post-baccalaureate programs in fashion design, fashion marketing, graphic design and interior design. The School provides students with links to the workplace through their industry partners who host student internships, develop industry projects, and hire the School's graduates. The School will be moving into its new building on the Richmond Campus in Fall 2016.



As the only four-year degree program of its kind in western Canada, KPU's **Bachelor of Design, Fashion and Technology** allow students the opportunity to develop design concepts using practice-led research along with creative and technical skills to work within the apparel industry. The **Graphic Design for Marketing** program offers a balanced education in graphic design, marketing, business, technology and liberal education, reflecting the important social and cultural impact of design on society. The **Bachelor of Interior Design** program provides a four-year intensive education in the built environment where students learn practical design and technical knowledge they can apply to a professional career as an interior designer. The **Bachelor of Product Design** focuses on the growing demand for the design and manufacture of recreational gear and technical apparel and accessories, while students in the **Post-Baccalaureate Diploma in Technical Apparel Design** program pursue advanced studies in new

methodologies in technical textiles, human factors in design contexts, production, and global business strategies.

Faculty of Science and Horticulture

The Faculty of Science and Horticulture offers a unique mix of basic and applied undergraduate programs representing the true polytechnic mission of KPU, with programs based at KPU Langley and now at KPU Richmond. The range of programs is extensive, covering apprenticeship, certificate, diploma and degree offerings. The Faculty offers two-year Diplomas in Landscape Design and Installation, Turf Management and Greenhouse & Nursery production that feed directly into our **Bachelor of Horticulture in Plant Health or Urban Ecosystems** degree programs; as well as a two-year **Diploma in Environmental Protection Technology** and the **Bachelor of Applied Science in Sustainable Agriculture**. The School of Horticulture's field lab, greenhouses, technical training shops and a three-hole demonstration golf course provide students with opportunities for hands-on learning.

Undergraduate student research opportunities at home or abroad are available in many of the science and horticulture programs, either as co-operative or intern work placements or associated with research project courses. The **Institute of Sustainable Horticulture** has state-of-the-art research laboratories and a research greenhouse at Langley. Our close relationship with the two highly recognized research groups at the Institute—Bio-Controls and Green Energy Group and Sustainable Agri-Food Systems Group—provides students with the opportunity to work side-by-side with top researchers on projects that will benefit people in Canada and around the world.



Beginning in September 2014, KPU will launch the new **Diploma in Brewing & Brewery Operations**, the first of its kind in BC. The curriculum for this two-year program was developed in consultation with brew masters throughout the province. Students will study the science, production and business of brewing in a state-of-the-art brew laboratory to be built on the Langley campus and will obtain experience through summer work placement.

Faculty of Health



KPU's Faculty of Health offers various degree, diploma and certificate programs in the health care field, as well as professional studies workshops that are designed to meet the demands of the provincial health care system. Programs in **nursing, psychiatric nursing and clinical care nursing** are taught on the Langley campus with the latest in technological and educational resources, including high fidelity simulation technology used for developing student competence in psychomotor communication skills. The Faculty also offers **health care assistant** and **health unit coordinator** programs.

In 2015, the Faculty of Health will begin offering Canada's first and only public postsecondary **Diploma in Traditional Chinese Medicine**. Housed on KPU's Richmond campus, this new program will serve a growing regional population and feature a fully functional Traditional Chinese Medicine public clinic. This will be the first program offered by the School of Alternative and Complementary Medicine, a new arm of the Faculty of Health that is currently under development. KPU and the Faculty of Health are linking with the City of Surrey, the Fraser Health Authority and SFU to support and participate in the **development of a health technology sector incubator facility** along the Innovation Boulevard corridor adjacent to Surrey Memorial Hospital.

Faculty of Trades and Technology

KPU Faculty of Trades and Technology programs and courses are situated at our Cloverdale campus, now called KPU Tech. Training programs focus on experiential learning, and skill-based education, with an emphasis on outreach and providing community services. KPU Tech has some of the best-equipped trade facilities in Canada, including computer and simulation labs and 13 shops dedicated to trades and technology skill development.



The Faculty of Trades and Technology offers programming in four areas: technology programs that combine academic preparation with applied skills, trades foundation and Level 2 training, apprenticeship training and industry service training to meet the needs of industry and their employees. The Faculty currently offers four technology programs: **Bachelor of Technology**, **Diploma in Computer Aided Design and Drafting** and **Certificates in Advanced Farrier Training**—the only Farrier training program in BC's public postsecondary sector—and **Public Safety Communications**. KPU provides the in-school technical training component of **apprenticeship training** for skilled trades in the construction, forestry, heavy equipment, metal, service, electrical, recreational, manufacturing, mining, transportation and utilities fields.

Continuing and Professional Studies Division

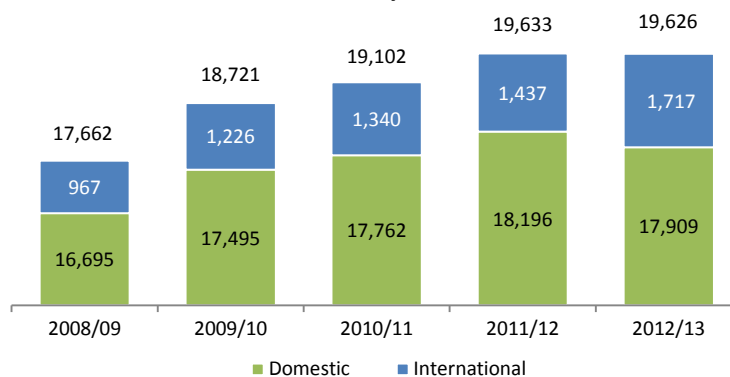
Recognizing that training needs are continuously evolving, KPU's Continuing and Professional Studies Division responds to industry needs, ensuring that BC has the skilled workers and career professionals for the jobs of today and the future. KPU is taking an innovative approach to education and training by **collaborating with industry and the business sector**, to develop programs to meet their immediate and future needs.

Courses under development encompass a broad sector of training from trades and technology to health, business, arts and humanities. Educational offerings are designed for students at all stages of learning, from high school graduates to working professionals seeking specialization and complementary skill sets that meet market demands. **Aboriginal First Nations Partnerships** presently underway include Essential Trade Skills, Construction Craft Worker, Low Voltage Wiring and Water Remediation.

2.3 KPU's Students

Since becoming a university in 2008, KPU enrolments have increased by 11% overall (Figure 2.3). Although increases in both domestic and international student enrolments have contributed to this growth, for the period from 2011/12 to 2012/13, the growth was due to the increase in international enrolments. KPU's domestic enrolments have grown by 7% since 2008/09, whereas the number of international students at KPU grew by 78%.

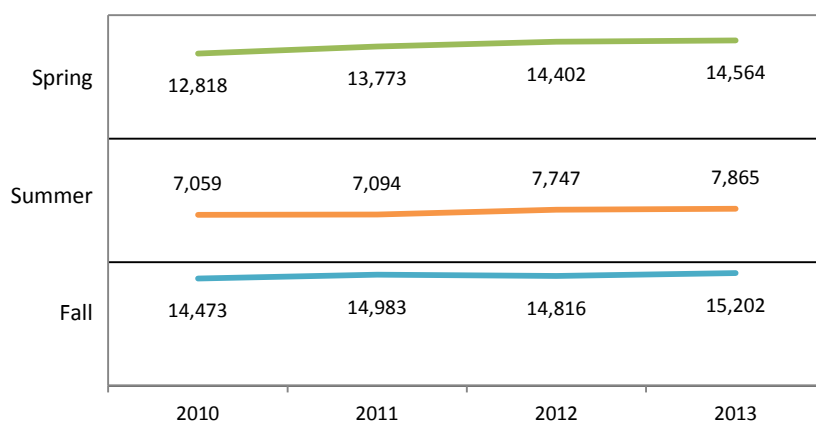
Figure 2.3: Unduplicated Domestic and International Headcount by Academic Year



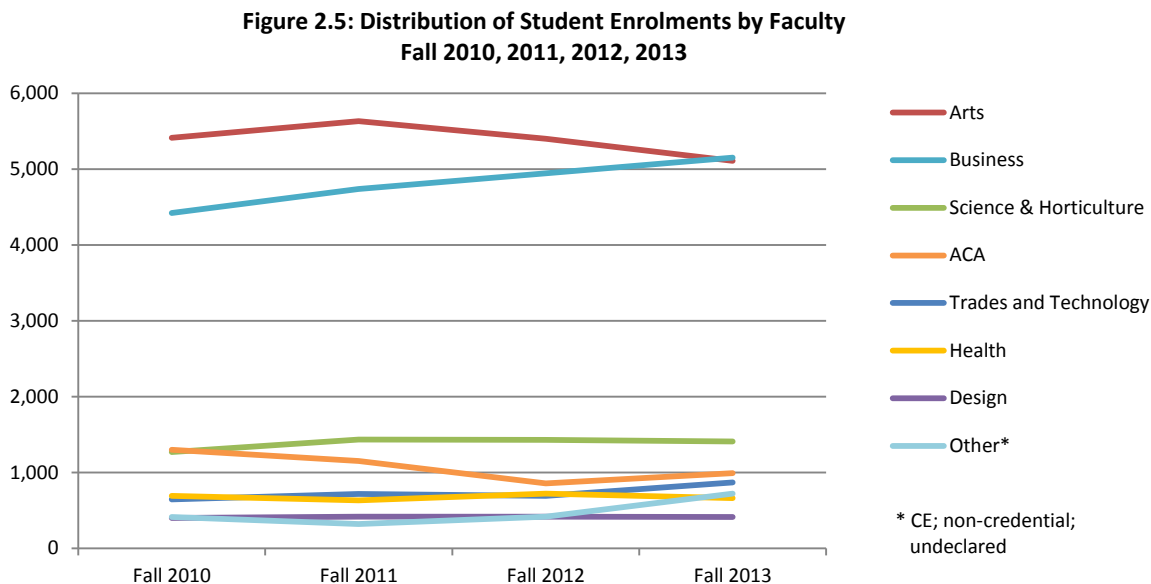
In 2012/13, 63% of KPU's international students were enrolled in programs in the Faculty of Business, 16% in the Faculty of Academic and Career Advancement and 11% in the Faculty of Arts.

KPU offers a wide array of courses in all three terms each year. Enrolments in the Spring and Summer terms have increased the most; by 14% in the Spring and 11% in the Summer, compared to only 5% in the Fall (see Figure 2.4). We attribute this to an increasing number of students who take less than a full course load each semester and are taking courses throughout the year. Summer 2013 enrolments accounted for 21% of enrolments generated in the 2012/13 academic year.

Figure 2.4: Unduplicated Headcount by Term Spring 2010 - Fall 2013



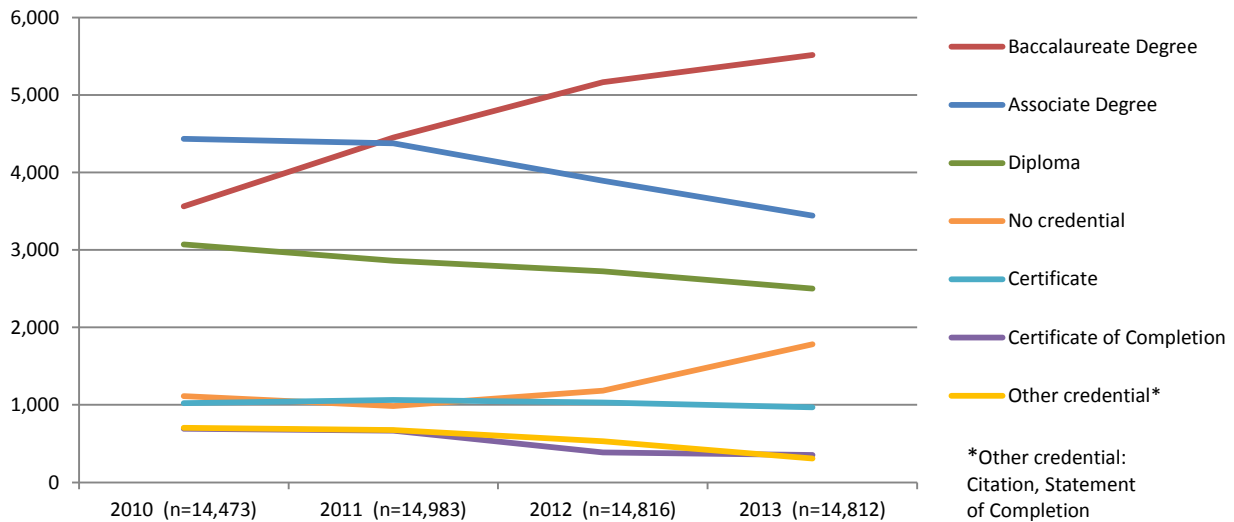
Two-thirds of all KPU students are enrolled in programs in either the Faculty of Business or the Faculty of Arts. The growth in enrolment from Fall 2010 to Fall 2013 was greatest in the Faculties of Trades and Technology (35%), Business (17%), and Science & Horticulture (11%). (See Figure 2.5 below.)



The majority of students take less than a full course load; this is true in all Faculties except Design, Health, and Trades and Technology, where the majority do take a full course load. Because students may take courses in Faculties other than the one they are enrolled in, the distribution displayed in Figure 2.5 does not reflect the proportion of educational activity delivered by each Faculty.

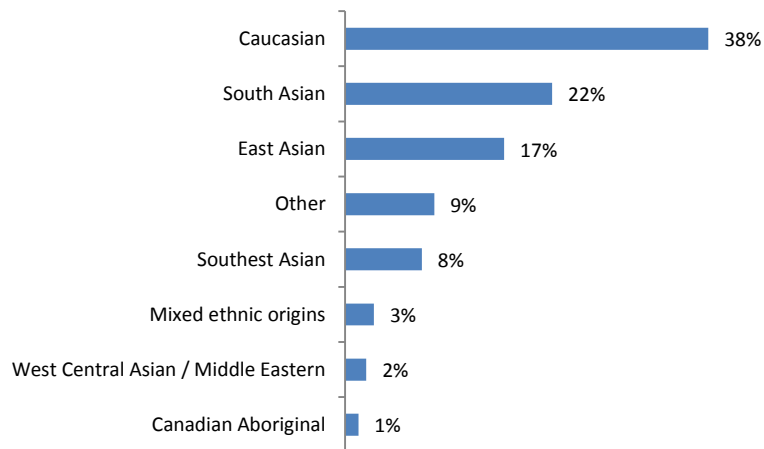
In the 2013/14 academic year, KPU students had a choice of 124 programs ranging from certificates of completion to post-baccalaureate diplomas in a wide range of disciplines. Figure 2.6 shows the distribution of student enrolments by credential level over the last four Fall terms. Over these four years there was an increase in the number of baccalaureate students by 55%.

**Figure 2.6: Distribution of Registered Students by Credential Level
Fall 2010, 2011, 2012, 2013**



About a quarter of KPU students are between the ages of 23 and 28, and another 4% are between 29 and 32. Roughly 11% of students report having children in their care; for a third of these students, the children are under the age of 5. The majority of KPU students have an ethnic background other than Caucasian (see Figure 2.7). The percentage of the student body that is Caucasian has declined by 6% since it was last assessed in 2011.

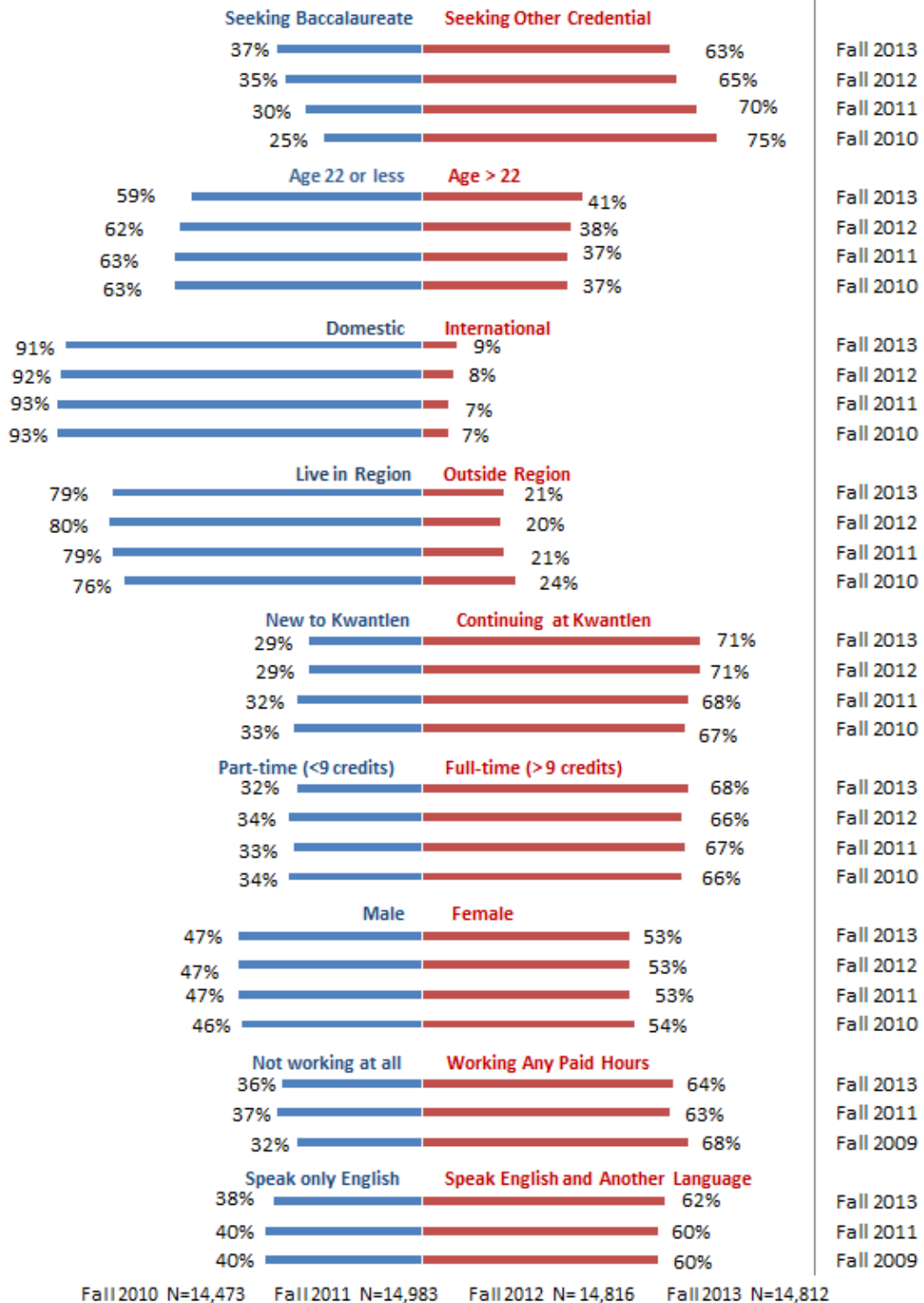
Figure 2.7: Ethnic Background of Students 2013



Source: Student Satisfaction Survey 2013

The profile of KPU's student body has changed little over the past four years with three exceptions: there have been increases in the number of students enrolled in baccalaureate programs, the number over 22, and the number of international students. (See Figure 2.8 on the following page.)

Figure 2.8: Profile of KPU Student Body
Fall 2010 - Fall 2013



Note: In recent reports, 12 credits had been used to determine full-time status; we have reverted back to using 9 credits for reporting purposes, since that is the official standard for full-time studies at KPU.

2.4 Vision 2018: Kwantlen Polytechnic University Strategic Direction

VISION 2018, KPU's Strategic Plan for 2013 – 2018, was approved by Senate 29 April 2013 and by the Board of Governors 5 June 2013. The plan's goals and strategies are grouped in three themes: Quality, Reputation, and Relevance.

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, and
- 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

Goals

➤ QUALITY:

- 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.

➤ REPUTATION:

- 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.

➤ RELEVANCE:

- The impact of KPU's community engagement has doubled by 2018.
- KPU's operations support purposeful learner FTE 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.

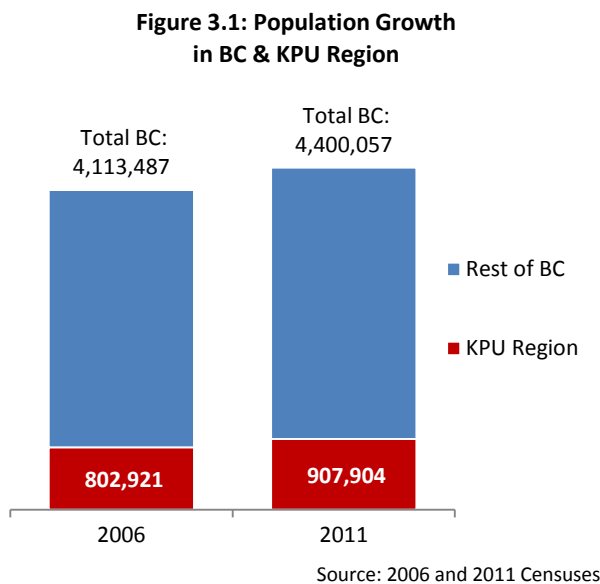
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3. Planning and Operational Context

3.1 Population in the KPU Region

KPU serves a region that is younger and more ethnically diverse than the province as a whole. In the KPU region 31% of the population is under 25, compared to 29% in the GVRD, and 28% in the province as a whole.² In 2011, the KPU region accounted for 21% of BC’s total population (907,150 out of 4,400,060), but 39% of the immigrant population (356,100) in the province. The immigrant population tends to be older than the general population in the region, with only 14% under 25.

Mother tongue provides an indication of the ethnic diversity in the KPU region; in 2011, 42% of the residents’ mother tongue was a language other than English or French, compared to 27% for British Columbian’s as a whole. This is highest in Richmond, where 62% of residents had a mother tongue other than English or French; the majority of these spoke Cantonese, Mandarin or another Chinese dialect. In Surrey, 46% had a mother tongue other than English or French, with the majority being native Punjabi speakers. In Delta, 27% had a mother tongue other than English or French, and again the majority were native Punjabi speakers. In the District and City of Langley only about 15% had a mother tongue other than English or French; these were native speakers of Korean, German or Punjabi. Of all residents in the KPU region, 6% had no knowledge of English; these residents were concentrated in Surrey (6.4%) and Richmond (10.4%).



The educational profile of the KPU region is similar to that of the entire province: the region’s share of the population 15 years and over without a high school diploma in 2011 was 17%, the same as the province. The percentage with a postsecondary certificate, diploma or degree was 62% in the KPU region and 65% in the province.

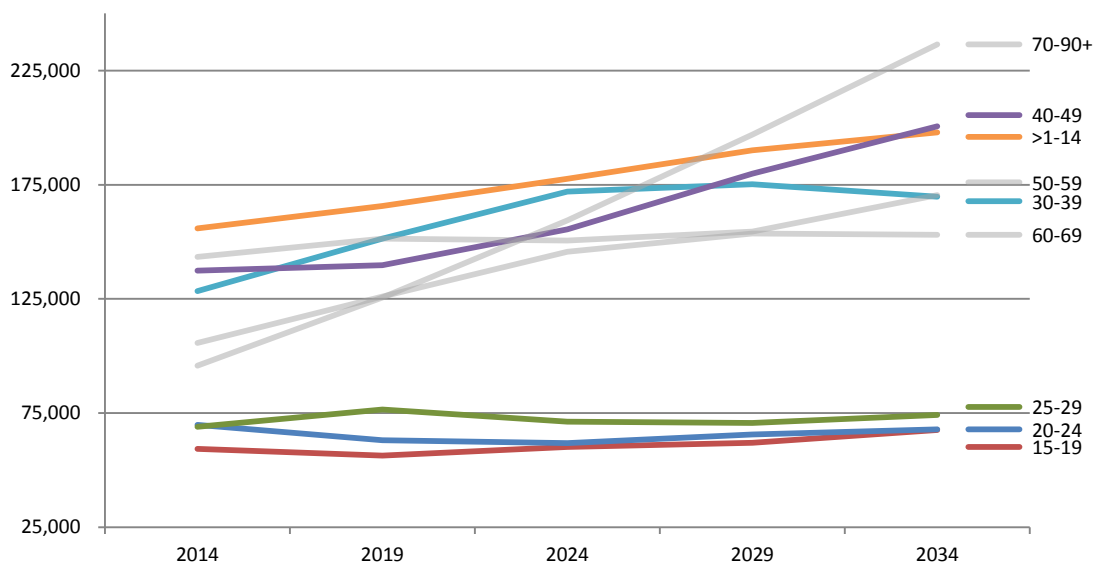
The KPU region is the fastest growing region in the province. Between 2006 and 2011, its regional population increased 13% (see Figure 3.1). This compares to 7% population growth for the province in the same period. Thirty-seven percent of the province’s overall population growth in this five-year period was in KPU’s region.³

² All population data is from Statistic’s Canada’s 2011 Census and the National Household Survey, which replaced the long form of the Census.

³ Population counts, 2006 and 2011 censuses, Statistics Canada.

According to BC Stats, the KPU region will continue to grow faster than BC as a whole; the population of the KPU region is projected to grow by 20% between 2014 and 2024, compared to 14% for BC. By 2034, the difference in growth rates will be even greater, with an increase of 39% for the KPU region compared to 26% for BC.⁴ However, the population projections vary by age group, with the largest growth in the oldest segments of the population (see Figure 3.2).

**Figure 3.2: Population Projections by Age Group for KPU Region
2014 - 2034**



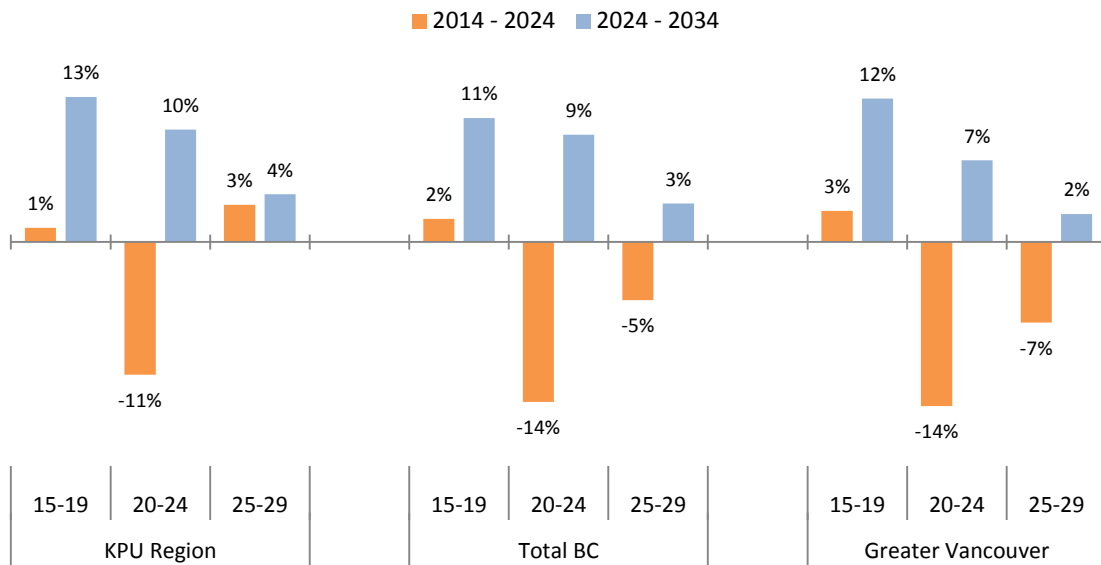
Source: BC Stats P.E.O.P.L.E. 2013

The population projections for the most relevant age groups for postsecondary education, 15 to 29 year olds, are portrayed in Figure 3.3, separately for two time periods: 2014 to 2024 and 2024 to 2034. For the period 2014 to 2024, this population is expected to decline in size, while from 2024 to 2034 this age group will increase. The pattern is the same for all of BC, as well as for Greater Vancouver, except that the population decline from 2014 to 2024 will be greater than that expected for the KPU region, while the growth from 2024 to 2034 will not be as great as that projected for the KPU region.

The population of 15 to 29 year olds is expected to decline in size for the period 2014 to 2024 and then increase from 2024 to 2034. The population projections for Greater Vancouver as well as for all of BC will be similar, except that population decline from 2014 to 2024 is expected to be less in the KPU region, while the growth from 2024 to 2034 is expected to be greater in the KPU region (see Figure 3.3).

⁴ P.E.O.P.L.E. 2013, BC Stats

Figure 3.3: Projected Population Growth by Age Group

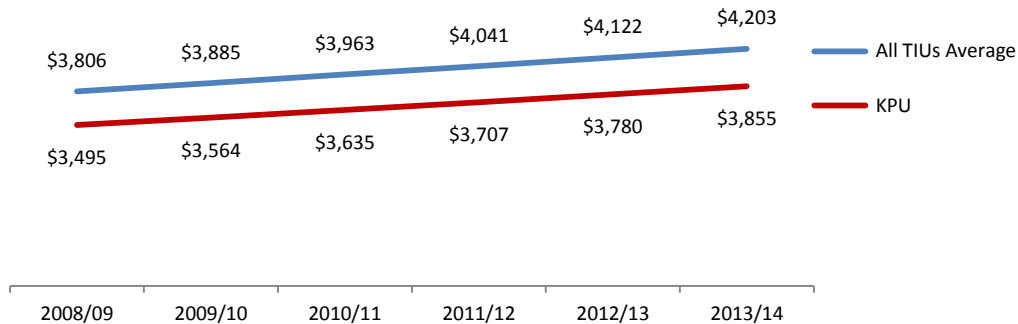


Source: BC Stats P.E.O.P.L.E. 2013

3.2 Financial Context

KPU serves the needs of this growing region by providing affordable and quality education. The tuition that KPU charges its domestic students is lower than the average tuition charged by all BC Teaching Intensive Universities (TIUs), as depicted in Figure 3.4. Satisfaction with the quality of instruction by former students is very high (95% or higher).

