

REMINDER

Board Meeting is at the

Cloverdale Campus

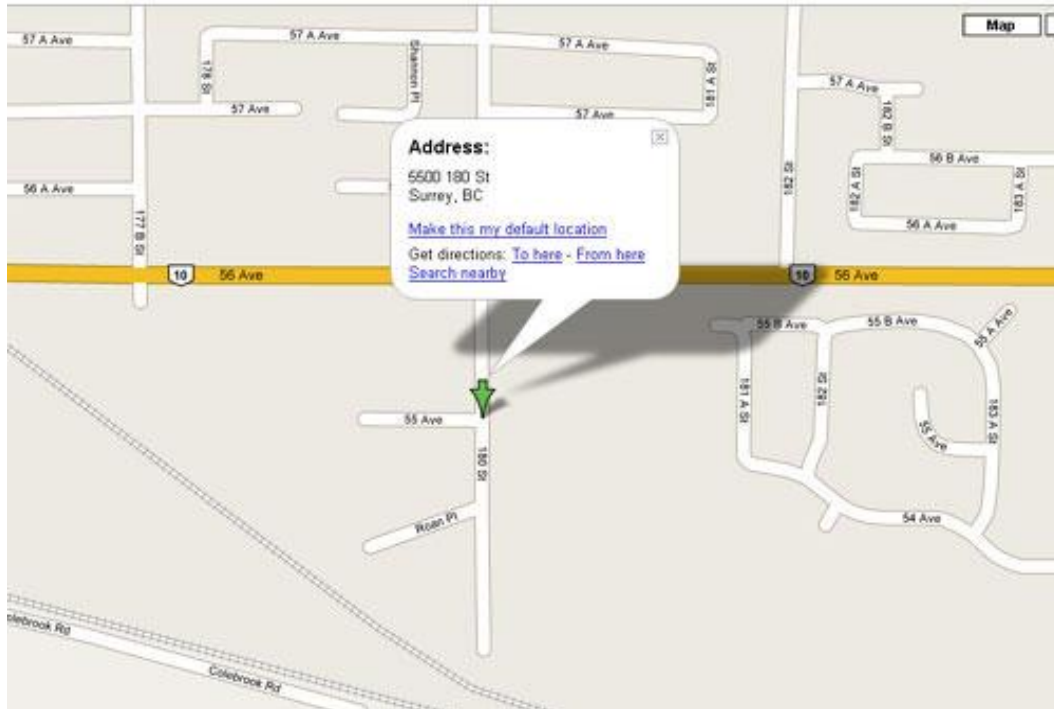
5500 – 180 Street

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: April 2, 2014

Time: 3:00-7:00 pm

Location: Cloverdale Campus, Room 1853

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

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

| Agenda Item | Resource | Action | Time | Page |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------|------------------|-------------|
| Tour of Cloverdale Campus / Farrier Barn, Computer Aided Design and Drafting (CADD), Public Safety Communications (PSC) | Henry Reiser | | 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 | 4 |
| 3.1. Minutes of January 29, 2014 | | M | | |
| 3.2. Best Practice Guidelines in Governance Report | | I | | |
| 3.3. Auditor General of BC Report: University Board Governance Examinations February 2014 | | I | | |
| 4. New Business | | | | |
| 4.1. Program Concept: Certificate in NGO & Non-profit Studies | Shane King | M | 3:06-3:15 | 11 |
| 4.2. Board Election Results | Shane King | I | 3:15-3:17 | 102 |
| 4.3. Notice of Election | Shane King | I | 3:17-3:20 | 103 |
| 5. Governance Committee Report / No Report | | | | |
| 6. Finance & Audit Committee Report | | | | |
| 6.1. Draft University Budget 2014-15 | Harpreet Bhatti / Gordon Lee | M | 3:20-3:45 | 106 |
| 6.2. Bylaw No. 4, Fees Revision | Harpreet Bhatti / Gordon Lee | M | 3:45-3:50 | 147 |
| 6.3. Divestment of Fossil Fuels Investments Report | Harpreet Bhatti / Gordon Lee | I | 3:50-4:00 | 152 |



Agenda

Board of Governors

Date: April 2, 2014

Time: 3:00-7:00 pm

Location: Cloverdale Campus, Room 1853

| Agenda Item | Resource | Action | Time | Page |
|----------------------------------------------------------------------------------------------------------------------|-------------------|---------------|-------------|-------------|
| 6.4. KPU's Financial Commitment to Sustainability | Geoff Dean | M | 4:00-4:20 | 235 |
| 7. Board/Senate Task Force Report / No Report | | | | |
| 8. Provost's Report | Salvador Ferreras | I | 4:20-4:30 | 243 |
| 8.1. Kwantlen Student Association Fees | Salvador Ferreras | I | | 247 |
| 9. President's Report | | | | |
| 9.1 Update on Ministry Core Review of Programming | Alan Davis | I | 4:30-4:45 | 250 |
| 10. Senate Report, January 27, February 24, 2014 | | | | |
| 10.1. President's Senate Update | Alan Davis | I | 4:45-4:50 | 270 |
| 11. Issues and Concerns | Shane King | | 4:50-4:55 | |
| 12. Next Meeting Agenda Contribution | Shane King | D | 4:55-5:00 | |
| 13. For the Good of the Order | Shane King | D | 5:00-5:05 | |
| 14. Evaluation of the Board as a Group | Richard Hosein | E | 5:05-5:10 | 273 |
| 15. Information Package | | I | | 275 |
| 16. Next Meeting Regular Board Meeting Wednesday, June 4, 2014 