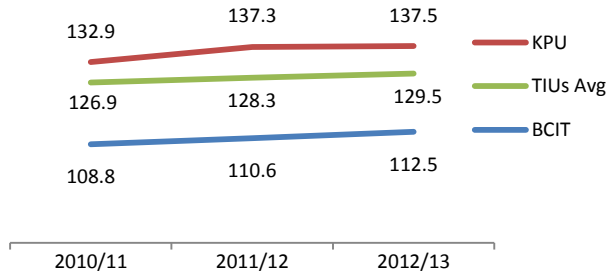
Figure 3.4: Tuition Fees for Arts Programs by academic year, full-time domestic students



Source: AVED March 2014

KPU is able to deliver affordable and quality education by making efficient use of its resources. One measure of our efficiency is the number of AVED-funded FTEs we are able to deliver with the operating grant received from AVED. In 2012/13, for every \$1M in operating grant received from AVED KPU delivered 137.5 FTEs, compared to the average of 129.5 for all TIUs, and 112.5 for BCIT (see Figure 3.5).

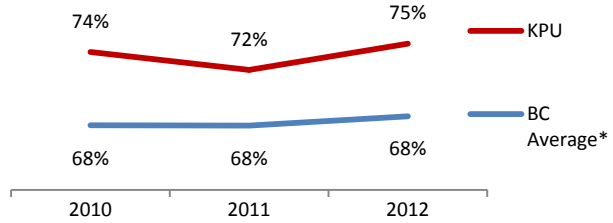
Figure 3.5: Actual AVED-Funded FTEs Delivered per \$1M of AVED Operating Grant



Source: AVED Funding Letters 2009-2014

Another measure of our efficiency is how much of our operating expenditures are focused on student success. Three-quarters of KPU's general operating expenditures are targeted on learning, either for instruction, or for student support. This is higher than the average for the 11 BC universities that report to the Canadian Association of University Business Officers (CAUBO). (See Figure 3.6.)

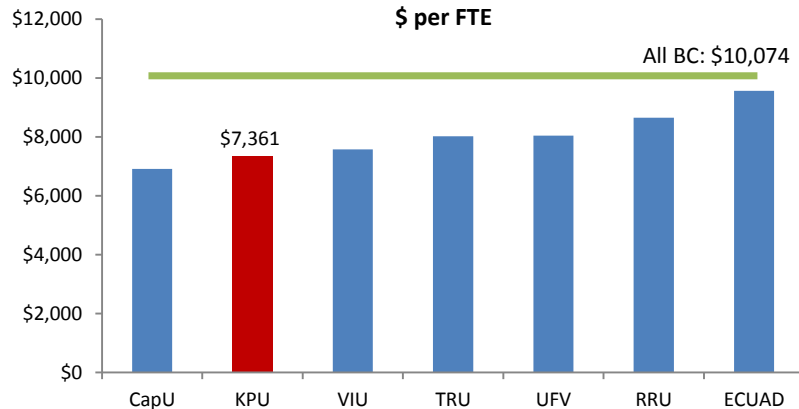
Figure 3.6: Percent of General Operating Expenditures Spent on Instruction & Student Support



Source: CAUBO Reports 2.4C, 2009/10 - 2011/12
* Average of 11 BC Universities

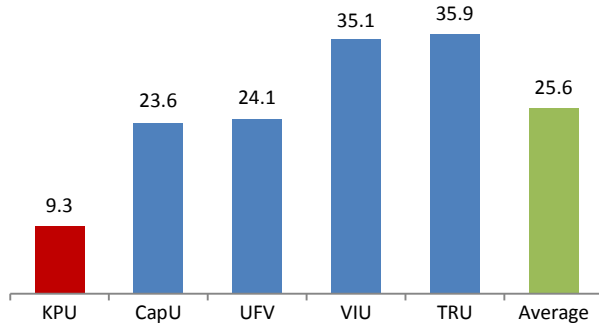
KPU is underfunded compared to most other TIUs. For 2013/14, KPU received \$7,361 per FTE, which is the second lowest funding level of all TIUs, and considerably lower than the provincial average of all postsecondary institutions (Figure 3.7).

Figure 3.7: AVED Funding per AVED Target FTE, 2013/14 \$ per FTE



Source: AVED funding letters 2013/14

**Figure 3.8: Funded Seats for Regional TIUs
2013/14 FTEs per 100 18-24 year olds**

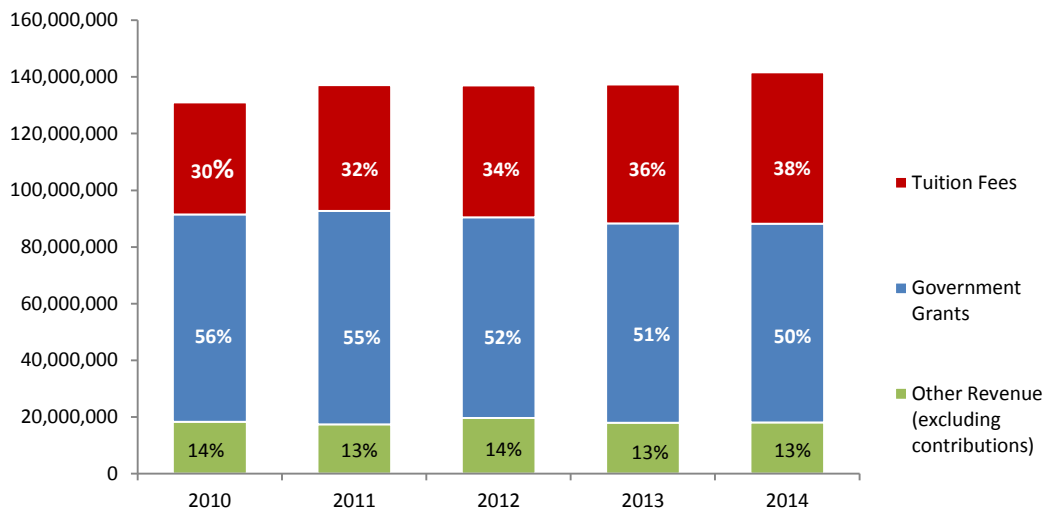


Sources: AVED funding letters and BC Stats Population Estimates

Given the size of its population, the KPU region is underserved with respect to funded postsecondary seats. In 2013/14, our region received funding for 9.3 FTEs per 100 18-to-24-year-olds in the region, compared to the average of 25.6 per 100 18-to-24-year-olds for all regional TIUs (see Figure 3.8). The number of funded seats in the KPU region, per population, is less than half that of the next lowest funded regional TIU, Capilano University.

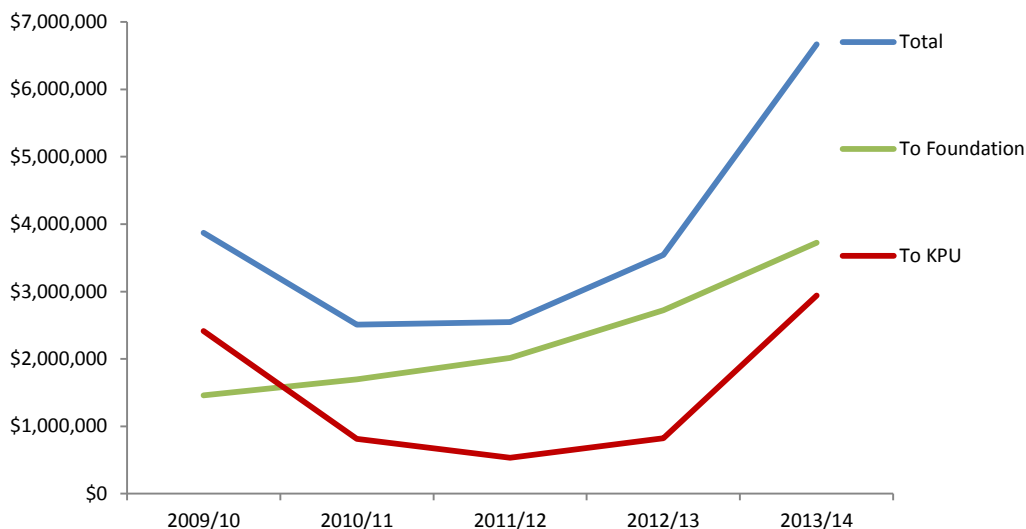
The two primary sources of revenue for KPU are government grants and tuition, as shown in Figure 3.9. In the past five years, government grants have declined while tuition from both domestic and international students has risen by 35%. The high increase in tuition revenue is primarily due to the 74% growth in international students over this time period and the fact that international student tuition is considerably higher. The result of declining government funding and rising tuition revenue is that the portion of total revenue from government has declined (from 56% of total revenue in 2010, to 50% in 2014).

Figure 3.9: Revenue by Source (excluding capital and other contributions)



In addition to government grants, tuition revenue and other revenue, KPU receives contributions and donations directly, and through the KPU Foundation. These are used to provide scholarships for students, and fund special projects and capital projects. Figure 3.10 shows the growth in donations to the Foundation and to KPU directly.

Figure 3.10: Cash Donations and Contributions for Capital Expansion, Special Projects, and Student Awards



3.3 Economic Development in the KPU Region

The KPU region is comprised of the Tsawwassen First Nation, the City of Richmond, the Corporation of Delta, the City of Surrey, the City of White Rock, and the City and Township of Langley. Here we profile the four largest communities in our region.

City of Surrey: The Future Lives Here

- With over 468,000 people, the City of Surrey is the 2nd largest city in population after Vancouver and one of the fastest growing cities in the province. Much of the population growth is attributed to immigration and Surrey’s affordable housing compared to Vancouver.

- At 372 square kilometres, the City of Surrey is the largest city in the GVRD and has almost 46% of GVRD’s total vacant industrial land. Industrial hubs are being developed in areas like Campbell Heights, Port Kells, and the City Centre to create jobs for the growing population.

- Phase 2 of the City of Surrey’s Economic Action Plan was unveiled in March 2010 and aims to strengthen Surrey’s position as a leading investment location and leader in



the sustainability sector. The City has plans to create a “clean energy hub” in Surrey by providing incentives to new clean energy companies.

- The Financial Times recently ranked Surrey in the top ten for business friendliness, cost effectiveness, infrastructure and foreign direct investment in a poll of 80 mid-size cities of North and South America.
- *Innovation Boulevard*, located in Surrey’s City Centre near Surrey Memorial Hospital, is a network of health institutions, universities, companies, and industry organizations. *Innovation Boulevard* supports health technology companies through all stages of development and brings together many organizations including the City of Surrey, KPU, the Fraser Health Authority, SFU Surrey, BCIT, and UBC. The three key technology themes of the *Innovation Boulevard* are medical technologies, technologies for independent living, and digital health technologies. The City of Surrey is soon expected to become a leader in the US\$308 billion international medical technology industry.
- The agriculture sector plays a significant role in Surrey’s economy as it has one of the richest growing areas in Canada due to its favourable soils, mild climate, and extended growing season. Over one-third of Surrey is in the Agricultural Land Reserve, which is a provincial zone in which agriculture is recognized as the priority use.

The City has entered into strategic partnerships to encourage economic investment in Surrey. One of these partnerships is a memorandum of understanding with KPU to:

- Develop plan for a new Health Science Centre including a new nursing school in partnership with the Fraser Health Authority;
- Establish a business incubator area to foster new business potentially on land owned by KPU in Cloverdale;
- Expedite the further expansion of the KPU Surrey campuses to facilitate the introduction of an Architecture/Engineering School;
- Explore opportunities for the joint development and use of recreation and library facilities; and
- Develop and implement initiatives focused on retaining and attracting businesses to Surrey.

Source: City of Surrey Economic Investment Action Plan Phase 2 - 2010

City of Richmond: Gateway to Asia

- Richmond’s proximity to the Asia-Pacific region, its international airport, deep-sea port facilities, and established logistics sector makes it ideally situated to facilitate trade and business linkages between Richmond businesses and the United States and the countries in the Asia-Pacific region.
- In 2011, Richmond’s Vancouver International Airport (YVR), which is Canada’s second busiest airport, started offering Canada’s first all-freight cargo service to Shanghai, China, creating unprecedented opportunities for BC businesses with perishable goods that are in high demand and



the cargo sector in Richmond. The cargo sector at YVR employs 3,300 people in more than 100 businesses on Sea Island in Richmond.

- With the recent elimination of aviation fuel tax for international commercial flights, YVR is expected to attract more international carriers. Each new daily international flight creates 150 to 200 jobs at the airport and 400 jobs in the community.
- Major infrastructure projects such as the YVR \$1.8 billion 10-year improvement plan and the construction of a new \$200 million Canada Post e-commerce processing facility are underway in Richmond to further advance BC as North America's gateway choice for Asia Pacific Trade.
- The agriculture sector plays a significant role in Richmond's economy. Approximately 39% of Richmond's land base is in Agricultural Land Reserve. Much of Richmond's fertile soils are formed by river deposits of the Fraser River.
- The City of Richmond adopted a Resilient Economy Strategy in 2014. Some of the initiatives, such as strengthening Richmond's role as a gateway for goods import and export and increasing the tourism sector in Richmond, target industries that present growth opportunities based on Richmond's geographic, community and infrastructure assets. Other initiatives, such as retaining and supporting existing businesses and increasing Richmond's capacity to accommodate light industrial businesses, are intended to strengthen the city as a location for a wide range of businesses.

Corporation of Delta: Open For Business

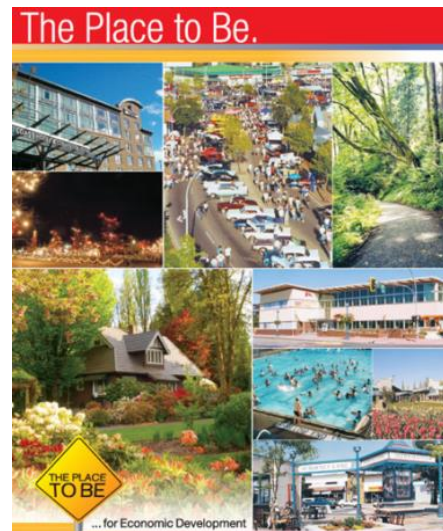
- Agriculture is vital to Delta's economic, environmental, and social sustainability. Nearly 53% of Delta's land base is agriculture, of which 71% is being actively farmed.
- Port Metro Vancouver's deepsea Deltaport, the Global Container Terminals facility, and the Westshore Terminals coal shipping facility at Roberts Bank represent significant economic drivers for Delta. The South Fraser Perimeter Road, which connects Deltaport to the infrastructure network throughout the Lower Mainland and beyond, greatly benefits local businesses, the trucking industry, and other goods movers.
- Delta is home to two large industrial parks, Tilbury and Annacis Island, which represent \$4.6 billion in annual business. A new industrial park is being developed around the Boundary Bay Airport, which is in close proximity to the new South Fraser Perimeter Road and Deltaport container terminal. When completed, it is expected to create 1,000 jobs and have a profound impact on the industrial use south of the Fraser River. In addition, the Tsawwassen First Nation is planning to build a 326-acre industrial park on its land to benefit from the continued growth in port activity and container traffic.
- The largest scale development likely to happen in Delta over the next ten years is the expansion of Deltaport Terminal to accommodate the projected container increase over the next 20 years.

- The proposed bridge to replace the aging George Massey Tunnel is expected to open up the Fraser River to expanded shipping, creating jobs and significant economic benefit. The construction is expected to begin in 2017.
- The Financial Times recently named Delta the second-place North and South American “micro city of the future” for business friendliness, and ranked it fifth out of 43 in terms of infrastructure.



City of Langley: The Place to Be

- The City of Langley, a designated Metro Vancouver Regional City Center, is strategically located amongst the fastest growing communities in BC. With central connectivity to the US border crossing, major highways and the new Golden Ears Bridge, the City of Langley enjoys high traffic counts and an affluent population that attracts plenty of new business growth.
- In 2013, the City of Langley received the Municipal Excellence Award of NAIOP Commercial Real Estate Development Association Board (Vancouver Chapter) for “most improved municipality” and the Open for Business Award of Union of British Columbia Municipalities for “business friendliness.”
- The City’s retail and commercial sectors (e.g. retail, wholesale, personal, business, and other services) are leading contributors to the community’s job base. The City also has a diversified industrial and manufacturing base.
- The City of Langley recently embarked on a Brownfield⁵ Redevelopment Strategy, which aims to revitalize the existing town centre by including more specialty retailing, multi-family residential housing, mixed-use residential/commercial buildings, and some cultural and entertainment centres.



In early 2013, KPU, Trinity Western University, School District 35, the City of Langley, and the Township of Langley created a task force to determine the feasibility of building a performing arts and cultural centre in Langley. The study, conducted by B.E. Beck & Associates, confirmed that there is a strong demand for a performing arts centre in Langley from both a user group and audience perspective.

⁵ “Brownfields are defined as abandoned, vacant, derelict or underutilized commercial or industrial properties where past actions have resulted in actual or perceived contamination and where there is active potential for redevelopment.” (The City of Langley Brownfield Redevelopment Strategy, 2012, p.3)

Township of Langley: Endless Choices

- Agriculture plays a significant role in the Township of Langley's economy. Approximately 77% of the Township is in the Agricultural Land Reserve and the Township has more farms than any other municipality in British Columbia. The abundance of agricultural land in the Township offers great potential for future growth in this sector.
- The Township of Langley has the third largest supply of vacant industrial land behind Surrey and Richmond.
- The new 6-lane Golden Ears Bridge spanning the Fraser River has opened the Township of Langley's commercial and industrial sectors to new opportunities from the north side of the Fraser River.
- The Langley Regional Airport supports the regions aviation-related economy of 42 companies.
- The Financial Times recently ranked the Township of Langley in the top ten for business friendliness, cost effectiveness, and infrastructure in a poll of 43 micro cities of North and South America.



3.4 Strong Links to Our Community and the Work Place

As a regional institution, KPU is attuned to the economic, social, and demographic trends in the communities it serves. As a polytechnic university, KPU's teaching is informed by problem-solving research, and provides our students with experiential learning opportunities beyond the traditional classroom where they put theory into practice. Occurring in collaboration with local, regional, or global community partners, these opportunities encompass a range of learning experiences, including service to the community, on-the-job experience, and research and scholarship activities.

On the following pages we profile some of the contributions our students and faculty have made to our community.

Students Connected to Our Community



The *Anthropology* department ran its third field school in July, 2013 in the Boston Bar area of BC. Working in the Ainslie Creek watershed, and closely linked with the local Niaka'pamux community, the archaeology dig has led to co-authored presentations and publications as well as ongoing relationships with the local First Nations community.

The graduating students of the **Graphic Design for Marketing degree program** raised over \$1,500.00 for the Potluck Café Society, a non-profit organization that helps residents of Vancouver's Downtown Eastside. The students' contribution help support the Society's vital and highly successful community programs.

KPU *Carpentry Foundation* students have been honing their skills while assisting an African charity founded by a KPU Electrical program student. 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. Five drop boxes have been completed.



KPU's *Public Safety and Communication* students have an assignment every year where they go out and teach 9-1-1 to a special audience group in the community, tailoring their information to the specific needs of the particular community.

Students Connected to Our Community



Students in KPU's *Horticulture programs* work directly with the community in such projects as the Douglas Park Elementary School community garden and the Alex Hope Elementary School food garden. Landscape students constructed raised wooden garden features for these gardens.

KPU's **Environmental Legislation class** worked with Burns Bog Conservation Society President, Eliza Olsen to develop a model bylaw for ecologically sound peat removal as part of the Society's public campaign to conserve as much of Burns Bog as possible.



The Museum of Vancouver (MOV) and KPU's **Interior Design** program have partnered on a very important issue: social disconnection. Their question: *Can art and design be used to make more positive connections between people?* KPU Interior Design students were challenged to create social experiments and design interventions that could help build trust or connections between strangers in an interior space. Students created the solutions to this challenge for different sites around Vancouver and presented their proposals to faculty and their peers during the first week of classes. They were further challenged to refine their projects and present them MOV staff.

Students from KPU's **Fashion Design and Fashion Marketing programs** collaborated on an exhibit for the Surrey Museum, titled *In the Style of... Fashion Design* students had the opportunity to create a composition for an influential fashion designer such Christian Dior, Oscar de la Renta, or Vivienne Westwood. The exhibition celebrated the innovators, pioneers and architects of 20th century fashion as interpreted by our students. The *Fashion Marketing* students created the displays used in the gallery to showcase the student creations.



KPU Students in the Workplace

Two fourth-year KPU *Information Technology* students have developed an app that could revolutionize health care in Surrey: a tracking system with the ability to map and log patient movements. This app has received interest from investors for its potential to track in real-time the motion of newborns and patients in out-care programs.

KPU *Fashion Design & Technology* 2009 graduate Patty (Boetzkes) Nayer was recently recognized in the North Shore News for her collection of eco-friendly bridal wear. Nayer calls her line PURE MAGNOLIA and has a wedding dress studio in Lynn Valley.

Three different groups of students from KPU's *Auto Apprenticeship* program have bought local businesses and are running them successfully. As an added benefit, they employ KPU grads and apprentices from this program.

Graphic Design for Marketing students have been working with the City of Richmond doing usability testing of the City's current website and generating an analysis report for the City.

A fourth-year student is currently involved in a mentorship placement with the Richmond Art Gallery (RAG) where she is working with a member of the RAG staff to update their website.

And last fall, fourth-year students worked with the Minoru Seniors' Society helping them to rebrand their organization and their seniors' centre for a project in GDMA 4100 – Corporate Communications 2 and their plan is to put his design in place.

KPU's new *Post-Baccalaureate Diploma in Technical Apparel Design* was invited by The Canadian Apparel Federation (Ottawa) and Stylesight Trend Reporting (New York City) to form a three-way partnership for holding apparel industry events in Vancouver. The role of KPU is to assist in planning and promoting the semi-annual event to the Vancouver industry. The first event, fully sponsored by Stylesight and free to attendees, saw 150 attendees, where Stylesight presented Mega Active Wear Trends for Spring/Summer 2015. The external partners were thrilled and stated that they look forward to building on the partnership and hosting future events in Vancouver.

Two students from *Anthropology* are working with the Surrey Poverty Reduction Coalition to devise baseline markers of poverty in the Surrey community.

KPU Faculty: Solving Problems

Acting Together – a Community-University Research Alliance (CURA) project researches how to effectively reduce youth involvement in violence and criminal gangs with a CURA award of \$1-million from the Social Sciences and Humanities Research Council of Canada. KPU Psychology faculty member, Dr. Gira Bhatt, is the Principal Investigator and Project Director of this research collaboration between service agencies, community organizations, government and academic institutions in the region.

Pest Management through Biocontrols—The development of biological pest management products useful to growers is one of the primary goals of Kwantlen's Institute for Sustainable Horticulture (ISH). Under the direction of Dr. Deborah Henderson (Institute Director and LEEF Regional Innovation Chair designate in Sustainable Horticulture), the Institute's leading-edge research 'incubator' facility is a first for Canada and has the potential to put B.C. in the forefront of development of new microbial biocontrol products. In addition to developing these agents, ISH will also work with small and medium sized companies to commercialize the materials developed to provide growers and landscape care providers with biological solutions to pest problems and help improve the sustainability of our agri-food systems.

Researchers at KPU's **Institute for Sustainable Food Systems (ISFS)** are leading an initiative to engage communities throughout southwest BC in the development of a Bio-Regional Food System Design and Plan for 2050.

A team of interdisciplinary researchers from five universities, together with local stakeholders is working to answer one key question: *What could a re-regionalized food system look like in BC and what are the potential economic, community and environmental benefits?*

To date the project has garnered support from over 35 municipalities, community organizations, industry associations and others. The team looks forward to sharing results in 2015.

Centre for Interdisciplinary Research: Community Learning & Engagement (CIR:CLE)

CIR:CLE creates interdisciplinary partnerships between KPU faculty, students, staff and members of local community groups, such as school districts, municipal governments and police agencies, to provide research support for needs assessments, program development and agency program evaluation, while at the same time providing research opportunities for KPU students.



March saw the launch of another *Canadian stamp* designed and illustrated by **Keith Martin, instructor in the Graphic Design for Marketing Program at KPU Richmond**. This new stamp depicts a butterfly and joins eleven others in the Beneficial Insects stamp series Keith created for Canada Post. The process involves careful research to determine the subject's behaviour, life cycle and eating habits. All twelve insects are found in Canada and have a beneficial aspect such as pollination, pest control, invasive plant species management and silk production, to name a few.

4. Alignment of KPU's Goals and Objectives with AVED's Objectives

BC Postsecondary System Objectives: Capacity, Access, Efficiency, Quality and Relevance		
KPU's Strategic Plan Goals	KPU's Accountability Plan Objectives	Alignment with Objectives for the BC Postsecondary System
QUALITY		
1. All KPU graduates are prepared for global citizenship and rewarding careers.	1.1 Implement student and graduate success initiatives	Quality, Capacity and Relevance
	1.2 Provide international learning opportunities	Relevance
2. KPU is a well-managed, integrated, and transparent organization that supports learning.	2.1 Implement education and service quality improvement programs	Quality
	2.2 Ensure physical and technological environments support student, program, and community goals in a sustainable manner	Efficiency, Capacity and Relevance
3. Learner engagement and retention at KPU show continuous improvement.	3.1 Create an engaging learning environment for students	Quality
RELEVANCE		
4. The impact of KPU's community engagement has doubled by 2018.	4.1 Increase educational access to different segments of KPU's communities	Access
	4.2 Increase financial support from community to support initiatives and students with financial need	Access
5. KPU's operations support purposeful learner FTE growth of at least 5% annually to meet the educational needs of its region's diverse population.	5.1 Provide an appropriate and comprehensive program mix to meet targets	Capacity
6. Experiential learning is integrated into every KPU program, connecting theory to application and the classroom to the community.	6.1 Create opportunities for students to apply theory to practice and make connections in the community	Relevance
REPUTATION		
7. KPU is widely recognized for its teaching and its scholarship.	7.1 Provide a learning environment that inspires inquiry, collaboration, creativity, and application	Relevance

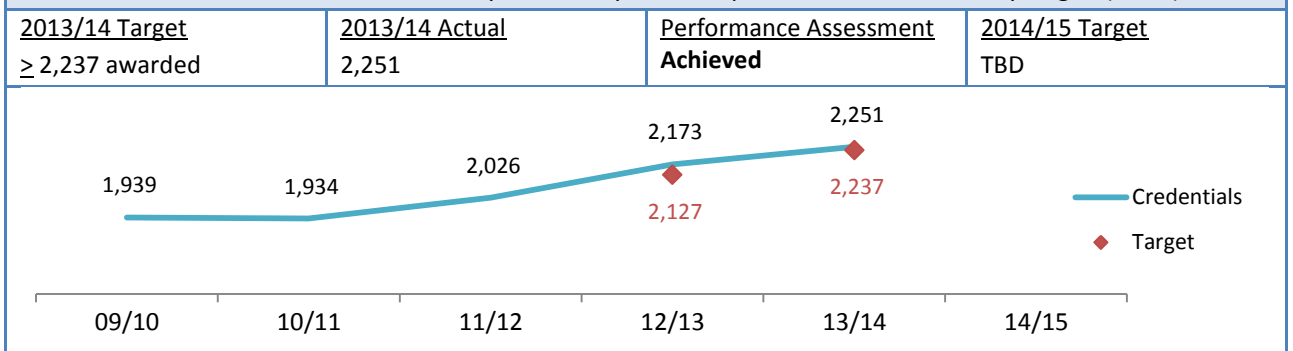
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5. KPU's Goals, Initiatives and Performance Measures

5.1 Quality

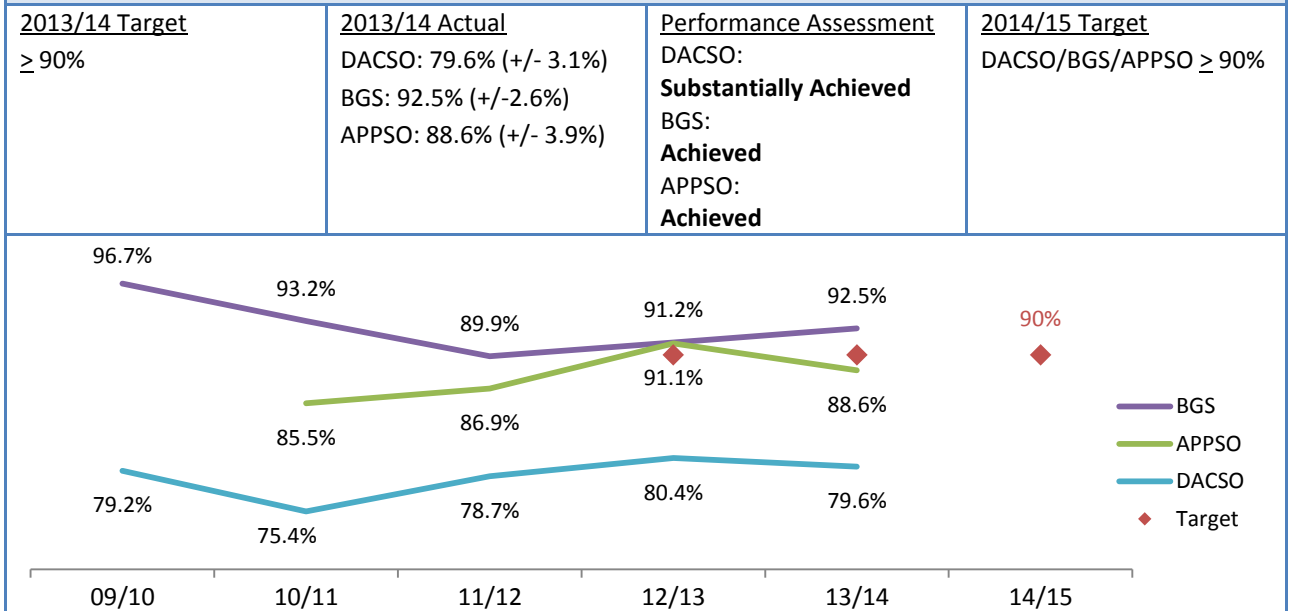
Goal 1 All KPU graduates are prepared for global citizenship and rewarding careers	Objective 1.1 Implement student and graduate success initiatives
	Postsecondary System Objective Quality, Capacity and Relevance

1.1.1 The number of credentials awarded by KPU each year will equal or exceed the Ministry target. (AVED)



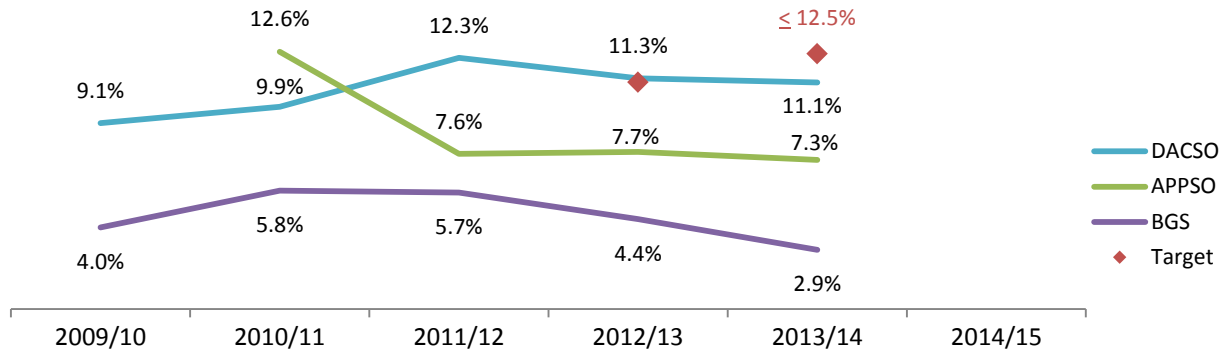
The total number of credentials awarded calculated by AVED is the average of the three most recent fiscal years (2011/12, 2012/13, and 2013/14). Developmental credentials are included. Apprenticeship, short certificate, and other credentials are excluded. The Student Transitions Project is the data source for credentials awarded. The target is calculated using the institution's actual FTEs and it takes into consideration the average program length.

1.1.2 Employed graduates' assessment of the usefulness of their knowledge and skills acquired at KPU in performing their job will equal or exceed 90%. (AVED)



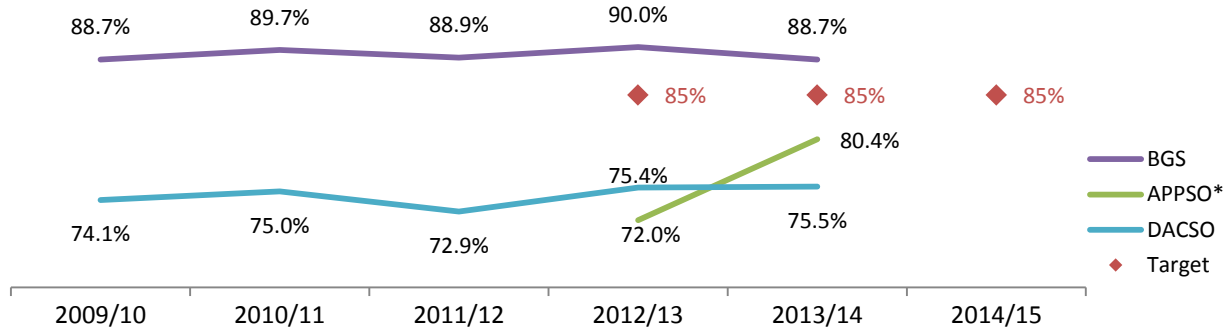
1.1.3 The unemployment rate of KPU's graduates will be lower than that of high school graduates in the Lower

Mainland/Southwest region of BC. (AVED)			
<u>2013/14 Target</u> ≤ 12.5%	<u>2013/14 Actual</u> DACSO: 11.1% (+/- 2.2%) BGS: 2.9% (+/-1.6%) APPSO: 7.3% (+/- 3.0%)	<u>Performance Assessment</u> DACSO: Achieved BGS: Exceeded APPSO: Exceeded	<u>2014/15 Target</u> ≤ unemployment rate for individuals with high school credentials or less



1.1.4 [Former] student assessment of their skill development (written and oral communication, group collaboration, critical analysis, problem resolution, reading comprehension, and independent learning) at KPU will equal or exceed 85%. (AVED)

<u>2013/14 Target</u> Skill development (average %) ≥ 85%	<u>2013/14 Actual</u> DACSO: 75.5% (+/- 1.9%) BGS: 88.7% (+/-2.9%) APPSO: 80.4% (+/- 5.1%)	<u>Performance Assessment</u> DACSO: Substantially Achieved BGS: Achieved APPSO: Achieved	<u>2014/15 Target</u> DACSO/BGS/APPSO ≥ 85%
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*Reporting began in 2012/13

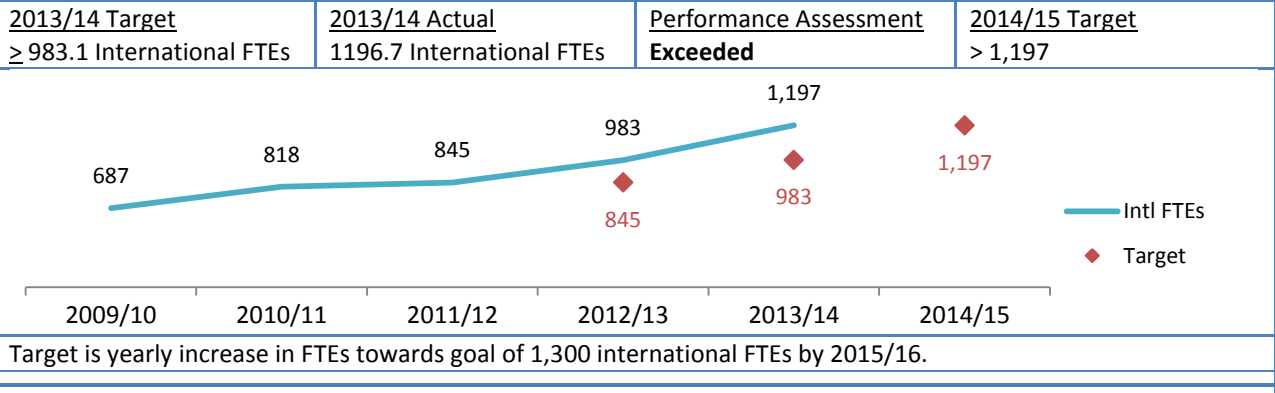
DACSO 2013/14 Actual		APPSO 2013/14 Actual		BGS 2013/14 Actual	
Skill development	75.5%	Skill development	80.4%	Skill development	88.7%
Written communication	71.1%	Written communication	70.6%	Written communication	85.3%
Oral communication	69.1%	Oral communication	77.9%	Oral communication	89.0%
Group collaboration	78.7%	Group collaboration	84.2%	Group collaboration	89.8%
Critical analysis	78.7%	Critical analysis	86.2%	Critical analysis	94.9%
Problem resolution	73.1%	Problem resolution	79.9%	Problem resolution	87.2%
Learn on your own	77.9%	Learn on your own	93.0%	Learn on your own	88.5%
Reading and comprehension	80.0%	Reading and comprehension	81.2%	Reading and comprehension	86.2%

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

Objective 1.2
Provide international learning opportunities

Postsecondary System Objective
Relevance

1.2.1 International student FTEs will increase year to year to meet the government objective of a 50% increase over the next five years.

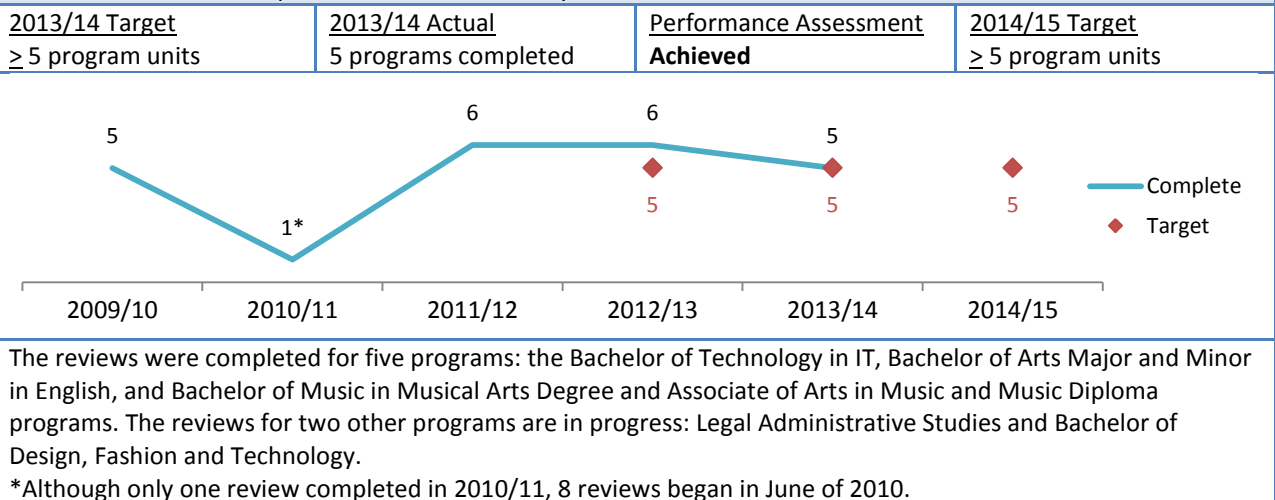


Goal 2
KPU is a well-managed, integrated, and transparent organization that supports learning

Objective 2.1
Implement education and service quality improvement programs

Postsecondary System Objective
Quality

2.1.1 At least five program units will undertake a program review or demonstrate completion of an aligned internal/external review process in each academic year.



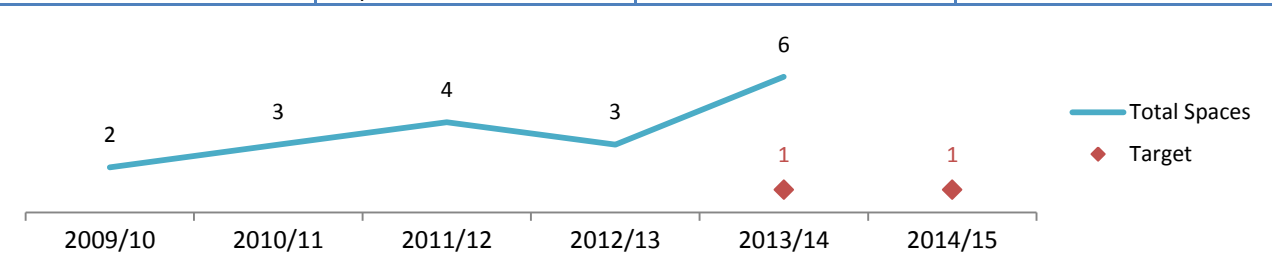
Goal 2
KPU is a well-managed, integrated, and transparent organization that supports learning

Objective 2.2
 Ensure physical and technological environments support student, program, and community goals in a sustainable manner

Postsecondary System Objective
 Efficiency, Capacity, Relevance

2.2.1 Create or enhance at least one space each year that will encourage and support student engagement strategies.

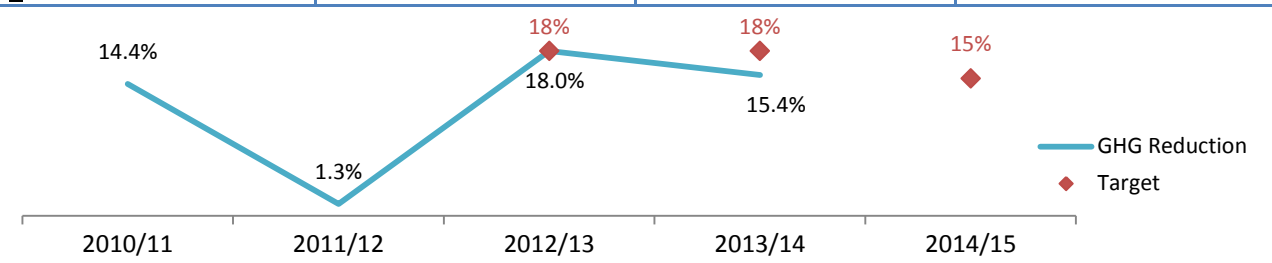
<u>2013/14 Target</u> ≥ 1 space created or enhanced	<u>2013/14 Actual</u> 4 spaces created 2 spaces enhanced	<u>Performance Assessment</u> Exceeded	<u>2014/15 Target</u> ≥ 1 space created or enhanced
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In 2013/14, there were three spaces created and two spaces enhanced at Richmond campus. One new space created at Cloverdale.
 2012/13: Two spaces enhanced at Richmond, one enhanced at Langley
 2011/12: Four spaces enhanced
 2010/11: Two spaces created, one space enhanced
 2009/10: Two spaces created

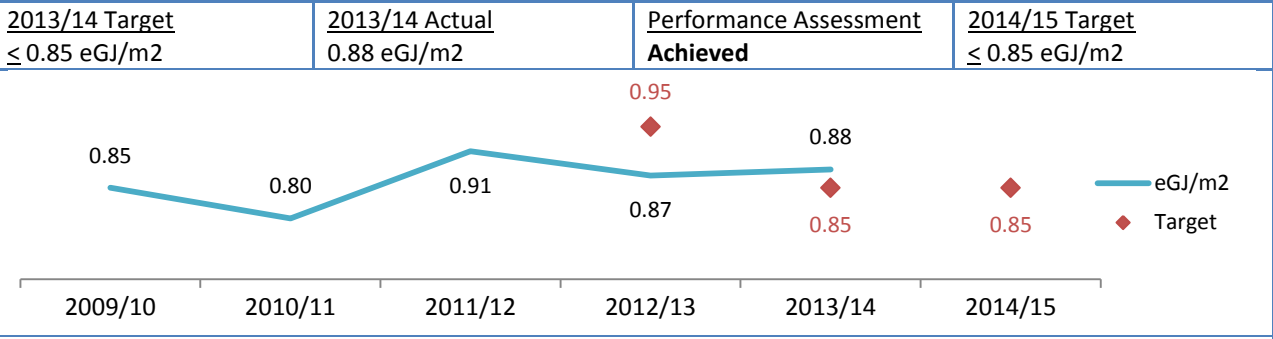
2.2.2 KPU will reduce GHG emissions by 18% by 2016 from its 2007 baseline using weather adjusted calculations for energy usage.

<u>2013/14 Target</u> ≤ 18% of GHG emissions	<u>2013/14 Actual</u> 15.42% reduction	<u>Performance Assessment</u> Not Achieved	<u>2014/15 Target</u> 15%
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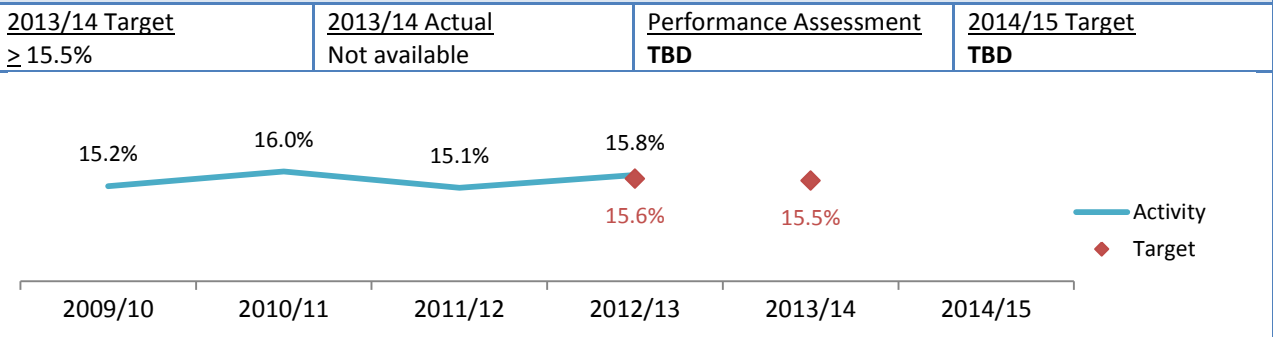


Extensive renovations at the Richmond campus and extended library hours contributed to not achieving the target for 2013/14.
 Target for GHG emissions to be 15% below 2007 baseline using weather adjusted calculations for energy use and building area adjustments (m2) for changes to buildings sizes. Target has been established in view of major construction that will be taking place at the Richmond campus, which will impact ability to reduce GHG for 2014/15.

2.2.3 KPU will maintain energy density level at 0.85 eGJ/m² for 2011/12.



2.2.4 The percentage of annual educational activity occurring between May and August will equal or exceed the average of the previous two years.



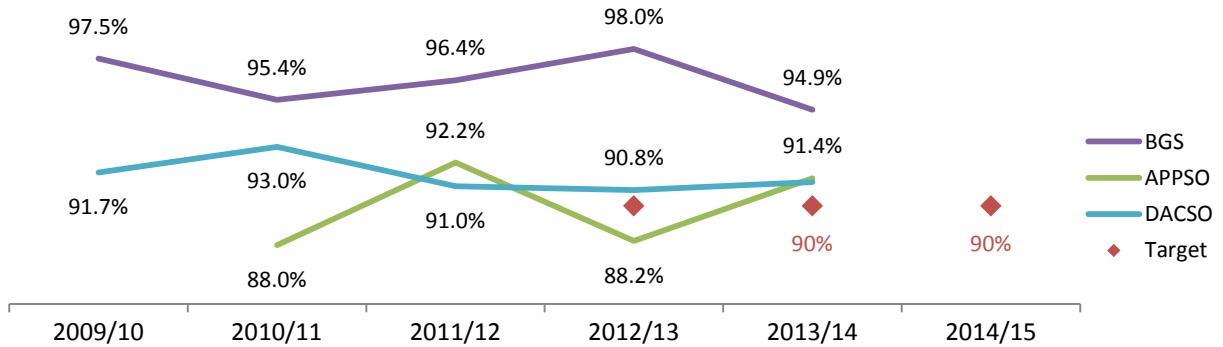
Goal 3
Learner engagement and retention at KPU
show continuous improvement

Objective 3.1
Create an engaging learning environment for
students

Postsecondary System Objective
Quality

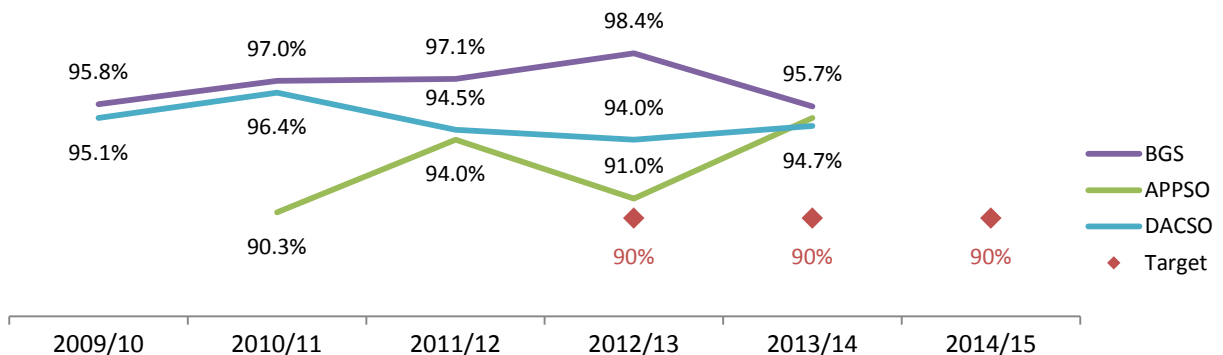
3.1.1 Student assessment of satisfaction with education will equal or exceed 90%. (AVED)

2013/14 Target	2013/14 Actual	Performance Assessment	2014/15 Target
≥ 90%	DACSO: 91.2% (+/- 1.1%) BGS: 94.9% (+/-2.0%) APPSO: 91.4% (+/- 3.0%)	DACSO: Achieved BGS: Achieved APPSO: Achieved	DACSO/BGS/APPSO ≥ 90%



3.1.2 Student assessment of the quality of instruction [at KPU as good or very good] will equal or exceed 90%. (AVED)

2013/14 Target	2013/14 Actual	Performance Assessment	2014/15 Target
≥ 90%	DACSO: 94.7% (+/- 0.9%) BGS: 95.7% (+/-1.8%) APPSO: 95.1% (+/- 2.3%)	DACSO: Achieved BGS: Achieved APPSO: Achieved	DACSO/BGS/APPSO ≥ 90%



5.2 Relevance

Goal 4

The impact of KPU's community engagement has doubled by 2018

Objective 4.1

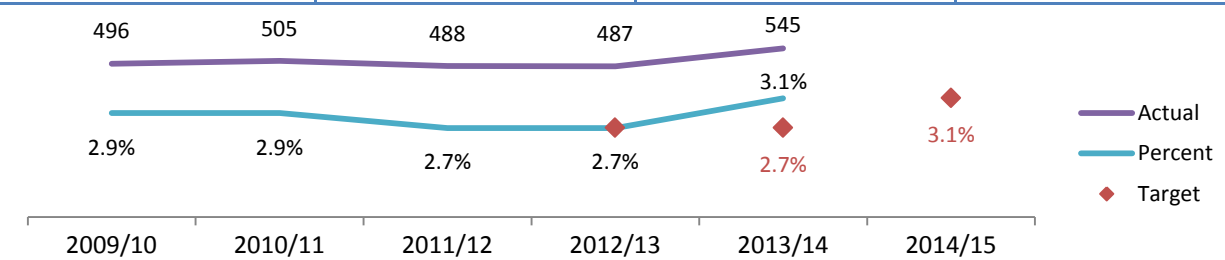
Increase educational access to different segments of KPU's communities

Postsecondary System Objective

Access

4.1.1 Maintain or increase the number and percent of student population that is Aboriginal. (AVED)

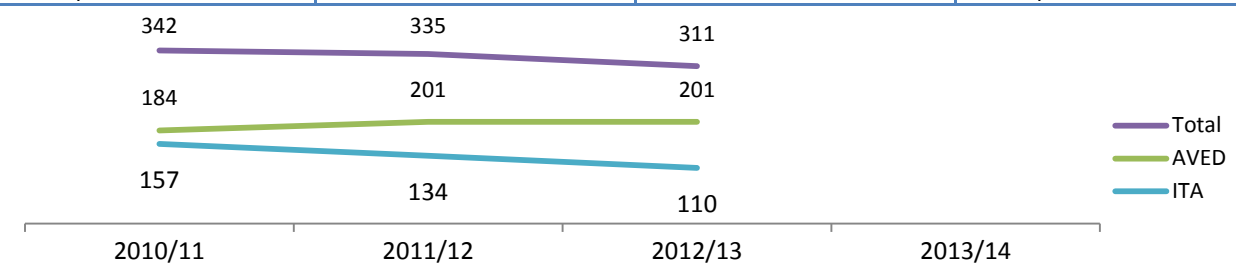
2013/14 Target	2013/14 Actual	Performance Assessment	2014/15 Target
≥ 487 and 2.7%	545 and 3.1%	Exceeded	≥ 3.1%



Since 2011, the STP is the data source for the number and percent of students who are Aboriginal.

4.1.2 Maintain or increase the number of Aboriginal student spaces (FTEs). (AVED)

2013/14 Target	2013/14 Actual	Performance Assessment	2014/15 Target
Descriptive measure	Not available	Not Assessed	Descriptive measure

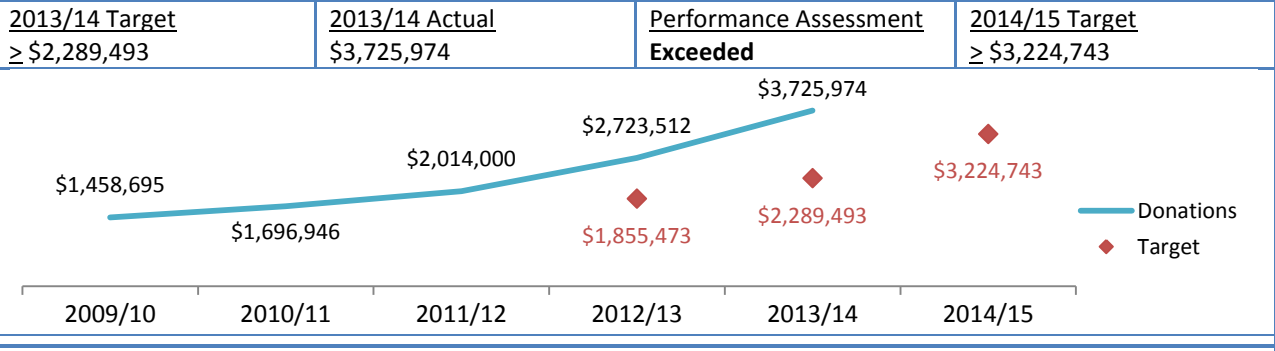


Goal 4
The impact of KPU's community engagement has doubled by 2018

Objective 4.2
Increase financial support from community to support initiatives and students with financial need

Postsecondary System Objective
Access

4.2.1 KPU will receive cash donations from the community for capital expansion, special projects and student awards that equal or exceed the average of the previous two years.

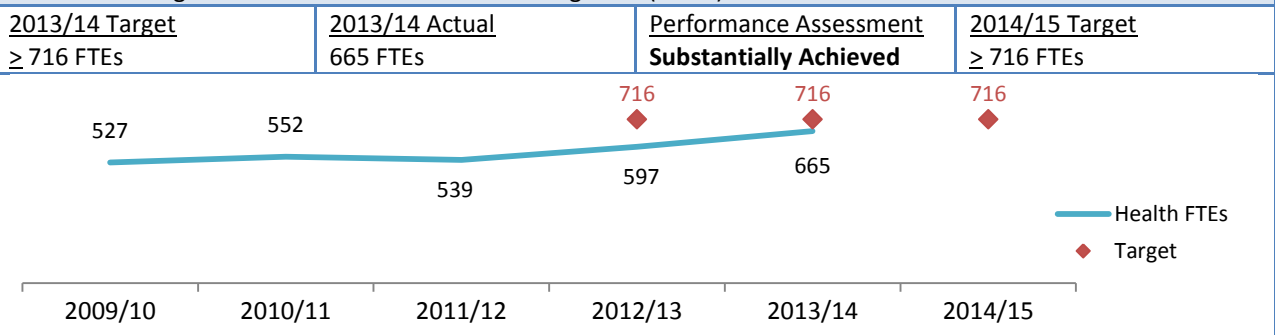


Goal 5
KPU's operations support purposeful learner FTE growth of at least 5% annually to meet the educational needs of its region's diverse population

Objective 5.1
Provide an appropriate and comprehensive program mix to meet targets

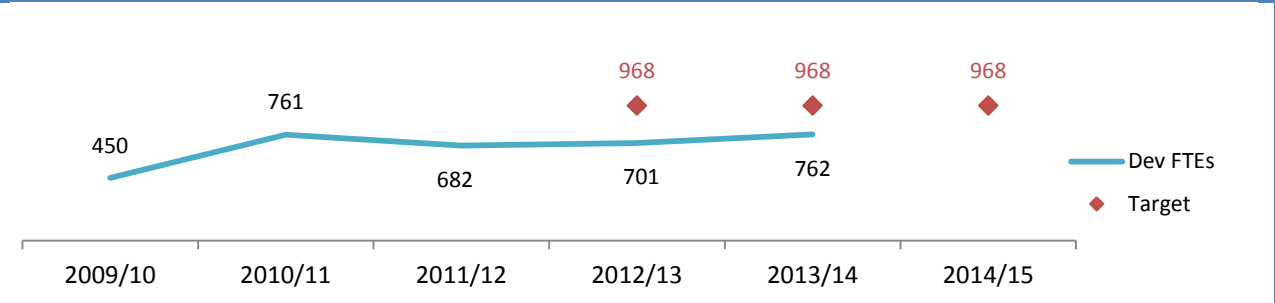
Postsecondary System Objective
Capacity

5.1.1 The number of Nursing and other Allied Health student spaces at KPU will equal or exceed the Ministry student FTE targets for Health and Allied Health Programs. (AVED)



5.1.2 The number of student spaces in ABE, ESL, and ASE programs at KPU will equal or exceed the Ministry student FTE target for Developmental programs. (AVED)

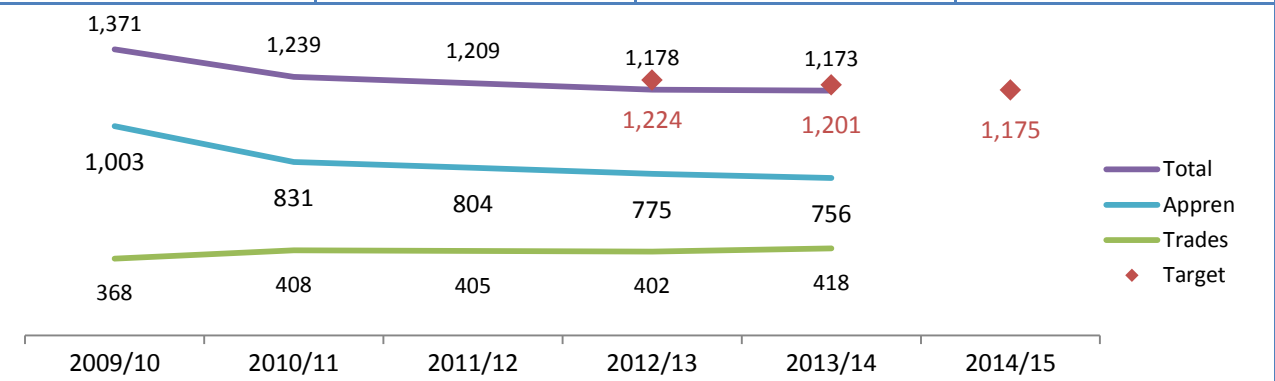
<u>2013/14 Target</u> ≥ 968 FTEs	<u>2013/14 Actual</u> 762 FTEs	<u>Performance Assessment</u> Not Achieved	<u>2014/15 Target</u> ≥ 968 FTEs
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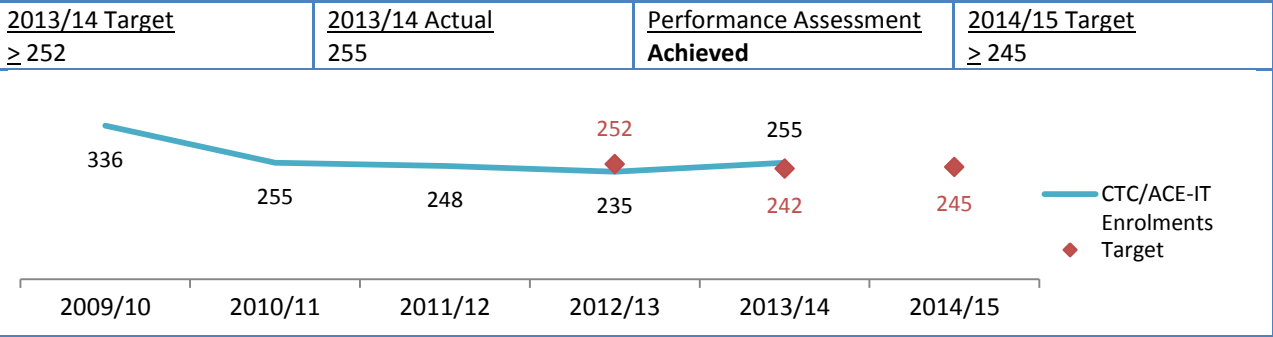
In FY2013/14, we continued to make progress towards attaining KPU's Developmental program FTE targets as outlined in our incremental four-year plan (received by AVED in 2012). The KPU 2013/14 target of 812 FTE was substantially achieved (94%). While demand was strong for ESL, we did not receive an increase in the number of tuition-free seats from the Ministry so our enrolment was limited for this program. Furthermore, for FY2014/15, we do not anticipate any growth in ESL FTEs. In other developmental program areas, we experienced some growth in FTEs. This is primarily a result of increased marketing, implementation of a dedicated recruiter, increased connections with community agencies for recruitment purposes and establishment of program advisory committees for ABE and developmental programs. We anticipate that we will continue to see steady growth in these areas as a result of these strategies.

5.1.3 KPU's FTEs in trades training and apprenticeship programs will equal or exceed the average of the previous two years.

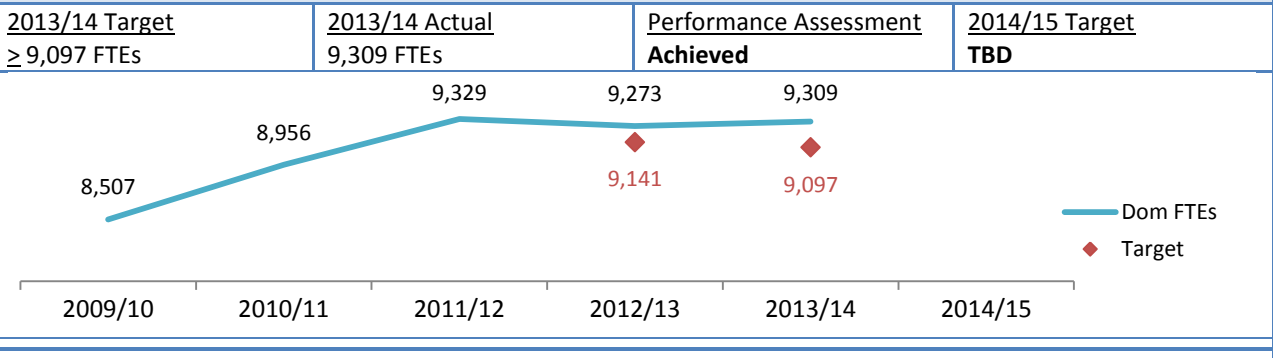
<u>2013/14 Target</u> ≥ 1,201 FTEs	<u>2013/14 Actual</u> 1,173 FTEs (Trades training: 417.5; Apprenticeship: 755.6)	<u>Performance Assessment</u> Substantially Achieved	<u>2014/15 Target</u> ≥ 1,175
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5.1.4 CTC and ACE IT program enrolments will equal or exceed the average enrolments of the two previous years.



5.1.5 The number of domestic student spaces (FTE) at KPU will equal or exceed the Ministry overall student FTE targets. (AVED)



Goal 6

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

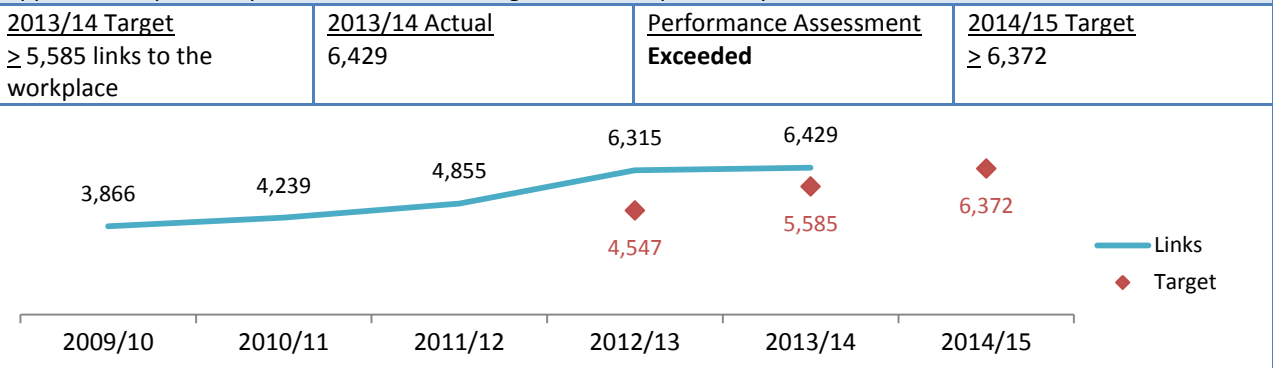
Objective 6.1

Create opportunities for students to apply theory to practice and make connections in the community

Postsecondary System Objective

Relevance

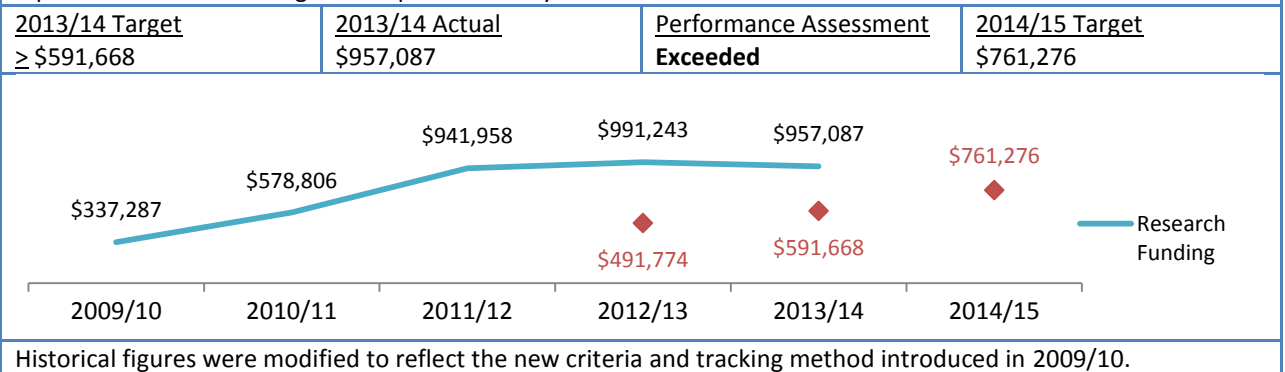
6.1.1 Links to the workplace through co-op education placement, internships, practicums, work placements, and apprenticeships will equal or exceed the average of the two previous years.



5.3 Reputation

Goal 7 KPU is widely recognized for its teaching and its scholarship	Objective 7.1 Provide a learning environment that inspires inquiry, collaboration, creativity, and application
	Postsecondary System Objective Relevance

7.1.1 The amount of research funding from community partners, industry contributions, and granting agencies will equal or exceed the average of the previous five years.



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6. AVED Performance Measures with Targets and Results

System Objective: Capacity			
1a. The number of domestic student spaces (FTE) at KPU will equal or exceed the Ministry overall student FTE targets. (AVED)			
<u>2013/14 Target</u> ≥ 9,097 FTEs	<u>2013/14 Actual</u> 9,309 FTEs (excludes international and ITA)	<u>Performance Assessment</u> Achieved	<u>2014/15 Target</u> TBD
2012/13 Actual	9,273 FTEs (excludes international and ITA)		
2011/12 Actual	9,329 FTEs (excludes international and ITA)		
2010/11 Actual	8,956 FTEs (excludes international and ITA)		
2009/10 Actual	8,507 FTEs (excludes international and ITA)		
System Objective: Capacity			
1b. The number of Nursing and other Allied Health student spaces at KPU will equal or exceed the Ministry student FTE targets for Health and Allied Health Programs. (AVED)			
<u>2013/14 Target</u> ≥ 716 FTEs	<u>2013/14 Actual</u> 665 FTEs	<u>Performance Assessment</u> Substantially Achieved	<u>2014/15 Target</u> ≥ 716 FTEs
2012/13 Actual	597 FTEs		
2011/12 Actual	539 FTEs		
2010/11 Actual	552 FTEs		
2009/10 Actual	527 FTEs		
System Objective: Capacity			
1c. The number of student spaces in ABE, ESL, and ASE programs at KPU will equal or exceed the Ministry student FTE target for Developmental programs. (AVED)			
<u>2013/14 Target</u> ≥ 968 FTEs	<u>2013/14 Actual</u> 762 FTEs	<u>Performance Assessment</u> Not Achieved	<u>2014/15 Target</u> ≥ 968 FTEs
2012/13 Actual	701 FTEs		
2011/12 Actual	682 FTEs		
2010/11 Actual	761 FTEs		
2009/10 Actual	450 FTEs		
<p>In FY2013/14, we continued to make progress towards attaining KPU's Developmental program FTE targets as outlined in our incremental four-year plan (received by AVED in 2012). The KPU 2013/14 target of 812 FTE was substantially achieved (94%). While demand was strong for ESL, we did not receive an increase in the number of tuition-free seats from the Ministry so our enrolment was limited for this program. Furthermore, for FY2014/15, we do not anticipate any growth in ESL FTE. In other developmental program areas, we experienced some growth in FTEs. This is primarily a result of increased marketing, implementation of a dedicated recruiter, increased connections with community agencies for recruitment purposes and establishment of program advisory committees for ABE and developmental programs. We anticipate that we will continue to see steady growth in these areas as a result of these strategies.</p>			

System Objective: Quality, Capacity, and Relevance			
2. The number of credentials awarded by KPU each year will equal or exceed the Ministry target. (AVED)			
<u>2013/14 Target</u> ≥ 2,237 awarded	<u>2013/14 Actual</u> 2,251 credentials awarded	<u>Performance Assessment</u> Achieved	<u>2014/15 Target</u> TBD
2012/13 Actual	2,173 credentials awarded		
2011/12 Actual	2,026 credentials awarded		
2010/11 Actual	1,934 credentials awarded		
2009/10 Actual	1,939 credentials awarded (revised by AVED from 1,666)		
The total number of credentials awarded calculated by AVED is the average of the three most recent fiscal years (2011/12, 2012/13, and 2013/14). Developmental credentials are included. Apprenticeship, short certificate, and other credentials are excluded. The Student Transitions Project is the data source for credentials awarded. The target is calculated using the institution's actual FTEs and it takes into consideration the average program length.			
System Objective: Access			
3. Maintain or increase the number of Aboriginal student spaces (FTEs). (AVED)			
<u>2013/14 Target</u> Descriptive measure	<u>2013/14 Actual</u> Not available	<u>Performance Assessment</u> Not Assessed	<u>2014/15 Target</u> Descriptive measure
2012/13 Actual	Total: 311 FTEs (201 AVED FTEs; 110 ITA FTEs)		
2011/12 Actual	Total: 335 FTEs (201 AVED FTEs; 134 ITA FTEs)		
2010/11 Actual	Total: 342 FTEs (184 AVED FTEs; 157 ITA FTEs)		
2009/10 Actual	Not available		
System Objective: Quality			
4. Student assessment of satisfaction with education will equal or exceed 90%. (AVED)			
<u>2013/14 Target</u> ≥ 90%	<u>2013/14 Actual</u> DACSO: 91.2% (+/- 1.1%) BGS: 94.9% (+/-2.0%) APPSO: 91.4% (+/- 3.0%)	<u>Performance Assessment</u> DACSO: Achieved BGS: Achieved APPSO: Achieved	<u>2014/15 Target</u> DACSO/BGS/APPSO ≥ 90%
2012/13 Actual	DACSO: 90.8% (+/-1.2%); BGS: 98.0% (+/-1.3%); APPSO: 88.2% (+/-3.0%)		
2011/12 Actual	DACSO: 91.0% (+/-1.2%); BGS: 96.4% (+/-1.4%); APPSO: 92.2% (+/-2.7%)		
2010/11 Actual	DACSO: 93.0% (+/-1.0%); BGS: 95.4% (+/-1.8%); APPSO: 88.0% (+/-4.7%)		
2009/10 Actual	DACSO: 91.7% (+/-1.1%); BGS: 97.5% (+/-1.3%); APPSO: n/a		
System Objective: Quality			
5. Student assessment of the quality of instruction [at KPU as good or very good] will equal or exceed 90%. (AVED)			
<u>2013/14 Target</u> ≥ 90%	<u>2013/14 Actual</u> DACSO: 94.7% (+/- 0.9%) BGS: 95.7% (+/-1.8%) APPSO: 95.1% (+/- 2.3%)	<u>Performance Assessment</u> DACSO: Achieved BGS: Achieved APPSO: Achieved	<u>2014/15 Target</u> DACSO/BGS/APPSO ≥ 90%
2012/13 Actual	DACSO: 94.0% (+/-1.0%); BGS: 98.4% (+/-1.1%); APPSO: 91.0% (+/-2.7%)		
2011/12 Actual	DACSO: 94.5% (+/-0.9%); BGS: 97.1% (+/-1.3%); APPSO: 94.0% (+/-2.3%)		
2010/11 Actual	DACSO: 96.4% (+/-0.8%); BGS: 97.0% (+/-1.5%); APPSO: 90.3% (+/-4.2%)		
2009/10 Actual	DACSO: 95.1% (+/-1.5%); BGS: 95.8% (+/-1.6%); APPSO: n/a		

System Objective: Quality, Capacity, and Relevance			
6. [Former] student assessment of their skill development (written and oral communication, group collaboration, critical analysis, problem resolution, reading comprehension, and independent learning) at KPU will equal or exceed 85%. (AVED)			
<u>2013/14 Target</u> Skill development (average %) \geq 85%	<u>2013/14 Actual</u> DACSO: 75.5% (+/- 1.9%) BGS: 88.7% (+/-2.9%) APPSO: 80.4% (+/- 5.1%)	<u>Performance Assessment</u> DACSO: Substantially Achieved BGS: Achieved APPSO: Achieved	<u>2014/15 Target</u> DACSO/BGS/APPSO \geq 85%
DACSO 2013/14 Actual		APPSO 2013/14 Actual	
Skill development	75.5%	Skill development	80.4%
Written communication	71.1%	Written communication	70.6%
Oral communication	69.1%	Oral communication	77.9%
Group collaboration	78.7%	Group collaboration	84.2%
Critical analysis	78.7%	Critical analysis	86.2%
Problem resolution	73.1%	Problem resolution	79.9%
Learn on your own	77.9%	Learn on your own	93.0%
Reading and comprehension	80.0%	Reading and comprehension	81.2%
BGS 2013/14 Actual		88.7%	
Written communication		Written communication	85.3%
Oral communication		Oral communication	89.0%
Group collaboration		Group collaboration	89.8%
Critical analysis		Critical analysis	94.9%
Problem resolution		Problem resolution	87.2%
Learn on your own		Learn on your own	88.5%
Reading and comprehension		Reading and comprehension	86.2%
2012/13 Actual	DACSO: 75.4% (+/-1.9%); BGS: 90.0% (+/-2.7%); APPSO: 72.0% (+/-5.1%)		
2011/12 Actual	DACSO: 72.9% (+/-2.0%); BGS: 88.9% (+/-2.5%)		
2010/11 Actual	DACSO: 75.0% (+/-1.9%); BGS: 89.7% (+/-2.7%)		
2009/10 Actual	DACSO: 74.1% (+/-1.7%); BGS: 88.7% (+/-2.7%)		
System Objective: Quality, Capacity, and Relevance			
7. Employed graduates' assessment of the usefulness of their knowledge and skills acquired at KPU in performing their job will equal or exceed 90%. (AVED)			
<u>2013/14 Target</u> \geq 90%	<u>2013/14 Actual</u> DACSO: 79.6% (+/- 3.1%) BGS: 92.5% (+/-2.6%) APPSO: 88.6% (+/- 3.9%)	<u>Performance Assessment</u> DACSO: Substantially Achieved BGS: Achieved APPSO: Achieved	<u>2014/15 Target</u> DACSO/BGS/APPSO \geq 90%
2012/13 Actual	DACSO: 80.4% (+/-3.3%); BGS: 91.2% (+/-2.9%); APPSO: 91.1% (+/-3.0%)		
2011/12 Actual	DACSO: 78.7% (+/-3.6%); BGS: 89.9% (+/-2.6%); APPSO: 86.9% (+/-3.9%)		
2010/11 Actual	DACSO: 75.4% (+/-3.6%); BGS: 93.2% (+/-2.5%); APPSO: 85.5% (+/-6.1%)		
2009/10 Actual	DACSO: 79.2% (+/-3.2%); BGS: 96.7% (+/-1.6%); APPSO: n/a		

System Objective: Quality, Capacity, and Relevance			
8. The unemployment rate of KPU's graduates will be lower than that of high school graduates in the Lower Mainland/Southwest region of BC. (AVED)			
<u>2013/14 Target</u> ≤ 12.5%	<u>2013/14 Actual</u> DACSO: 11.1% (+/- 2.2%) BGS: 2.9% (+/-1.6%) APPSO: 7.3% (+/- 3.0%)	<u>Performance Assessment</u> DACSO: Achieved BGS: Exceeded APPSO: Exceeded	<u>2014/15 Target</u> ≤ unemployment rate for individuals with high school credentials or less
2012/13 Actual	DACSO: 11.3% (+/-2.4%); BGS: 4.4% (+/-2.0%); APPSO: 7.7% (+/-2.6%)		
2011/12 Actual	DACSO: 12.3% (+/-2.7%); BGS: 5.7% (+/-1.9%); APPSO: 7.6% (+/-2.8%)		
2010/11 Actual	DACSO: 9.9% (+/-2.3%); BGS: 5.8% (+/-2.2%); APPSO: 12.6% (+/-5.1%)		
2009/10 Actual	DACSO: 9.1% (+/-2.2%); BGS: 4.0% (+/-1.7%); APPSO: n/a		

7. Financial Information

7.1 Summary Financial Report 2013/14*

Not yet available

7.2 Summary Financial Outlook 2014/15 – 2016/17*

Not yet available

Appendix A. FTE Enrolment Report

Faculty (Current Program Faculty) /Ministry Credential Level	FY 2013-14 Actual	FY 2012-13 Actual	%Change Over FY 2012/13
Academic & Career Advancement			
Developmental	214	207	3%
No Credential/Others	238	214	11%
	452	421	7%
Arts*			
Baccalaureate Degree	1,526	1,542	-1%
Associate Degree	1,701	1,836	-7%
Diploma	193	226	-15%
Certificate	56	53	5%
	3,476	3,657	-5%
Business*			
Baccalaureate Degree	1,848	1,677	10%
Diploma	951	1,047	-9%
Certificate	173	200	-14%
Post Baccalaureate Diploma	15	17	-11%
	2,987	2,941	2%
Community and Health Studies			
Baccalaureate Degree	434	352	23%
Certificate/Others	314	332	-5%
	749	684	9%
Continuing Education			
No Credential	75	40	87%
	75	40	87%
Design			
Baccalaureate Degree	289	299	-4%
Diploma	48	50	-4%
Certificate	20	20	-2%
Post Baccalaureate Diploma	4		
	360	369	-2%

* Associate of Arts in Economics was in Faculty of Business in FY 2012-13, but now in Faculty of Arts. Hence the difference in FY 2012-13 values for both faculties against values reported last fiscal year

Faculty (Current Program Faculty) /Ministry Credential Level	FY 2013-14 Actual	FY 2012-13 Actual	% Change Over FY 2012/13
Science and Horticulture			
Baccalaureate Degree	65	18	260%
Associate Degree	606	616	-2%
Diploma	153	145	6%
Apprenticeship	108	113	-4%
Certificate/Others	132	143	-8%
	1,065	1,035	3%
Trades and Technology			
Diploma	65	68	-4%
Apprenticeship	677	728	-7%
Certificate/Others	516	457	13%
	1,258	1,254	0.4%
Non-Credential /Undeclared			
No Credential	61	48	26%
	61	48	26%
Government Funded FTEs	10,482	10,450	0.3%
International FTEs	1,197	983	22%
Total Institution FTE	11,679	11,433	2%

1. Basis of actual FTE calculation:

The Ministry of Advanced Education (AVED) issued in March 2014, the February 2014 version of the Enrolment Analysis and FTE Audit tool (EAT and FAT) for the May 2014 BC Post-Secondary Central data Warehouse submission.

This February 2014 version of the FTE Audit tool was used to produce student FTE enrolments for program/course instructional activities for the fiscal year 2013/14 (April 1, 2013 to March 31, 2014).

2. Report Presentation:

This enrolment statement reports all student enrolments funded by AVED and the Industry Training Authority (ITA) - as defined in the Student FTE Enrolment Reporting Manual.

This statement reports on international student enrolments separately. These enrolments are shown separately as they are not counted towards meeting government enrolment targets.

3. Full-Time Equivalent Targets:

The domestic enrolment targets for 2013/14 and 2012/13 were:

	2013/14	2012/13
Ministry of Advanced Education (AVED)	9,123	9,125
Industry Training Authority (ITA)		
Apprenticeship	946	968
Foundation	334	304
Total	10,403	10,397

4. Comparative Figures:

Report categories reflect the program credential level categories submitted to the Ministry in Kwantlen's bi-annual Central Data Warehouse submissions. Certain comparative figures have been restated to conform to the report presentation adopted in the current year.

*AVED targets are from the Ministry Final FTE Report templates for 2012/13 and 2013/14

**ITA targets are from Schedule C – ITA Agreement for 2012/13 and 2013/14



Agenda Item: *Election of Officers*

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:	THAT the Board of Governors approve the following appointments effective September 1, 2014 to August 31, 2015: Board Chair: Shane King Board Vice Chair: Lisa Skakun
--------------------------------	---

Board Committee Report: At its May 14, 2014 meeting, the Board Governance Committee reviewed the potential candidates for the positions of Chair and Vice Chair, contacted them to ascertain interest and availability, ensured support for the recommended candidates and made the following recommendation to the Board of Governors.

- Key Messages:** [maximum of three]
1. It is the responsibility of the Board Governance Committee to lead the Chair and Vice Chair succession plan. (Board Governance Manual, Sections 13.3(g), 23)
 2. Recommended candidates are as follows:
 - a. Shane King – Chair
 - b. Lisa Skakun – Vice Chair

Submitted by: Board Governance Committee

Date submitted: May 14, 2014



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
4.3
June 4, 2014
Shane King

Agenda Item: *Board Meeting Schedule 2015*

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

Recommended Resolution:	THAT the Board of Governors approve the Board Meeting Schedule 2015.
--------------------------------	---

Board Committee Report: At its May 14, 2014 meeting, the Board Governance Committee reviewed the Board meeting schedule outlined below and recommended it to the Board for approval.

Key Messages: *[maximum of three]* **Following are proposed Board meeting dates for 2015, Wednesdays from 3-7 pm:**

January 28 Langley

February 20-21 Board Retreat (overnight)

April 1 Cloverdale

June 3 Cloverdale

September 23 Richmond

November 18 Surrey

Submitted by: *Board Governance Committee*

Date submitted: *May23, 2014*



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
4.4
June 4, 2014
Shane King

Agenda Item: *Board Committee Appointment 2014-15*

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

Recommended Resolution:	THAT the Board of Governors approve the Board Committee Appointments for 2014-15.
--------------------------------	--

Board Committee Report: At its May 14, 2014 meeting the Board Governance Committee discussed and recommended the attached committee membership to the Board of Governors for approval

Key Messages: *[maximum of three]*

1. The Board Governance Manual states in Section 10.4, Composition of Board Committees:

“The Board, on the recommendation of the Board Chair, appoints Committee Chairs and members. A Board member may belong to more than one Committee at one time.

A Committee member may be removed or replaced at any time and will cease to be a Committee member upon ceasing to be a Board Member.

The Board Chair may be appointed a member of any Committee, in which case he or she is counted in establishing quorum and has a vote. The Board Chair is an *ex officio* member of all Board Committees when he or she is not otherwise appointed a member. When serving on a Committee in an *ex officio* capacity, the Board Chair observes, provides advice and oversees the coordination of the Committee’s work in relation to the Board, but does not vote.”

2. A Board Committee matrix is attached showing upcoming vacancies.

Attachments: *Board Committee Matrix*

Submitted by: *Board Governance Committee*

Date submitted: *May 23, 2014*

**Board Committee Membership
Effective September 1, 2014**

	Chair	Vice Chair						Secretariat Support	Admin Support					
HR	Lisa Skakun	Ken Tung	Shira Standfield	New appointee				Sandi Klassen	Harry Gray	Shelley Wrean as required				
Finance	Harpreet Bhatti	New appointee	New appointee	Marc Kampshuur	Geoff Dean	Richard Hosein	Shane King	Maggie MacKenzie	Sal Ferreras / Natalie Walker	Harry Gray / Michelle Stadnyk	Kathy Lylyk / Lorna Gordon	Shelley Wrean / Sandi Klassen	Angela Tao	Gordon Lee / Linda Gomes
Governance	Shane King	Lisa Skakun	Harpreet Bhatti	Marc Kampshuur	Alan Davis	Upinder Chahal	Sandra Hoffman	Maggie MacKenzie	Sandi Klassen	Sal Ferreras / Natalie Walker ****	Jane Fee / Kulvir Gill ****	Shelley Wrean		
Board/ Senate Task Force on Bicameral Governance	Kristan Ash	Shira Standfield	New appointee	Geoff Dean		Senate Committee Chairs for: Budget Curriculum AP&P Policy Review	Dana Cserepes Robert Wood Bob Davis Christina Pikios	Maggie MacKenzie	Alan Davis / Keri van Gerven	Sal Ferreras / Natalie Walker	Harry Gray / Michelle Stadnyk	Sandi Klassen	Jane Fee / Josephine Chan / Kulvir Gill	Gordon Lee / Linda Gomes
Appeals Tribunal, Non-academic Misconduct	Lisa Skakun	Ken Tung	Kristan Ash	Sandra Hoffman	Richard Hosein			Sandi Klassen	Shelley Wrean					

**** As Required for student discussions

**Board Committee Membership
Effective September 1, 2014**

Committee Membership Shown by Person

Board Member	Governance	HR	Finance & Audit	Board/Senate Task Force on Bi-cameral Governance	Appeals Tribunal Non-academic Misconduct	Other
Kristan Ash				X (Chair)	X	Senate?
Harpreet Bhatti	X		X (Chair)			
Alan Davis	X			X		
Geoff Dean			X	X		
Sandra Hoffman	X				X	Foundation
Marc Kampschuur	X		X			
Shane King	X (Chair)		X			
Lisa Skakun	X (Vice Chair)	X (Chair)			X (Chair)	PSEC, Board Vice Chair
Shira Standfield		X		X (Vice Chair)		
Ken Tung		X (Vice Chair)			X (Vice Chair)	
Richard Hosein			X		X	
Upinder Chahal	X					
Appointee		X	X (Vice Chair)			
Appointee			X	X		



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
4.5
June 4, 2014
Shane King

Agenda Item: *Appointment of Board Representative to Kwantlen Foundation Board of Directors*

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

Recommended Resolution:	THAT the Board of Governors appoint Sandra Hoffman as the Board representative on the Kwantlen Foundation Board of Directors.
--------------------------------	--

Board Committee Report: At its May 14, 2014 meeting the Board Governance Committee recommended the appointment of Sandra Hoffman to the Kwantlen Foundation Board of Directors. Ms. Hoffman indicated her willingness to be re-appointed.

- Key Messages:** *[maximum of three]*
1. **As stated in the Board Governance Manual, Section 2.7, “The Board recognizes and supports the important fundraising work done by the Kwantlen Polytechnic University Foundation (the “Foundation”) to fund KPU’s key strategic priorities.**
 2. **To support the Foundation’s work, the Board:**
 - a. **appoints a Board Member to the Foundation Board;¹ and**
 - b. **asks each Board Member to make a meaningful gift to the Foundation, commensurate with his or her means.”**
 3. **Sandra Hoffman was the Board representative on the Foundation Board for 2013-14.**

Attachments:

Submitted by: *Board Governance Committee*

Date submitted: *May 26, 2014*

¹ Foundation Bylaws, s. 37.



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
4.6
June 4, 2014
Shane King

Agenda Item: *Appointment of Board Representative to Senate*

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

Recommended Resolution:	THAT the Board of Governors appoint <u>X</u> as the Board representative on Senate.
--------------------------------	--

Board Committee Report: At its May 14, 2014 meeting the Board Governance Committee reviewed the issue of a Senate appointee and instructed Sandi Klassen to canvass the Board for a volunteer to fill this role. To date no Board Member has responded in the affirmative.

Key Messages: [maximum of three]

- 1. The composition of Senate outlined in the University Act includes “one non-voting member of the senate, if appointed to the senate by the board to serve for one year.” (Sec 35.2(2)(k))**
- 2. Kristan Ash has served as the Board’s representative for several years and would prefer to give another Board Member the opportunity to participate in the academic body of KPU.**
- 3. Ms. Ash’s input at Senate has been valuable when issues that involve the Board arise.**
- 4. Senate meetings are held the last Monday of the month (Sept-June) from 3:00-7:00 pm on the Surrey campus, Cedar Bldg Rm 2110.**

Attachments:

Submitted by: *Sandi Klassen*

Date submitted: *May 23, 2014*



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.1
June 4, 2014
Shane King /
Gordon Lee

Agenda Item: *Draft Board Response to Senate Budget Recommendations*

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:	THAT the Board of Governors approve the Board response to Senate budget recommendations regarding the 2014-15 budget.
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Board Committee Report: At its May 15, 2014 meeting the Board Finance & Audit Committee reviewed the draft Board response to Senate’s budget recommendations and recommended them to the Board for approval.

Key Messages: *[maximum of three]*

- 1. Along with their budget recommendation to the Board, Senate forwarded comments from the Senate Standing Committee on the University Budget (SSCUB). Attached is a proposed response to these comments for review. Once approved by the Board, these comments will be sent to Senate and the SSCUB.**
- 2. In the past the Committee Chair attended the Senate meeting at which the Board response was received and presented the response to Senate. Harpreet Bhatti will attend the June 24 meeting of Senate for this purpose.**

Context & Background:

Resource Requirements: *N/A*

Implications / Risks: *None*

Attachments:

- 1. Draft Board Response to Senate Budget Recommendations*
- 2. Report to Senate from SSCUB*

Submitted by: *Board Finance & Audit Committee*

Date submitted: *May 26, 2014*



MEMORANDUM

TO: Senate

CC: Standing Committee on the University Budget (SSCUB)

FROM: Harpreet Bhatti, Chair, Board Finance Committee

DATE: June 5, 2014

SUBJECT: Board's Response to SSCUB Report to Senate

KPU's Board of Governors thanks the Senate and the Senate Standing Committee on the University Budget for their work in reviewing the university's draft 2014-2015 budget, and for the advice they provided to the president. The Governors understand that SSCUB worked hard at this task and appreciates receiving the Committee's comments through Senate. In response the Board has asked administration to make a number of revisions to the 2015-2016 budget development process and I shall address these in this memo.

Motions (page 1)

The Board of Governors agrees that having the Strategic, Academic and Resources plans in place for next year's budget cycle should lead to a better process. Also, the Board acknowledges that Motions 1 and 2 were approved by SSCUB and forwarded on to Senate, and thanks the Committee for providing its comments on the 2014-2015 University Budget. As well, the Board understands that two SSCUB members were added to the membership of the Budget Allocation Sub-Committee of the Resources Planning Task Force. In addition, the Board concurs with the Committee's concerns that it will be difficult to fund resources plans 'in light of current fiscal constraints'. Finally, the Board asks that SSCUB, through Senate, provide the Board Finance Committee with its advice on a revised budget development process and possible principles and criteria for evaluating budget proposals.

Concerns (page 2/3)

The Board of Governors acknowledges SSCUB's concern that it feels it is only consulted on 'new asks' and observes that the Vice President Finance & Administration and the Provost, in their memo dated January 22 presented the entire operating budget to SSCUB for its review, not just the 'new asks'. In light of this, the Board asks what is constraining SSCUB from reviewing the entire university budget?

MEMORANDUM

As well, the Board has heard SSCUB's recommendation that the budget timetable begin in June rather than in September and has asked administration to craft a revised budget process in consultation with SSCUB and Senate, and implement this process for the 2015-2016 budget. We understand that the Vice President Finance & Administration presented a draft revised budget development process document at the May 9 meeting of SSCUB.

Also, we read with interest, SSCUB's recommendation that it preview all new programs and initiatives in parallel with SSCC and SSCAPP. However, the Board of Governors feels that this is a matter within Senate's purview and will not comment on this recommendation.

In addition, the Board's Finance Committee Chair would like to meet with Senate to explore the issues raised by SSCUB in the last paragraph on page 2 of its Report to Senate. Is SSCUB through Senate proposing that it develop a 'metrics system' or does the Committee feel that Administration should do this? What would this 'metrics system' look like and how would key performance indicators be applied to the evaluation of budget asks? Does SSCUB through Senate have advice to provide to the President regarding principles and criteria for such a system?

ESL (page 3)

The Board of Governors acknowledges the concerns of Senate at SSCUB about ESL programming and would be most interested in receiving advice from Senate through the President on these matters. Given that the federal government has chosen to fund other providers to deliver ESL services previously provided by KPU, how should Kwantlen respond? Also, since KPU is a high cost provider of ESL, what different kinds of value-added ESL programming should KPU offer?

Constraints to SSCUB fulfilling its mandate

The Board is curious as to what is constraining SSCUB from fulfilling its mandate and providing advice to the President about 'alternative actions related to programming, budgetary cuts and designated funding'. The Board Finance Committee would welcome an opportunity to hear about SSCUB's concerns and recommendations during a Senate meeting.

Budget Process

The Board of Governors agrees that a budget process that looks sometime into the future is the way to go (with multi-year projections), and in light of declining government funding as well as a requirement that KPU self-funds collective agreement salary increases going forward, what advice would Senate provide on a strategy to address these challenges? What recommendations would Senate make to the President that would generate new revenues for KPU and allow it to:

- Address funding cuts?
- Fund salary increases?
- Provide resources for future initiatives?



MEMORANDUM

Previous Recommendations to Senate for Transmittal to the Board of Governors

With respect to KPU's year-end surpluses, these are often the result of unexpected international enrolment growth and/or under-spending by faculties and departments. Kwantlen does not plan for year-end surpluses, rather it plans to breakeven each budget cycle. As stated in last year's Board response, 'the underestimation of surpluses is a sound financial practice and will continue'.

Also, the Board understands that the FY13/14 capital allocations were presented to SSCUB at its May 9 meeting and looks forward to receiving SSCUB's advice through Senate.

Finally, the Board understands that the Resources Planning Task Force, through its Budget Allocation sub-committee is looking at other budget models that could provide a 'pool' of monies to support new strategic initiatives. However, the implementation of any new budget model will require the development of full program and departmental costing systems. Implementations of new budget models at other universities typically take at least two years, so this is not something we can expect to be completed in FY14/15. The Board has been informed that the program/department costing is underway and that the Executive Director of Continuing and Professional Studies has developed a draft revenue sharing mechanism. We understand that he will present this draft concept to SSCUB at its June meeting.

Report to Senate

From: Senate Standing Committee on University Budget (SSCUB)

Date: February 24, 2014

Scope

The report contains SSCUB's recommendations for Fiscal year 2014/2015, which were developed from discussions during the following meetings:

- Joint Senate Standing Committee on Academic Planning and Priorities/SSCUB meeting January 17, 2014
- Joint SSCAPP/SSCUB meeting January 24, 2014
- SSCUB meeting January 31, 2014
- SSCUB meeting February 7, 2014

Motions:

Comment

There was a reluctance by SSCUB members to endorse the budget, given that they have had very little input into decision making. Recognizing that the three plans – Strategic, Academic, and Resources – will be in place for next year's budget, it is expected that the process will be improved.

Motion 1

THAT the SSCUB considers the proposed budget and allocation plan as presented is consistent with the Strategic Plan of Kwantlen Polytechnic University.

Motion carried.

Motion 2

SSCUB endorses the recommendation in the SSCAPP motion, that the academic plan, resources plan, and associated metrics be available for the budgeting process next year.

Motion carried. Unanimous.

Motion 3

THAT two members from SSCUB be added to the membership of the budget allocation Model Subcommittee for the Resources Planning Task force.

Motion carried.

Comments:

A summary of the draft Academic plan was presented and discussed in the context of budgeting and implementation of the plan including the integration of the Faculty Academic Plan and Resources Plan. This was followed by a review of the alignment of Strategic, Academic, and Resource Plans. Concerns were expressed as how to resource plans will be financed in light of current fiscal restraints.

All programs and initiatives that concern budgetary policy, process, and allocations should come to SSCUB as well as SSCAPP and Senate Standing Committee on Curriculum so that the whole process will

be considered. This revised process has the potential of eliminating or reducing the significance of “Asks”. Further, these three committees need to work together to develop criteria to evaluate “asks” and the overall budget. There is currently a lack of criteria to evaluate asks. **It is recommended that SSCUB preview all new programs and initiatives in parallel with SSCC and SSCAPP.**

Concerns identified by SSCUB:

SSCUB’s mandate is excerpted here for reference:

The Budget Committee of Senate serves two important roles. Its responsibilities include:

- 1. those related to its role as an advisory body to Senate on matters within the jurisdiction of Senate, and*
- 2. those related to its role as an advisory body to the President and Vice Presidents on budgetary policy, processes and allocations.*

Responsibilities:

- 1. Advise Senate and its committees on the budgetary implications of matters within the jurisdiction of Senate and its Committees, including proposals for new educational, research or other programs or initiatives, as required by Senate and its committees*
- 2. On behalf of Senate, and in consultation with the Senate Standing Committee on Academic Planning & Priorities, advise the President and Vice Presidents on the review and development of academic budgetary priorities, major capital plans, and the allocation of funds.*
- 3. At the request of the President, Board of Governors and Senate, provide advice on matters related to the University's property, buildings and structures*
- 4. Assist the President and Vice Presidents in the development of budgetary policies, guidelines, processes and models*
- 5. Assist the President and Vice Presidents with the development of consultation and communication strategies related to budgetary matters.*
- 6. Present the annual University budget to Senate.*
- 7. Establish such subcommittees as needed to fulfill the Committee's responsibilities*
- 8. Other duties as assigned by Senate*

The committee reiterates its concern that it is constrained from fulfilling its mandate, which requires it to have a broad hand in all matters relating to the university’s budget and budgeting process that impact academic affairs. Instead, SSCUB is only consulted on new asks, which form a very small portion of KPU’s budget – less than 2%.

SSCUB would like to see the budget timetable beginning in June rather than September giving a head start to the budgeting process. The goal is to have information and dates to the Deans by June. It was noted that if there are integrated resource plans in force then they will have to be available to the Deans for their collective consideration in June.

Both SSCAPP and SSCUB support a joint working group to look at the process in its entirety, including the three plans, and will develop an outline of the yearly process.

Lack of Evaluation Criteria

In the absence of the academic and resources plans SSCUB defers to the recommendations made by the Deans. When the Strategic Plan, Academic Plan, and Resources Plan are articulated and implemented, the plans must be built into the governance structures that exist. In addition, it is imperative that a metrics system of Key Performance Indicators be developed that reflect the uniqueness of KPU - a metrics system that will inform the whole process of budgeting, not only the asks and asks process. SSCUB looks at a very small percentage of the budget asks, whereas, the mandate of SSCUB is to look

beyond this, to be involved in the overall budgeting process. When SSCUB can use a metrics system, it would be able to make objective and relevant recommendations

SSCUB endorses the recommendation in the SSCAPP motion:

That the academic plan, resource plan, and associated metrics be available for the budgeting planning process next year.

Motion Carried.

Creation of Resources Planning Task Force

The committee is concerned that Senate was effectively by-passed in the creation of the Resources Planning Task Force. This Task Force is charged with reviewing KPU's budgetary process and the alignment of its resources with priorities identified by the Academic Plan. This would seem to be precisely the role of SSCUB, which is mandated by Senate to assist the President and Vice Presidents with "the development of budgetary policies, guidelines, processes and models" and "the development of consultation and communication strategies related to budgetary matters." These are matters of great significance to Senate. However, SSCUB was not consulted about, nor involved in the creation of the Task Force. Although one member of SSCUB was initially invited to sit on one sub-committee of the Task Force, this was not on behalf of SSCUB. We have recommended that two other SSCUB members be added to the Budget Allocation Sub-Committee of the Task Force, but this is a small measure which does not address our serious concern about the approach taken by our senior administrators in the creation of this Task Force.

Motion:

That two members from SSCUB be added to the membership of the Budget Allocation Model Subcommittee of the Resources Planning Task Force.

Motion Carried.

Of Special Note

In context of the recent provincial and federal budgetary cuts to domestic ESL students and the new initiatives in funding by the Federal government, it is essential that KPU continue to act with due diligence in relation to the requirements set out by the University Act and its regulations. SSCUB recognizes the provision of these types of programs is fundamental and required by law (as a special purpose teaching university) and it also recognizes the challenges with designated funding. SSCUB recommends that KPU needs to look at other ways of funding historically designated programming.

The transitional funding allocation to KPU for ESL programming for domestic students can facilitate KPU's formulation of a financial costing model to facilitate a process of budgetary review for financial sustainability early in the development phase of new programming (not just ESL). This process needs to include:

- metrics for both the development and the delivery of new programming
- process of course cancellations and reinstatement of students
- reputation with stakeholders (expectations, stability of programming)
- faculty lay-off and recall.

SSCUB has been consistently constrained from fulfilling its mandate, and has not been given the opportunity to recommend alternative actions related to programming, budgetary cuts, and designated

funding, such as the reallocation of resources from other university initiatives. When the Strategic Plan, the Academic Plan and the Resources Plan are in place, it is expected that SSCUB will be able to fulfill its mandate.

SSCUB's recommendations for the 2014/15 budget process KPU develop a process that integrates metrics with the Strategic, Academic, and Resources plan in long term five year plans. With this in place, academic, enrollment and capital plans can be developed. Five - year budgeting enables Faculties and KPU to plan following the natural life span of academic programs. This is a futuristic rather than a historical approach to education and program development. With these factors in place programs, departments, faculties, and Senate committees, can effectively evaluate asks and how to move forward in a strategic manner

Closing Thoughts

The process of having occasional joint meetings with SSCAPP helped both committees to interpret KPU's strategic plan and academic priorities and realize the need to develop a time-line. Both SSCAPP and SSCUB support a joint working group to look at the process in its entirety, including the three plans, and will develop an outline of the yearly process.

To restate the closing comments from the 2013/2014SSCUB Report to Senate:

With reference to the idiom "put your money where your mouth is", the budget presents a clear picture of KPU's Mission, Vision, and Mandate in its execution of a strategic plan. Hence the budget process should reflect values, governance, transparency, trust, accountability, goals, rewards, planning, coordination, resources and controls.

SSCUB’s Recommendations to Senate for Transmittal to the BOG

SSCUB is reinforcing its 2012/2013 recommendations by restating the recommendations from last year. In re-analyzing these recommendations SSCUB acknowledges that KPU has a strategic plan, but the process continues to be frustrating. Once the Academic Plan is completed and the Resources Planning Task force completes its work (with members of SSCUB on the Resource committee), and the three plans – strategic, academic and resources are in place, the role of SSCUB should be able to fulfill its role, as outlined in the SSCUB mandate. SSCUB has presented its observations from the 2013/2014 and 2014/15 budget process with the intent of assisting the Board of Governors and the Finance and Audit Committee in their budget approval deliberations.

SSCUB’s significant observations from the 2013/2014 and 2014/15 budget process. (The items in red are the BOG’s response)

2013/2014 and 2014/15	2014/2015 Outstanding
<p>Reporting</p> <p>Industry practice suggests that budgetary reporting contains information of an institutional planning nature (in a manner similar to the “Accountability Report”) to reflect services delivered and their costs. For instance, data that captures relationships between programs, students, faculty, administrative staff, and unique operating and infrastructure costs help understand the value provided by the funding allocations to KPU, their relationship to the Mission, Vision, and Polytechnic Mandate, their effectiveness compared to other educational institutions, and enable stakeholders a clearer understanding of KPU’s operations.</p> <p>Reporting can also provide greater transparency from the comparison of budgets to actuals in the budgetary process and in relation to significant resource allocations to initiatives such as the amalgamation of faculties (Arts) and development of new schools (School of Design). Specifically a five year projection that presents changes in service levels, changes in operating costs and changes in capital costs directly within the new faculty and indirectly through their effect on other faculties and operating units to support such changes (IET, Facilities, service courses)</p> <p><i>The Board of Governors agrees and will ask Administration to continue to refine the budget presentations and incorporate information as noted above where possible.</i></p>	<ul style="list-style-type: none"> • Metrics and data needed • Need the 3 plans- strategic, academic, resources • Significant and unexpected resource allocations and challenges
<p>Innovation</p> <p>Though the previous two budgets were developed under cost cutting directives, there were significant mid-year and year-end surpluses. The cost cutting directives suggest there are no funds to support “big dreams” and discourage innovation even though million dollar surpluses may have motivated innovative ideas and potentially funded them (rather than used to increase the capital fund balance or establish a discretionary BOG Polytechnic Initiatives & Green Fund).</p> <p><i>The underestimation of surpluses is a sound financial practice and will continue. Given proposed provincial funding cuts, these surpluses will be smaller and they may disappear. The allocation of year-end surpluses is limited by the provincial government to capital expenditures. These must be approved by the Board of Governors. The Board of Governors will instruct University Administration to provide the SSCUB with information on proposed capital and other allocations from year-end surpluses so that SSCUB can provide its comments to Senate</i></p>	<ul style="list-style-type: none"> • Metrics and data needed • Need the 3 plans- strategic, academic, resources • Significant and unexpected resource allocations • Need information on proposed capital and other allocations from year-end surpluses so that SSCUB can provide its comments to Senate.
<p>Seed Funds</p> <p>Timing issues related to the mismatch between when costs are incurred and revenues realized in the development of new programs, new research activities, and other new initiatives suggest a need for a funding mechanism such as seed funds.</p>	<ul style="list-style-type: none"> • Metrics and data needed • Not available yet - needed for new initiatives beginning

<p><i>The Board of Governors agrees with this concept. University Administration is working on a funding mechanism and guidelines to address this need and these will be provided to SSCUB for their comments.</i></p>	<p>this year.</p>
<p align="center">2013/2014 and 2014/15</p>	<p align="center">2014/2015 Outstanding</p>
<p>Revenue Sharing As the development of new programs, new research activities, and other new initiatives, within a faculty generally require an increase in workload beyond that contemplated by the collective agreement and employment contracts, incentives such as revenue sharing with the originating faculty may motivate participation in such activities to the benefit of KPU.</p>	<ul style="list-style-type: none"> • Metrics and data needed • Not available yet.
<p>Inter-period Allocations The allocation of funds to Asks presented to the SSCUB categorizes Asks as funded, funded contingent on a surplus, and unfunded. The SSCUB supports the greater transparency presented by the schedule in relation to potential mid-year allocations. However, the SSCUB reiterates the intent for it to participate in a consultative capacity in significant discretionary mid-year allocations.</p> <p><i>The Board of Governors agrees that there should be consultation, however, reserves the right to make decisions without consultation as there are times that the needs of the University do not align with SSCUB committee availability. SSCUB will be notified of such allocations.</i></p>	<ul style="list-style-type: none"> • Metrics and data needed • Not available yet.
<p>Incremental Budgeting KPU prepares budgets on an incremental basis whereby funding allocations may not reflect environmental changes. For instance, an increase in mixed mode learning, distance education, and the development of continuing education suggest that IET may require funding beyond legacy levels. Similarly, the development of new faculties (Arts), new schools (Design) and new infrastructure (Cloverdale campus) suggest that legacy levels of funding may not provide the best fit with the Mission, Vision and Mandate in KPU’s current environment.</p> <p><i>University Administration has informed the Board of Governors that Administration is looking at new/different budget models that will change how the university allocates funding which will align with the strategic and academic plans being developed.</i></p>	<ul style="list-style-type: none"> • Metrics and data needed • Resources Planning Task Force. • Not available yet.
<p>Contingency Funds The description of the budgeting process presented to the SSCUB suggests a reduction in budgetary slack in funding allocation counterbalanced by funding of contingency funds. The SSCUB supports this approach as it increases precision in funding allocations and provides transparency in potentially discretionary allocations from contingency funds.</p> <p><i>The Board of Governors recommends that there continue to be contingency funds for the VP Academic and the VP Finance and Administration and will commit to providing information to SSCUB once the allocations have been determined by the VP’s and the Deans and Directors.</i></p>	<ul style="list-style-type: none"> • Metrics and data needed • Not available yet.



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.2
June 4, 2014
Shane King

Agenda Item: *International Student Tuition Fee for 2015-2016*

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report: At its May 15, 2014 meeting the Board Finance & Audit Committee reviewed the proposed increase in international fees.

- Key Messages:** *[maximum of three]*
- 1. The international student tuition fee was not increased for the 2014-2015 fiscal year.**
 - 2. International tuition fees provide significant incremental funds to support enrolment growth as a key component of KPU’s strategic plan.**
 - 3. An increase of 4.5%, from \$525/credit to \$550/credit keeps our international tuition fees comparable to other public post-secondary institutions in Metro Vancouver. (UBC has a much higher international tuition fee. A \$550/credit tuition fee would be the same as the 2013/2014 international tuition fee at Langara College).**
 - 4. Students fees for libraries, technologies and student life will increase from \$25/credit to \$30/credit.**

Context & Background: International student tuition fees provide significant incremental revenue to support expanded course offerings across the university. The incremental funds generated will be used to diversify where our international students come from and also the programs in which they enroll. Currently, a majority of international students come from China and most of these enroll in Business after taking ESL courses.

Resource Requirements: The proposed increase would provide an additional \$750,000 in operating funds that could be used to support increased international student recruitment efforts, study abroad opportunities for local students and enhanced services for international students.

Implications / Risks: Not increasing the international student tuition fee will restrict growth in international student enrolments.



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.2
June 4, 2014
Shane King

Consultations: Alan Davis, President and Vice Chancellor
Stuart McIlmoyle, AVP International Education

Attachments: None

Submitted by: Board Finance & Finance Committee

Date submitted: May 26, 2014



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.3
June 4, 2014
Shane King /
Gordon Lee

Agenda Item: *Draft FTE Enrolment Report for Year Ending March 31, 2014*

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:	THAT Board of Governors receive the Enrolment Statement for the year ended March 31, 2014.
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Board Committee Report: At its May 15, 2014 meeting the Board Finance & Audit Committee reviewed and forwarded the FTE Enrolment Statement for the year ended March 31, 2014 to the Board of Governors for information.

Key Messages: *[maximum of three]*

- 1. The Ministry of Advance Education no longer requires an audited FTE Report.**
- 2. An FTE Trend Analysis is attached.**
- 3. Please see the attached report**

Context & Background:

Resource Requirements: *N/A*

Implications / Risks: *None*

Attachments: *Draft FTE Enrolment Report for Year Ending March 31, 2014*
FTE Trend Analysis

Submitted by: *Board Finance & Audit Committee*

Date submitted: *May 26, 2014*

Enrolment Statement of

KWANTLEN POLYTECHNIC UNIVERSITY

Year Ended March 31, 2014

KWANTLEN POLYTECHNIC UNIVERSITY

FTE Enrolment Report

Year Ended March 31, 2014

Faculty (Current Program Faculty) /Ministry Credential Level	FY 2013-14 Actual	FY 2012-13 Actual	%Change Over FY 2012/13
Academic & Career Advancement			
Developmental	214	207	3%
No Credential/Others	238	214	11%
	452	421	7%
Arts*			
Baccalaureate Degree	1,526	1,542	-1%
Associate Degree	1,701	1,836	-7%
Diploma	193	226	-15%
Certificate	56	53	5%
	3,476	3,657	-5%
Business*			
Baccalaureate Degree	1,848	1,677	10%
Diploma	951	1,047	-9%
Certificate	173	200	-14%
Post Baccalaureate Diploma	15	17	-11%
	2,987	2,941	2%
Community and Health Studies			
Baccalaureate Degree	434	352	23%
Certificate/Others	314	332	-5%
	749	684	9%
Continuing Education			
No Credential	75	40	87%
	75	40	87%
Design			
Baccalaureate Degree	289	299	-4%
Diploma	48	50	-4%
Certificate	20	20	-2%
Post Baccalaureate Diploma	4		
	360	369	-2%

* Associate of Arts in Economics was in Faculty of Business in FY 2012-13, but now in Faculty of Arts. Hence the difference in FY 2012-13 values for both faculties against values reported last fiscal year

KWANTLEN POLYTECHNIC UNIVERSITY

FTE Enrolment Report

Year Ended March 31, 2014

Faculty (Current Program Faculty) /Ministry Credential Level	FY 2013-14 Actual	FY 2012-13 Actual	% Change Over FY 2012/13
Science and Horticulture			
Baccalaureate Degree	65	18	260%
Associate Degree	606	616	-2%
Diploma	153	145	6%
Apprenticeship	108	113	-4%
Certificate/Others	132	143	-8%
	1,065	1,035	3%
Trades and Technology			
Diploma	65	68	-4%
Apprenticeship	677	728	-7%
Certificate/Others	516	457	13%
	1,258	1,254	0.4%
Non-Credential /Undeclared			
No Credential	61	48	26%
	61	48	26%
Government Funded FTEs	10,482	10,450	0.3%
International FTEs	1,197	983	22%
Total Institution FTE	11,679	11,433	2%

See accompanying notes to FTE enrolment report.

On behalf of the Board:

Chair

Vice President, Finance and Administration

KWANTLEN POLYTECHNIC UNIVERSITY

FTE Enrolment Report

Year Ended March 31, 2014

1. Basis of actual FTE calculation:

The Ministry of Advanced Education (AVED) issued in March 2014, the February 2014 version of the Enrolment Analysis and FTE Audit tool (EAT and FAT) for the May 2014 BC Post-Secondary Central data Warehouse submission.

This February 2014 version of the FTE Audit tool was used to produce student FTE enrolments for program/course instructional activities for the fiscal year 2013/14 (April 1, 2013 to March 31, 2014).

2. Report Presentation:

This enrolment statement reports all student enrolments funded by AVED and the Industry Training Authority (ITA) - as defined in the Student FTE Enrolment Reporting Manual.

This statement reports on international student enrolments separately. These enrolments are shown separately as they are not counted towards meeting government enrolment targets.

3. Full-Time Equivalent Targets:

The domestic enrolment targets for 2013/14 and 2012/13 were:

	2013/14	2012/13
Ministry of Advanced Education (AVED)	9,123	9,125
Industry Training Authority (ITA)		
Apprenticeship	946	968
Foundation	334	304
Total	10,403	10,397

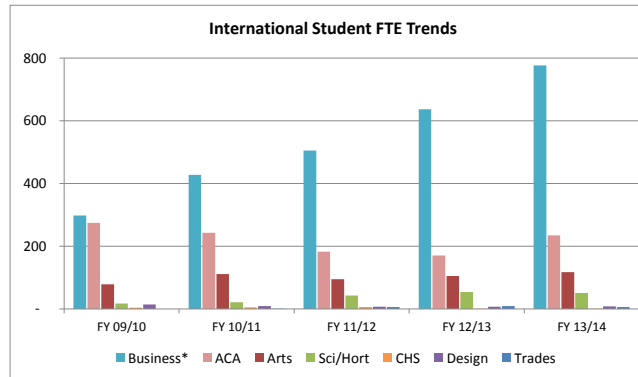
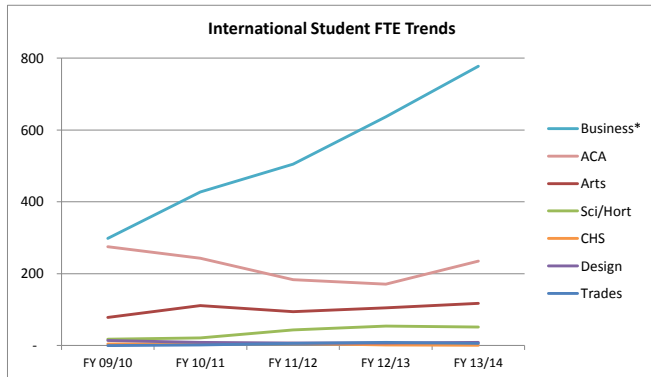
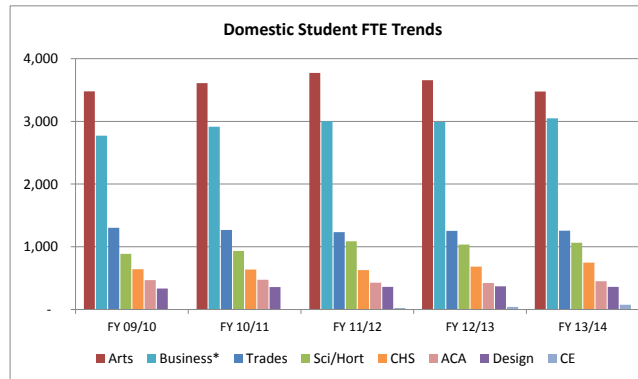
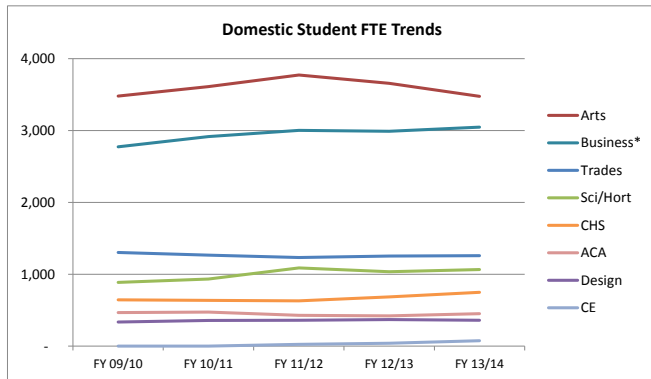
4. Comparative Figures:

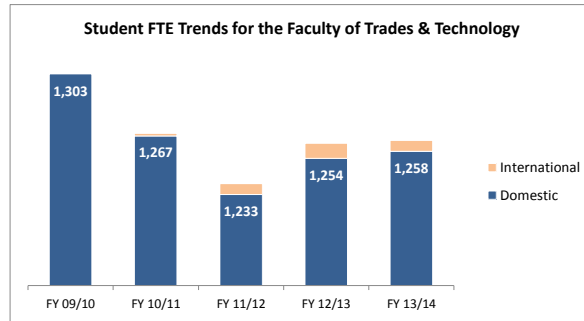
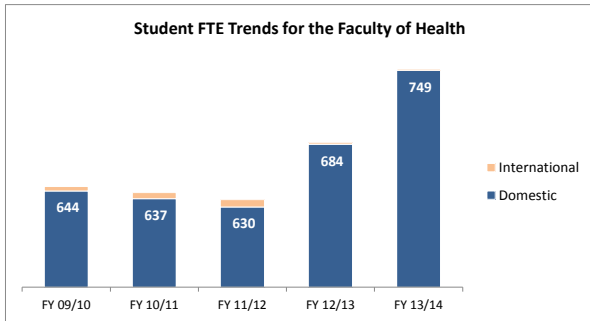
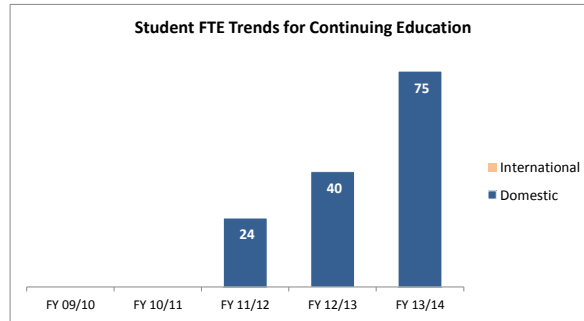
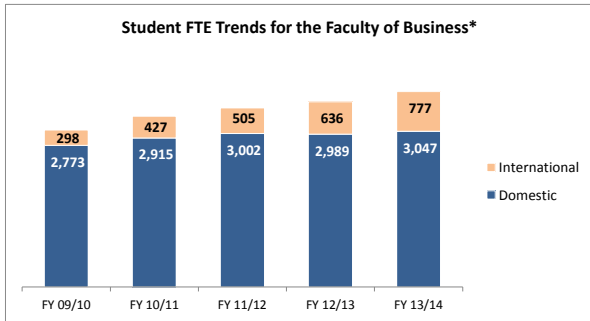
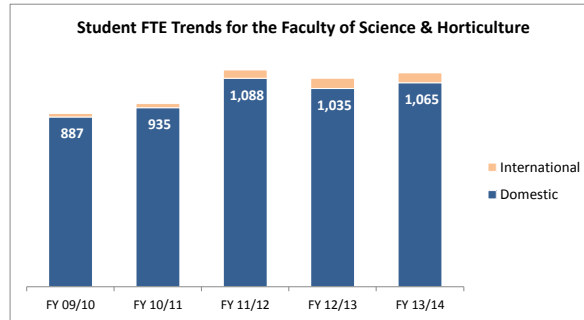
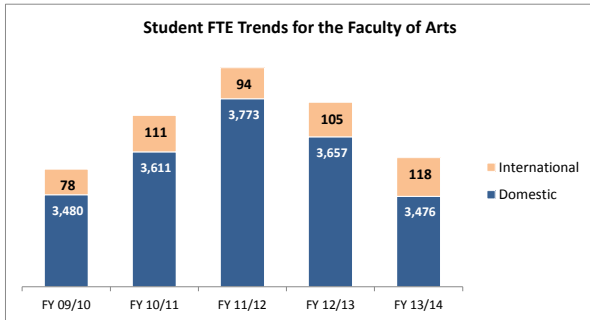
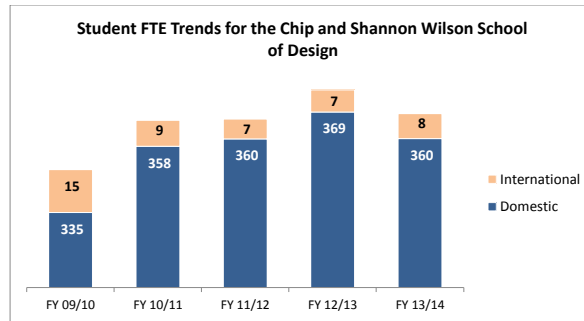
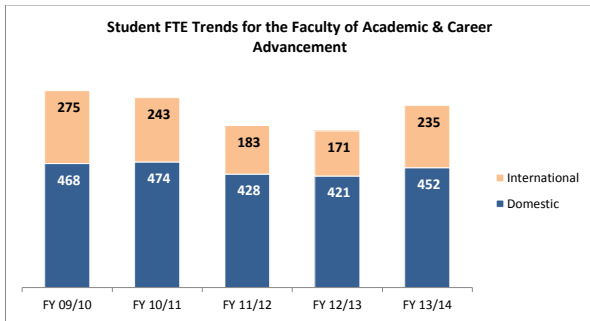
Report categories reflect the program credential level categories submitted to the Ministry in Kwantlen bi-annual Central Data Warehouse submissions. Certain comparative figures have been restated to conform to the report presentation adopted in the current year.

Faculty	FY 2009/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14	
	Domestic	Intl	Domestic	Intl	Domestic	Intl	Domestic	Intl	Domestic	Intl
ACA	468	275	474	243	428	183	421	171	452	235
Arts	3,480	78	3,611	111	3,773	94	3,657	105	3,476	118
Business	2,701	298	2,799	426	2,965	504	2,941	617	2,987	717
CHS	644	4	637	6	630	6	684	1	749	1
Design	335	15	358	9	360	7	369	7	360	8
Sci/Hort	887	17	935	21	1,088	43	1,035	54	1,065	51
CE					24		40		75	
Undeclared*	72	0	116	1	37	1	48	19	61	60
	8,586	687	8,929	817	9,305	838	9,196	975	9,224	1,190
Trades	1,303	-	1,267	2	1,233	6	1,254	9	1,258	6
	9,890	687	10,195	818	10,538	845	10,450	983	10,482	1,197
Total FTE count		10,577		11,013		11,383		11,433		11,679
International		687		818		845		983		1,197

	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14	
Domestic						
ACA	468	474	428	421	452	-3%
Arts	3,480	3,611	3,773	3,657	3,476	0%
Business*	2,773	2,915	3,002	2,989	3,047	10%
CHS	644	637	630	684	749	16%
Design	335	358	360	369	360	7%
Sci/Hort	887	935	1,088	1,035	1,065	20%
CE	-	-	24	40	75	
Trades	1303	1267	1233	1254	1,258	-3%
International						
ACA	275	243	183	171	235	-15%
Arts	78	111	94	105	118	50%
Business*	298	427	505	636	777	160%
CHS	4	6	6	1	1	-74%
Design	15	9	7	7	8	-42%
Sci/Hort	17	21	43	54	51	197%
CE						
Trades	0	2	6	9	6	

*Business includes undeclared/non-credential
Sources: IAP Enrolment Reports to the Board







Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.4
June 4, 2014
Karen Hearn

Agenda Item: *Five-Year Capital Plan*

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:	THAT the Board of Governors approve the Five-Year Capital Plan for 2015/16 - 2019/20 for submission to the Ministry of Advanced Education.
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Board Committee Report: At its May 15, 2014 meeting the Board Finance & Audit Committee reviewed and recommended the Five-Year Capital Plan to the Board of Governors for approval.

Key Messages: *[maximum of three]*

- As required in the University Act Section 27(2)(d), Senate was consulted at its May 26, 2014 meeting. Senators made several observations favourable to the Plan. There was general consensus in favour of the Plan.**

- Please see the attached cover memo and report.**

Context & Background:

Resource Requirements: *N/A*

Implications / Risks: *None*

Attachments: *Memo to the Board
Five-Year Capital Plan*

Submitted by: *Board Finance & Audit Committee*

Date submitted: *May 27, 2014*



MEMORANDUM

TO: KPU Board of Governors

CC: Gordon Lee, Vice President Finance & Administration

FROM: Karen Hearn, Executive Director Facilities Services

DATE: May 27, 2014

SUBJECT: Five-Year Capital Plan Submission

On May 1st the Ministry of Advanced Education requested that an updated Five-Year Capital Plan be prepared, approved by the Board of Governors and submitted to the Ministry by June 30th. In preparing the submission input and reviews have been provided by:

- Administrative Council
- Academic Council
- Senate Standing Committee on University Budget
- Polytechnic University Executive
- Board Finance Committee
- Senate

The Five-Year Capital Plan identifies major capital projects that are seeking provincial funding as well as other funding sources and meet the following provincial requirements:

Category of Project	Definition	Examples
New Priority Projects	<ul style="list-style-type: none">▪ New system capacity▪ Accommodates growth	<ul style="list-style-type: none">▪ New academic building with classrooms and labs▪ Additions to existing academic building
Whole Asset Replacement & Renewal Projects	<ul style="list-style-type: none">▪ Major renovations where 50% or more of the asset is replaced (as a percentage of replacement value; (Facilities Condition Index > 0.5)▪ Improves the condition of the physical asset▪ Reduces deferred maintenance backlog	<ul style="list-style-type: none">▪ Major renovation of an academic building due to poor physical condition▪ Complete replacement of a building envelope e.g. wall and window system



MEMORANDUM

Attached for your review and approval is the Five-Year Capital Plan submission including:

- (Attachment 3) Prioritized list of proposed projects seeking provincial funds
- (Attachment 4) Project summary of major ongoing/planned self-funded projects
- Overview of Category 1 and 2 projects (more detailed information for projects requesting provincial funding)

It is requested that the Board of Governors approve the Five-Year Capital Plan for 2015/16 – 2019/20 for submission to the Ministry of Advanced Education.



Five-Year Capital Plan

June 2014

Prepared by Facilities Services



Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
KPU	Surrey	Academic Building	(1)	1 of 5

1.0 Current Situation

Space on the Surrey Campus is at a premium with the utilization of classrooms and labs at 115% (2012/13 AVED Space Utilization Report). KPU's Strategic Plan Vision 2018 identifies learner Full Time Equivalent (FTE) growth of at least 5% annually to meet the educational needs of the region's diverse population. The Surrey campus does not have sufficient space to support growth to serve the community need.

2.0 Project Description

To address the community need for increased academic offerings in Surrey additional academic space capacity is required. In the 2010 Five-Year Capital Plan the Academic building was identified as KPU's highest priority. With KPU's \$7 million investment in re-purposing the under-utilized former Trades Training building at the Langley campus and relocation of approximately 600 FTE of Community & Health Studies students from the Surrey campus to the Langley campus the requirement for the Academic Building was delayed. With a continued increase in demand at the Surrey Campus the need for this project has advanced. KPU's investment of \$19.55 million for space at Surrey City Centre provides additional capacity in 2016 though is insufficient to meet academic requirements by 2020. It is proposed to start construction of the 8,300 m² Academic building in April 2018.

3.0 Project Objectives

Provide additional academic space to support the community need for more applied programming.

4.0 Options considered

- Lease space – there are no suitable lease spaces within proximity to the campus.
- Extension of scheduled class times – the classroom and lab space on campus is used fully throughout the week with some weekend offerings. The extension of traditional course offerings into evenings and weekends, coupled with the launch of Continuing and Professional Studies programs in Fall 2014, will place additional pressure on existing space and contribute to future demand for space.
- Flipped classrooms – with the theory portion of the curriculum delivered electronically and the scheduled class time for more interactive applied learning. This will involve significant academic delivery modification and potential renovations to support the changed approach.



5.0 Project Outcomes

- Increased capacity at the Surrey campus will increase the participation rate for the community in post-secondary studies thus better to respond to business and industry, ensuring that BC has the skilled workers and career professionals for the jobs of today and the future.
- Better utilization of the Surrey campus land resource.
- Increased campus density provides the opportunity of having a sufficient customer base to support services to students such as recreational, food, bookstore and club activities which have the potential of additional revenue generation for the University.

6.0 Project Cost/Funding

For the 2014/15 Capital submission all funding is requested from the Province. It is anticipated that as further planning for this project proceeds that a campaign will be launched seeking donors for a portion of the project investment.

The project cost is estimated at \$65,550,000 with an annual operating cost of \$670,073 (in 2014/15 \$) and a capital renewal reserve investment of \$1,311,000 per year.

7.0 Key Risks

If the project does not proceed there will not be sufficient space for academic offerings in support of community need.

Project Schedule

Surrey Academic Building																																																				
Activity	Months																																																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45							
Preplanning																																																				
Design																																																				
Tender/Award/Mobilize																																																				
Construct																																																				
Move In																																																				



Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
KPU	Langley	Library Expansion	(1)	2 of 5

1.0 Current Situation

The Langley campus Library remains unchanged from when the campus was constructed in 1993 to support a community college student population of a maximum of 1,800 FTE. The re-purposing of the former Trades Training building which previously accommodated approximately 110 FTE has created a 600 FTE increase in students for the campus and places additional demand on the Library. The Library is also in need of refurbishment.

2.0 Project Description

This project would refurbish the existing Library space and provide 600m² of additional space to address the need for expanded academic collection resources to meet a comprehensive range of current and future program requirements and to address a shortage of group study rooms which are a critical resource in support of collaborative learning. The shortage of group study rooms is the greatest negative feedback from students regarding Library service at the Langley campus.

3.0 Project Objectives

- Increase the Library space to support current and future program requirements.
- To refurbish the existing Library space addressing deferred maintenance requirements.
- To create additional group study space.

4.0 Options considered

No expansion which continues to not meet student needs for university level Library space.

5.0 Project Outcomes

- The Library will be an exceptional learning support environment attune to the requirements for student success.
- The renovated space will improve the Facilities Condition Index for the campus.



6.0 Project Cost/Funding

One time capital funding of \$4,796,000 is requested from the Ministry of Advanced Education.

7.0 Key Risks

If not approved student requirements for an adequate Library facility will not be met and the deferred maintenance requirements will continue to grow.

8.0 Project Schedule

Langley Library Expansion																																	
Activity	Months																																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	
Preplanning																																	
Design																																	
Tender/Award/Mobilize																																	
Construct																																	
Move In																																	



Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
KPU	Surrey	Replacement/Refurbishment of Spruce Building	(2)	3 of 5

1.0 Current Situation

The Spruce Building is located at the Surrey campus and houses within its 3,766 m² of space the campuses science labs and fine arts studios. The building was constructed in 1990 with the 2013 Facilities Condition Index (FCI) identified as 0.42 and does not include the lab equipment or the suitability of the existing space to support current educational requirements. The labs, studios and major equipment are in original condition. A functional space analysis of the science labs is in progress.

2.0 Project Description

Refurbish the building to meet current educational requirements, to flexibly respond to future educational requirements and to address deferred maintenance issues.

3.0 Project Objectives

- Bring building to good condition as per FCI standard.
- Re-purpose laboratories and studios to meet current and future educational requirements.
- Create more flexible labs and studios to increase utilization and to support future programs.
- Reduce greenhouse gas emissions including reducing emissions from laboratory fume hoods and fine arts process exhausts.
- Reduce ongoing operating and maintenance costs.

4.0 Options Considered

- Examination to determine if science offerings be consolidated on other campuses. It was determined that there is insufficient capacity at KPU's other campuses as well as the community need for science offerings in Surrey is high.
- Replace the building rather than refurbish – further review is required when completing the Opportunity Analysis.



5.0 Project Outcomes

Renewal of the Surrey campus Spruce Building will extend the life of the building, reduce energy consumption, ensure the building meets current code requirements and will provide flexible educational space to support existing programs in applied learning in sciences and fine arts and also new program opportunities in response to emerging labour market demands.

6.0 Project Cost/Funding

One time capital funding is estimated at \$20,500,000. This is a preliminary estimate that will be revised once the Feasibility study and functional space assessment are completed and further understanding of the project scope is determined.

7.0 Key Risks

If not approved the building condition will become unsafe for instruction as well as not having the functionality required to support educational requirements. Ongoing maintenance and operating costs for the building will continue to increase.

8.0 Project Schedule

- Functional space assessment 2013/14.
- Feasibility study 2014/15.
- Remaining schedule will be developed once the project scope is confirmed.



Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
KPU	Cloverdale	Advanced Technology	(1)	4 of 5

1.0 Current Situation

KPU's Cloverdale site with more than 70 acres of land is well situated to support a development model in partnership with sector-based institutes to reflect the current needs of B.C.'s labour market and industry. By December 31, 2014 a staged development plan for KPU Tech will be completed including partnerships and training needs assessment in the energy and resource sectors, mining and construction.

2.0 Project Description

Co-development of a discovery park and additional training facilities to support a comprehensive range of innovative training programs and research activities in partnership with industry that will build additional capacity for skills trades and technology training.

3.0 Project Objectives

- Provide additional educational capacity to support BC Jobs Plan and BC's Skills for Jobs Blueprint.
- Develop strong partnerships with B.C.'s industries.
- Reduce cost to the public for the development of the facilities.

4.0 Options considered

An options analysis will be completed as planning for this project continues.

5.0 Project Outcomes

Provide facilities to support expanded training in the energy and resource sectors in response to emerging labour market demands such as mining and LNG.
Provide facilities to extend capacity for students and faculty in technology transfer/commercialization and industry problem-solving.

6.0 Project Cost/Funding

\$36,050,000 with potential of a maximum of 50% contribution from the Province which could be reduced depending on the industry contributions to the project.



7.0 Key Risks

Development of successful partnerships.

Aggressive schedule to launch expanded training quickly to meet industry need.

8.0 Project Schedule

Staged development proposal will be prepared by December 2014.



Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
KPU	Langley	Performing Arts Building	(1)	5 of 5

1.0 Current Situation

There is an opportunity to expand academic course offerings for performing arts and partner with the City of Langley, Langley School District No. 35, the Township of Langley and Trinity Western University to support and enhance local arts and culture activities through the development of facilities for visual and performing arts. The five partners have commissioned a study exploring the potential for development of a facility.

2.0 Project Description

Construct a 60,000 gross square foot building at KPU's Langley campus.

3.0 Project Objectives

Develop academic space to support the creative industry.
Engage the community in arts and cultural activities.

4.0 Options Considered

A study was completed that included a detailed review of existing space capacity for performing arts within the community with confirmation that additional facilities are needed. In addition the study included an analysis of existing and future activity levels to confirm the financial viability of the project.
Various locations within the community were reviewed with KPU's site having benefits for educational offerings and community partnership.

5.0 Project Outcomes

Create academic space to emphasize and showcase creative learning including KPU's Music programs and support the creative industry.
Create shared space for the development of synergistic relationships with the community in support of performing arts.
Enhance partnerships with community to significantly reduce the capital investment for both KPU and the Province as well as provide ongoing operating funds.



6.0 Project Cost/Funding

The \$37,210,000 total project cost is to be cost shared with the various partners with a maximum of \$5,000,000 being requested from the Province.

7.0 Key Risks

- Developing the partnership agreements
- Securing partnership funding

8.0 Project Schedule

The project schedule will be developed more fully when the project partners have determined the project schedule. The schedule presented in this submission is an initial estimate of what the project timing may be.

Preliminary schedule:

2018/19 completion of pre-planning & start of design

2019/20 design

2020 to 2023 construction



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.5
June 4, 2014
Gordon Lee

Agenda Item: **KPU’s Network Infrastructure Upgrade**

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:	THAT the Board of Governors approve a capital budget expenditure for KPU’s network infrastructure upgrade over a two year period (2014/15 and 2015/16) for \$3.5 million.
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Board Committee Report: At its May 15, 2014 the Board Finance & Audit Committee recommended approval of a capital expenditure for KPU’s network infrastructure upgrade.

- Key Messages:** *[maximum of three]*
- 1. The value of the network upgrade project is \$3-5 million dollars and will be expended over a two-year period (2014/15 and 2015/16).**
 - 2. Request approval to proceed with a two-phase procurement process, starting with a public Prequalification document which will be issued to BCBid as per attached document.**
 - 3. Funding for the project is from FY1314 interest income and FY1415 IET infrastructure allocation which was approved at the last Board meeting.**

Context & Background: KPU’s network infrastructure last underwent a major upgrade starting in 2003, with one campus upgraded per year. Since then, there have been some incremental upgrades and expansion. However the network is reaching (and in some cases has reached) the end of its useful life. Technology has shifted significantly over the past 10 years and in order to keep up with current technology, provide a reliable high speed network for the University and replace aging infrastructure, we need to once again embark on a major upgrade. IET staff have been reviewing technology options, meeting with vendors and consulting with colleagues at other institutions for the past year to develop a comprehensive technology direction for KPU’s network.

Resource Requirements: Along with a capital investment noted above, staff from IET will be involved in this project over the next two years.



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.5
June 4, 2014
Gordon Lee

Implications / Risks: Risk is in not moving forward with the network upgrade. Should the network fail this will cause major interruption in all services provided by the university for students.

Consultations: During the 2014-15 budget exercise, KPU Deans met with the Executive and advised that this was a major priority for the university and fully supported the proposed network upgrade. Administration consulted with the Senate Standing Committee on the University Budget (SSCUB) on May 9.

Attachments: *Pre-Qualification – Data Centre Network & Campus Wired LAN Infrastructure*

Submitted by: *Gordon Lee and Kathy Lylyk*

Date submitted: *May 26, 2014*

Pre-Qualification – Data Centre Network & Campus Wired LAN Infrastructure

Kwantlen Polytechnic University (KPU) is interested in receiving submissions to identify qualified suppliers with proven experience, capability and capacity, to undertake a contract to **design, supply, install and configure** Data Centre Network & Campus Wired LAN Infrastructure at KPU's four campuses in the Metro Vancouver area. Submissions from manufacturers, resellers or joint ventures will be accepted, provided that a single firm is the primary contractor on the project.

The wireless LAN infrastructure at KPU was recently upgraded to a Meraki solution, therefore a wireless solution is NOT part of this project. Any new wired LAN infrastructure must interoperate with the existing Meraki wireless solution in terms of providing standards based VLAN tagging and POE as required, but the Meraki wireless solution is expected to remain in place for at least the next four years.

Information is only being requested at this time to identify qualified Suppliers **and therefore pricing is not required and not requested at this time.** **Future competitive bid documents will provide additional information about KPU operations related to the future contract.**

The intention behind this Request for Pre-qualification is to develop a short list of a **maximum of four** qualified Suppliers who would be provided the opportunity to submit a future competitive bid for the services noted above.

The evaluation process described in these documents will involve both mandatory (PASS/FAIL) and preferred (POINT BASED) requirements. Those firms not passing the mandatory requirements will not be evaluated further on any other criteria.

Objectives

KPU is seeking to replace its existing aging Nortel/Avaya wired network infrastructure at its four campuses with a solution that supports current and future technologies. Requirements include the following:

- Approximately 260 x 24 port 10/100/1000Mbps POE+ stackable edge switches with dual internal redundant hot swappable power supplies with a minimum of two dedicated 10 Gbps uplink ports and a minimum of two dedicated stacking ports.
- Between 16 and 26 “Top-Of-Rack” high performance server aggregation switches with dual internal redundant hot swappable power supplies. This may include a combination of switches with 24-48 10/100/1000Mbps UTP interfaces and switches with 24-48 1/10 Gbps UTP and/or SFP+ interfaces. Switches may be stackable or use alternative interconnect technologies.
- A fully redundant campus & data centre aggregation solution for each of four campuses supporting both 10 Gbps and 40 Gbps (with 100 Gbps on the manufacturer's roadmap) consisting of either:
 - Separate campus core & data centre core switches, with high speed interconnects between them, or
 - Combined campus core & data centre core switches.
- A fully redundant stateful Next Generation network firewall solution for each of four campuses to provide access control between data centre, student network, staff network and other resources.
- Network design, configuration and installation services (physical installation to be done by KPU staff).
- Knowledge transfer and informal onsite training.
- Formal training for two KPU IT staff.
- Manufacturer based hardware and software support.

KPU is looking for a solution that provides a robust, reliable and highly manageable solution that incorporates the best current technologies available. Responses that are based on a single hardware manufacturer for all aspects of the project (switching and firewall) are acceptable as are best-of-breed solutions that incorporate switching equipment from one manufacturer along with firewalls from another (all switching equipment must be from the same manufacturer). It is essential that the staff that will be assigned to work on this project by the bidder are thoroughly familiar with all

equipment being bid and that the bidder's firm has implemented projects based similar hardware from each of the manufacturers that will be included in their bids.

Background

KPU is a public post-secondary educational institution with four campuses in the Metro Vancouver area. Established by the Government of British Columbia in 1981, Kwantlen has evolved from a College to a University College to its present form as a Polytechnic University. Kwantlen offers bachelor's degrees, associate degrees, diplomas, certificates and citations in more than 200 programs. Over 17,500 students attend Kwantlen annually.

KPU's four campuses are as follows:

- Surrey Campus (12666-72nd Avenue, Surrey) – 36,935m² of floor space served by 17 comms rooms
- Cloverdale Campus (5500 180th Street, Surrey) – 18,559m² of floor space served by 6 comms rooms
- Richmond Campus (8771 Lansdowne Road, Richmond) - 20,554m² of floor space served by 4 comms rooms
- Langley Campus (20901 Langley Bypass, Langley) - 20,250m² of indoor space served by 7 comms rooms

Network Background

KPU's last major network upgrade was done over a multi-year period, one campus at a time starting with the Surrey campus in 2003, followed by Richmond in 2004, Langley in 2005 and Cloverdale in 2007 (the Cloverdale campus was constructed in 2007). Following the initial installations, there has been one major upgrade to switch fabrics and line cards in the core switches and some variation in the edge switches purchased over the years. The network is based on Nortel Networks equipment (now Avaya).

Each campus has a single Nortel ERS 8600 10-slot chassis as a core switch populated with redundant power supplies, dual switch fabrics, 30 port 1 Gbps SFP GBIC cards with SX fibre SFPs and 48 port 10/100/1000 Mbps UTP ports. The Surrey campus is the most densely populated core as Surrey houses KPU's primary data centre. Each campus has multimode fibre that is used to feed 1 Gbps links from the core switch to edge switches in various comms rooms. The edge switches are typically Nortel ES 470-24T 24 port 10/100Mbps non-POE switches set up in stacks of up to four switches per stack with a 1 Gbps fibre connection to the core from each switch. The multiple 1 Gbps fibre links in each stack of switches is trunked together using Nortel MLTs (Multi-Link Trunks). The Cloverdale campus has all ES 470-24T-PWR 24 port 10/100Mbps POE edge switches, while the other campuses have some POE in each comms room via either the older ES 460-24T-PWR or the ES 470-24T-PWR or in newly renovated areas via the ERS 4500 or 4800 series 24 port 10/100/1000 Mbps POE or POE+ based switch stacks.

The Richmond, Langley and Cloverdale campuses each have a small data centre with a limited number of servers that fill specific campus requirements while the Surrey campus has the main data centre that houses most of KPU's servers. At the main data centre in Surrey, the core switch doesn't have enough physical ports to accommodate all of the servers so only the most critical servers are directly connected to the core switch while most servers are connected via an aggregation layer of switches (ERS 5600 series 48 port 10/100/1000 Mbps). These aggregation layer switches are connected back to the core via multiple 1 Gbps UTP links. The Cloverdale data centre is physically sized to accommodate DR, however to date only the main ERP system has a DR replica installed in Cloverdale.

Fibre Cable Plant Background

KPU's fibre cable plant is currently exclusively multi-mode based. KPU's campuses were built, expanded and renovated between 1990 and 2012 and depending on the campus and area have fibre cable plants ranging from OM1 to OM3. Parts of Surrey and Langley and all of Richmond are OM1. Parts of Surrey are OM2. Parts of Surrey and Langley and all of Cloverdale are OM3. A separate project is currently underway to upgrade the fibre plant at all campuses to a uniform standard based on Single Mode fibre using LC connectors. The fibre upgrade at each campus is expected to be completed before the network equipment upgrade at that campus begins.

Wi-Fi Background

In the Fall Semester of 2012 KPU implemented a new Wi-Fi solution based on Meraki 802.11a/b/g/n access points. There are over 350 APs across the four campuses providing full indoor coverage. To take advantage of the speeds available using 802.11n, each AP should be physically connected to the network at 1 Gbps however due to edge switch limitations, most APs are only connected using 100 Mbps.

LAN Security Background (VLANs, subnets and ACLs)

Because KPU is a post-secondary educational institution, the LAN environment poses some unique security challenges compared to a typical corporate environment. KPU needs to provide different levels of network access to a

variety of environment ranging from visitors and community members that do not have KPU credentials, to students, and to faculty and staff. Visitors typically require access only to the Internet. Students require access to the Internet as well as internal student resources. Faculty and staff generally require access to all KPU resources including Student Records, Accounting, HR and other sensitive systems.

Security is currently provided by subnet and VLAN separation of traffic with ACLs in place on each campus core switch to limit access to required resources only. While this system has worked fairly well in the past, it is growing more complicated and time-consuming to manage due to new competing demands of more flexible access coupled with more regulatory emphasis on security.

WAN & Internet Background

Kwantlen receives WAN and Internet connectivity through the Provincial Learning Network (PLNet). This consists of a symmetrical 400 Mbps service to the Internet from the Surrey campus and 200 Mbps connections from each of the other three campuses back to the Surrey campus. The service is subcontracted to either Telus or Allstream depending on the campus and is terminated on a router that is owned and managed by PLNet. KPU owns and manages a border firewall cluster at the Surrey campus. All Internet traffic to/from any campus traverses the firewalls in Surrey.

Over the next 24 months KPU will be making a phased transition from PLNet to BCNet. The completed solution will have direct dark fibre connections between each KPU campus and a BCNet transit exchange. The transition to BCNet will not directly impact the network upgrade project but it needs to be considered when designing any new LAN solution for KPU.

Purpose of Upgrade

The reasons for upgrading the wired network infrastructure at this time include the following:

1. In their current configuration, the existing core switches have reached the end of their software upgrade path. Future software upgrades for the platform would require upgrading substantial portions of the chassis while still being very limited in the number of 10 Gbps ports available.
2. Large parts of the network infrastructure (both physical components as well as the design) have been in place for almost 10 years and have been superseded by new technology.
3. Almost all core switch ports at the Surrey campus are in use, so expansion of the network is extremely limited.
4. The current core switches do not have any 10 Gbps ports. Avaya does sell modules with 10 Gbps ports for this chassis but with very low port counts. To provide adequate bandwidth for both servers and edge switches, a combination of 10 Gbps and 40 Gbps ports would be required as well as an overall redesign of the server aggregation layer.
5. The edge switches are mostly 10/100 Mbps to the desktop with 1 Gbps links back to the core. With new applications, there has been a growing demand for gigabit to the desktop. Also, with the new Meraki Wi-Fi solution, the APs are capable of 600Mbps or higher on the Wi-Fi side, but require Gigabit connections to the physical network to support that. Right now the Wi-Fi network is being limited by the 100 Mbps links on the edge switches. In addition to replacing the edge switches, this would require an upgrade to the core so that the increase in speed of the edge ports could be matched with higher speed (10 Gbps) uplinks from the edge to the core.
6. The existing network security strategy has involved extensive use of ACLs on the core switches to isolate the student and staff networks from each other. To provide a more granular level of control, increased security, improved management and protection of the data centre from emerging threats the desire is to replace the ACLs with stateful Next Generation firewalls.
7. Over the past few years KPU has been moving away from traditional Nortel PBX technology and moving to Avaya's VOIP CS1000 system and will be transitioning to Microsoft Lync in a few years. As more areas are converted, POE will be required on virtually every edge switch.

Upgrade Methodology

During the last major upgrade that started in 2003, one campus was upgraded per year. For this upgrade, the tentative plan is for the Surrey and Richmond campuses to be upgraded between summer 2014 and summer 2015 while the Langley and Cloverdale campuses will be upgraded between summer 2015 and summer 2016.

During the previous upgrades the core and edge switches on a particular campus were upgraded over one weekend. Due to the rapid growth of edge ports over the past 10 years, this strategy is not feasible anymore. Likely the core switch at a given campus will be upgraded on one weekend and then the edge switches at that campus would be upgraded over the subsequent three or four weekends. This will require some level of interoperability between the existing and new solutions. KPU welcomes recommendations on alternative implementation phasing and methodology.

Evaluation

Submissions will be evaluated by a KPU Review Committee on a PASS/FAIL basis for a list of mandatory requirements and on a Points basis for other identified criteria. Submissions must score at least 62 points and be in the top 4 submissions to qualify. Only a maximum of 4 submissions will proceed to the RFP stage.

INFORMATION TO BE PROVIDED

Proposals should be prepared simply and economically, providing a straightforward, concise description of the vendor's ability to meet the requirements of this Pre-qualification. Responses must be provided in the same sequence as the questions asked. If a question is not applicable, or if there is no answer, please state so. Enclose a signed, introductory letter at the beginning of your submission.

All supporting documentation, such as vendor literature, white papers, and the like should be included in a separate appendix and labeled as such.

MANDATORY REQUIREMENTS

Informational (content not scored, but each section must be completed for a Pass)

- I. Please state the name of the Manufacturer of the switching equipment (core and edge) that you would propose.
- II. Please state the model(s) of the core switch (or switches) you would propose.
- III. Please state the model(s) of the server consolidation TOR switch (or switches) you would propose.
- IV. Please state the model of the edge switch you would propose.
- V. Please state the name of the Manufacturer of the firewall equipment that you would propose.

Scored on a Pass/Fail basis with No Response or responses in the Negative resulting in a Fail determination and exclusion from further consideration.

- A. Does your proposed core switch solution support 10 Gbps and 40 Gbps ports?
- B. Does your proposed core switch solution have redundant power and cooling?
- C. Is your proposed edge switch available in a 24 port model with 24 x 10/100/1000Mbps Autosensing ports?
- D. Does the 24 port model of your proposed edge switch have at least two dedicated 10 Gbps uplink ports for connection to the network core?
- E. Is your proposed edge switch stackable up to at least eight units?
- F. Does your proposed edge switch have at least two dedicated high-speed stacking connections?
- G. Does the 24 port model of your proposed edge switch support full 802.3af (POE) on all 24 user ports with a single power supply?
- H. Does the 24 port model of your proposed edge switch support full 802.3at (POE+) on at least 12 user ports with a single power supply?

- I. Does your proposed edge switch support dual internal hot-swappable power supplies?
- J. Does your proposed edge switch support hot-swappable fans (either integrated into the power supplies or separate)?
- K. Does your firm accept the non-negotiable items on the attached KPU standard Terms and Conditions (**Intellectual Property, Indemnification, Insurance**) in the event your firm is selected as the winning bid for any subsequent RFP?

The following sets of questions are split into a “Manufacturer Specific” section and a “Bidder Specific” section. It is assumed that most bids will come from resellers/integrators, bidding hardware from one or more manufacturers. The questions are split up simply to be able to score both the reseller and the manufacturer appropriately on their potential role in the project. In the event a manufacturer is the sole entity in a particular bid, they should answer both the “Manufacturer Specific” section and a “Bidder Specific” section.

Manufacturer Specific Questions - Scored on a point basis as listed for each question.

1. Please provide the name of the manufacturer or brand name of the wired network solution your firm would supply. Please indicate where this manufacturer falls on Gartner Inc.’s “Magic Quadrant for the Wired and Wireless LAN Access Infrastructure” published September 2013.
 - Leaders (4 points)
 - Visionaries (3 points)
 - Challengers (2 points)
 - Niche players (1 point)
 - Not listed **or** No Response (0 points)
2. Please provide the name of the manufacturer or brand name of the wired network solution your firm would supply. Please indicate where this manufacturer falls on Gartner Inc.’s “Magic Quadrant for Data Centre Network Infrastructure” published February 2013.
 - Leaders (4 points)
 - Visionaries (3 points)
 - Challengers (2 points)
 - Niche players (1 point)
 - Not listed **or** No Response (0 points)
3. Please provide the name of the manufacturer or brand name of the firewall solution your firm would supply. Please indicate where this manufacturer falls on Gartner Inc.’s “Magic Quadrant for Enterprise Network Firewalls” published February 2013.
 - Leaders (4 points)
 - Visionaries (3 points)
 - Challengers (2 points)
 - Niche players (1 point)
 - Not listed **or** No Response (0 points)
4. Please indicate if the solution (or part of the solution) you would recommend is actually a product of the manufacturer you would recommend or if the product is sold under an OEM agreement with a third party.
 - Non-OEM (4 points)
 - No Response **or** OEM (0 points)
5. Provide details about the size (number of employees), locations and primary business of the wired network solution manufacturer you would recommend with information about head office and regional office(s). Indicate the number of years the manufacturer has been in business, and years of involvement in the Enterprise Network Switching industry. If Enterprise Network Switching is not the primary focus of the manufacturer, include the size (number of employees) of the manufacturer’s Enterprise Network Switching business unit in addition to the size of the manufacturer’s whole firm.
 - Excellent (4 points)
 - Good (3 points)
 - Meets Expectations (2 points)
 - Below Expectations (1 point)
 - No response (0 points)

6. Provide details about the size (number of employees), locations and primary business of the firewall manufacturer you would recommend with information about head office and regional office(s). Indicate the number of years the manufacturer has been in business, and years of involvement in the Enterprise Firewall industry. If Enterprise Firewall is not the primary focus of the manufacturer, include the size (number of employees) of the manufacturer's Enterprise Firewall business unit in addition to the size of the manufacturer's whole firm.
 - Excellent (4 points)
 - Good (3 points)
 - Meets Expectations (2 points)
 - Below Expectations (1 point)
 - No response (0 points)

7. Please list the following percentages for the manufacturer of the recommended Enterprise Network Switching equipment:
 - a. North American Market Share of the manufacturer for the latest 12 month period that data is available (indicate the period being used).
 - b. North American Market Share of the manufacturer for the previous 12 month period (indicate the period being used).
 - c. Worldwide Market Share of the manufacturer for the latest 12 month period that data is available (indicate the period being used).
 - d. Worldwide Market Share of the manufacturer for the previous 12 month period (indicate the period being used).
 - Excellent (4 points)
 - Good (3 points)
 - Meets Expectations (2 points)
 - Below Expectations (1 point)
 - No response (0 points)

8. Please list the following percentages for the manufacturer of the recommended firewall equipment:
 - e. North American Market Share of the manufacturer for the latest 12 month period that data is available (indicate the period being used).
 - f. North American Market Share of the manufacturer for the previous 12 month period (indicate the period being used).
 - g. Worldwide Market Share of the manufacturer for the latest 12 month period that data is available (indicate the period being used).
 - h. Worldwide Market Share of the manufacturer for the previous 12 month period (indicate the period being used).
 - Excellent (4 points)
 - Good (3 points)
 - Meets Expectations (2 points)
 - Below Expectations (1 point)
 - No response (0 points)

9. Describe the service and support organization of the manufacturer of the network switching solution you would propose. List the coverage hours and response times for phone support. List the coverage hours and responses times for hardware replacement. Indicate if phone support is provided by employees of the manufacturer or by a third party. Indicate if the phone support call centre is located within North America.
 - Excellent (4 points)
 - Good (3 points)
 - Meets Expectations (2 points)
 - Below Expectations (1 point)
 - No response (0 points)

10. Describe the service and support organization of the manufacturer of the firewall solution you would propose. List the coverage hours and response times for phone support. List the coverage hours and responses times for hardware replacement. Indicate if phone support is provided by employees of the manufacturer or by a third party. Indicate if the phone support call centre is located within North America.

- Excellent (4 points)
- Good (3 points)
- Meets Expectations (2 points)
- Below Expectations (1 point)
- No response (0 points)

Bidder Specific Questions – The following will be scored on a point basis as follows (unless otherwise noted):

- Excellent (4 points)
 - Good (3 points)
 - Meets Expectations (2 points)
 - Below Expectations (1 point)
 - No response (0 points)
- List three Enterprise Network projects that your firm has designed and installed in the past two years using equipment from the manufacturer you would propose to KPU. One of the projects must be at a Post-Secondary Educational Institution in order to be counted towards the score. Provide: *name of client firm, manufacturer's brand name of equipment installed, project dollar value, project completion date and brief summary of scope of work including number of Wireless Access Points deployed and size of the site.* **(Note: This question is worth a total of 12 points using the 0-4 scale for each of the three projects)**
 - List three Enterprise Firewall projects that your firm has designed and installed in the past two years using equipment from the manufacturer you would propose to KPU. One of the projects must be at a Post-Secondary Educational Institution in order to be counted towards the score. **(Any or all of the responses to this section may be the same as the responses to the previous question provided that the projects were combined network and firewall projects)** Provide: *name of client firm, manufacturer's brand name of equipment installed, project dollar value, project completion date and brief summary of scope of work including number of Wireless Access Points deployed and size of the site.* **(Note: This question is worth a total of 12 points using the 0-4 scale for each of the three projects)**
 - Provide background on the Enterprise Network design & integration expertise of your firm. Include details of technical staff who would be assigned to this project providing: *name(s), qualifications and certification levels, years of employment with your firm, listing of their recent network projects including name of client firm, manufacturer's brand name of equipment installed, project dollar value, project completion date and brief summary of scope of work.*
 - Provide background on the project management expertise of your firm in relation to implementation of Enterprise Network solutions of the size and scope of KPU's. Include details of the project manager who would be assigned to this project. Provide: *name, qualifications and certification levels, years of employment with your firm, listing of their recent projects including name of client firm, project dollar value, project completion date and brief summary of scope of work.*
 - Provide details about the size (number of employees), locations and primary business of your firm with information about head office and regional office(s). Indicate the number of years your firm has been in business, and years of involvement in the Enterprise Network industry. If Enterprise Network infrastructure is not the primary focus of your organization, include the size (number of employees) of your Enterprise Network practice in addition to the size of your whole firm.
 - Provide details about the Manufacturer Certification/Qualification Levels of your firm and the employees of your firm that would be involved in a future RFP response and solution design and implementation.
 - Describe the key differentiators of the proposed manufacturer's technology vs. other manufacturers in the Enterprise Network infrastructure marketplace. Indicate what benefits these differentiators would present to KPU.
 - Describe the key differentiators of the proposed manufacturer's technology vs. other manufacturers in the Enterprise Firewall marketplace. Indicate what benefits these differentiators would present to KPU.

Anticipated timelines

Issue Pre-Qualification
Close Pre-Qualification

February 24th, 2014
March 10th, 2014

Shortlist for RFP	March 17 th 2014
Meetings with Shortlisted Bidders	March & April
RFP Issued	May 1 st , 2014
Close RFP	June 3 rd , 2014
Award contract	June 9 th , 2014
Planning meetings begin	June 11 th , 2014
Hardware for Surrey Campus onsite	July 18 th , 2014



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.6
June 4, 2014
Shane King /
Gordon Lee

Agenda Item: *Draft Financial Statements for Year Ending March 31, 2014*

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:	THAT the Board of Governors approve the Audited Financial Statements for the Year Ending March 31, 2014.
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Board Committee Report: The Board Audit Committee reviewed and recommended the Audited Financial Statements for the Year ending March 31, 2014 to the Board of Governors for approval.

Key Messages: *[maximum of three]*
1. KPMG conducted the audit and presented their findings to the Board Audit Committee.

Context & Background:

Resource Requirements: *N/A*

Implications / Risks: *None*

Attachments: *Audited Financial Statements for year ending March 31, 2014*

Submitted by: *Board Audit Committee / Gordon Lee*

Date submitted: *May 26, 2014*

Financial Statements of

KWANTLEN POLYTECHNIC UNIVERSITY

Year ended March 31, 2014

DRAFT

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Financial Position

(in '000s)

March 31, 2014, with comparative information for 2013

		2014	2013
Financial assets			
Cash and cash equivalents	(Note 3)	\$ 25,427	\$ 20,535
Accounts receivable	(Note 4)	2,483	3,676
Inventories for resale		1,869	1,841
Investments	(Note 6)	32,781	34,244
		<u>62,560</u>	<u>60,296</u>
Liabilities			
Accounts payable and accrued liabilities	(Note 7)	24,693	22,736
Deferred revenue		9,994	9,439
Deferred contributions	(Note 9)	3,861	2,945
Deferred capital contributions	(Note 10)	130,244	130,768
Obligations under capital lease	(Note 11)	27	62
		<u>168,819</u>	<u>165,950</u>
Net debt		(106,259)	(105,654)
Non-financial assets			
Tangible capital assets	(Note 12)	179,043	178,893
Endowment investments	(Note 6)	2,817	2,817
Prepaid expenses		2,048	1,608
		<u>183,908</u>	<u>183,318</u>
Accumulated surplus	(Note 16)	\$ 77,649	\$ 77,664
Accumulated surplus is comprised of:			
Accumulated operating surplus		\$ 77,416	\$ 77,345
Accumulated remeasurement gains		233	319
		<u>\$ 77,649</u>	<u>\$ 77,664</u>

Contractual obligations (Note 14)

Commitments and contingent liabilities (Note 15)

See accompanying notes to financial statements.

Approved on behalf of the Board:

Chair

Vice President, Finance and Administration

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Operations

(in '000s)

Year ended March 31, 2014, with comparative information for 2013

	Budget (Note 2(j))	2014	2013
Revenue:			
Province of British Columbia grants (Note 9)	\$ 70,014	\$ 72,109	\$ 72,753
Other grants (Note 9)	2,191	1,983	1,609
Tuition and student fees	55,272	58,416	53,589
Ancillary services	9,035	8,039	8,191
Other revenue	6,600	5,067	4,621
Amortization of deferred capital contributions (Note 10)	5,105	5,097	4,860
	<u>148,217</u>	<u>150,711</u>	<u>145,623</u>
Expenses:			
Instruction and instructional support (Note 17)	133,868	136,657	129,001
Ancillary operations	8,057	8,013	8,630
Externally sponsored activity	2,664	2,352	1,918
Research activity	3,603	3,618	3,317
	<u>148,192</u>	<u>150,640</u>	<u>142,866</u>
Annual surplus before restricted funding	25	71	2,757
Restricted endowment contributions	-	-	317
Annual surplus	25	71	3,074
Accumulated operating surplus, beginning of year	77,345	77,345	74,271
Accumulated operating surplus, end of year	<u>\$ 77,370</u>	<u>\$ 77,416</u>	<u>\$ 77,345</u>

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Changes in Net Debt

(in '000s)

Year ended March 31, 2014, with comparative information for 2013

	Budget (Note 2(j))	2014	2013
Annual surplus	\$ 25	\$ 71	\$ 3,074
Acquisition of tangible capital assets	-	(10,582)	(11,098)
Amortization of tangible capital assets	11,000	10,432	9,858
	11,000	(150)	(1,240)
Restricted endowment contributions	-	-	(317)
Acquisition net of use of prepaid expense	-	(440)	228
Net remeasurement gains (losses)	-	(86)	319
Change in net debt	11,025	(605)	2,064
Net debt, beginning of year	(105,654)	(105,654)	(107,718)
Net debt, end of year	\$ (94,629)	\$ (106,259)	\$ (105,654)

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Cash Flows

(in '000s)

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 71	\$ 3,074
Items not involving cash:		
Amortization of tangible capital assets	10,432	9,858
Amortization of deferred capital contributions	(5,097)	(4,860)
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	1,193	(715)
Decrease (increase) in prepaid expenses	(440)	228
Increase in inventories for resale	(28)	(400)
Increase in accounts payable and accrued liabilities	1,957	1,485
Increase in deferred revenue	555	1,251
Increase in deferred contributions	916	1,159
Net change in cash from operating activities	9,559	11,080
Capital activities:		
Cash used to acquire tangible capital assets	(10,582)	(11,098)
Net change in cash from capital activities	(10,582)	(11,098)
Financing activities:		
Contributions received for tangible capital assets	4,573	834
Principal payments on capital lease obligations	(35)	(64)
Net change in cash from financing activities	4,538	770
Investing activities:		
Decrease (increase) in investments	1,463	(2,813)
Increase in endowment investments	-	(317)
Net remeasurement gains (losses)	(86)	319
Net change in cash from investing activities	1,377	(2,811)
Net change in cash and cash equivalents	4,892	(2,059)
Cash and cash equivalents, beginning of year	20,535	22,594
Cash and cash equivalents, end of year	\$ 25,427	\$ 20,535

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Remeasurement Gains and Losses

(in '000s)

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Accumulated remeasurement gains, beginning of year	\$ 319	\$ -
Unrealized gains (losses) attributed to:		
Long term bonds	(377)	324
Securities	(31)	(3)
Foreign currency translation	(1)	(2)
Amounts reclassified to the Statement of Operations:		
Long term bonds	284	-
Securities	23	-
Foreign currency translation	16	-
Net remeasurement gains (losses) for the year	(86)	319
Accumulated remeasurement gains, end of year	\$ 233	\$ 319

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

1. Authority and Purpose

Kwantlen Polytechnic University ("the University") operates under the authority of the University Act of British Columbia. The University is a not-for-profit entity governed by a Board of Governors, the majority of which are appointed by the provincial government of British Columbia. The University is exempt from income taxes under section 149 of the Income Tax Act.

The University offers career, vocational, developmental and academic programs from its Richmond, Langley and two Surrey campuses located in southwestern British Columbia. The academic governance of the University is vested in the Senate.

2. Summary of significant accounting policies

(a) Basis of accounting:

The financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the financial statements be prepared in accordance with the set of standards and guidelines that comprise of generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise of generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian Public Sector Accounting Standards without any PS4200 elections effective their first fiscal year commencing after January 1, 2012.

Regulation 198/2011 requires that restricted contributions received or receivable for acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian Public Sector Accounting Standards which requires government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with Public Sector Accounting Standard PS3410. As a result, revenue recognized in the Statement of Operations and certain related deferred capital contributions would be recorded differently under Canadian Public Sector Accounting Standards.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

2. Summary of significant accounting policies (continued)

(b) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(c) Financial instruments

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category: The University manages and reports performance for groups of financial assets on a fair value basis. Cash and cash equivalents and investments are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments is recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and related balances reversed from the Statement of Remeasurement Gains and Losses. Unrealized gains and losses on endowment investment assets, where earnings are restricted as to use, are recorded as deferred contributions and recognized in revenue when disposed and when the related expenses are incurred.

(ii) Cost category: Amounts receivable are measured at cost less any amount for valuation allowance. Valuation allowances are made when collection is in doubt.

(d) Inventories for resale

Inventories for resale, including new and used textbooks, course manuals, stationary, art supplies, clothing, crested and non-crested giftware are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated proceeds on sale less any costs to sell.

(e) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

2. Summary of significant accounting policies (continued)

(e) Non-financial assets (continued)

- (i) Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land and landfill sites, are amortized on a straight line basis over their estimated useful lives shown below. Land is not amortized as it is deemed to have a permanent value:

Asset	Basis	Rate
Buildings	Straight Line	40 years
Major renovations	Straight Line	10 years
Site improvements	Straight Line	10 years
Library holdings	Straight Line	10 years
Furniture and equipment	Straight Line	5 years
Vehicles	Straight Line	5 years

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as obligations under capital lease and are reflected as part of tangible capital assets in the financial statements. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(f) Employee future benefits

The University and its employees make contributions to the College and Municipal pension plans which are multi-employer joint trustee pension plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. As the assets and liabilities of the plans are not segregated by institution, the plans are accounted for as defined contribution plans and any contributions of the University to the plans are expensed as incurred.

The University's sick leave benefits do not vest or accumulate and related costs are expensed as incurred.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

2. Summary of significant accounting policies (continued)

(g) Revenue recognition

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

Unrestricted donations and grants are recorded as revenue receivable if the amounts can be estimated and collection is reasonably assured. Pledges from donors are recorded as revenue when payment is received by the University or the transfer of property is completed.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services, are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contribution have been met.
- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as restricted contributions received below annual surplus (deficit) on the Statement of Operations and Accumulated Surplus and as deferred contributions for any unspent restricted investment income earned thereon.

Investment income includes interest recorded on an accrual basis, dividends recorded as declared, and realized gains and losses on the sale of investments.

(h) Use of estimates

The preparation of the financial statements requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the determination of useful lives of tangible capital assets for amortization and the amortization of related deferred capital contributions, accrued liabilities, valuation of accounts receivable, and provisions for contingencies. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

2. Summary of significant accounting policies (continued)

(i) Foreign currency translation

The University's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which are designated in the fair value category under the financial instrument standard are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the balance sheet date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or balance sheet date is recognized in the Statement of Remeasurement Gains and Losses. In the period of settlement, the related cumulative remeasurement gain/loss is reversed in the Statement of Remeasurement Gains and Losses and the exchange gain or loss in relation to the exchange rate at the date of the item's initial recognition is recognized in the Statement of Operations and Accumulated Surplus.

(j) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2013-2014 University Budget approved by the Board of Governors of Kwantlen Polytechnic University on April 3, 2013. The budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Debt.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

3. Cash and cash equivalents

	2014	2013
Cash	\$ 17,455	\$ 14,988
Cash equivalents	7,972	5,547
	\$ 25,427	\$ 20,535

4. Accounts receivable

	2014	2013
Accounts receivable	\$ 3,433	\$ 4,551
Allowance for doubtful accounts	(950)	(875)
	\$ 2,483	\$ 3,676

5. Due from/ to government and other government organizations

Included in accounts receivable	2014	2013
Provincial government	\$ 433	\$ 1,557
Other government	247	340
	\$ 680	\$ 1,897
Included in accounts payable and accrued liabilities	2014	2013
Provincial government	\$ 25	\$ 141
Other government	1	1,105
	\$ 26	\$ 1,246

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

6. Financial instruments

Investments and endowment investments recorded at fair value are comprised of the following:

	2014	2013
Long term bonds	\$ 34,257	\$ 33,764
Securities	1,341	3,297
	35,598	37,061
Endowment Investments	2,817	2,817
Investments	\$ 32,781	\$ 34,244

All fixed income securities held at March 31, 2014 mature at various dates to December 2105 (2013 – December 2105) and bear interest rates varying from 1.75% - 7.9% (2013 – 1.90% - 7.22%).

Generally accepted accounting principles define the fair value of a financial instrument as the amount at which the instrument could be exchanged in a current transaction between willing parties. The University uses the following methods and assumptions to estimate the fair value of each class of financial instruments for which the carrying amounts are included in the Statement of Financial Position under the following captions:

- Cash and cash equivalents, accounts receivable and accounts payables and accrued liabilities - the carrying amounts approximate fair value because of the short maturity of these instruments.
- Investments – the carrying amounts are shown at fair market value based on quoted prices (unadjusted) in active markets.

The financial instruments measured at fair value held within each investment are classified according to a hierarchy which includes three levels, reflecting the reliability of the inputs involved in the fair value determination. The different levels are defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The University's instruments are all considered to be level 1 financial instruments for which the fair value is determined based on quoted prices in active markets. Changes in fair valuation methods or in the availability of market observable inputs may result in a transfer between levels. During the year there were no significant transfers of securities between the different levels.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

7. Accounts payable and accrued liabilities

	2014	2013
Accounts payable and accrued liabilities	\$ 10,076	\$ 9,924
Salaries and wages payable	5,411	4,166
Accrued vacation payable	9,206	8,646
	\$ 24,693	\$ 22,736

8. Employee future benefits

(a) Pension benefits:

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan, jointly trustee pension plans. The boards of trustees for these plans represent plan members and employers and are responsible for the management of the pension plan including investment of the assets and administration of benefits. The pension plans are multi-employer contributory pension plans. Basic pension benefits provided are based on a formula. The College Pension Plan has about 13,000 active members from senior administration and instructional staff and approximately 6,000 retired members. The Municipal Pension Plan has about 179,000 active members, with approximately 5,700 from colleges and special purpose, teaching universities.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2012 indicated a \$105 million funding deficit for basic pension benefits. The next valuation will be as at August 31, 2015 with results available in 2016. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015 with results available in 2016. Employers participating in the Plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plans record accrued liabilities and accrued assets for the Plans in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plans.

The University expensed \$7,836 for employer contributions to the Plans in the current year (2013 - \$7,259).

(b) Maternity or parental leave:

The University provides supplemental employee benefits for faculty, staff, or administration on maternity or parental leave. For the duration of the leave, employees on maternity or parental leave receive a supplemental payment added to employment insurance benefits. Employer-paid benefits also continue to be paid on the employees' behalf. The University has expensed \$653 in the current year (2013 - \$688). As at March 31, 2014, the University has an obligation of \$406 (2013 - \$445), which has been included in salaries and wages payable.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

9. Deferred contributions

Deferred contributions represent externally restricted contributions that will be used in future periods for academic programming and student awards, as specified by the contributor.

	2013	Amounts received	Amortized as revenue	2014
Provincial Grants	\$ -	\$ 69,578	\$ (69,578)	\$ -
Deferred contributions	2,055	3,561	(2,531)	3,085
Federal Grants	-	615	(615)	-
Deferred Contributions	419	421	(459)	381
Other sources				
Deferred contributions	471	833	(909)	395
Total	\$ 2,945	\$ 75,008	\$ (74,092)	\$ 3,861

10. Deferred capital contributions

	2013	Adjustment	Amounts received	Amortized as revenue	2014
Provincial	\$ 125,943	\$ (10)	\$ 2,463	\$ (4,820)	\$ 123,576
Federal	2,553	10	-	(111)	2,452
Other sources	2,272	-	2,110	(166)	4,216
Total	\$ 130,768	\$ -	\$ 4,573	\$ (5,097)	\$ 130,244

11. Obligations under capital lease

The University has entered into capital leases to finance computing equipment at an estimated cost of borrowing of 1.02% per annum. The principal and interest payments are as follows:

	2014	2013
2014	\$ -	\$ 36
2015	19	19
2016	8	8
2017	-	-
Total minimum lease payments	27	63
Less amounts representing interest	-	(1)
Present value of net minimum capital lease payments	\$ 27	\$ 62

Total interest on leases for the year was \$1 (2013 - \$4).

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

12. Tangible capital assets

	Land	Site improvements	Buildings	Major renovations	Furniture & equipment	Library holdings	Vehicles	Construction in progress	Total
2014 Cost									
Opening balance	\$ 20,040	\$ 941	\$ 195,226	\$ 10,675	\$ 46,151	\$ 6,164	\$ 45	\$ 41	\$ 279,283
Additions	-	-	425	3,363	2,616	689	-	3,489	10,582
Transfers to/(from) CIP	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-
Write-downs	-	-	-	-	-	-	-	-	-
Closing balance	20,040	941	195,651	14,038	48,767	6,853	45	3,530	289,865
2014 Accumulated amortization									
Opening balance	-	(803)	(57,879)	(772)	(37,293)	(3,603)	(40)	-	(100,390)
Amortization	-	(27)	(4,886)	(1,235)	(3,806)	(473)	(5)	-	(10,432)
Disposals	-	-	-	-	-	-	-	-	-
Closing balance	-	(830)	(62,765)	(2,007)	(41,099)	(4,076)	(45)	-	(110,822)
2014 Net book value	\$ 20,040	\$ 111	\$ 132,886	\$ 12,031	\$ 7,668	\$ 2,777	\$ -	\$ 3,530	\$ 179,043
2013 Net book value	\$ 20,040	\$ 138	\$ 137,347	\$ 9,903	\$ 8,858	\$ 2,561	\$ 5	\$ 41	\$ 178,893

(a) Assets under construction:

Assets under construction having a value of \$3,530 (2013 - \$41) have not been amortized. Amortization of these assets will commence when the assets are put into service.

(b) Write-down of tangible capital assets:

There is no write-down or reversal of any prior year write-down in the current year (2013 - nil).

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

13. Financial risk management

The University has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board of Governors ensures that the University has identified its major risks and ensures that management monitors and controls them.

(a) Credit risk

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the University consisting of cash and cash equivalents, investments and accounts receivable.

The University manages credit risk with established investment guidelines for its investment management companies to follow in managing its investment portfolios. The guidelines limit investments to those with BBB- or greater credit rating. The University does not invest in any derivatives.

(b) Market risk

Market risk is the risk that changes in market prices, such as interest rates, will affect the University's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

It is management's opinion that the University is not exposed to significant market or interest rate risk arising from its financial instruments.

(c) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they become due.

The University manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)

(in '000s)

Year ended March 31, 2014

14. Contractual obligations

The nature of the University's activities can result in multiyear contracts and obligations whereby the University will be committed to make future payments. Significant contractual obligations related to operations that can be reasonably estimated are as follows:

	2015	2016	2017	2018	2019
	\$ 2,618	\$ 944	\$ 171	\$ 67	\$ 63

15. Commitments and contingent liabilities

- (a) The University may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of operations.

There are several lawsuits pending in which the University is involved. It is considered that the potential claims against the University resulting from such litigation would not materially affect the financial statements of the University.

- (b) The University has committed to the building of the Chip and Shannon Wilson School of Design at the Richmond campus for the Faculty of Design. The University is to receive \$12,000 from Chip and Shannon Wilson and lululemon athletica Canada Inc. and provincial funding of up to \$12,000 in support of the project. The University has Board approval for a budget of \$12,000 as the University's contribution toward the project. The project, which has a total budget of \$36,000, is expected to be completed by December 31, 2015.
- (c) The University has entered into an agreement to purchase real estate to provide additional classroom space to meet future student demand with space being available in 2016/17. The University will be funding the project at a budget of \$19,555.
- (d) The University Board has approved a Brewery and Brewery Operations program that requires equipment and a lab facility with a budget up to \$2,372. Related commitments at March 31, 2014 total \$128. The Brewery program will be starting September 2014.
- (e) The University has the ability to draw on a line of credit of \$7,000 (2013 - \$7,000). As at March 31, 2014, the University has not utilized the available line of credit.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

16. Accumulated surplus

Accumulated surplus consists of individual fund surplus/ (deficit) and reserve fund balances:

	2014	2013
Operating fund	\$ 584	\$ 579
Operating contingency fund	8,000	7,500
Vacation accrual fund	(9,206)	(8,646)
Ancillary fund	8,401	7,970
Special purpose fund	9,347	10,593
Endowment fund	2,817	2,817
Capital fund	57,706	56,851
	\$ 77,649	\$ 77,664

17. Expenses by object

The following is a summary of expenses by object:

	Instruction and instructional support	Ancillary	Externally sponsored activity	Research	2014
Salaries and benefits	\$ 106,242	\$ 1,877	\$ 879	\$ 2,343	\$ 111,341
Travel and professional development	2,407	23	129	440	2,999
Supplies	3,371	106	270	155	3,902
Student awards and bursaries	71	-	182	-	253
Fees and services	6,831	719	766	264	8,580
Facilities	5,607	410	111	151	6,279
Cost of sales	-	4,615	-	-	4,615
Leases, property taxes, insurance	974	29	14	23	1,040
Amortization of tangible capital assets	9,956	234	-	242	10,432
Contributions to Kwantlen Polytechnic University Foundation	1,198	-	1	-	1,199
Total	\$ 136,657	\$ 8,013	\$ 2,352	\$ 3,618	\$ 150,640

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2014

17. Expenses by object (continued)

	Instruction and instructional support	Ancillary	Externally sponsored activity	Research	2013
Salaries and benefits	\$ 99,515	\$ 1,939	\$ 728	\$ 2,168	\$ 104,350
Travel and professional development	2,291	29	164	334	2,818
Supplies	3,438	91	277	143	3,949
Student awards and bursaries	23	-	277	-	300
Fees and services	6,030	620	379	289	7,318
Facilities	6,379	398	69	123	6,969
Cost of sales	-	5,243	-	-	5,243
Leases, property taxes, insurance	806	32	17	15	870
Amortization of tangible capital assets	9,338	278	-	242	9,858
Contributions to Kwantlen Polytechnic University Foundation	1,181	-	7	3	1,191
Total	\$ 129,001	\$ 8,630	\$ 1,918	\$ 3,317	\$ 142,866



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.7
June 4, 2014
Shane King

Agenda Item: *Re-appointment of Auditors*

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:	THAT the Board of Governors re-appoint KPMG as Kwantlen Polytechnic University's external auditors for 2014-15.
--------------------------------	--

Board Committee Report: The Board Audit Committee recommended the re-appointment of KPMG as KPU's auditors for 2014-15.

Key Messages: [maximum of three]

1. The Board of Governors appointed KPMG as Kwantlen Polytechnic University's external auditors at its November 24, 2010 meeting. As required by *the Selection and Appointment of Auditors Policy & Procedures*, the Board Finance & Audit Committee must appoint the auditors annually.
2. Normally a competitive bid process will occur every five years. The firm identified in this bid process is recommended to the Board for approval by the Finance & Audit Committee. As noted above, this last occurred November 24, 2010.

Context & Background:

Resource Requirements: N/A

Implications / Risks: None

Attachments:

Submitted by: *Board Audit Committee*

Date submitted: *May23, 2014*



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
5.8
June 4, 2014
Shane King

Agenda Item: *Enterprise Risk Management Report*

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report: At its May 15, 2014 meeting the Board Finance & Audit Committee reviewed the Enterprise Risk Management Report and forwarded it to the Board for information.

Key Messages: **1. Risks addressed and mitigations developed for Diploma in Brewery Operations and for Phase II of the Chip & Shannon Wilson School of Design construction project.**
2. Risk Registers under development for Human Resources and Finance Departments and the School of Traditional Chinese Medicine.
3. Insurance Report.

[maximum of three]

Implications / Risks: *See Attached*

Consultations: *With risk owners – see attached.*

Attachments: *1. Executive Summary of Risk Assessment s for Diploma in Brewing & Brewery Operations and School of Design construction project.*

Submitted by: *Board Finance & Audit Committee as presented by Louella Mathias, Director Organizational Risk*

Date submitted: *May 26, 2014*

Risk Category	Risk Event	Current Risk Level	Recommended Risk Control/Mitigation Strategies	Residual Risk Level	Actual \$ Value Range	Funded/ Not Funded	Current Status	Status from last quarter	Comments/Issues
Science & Horticulture – Brewery Operations Diploma	Chemical burns Working with strong acids and chemicals	HIGH	<ul style="list-style-type: none"> • Eye wash station • Shower stalls • First aid • Personal protective equipment - eye goggles; face shields; • Safe work procedures well documented • WHIMIS training and safety orientation training for all students prior to start of program. Completion of training to be documented. 	HIGH		FUNDED		↔	<ul style="list-style-type: none"> • Manager, Occupational Health & Safety (OH&S) will work with Facilities Dept. • Manager, (OH&S) will develop a targeted safety program for students to attend prior to the start of lab work.
Science & Horticulture – Brewery Operations Diploma	Burns from hot surfaces, steam, hot water	HIGH	<ul style="list-style-type: none"> • Mitigate risk by closely adhering to or exceeding safety recommendations during design and construction; • Have Office of Occupational Health & Safety conduct audit prior to start of program • Safety program currently in place for existing Faculty of Science students 	HIGH		FUNDED		↔	<ul style="list-style-type: none"> • Manager, (OH&S) will develop a targeted safety program for students to attend prior to the start of lab work.
School of Design	Project not completed within Donor's required timeframe	HIGH	<ul style="list-style-type: none"> • Mitigate impact of any potential delays in decision-making by maintaining open communications with Procurement and the contractor. 	HIGH		FUNDED		↔	<ul style="list-style-type: none"> • Staff making every effort to mitigate risks as project moves through the different phases.



Board of Governors Regular Meeting

Agenda Item #5.9

Meeting Date: June 4, 2014

Presenter(s): Gordon Lee j/ Kathy Lylyk

Agenda Item: *Brewing and Brewery Operations Diploma Proposed Capital Budget*

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:	THAT The Board of Governors approve a capital budget for the Brewing and Brewery Operations facility up to \$2,150,000.
--------------------------------	--

Board Committee Report: *For University Secretariat Use Only*

- Key Messages:** *[maximum of three]*
- 1. Board of Governors approved the Brewing and Brewery Operations Diploma at the December 18, 2013 meeting that was held by teleconference (In camera agenda).**
 - 2. Finance and Audit committee reviewed the Brewing and Brewery Operations Diploma at the October 30, 2013 meeting.**
 - 3. Part G of the Program Concept which was part of the documents provided to the Board of Governors identifies the costs related to the new program, including the following Capital costs for new construction, lab and production equipment.**

Context & Background: KPU is launching the newly established Brewing and Brewery Operations Diploma and requires a purpose built facility to house both a new brewing laboratory, sensory laboratory and brewing production facility.

Resource Requirements: A purpose built facility to house both a new brewing laboratory, sensory laboratory and brewing production facility requires an outlay of capital funds.

Implications / Risks: The risk is without this infrastructure the Brewing and Brewery Operations Diploma would not be able to be run.

Consultations: Proposal has been reviewed by the Board, Board Finance and Audit Committee, Senate, SSCC, Faculty Council as well as external consultations.

Attachments: Part G of Program concept document.

Submitted by: *Gordon Lee and Kathy Lylyk*



Board of Governors Regular Meeting

Agenda Item #5.9

Meeting Date: June 4, 2014

Presenter(s): Gordon Lee j/ Kathy Lylyk

Date submitted: *May 29, 2014*

G. Costs and Revenue (to be prepared by Dean/Associate Dean in consultation with developer)

Budgetary requirements are provided for information purposes only. Program approval does not ensure budgetary support.

Non-Recurring Costs

G.1) What will be the costs? Please provide accurate estimates.

a) Academic non-recurring estimated start-up costs (e.g., equipment costs/other)

Item	No. of items	Yr 1	Yr 2	Yr 3	Yr 4	Total
Program development		12,000				
*Curriculum development		20,000				
†Facility/Equipment consultation		40,000	40,000			
Sub-total		72,000	40,000			

Capital Costs (Equipment, Renovations)

Item	No. of items	Yr 1	Yr 2	Yr 3	Yr 4	Total
‡Renovation, temporary space (brew lab and teaching space)		430,000				
New construction			1,320,000			
Lab equipment		200,000				
Production equipment			200,000			
Sub-total		630,000	1,520,000			

Totals

Item	No. of items	Yr 1	Yr 2	Yr 3	Yr 4	Total
Academic Non-Recurring		72,000	40,000			
Capital Costs		630,000	1,520,000			
Totals		702,000	1,560,000			

*Development of course outlines for the 16 new specialized courses as a faculty contract.

†Facility/Equipment consultation is for the brew lab in Year 1 and the production/retail/lab facility in Year 2.

‡To renovate the existing Mechanics Shop, Langley North Campus. Also included are costs to construct Quonset facility to house mechanics shop/teaching facility.

On-Going Costs

Operating Costs

Item	No. of items	Yr 1	Yr 2	Yr 3	†Yr 4	Total
‡Faculty (salary and benefits)		109,492	273,730	273,730	383,222	1,040,151
Required service courses*		22,000	33,000	33,000	55,000	143,000
Administrative Support (0.5 FTE)		20,000	20,000	20,000	20,000	80,000
Advisor						
Specialized IET						
Specialized IT Support						
Library (see Library Assessment Template – Appendix B)		10,280	10,280	10,280	10,280	41,000
‡Lab operating costs – Salary/benefits		65,224	65,224	65,224	130,448	326,120
Lab operating costs – Non-Salary (supplies, field trips, maintenance)		15,000	20,000	20,000	30,000	85,000
Ongoing research costs						
€Other (production training partnership)		8,000	16,000			
Grand Totals		249,996	438,234	422,234	628,950	1,715,271

Summarize costs identified in Appendix A Internal Consultations, not including Library costs

‡One FTE faculty and 1.0 FTE lab instructor will be required in 2014-15; an additional 1.5 FTE faculty will be required 2015-16; an additional 1.0 FTE faculty and 1.0 FTE lab instructor will be required in 2017-18 to coincide with the second intake of 35 students/year.

†Projected time for second intake of 35 students (2017-18).

€Students will receive large scale production training off-site at partner breweries until the production facility is constructed.

*Explain required service courses: courses to be supplied through Faculty of Business and Faculty of Arts: CMNS 1140 Introduction to Professional Communication ; CBSY 1105 Introductory Computer Applications; PHIL 3033 Business Ethics

Revenue

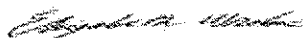
Item	No. of Courses	Yr 1	†Yr 2	Yr 3	†Yr 4	Total
*Tuition	10/yr in program plus summer work experience	295,500	591,000	591,000	886,500	2,364,000
€Retail Sales				400,000	400,000	800,000

*Tuition based on 35 students/yr of program (30 Domestic and 5 International) calculated using \$229.50/credit hour for new courses and \$128.00/credit hour for existing courses for Domestic Students and \$525.00/ credit hour for International students. This equates to roughly \$7000/yr for Domestic students and \$17,100/yr for International students.

‡There will be students in Year 1 and year 2 in program.

†Second intake of 35 students projected to begin in 2017-18.

€Based on rough estimate from Advisory Committee members for sales of 100,000 litres/yr.



Elizabeth Worobec, October 31, 2013

Signature of Dean submitting concept document

Date

See email at end of document from Diane Purvey, Dean, Faculty of Arts; Letter of Support from Wayne Tebb, Dean, School of Business

Signature(s) of Dean(s) providing service courses

Date



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
6
June 4, 2014
Kristan Ash

Agenda Item: *Board/Senate Task Force on Bi-cameral Governance Report*

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report: The Board/Senate Task Force on Bi-cameral Governance met on April 3, 2014. A report of the meeting is attached.

Implications / Risks: N/A

Consultations: N/A

Attachments: *Board/Senate Task Force Report*

Submitted by: *Kristan Ash*

Date submitted: *May 26, 2014*

Board/Senate Task Force Report

The Board / Senate Task Force on Bi-cameral Governance met on April 3, 2014.

The work plan for the Task Force was reviewed. An updated work plan will be reviewed at each meeting.

35.2(6)(a) – Mission Statement and Educational Goals

The task force agreed that a policy be drafted to document Senate's consultative role in development of the Mission Statement and Academic Plan prior to presentation to the Board for approval. The sponsor is Alan Davis and the timeline is for the next Board/Senate Task Force meeting. A statement will be drafted to add to Principles of Bi-Cameral Governance as an interim measure while the policy is being drafted.

35.2(6)(g) Library and Resource Centres

More information regarding the intent and application of the legislation is necessary. Sal Ferreras will investigate and provide a report at the next meeting.

27(2)(r) The Number of Students Accommodated

A Strategic Enrollment Management Plan is being developed. Jane Fee will provide an update at the next meeting.

Budget Development Process

There is a need for a policy and procedures with Board Policy 3.4 incorporated into it. Gordon Lee will provide an update at the next meeting.

Program Approval Process

The task force determined that a policy and procedures are now needed in spite of possible changes to the process required by the Ministry. Sal Ferreras will draft a policy and procedures for the next meeting.

35.2(6)(c) presentation of reports (i) new non-credit programs, or (ii) programs offered under service contract

The Executive Director of Continuing and Professional Studies is developing a draft policy and procedures. Sal Ferreras will bring this to the next meeting.

Review of the Budget Development Process

Gordon Lee highlighted changes to the budget development process to ensure sufficient consultation with the Senate Standing Committee on University Budget (SSCUB) as well the university community, noting the 2014/15 process and schedule will be presented at the next SSCUB meeting for discussion. Mr. Lee also noted that he will ask SSCUB to establish parameters it will be using for its budget review earlier in the process. Discussion also occurred regarding development of a process to deal with financial exigencies such as funding cuts to ESL.

Task force members noted the addition of the Academic Plan, Resource Plan and the new budget model will round out the tools available to SSCUB and facilitate the task force's review of the budget process.

Amendments to Policy HR22 Presidential Search Advisory, Appointment and Re-Appointment Policy and Procedures were reviewed. Revisions to the Procedures will be incorporated into the document.

The requirement for a Student Senator to serve on Search Advisory Committees is creating problems. The Student Senators have heavy workloads and are unable to take on additional responsibilities. The Task Force agreed that the procedures be amended to read “one student, preferably a student Senator”.

The President has the authority to amend a change in procedures if there is no impact on policy and this amendment to HR20, Search, Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions Procedures falls into that category.

Meeting Notice

The task force discussed scheduling and communication relating to this meeting, particularly as it is a public meeting. It was noted that in future a “Save the Date” Notice will be circulated as soon as the meeting is scheduled with the agenda posted on the website as soon as it is available.

A process question with regards to who is eligible to speak at task force meetings was raised. The task force will revisit this issue at the next meeting. Reference will be made to the *Principles to Guide the Development of a Successful Model of Bicameral Governance at Kwantlen Polytechnic University*.



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
7
June 4, 2014
Sal Ferreras

Agenda Item: *Provost's Report*

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. The Academic Plan was reviewed and approved by Senate on April 28, 2014.
2. The Aboriginal Advisory Committee will meet on June 2nd to review a draft of the Public Art RFP with the purpose of commissioning or acquiring a series of First Nations art works for display on KPU's four campuses.
3. Domestic applications have increased 1%. International applications are stabilizing to prior growth levels following a period of accelerated growth in Winter/Spring.

Attachments: *Provost's Report*

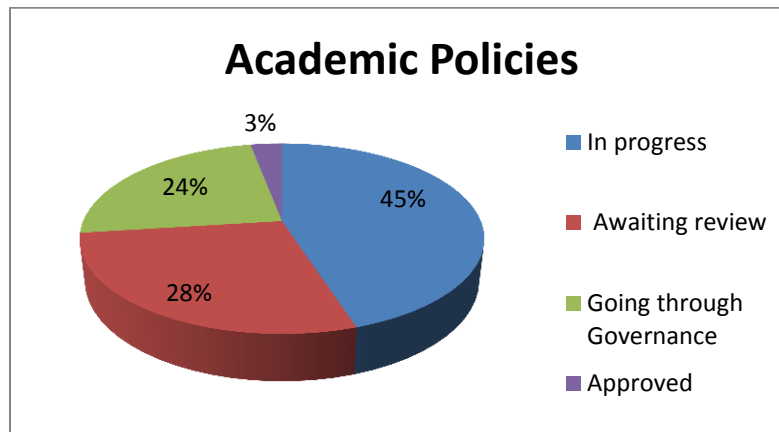
Submitted by: *Salvador Ferreras*

Date submitted: *May 27, 2014*

Office of the Provost

Academic Plan – On May 26th, the Academic Plan was presented and approved by Senate with the endorsement of the Senate Subcommittee on Academic Planning & Priorities (SSCAPP). The Provost and a soon to be assembled task force will develop an implementation plan for the launch of the Academic Plan in September 2014.

Update on Academic Policies – As part of the University Transitions Project, the Admission and Transfer Credit & Advanced Standing policies have now been approved by Senate. Since the May report, those policies sponsored by the Provost have advanced into the consultation and governance stages.



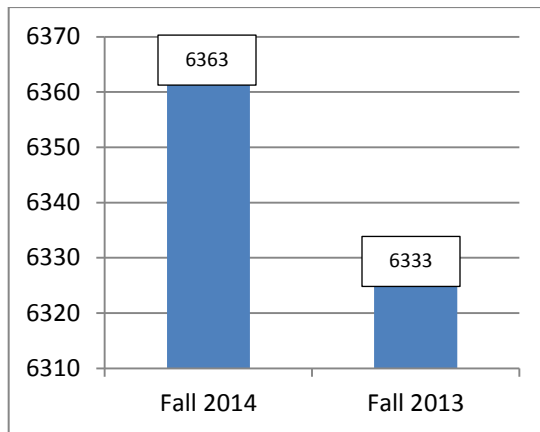
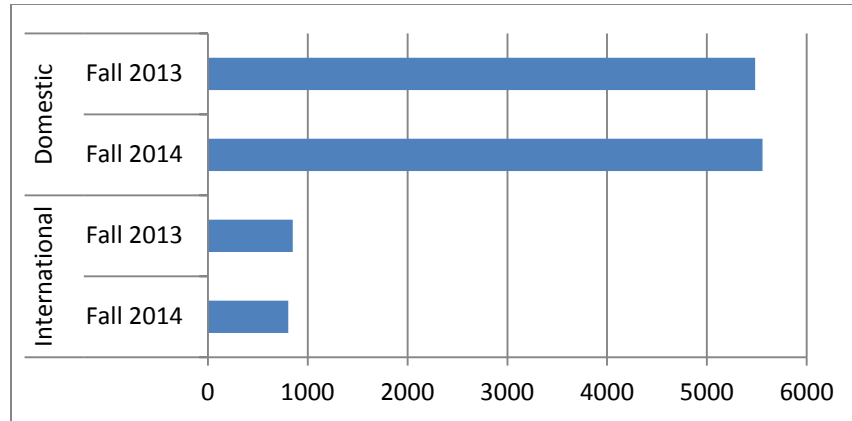
Aboriginal Initiatives –

The Provost and First Nations chiefs and education leaders from Musqueam, Squamish, Katzie and Tswassen First Nation have met to discuss current and future plans surrounding Aboriginal education needs. We also have scheduled discussions with Kwantlen, Tsleil-Waututh, Semiahmoo and Stó:lō Nation in the near future.

During Spring 2014 convocation ceremonies, there will be a special recognition of our First Nations partners with the design and development of a new convocation gown to be worn by Kevin and Michael Kelly during the ceremony. Thank you to Andhra Goundrey (Faculty and Coordinator, The Chip and Shannon Wilson School of Design), Seanna Schmuland (Designer) and Jasmine Siu and Jessica Chauhan (Student Assistants) for their time and efforts in creating the gowns.

At our upcoming June 2nd meeting of the Aboriginal Advisory Committee, the Provost will present a draft of the Public Art RFP with the purpose of commissioning or acquiring a series of First Nations art works for display on KPU's four campuses. The Public Art selection process will include members of KPU, First Nations, and regional community members. The Provost and the Aboriginal Advisory Committee will also review a draft posting for an Elder in Residence with plans for an official appointment and ceremony in Fall 2014.

Enrolment update: Current applications



Report May 16, 2014

We are encouraged by the current total domestic application increase of 1%. International applications are stabilizing to prior growth levels following a period of accelerated growth in Winter/Spring.

Athletics - The Department of Recreation & Athletics welcomes some new people - Julie King as new head coach of the women's soccer team, Vladimir Nikic as new head coach of Men's Basketball, Sarah Eckert our brand new Athletic Therapist, Junelle Mah as Sports Information & Marketing Coordinator, and Tracey Riddoch, our new assistant coach with the women's basketball program. Athletics also welcomed back Bob McGregor (Tree Frog Imaging) as our "official" photographer.



Senior Administration Search Update:

We recently announced the appointment of Carolyn Robertson as Dean of The Chip and Shannon Wilson School of Design. Carolyn has served KPU in several roles over the past years including serving as Pro Tem Dean where she effectively led the establishment of the Post Baccalaureate in Technical Apparel Design. She has been an indispensable member of the steering committees that are guiding the design, construction and occupation of the new Chip and Shannon Wilson School of Design at the Richmond campus. We look forward to her continued creative output and genuine passion for student success as we launch new and exciting adventures at The Chip and Shannon Wilson School of Design.

We further announced the appointment of Patrick Donahoe as Dean of the Faculty of Academic and Career Advancement effective June 1, 2014. Patrick comes to us with over 20 years of teaching and leadership experience in post-secondary institutions. He has led or participated in several important post-secondary projects related to areas such as student services, strategic enrolment management, governance and faculty development. In addition to a role as a College Registrar, Patrick has been an instructor at a number of Canadian post-secondary institutions including Simon Fraser University and Capilano University. As an active member of the community, Patrick is Chair of the CAPLA Board of Directors and just completed a term as President of CACUSS National. Patrick holds a Ph.D. in English Literature from Dalhousie University.

A huge thank you to Jas Parmar for her energy and dedication as Pro Tem Dean to the Faculty of Academic and Career Advancement. Jas will return to the Faculty of Arts as Divisional Business Manager on June 2nd.

Henry Reiser, KPU's Dean of Trades and Technology, will be leaving to take up the position of President, College of New Caledonia. We thank Henry for the tremendous insight, energy and commitment that he brought to his role as dean. During his time at KPU he has worked tirelessly to forge strong relationships with local industry, the City of Surrey and other partners to solidify KPU's position as the institution of choice for trades and technology in the South Fraser region. We wish him much success at CNC and look forward to working with him in his new role.

The Provost Office is actively recruiting a Dean to carry on the important work of the Faculty of Trades and Technology to support provincial and regional demand for skilled workers.

Events & Conferences –

The Provost has provided welcome comments for both the BC TEAL conference hosted at KPU Richmond and the Richmond Arts Awards at Richmond City Hall. He also was MC for The Chip and Shannon Wilson School of Design Grad runway event “The Show” on April 24th.



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
7.1
June 4, 2014
Sal Ferreras

Agenda Item: *Academic Plan*

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
Recommended Resolution:	THAT the Board of Governors approve the Academic Plan 2018.

Board Committee Report: *N/A*

Key Messages: 1. **As required under the University Act, Sec35.2(6)((a), Senate provided its**
[maximum of **advice to the Board by unanimously endorsing the Academic Plan 2018 at its**
three] **April 28, 2014 meeting.**

Attachments: *Link to [Academic Plan 2018](#)*

Submitted by: *Salvador Ferreras*

Date submitted: *May 27, 2014*



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
8
June 4, 2014
Alan Davis

Agenda Item: **President's Report**

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

Attachments President's Report

Submitted by: *Alan Davis*

Date submitted: *May 23, 2014*



President's Report to the Board

June 4th, 2014

Resource Planning has continued, and the last meeting of the task force is set for June 12th to review a final report. This will include recommendations to me on how we can align our space, money and people in support of Vision 2018. It has provided a very useful forum to discuss key areas of our operation, and the final report will be shared with Senate in June.

Related to this, a new budget process has been proposed by the VP Finance and Administration, and it suggests a much earlier start on the process. This is being discussed with Senate, the Board Finance and Audit Committee and other key stakeholders.

In addition to regular governance and administrative meetings, the past month has seen me attend a number of important events.

On April 29th, I was in Victoria for the unveiling of the BC Government's Skills for Jobs Blueprint: this plan suggests some shift of resources from some sectors of advanced education towards skills training and other programs that relate directly to high demand areas of employment. It would appear that KPU is well positioned with respect to this plan and it will be included in the university's final report on its core review (see the *in camera* agenda).

On May 5th, I met with the head of the Design School for Heriot Watt University in Edinburgh, and some very promising partnerships are being discussed involving Chip and Shannon Wilson School of Design (CSWSOD).

I attended an Arts Umbrella community breakfast on May 6th to learn more about its plans for the provision of fine and performing arts programming in Surrey.

On May 7th I gave a videoconference presentation to the University College of the North in Le Pas and Thompson, Manitoba on "Creating Our Future: how do institutions develop a vision in times of constant change?"

On May 8th I attended the inaugural meeting of the program advisory committee for Traditional Chinese Medicine (TCM), which included Richard Lee, Parliamentary Secretary for TCM, and the President of the Beijing University for Chinese Medicine. Tru Freeman and her team have done a wonderful job of assembling a very strong committee.

On May 10th I attended the Russ and Ellen Cmolik Awards Dinner, and met some of the KPU students who have been supported by the Cmolik Foundation.

I am a member of the BCcampus Strategic Council, which met on May 12th: BCcampus is anticipating some changes with the resignation of its executive director and the results of AVED's core review.

On May 13th, Dr. Ferreras and I travelled to Thompson Rivers University to discuss ways we could collaborate in the context of the Core Review and KPU's need to better serve adult learners. There is agreement to develop a partnership over the next few months.

Along with others from KPU, I attended the last State of the City address by outgoing Mayor of Surrey, Diane Watts. On May 15th I had the pleasure of visiting KPU Surrey's neighbours: Princess Margaret Senior Secondary School and its principal, Neder Dhillon.

On May 20th, the President's Diversity and Equity Committee (PDEC) had a final discussion about the new Diversity policy, which should be completed and shared widely before June 30th. PDEC also discussed plans for KPU's involvement in the summer Pride parades in Vancouver and Surrey.

On May 21st, I spoke at the Delta Chamber of Commerce, with an update on KPU's activities, and then attended the KPU Foundation Annual Golf Tournament: another hugely successful fundraiser for student scholarships.

On May 25th I was at the Canadian Federation for Humanities and Social Science Congress at Brock University where I received the CSSHE Distinguished Member Award for contributions to the study of higher education, influence on postsecondary education in Canada and supporting the development of research in higher education.

Convocation on May 28th to 30th was bigger and better than ever, and was Chancellor Bubber's last opportunity to grant the degrees and greet each graduate.

On June 2nd, I met with representatives from Belles Artes (Sao Paulo) with whom we are developing an important relationship for student and faculty exchanges in Design, and possibly in other areas. Later that day I attended the first of several events to welcome parents of our new students to KPU.

June is the season for reporting out on the past academic year of activity, and performance reviews for all management staff are underway, starting with my self-evaluation for the Board, which was submitted in late May. We intend to have the performance reviews of the management group completed by July 31st, along with goals set for 2014/15.

The final report for 2013/14 to the Board from KPU's Faculties and departments is attached to the Board package. It reflects a very large level of activity and achievement over the last two months.



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
9.1
June 4, 2014
Alan Davis

Agenda Item: **President's Senate Update**

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

Attachments Notes from Senate for March 31, and April 28 2014

Submitted by: *Alan Davis*

Date submitted: *May 26, 2014*

Notes from Senate

The following items were approved at the March 31, 2014 Senate meeting:

- Program Revisions to
 - Bachelor of Information Technology
 - Bachelor of Business Administration in Accounting
 - Horticulture Technology Citations Course Groupings
 - Horticulture Technology Diploma Specialization in Turf Management
 - Bachelor of Design in Graphic Design for Marketing
- Admissions Requirements for the Post Baccalaureate Diploma in Technical Apparel Design
- Program Concept: Certificate in Non-Governmental Organizations and Non-Profit Studies
- Amendment to the Senate Bylaws about recording Senate meetings
- Appointments to Senate Standing Committees
 - Senate Standing Committee on the Library
 - Jean McKendry - Librarian (effective September 1, 2014)
 - Rita Ciammaichella as a replacement for Brenda Snaith on the Dean of Design Search Advisory Committee
 - Dean, Faculty of Trades and Technology Search Advisory Committee
 - Up to six regular faculty members to ensure representation by the Faculty of the Dean
 - Al Sumal - Welding
 - Christina Heinrick - Computer Aided Drafting and Design
 - Gerard Laverty - Farrier
 - Gerard Sheehan - Auto Servicing
 - Tom Westgate - Appliance Servicing

- Approval of Graduates to March 31, 2014

The following items were approved at the April 28, 2014 Senate meeting:

- Full Program Proposal for the Certificate in Non-Governmental Organizations and Non-Profit Studies
- Program Revisions:
 - Bachelor of Arts Major in Criminology
 - Bachelor of Science Major in Physics for Modern Technology
 - Brewing and Brewery Operations Diploma
 - Marketing Management Diploma (Co-op Option)
- Credential Name Change: Citation in Metal Fabrication to become the Citation in Metal Fabrication/Fitter
- Access Program for People with Disabilities (APPD) request for variance to offer the Work Exploration, Job Preparation and Vocational Skills Training: Clerical Assistant programs within the current curriculum and program structure for September 2014.
- Suspension of the Registered Nurse Degree Completion Program effective September 1, 2014, with review of the suspension in September 2015.
- Two new members were appointed to the Dean, Faculty of Trades and Technology Search Advisory Committee
 - Tally Wade - Public Safety Communications
 - Kari Michaels - Student Senator

- Senate endorsed the Academic Plan (Draft 5) in principle and recommended it to the Board of Governors for approval.
- Graduates to April 28, 2014
- Jennifer Au was acclaimed as Senate Vice Chair. The term of office is September 1, 2014 to August 31, 2015.



Board of Governors
Agenda Item: #
Meeting Date:
Presenter(s):

Regular Meeting
15
June 4, 2014
Kim Richter

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: Kim Richter is assigned to evaluate the Board's own performance at the June 4,
[maximum of 2014 Board meeting.
three]

Attachments: *Evaluation Form*

Submitted by: *Sandi Klassen*

Date submitted: *May 26, 2014*

Board Meeting Evaluation

Date: April 2, 2014

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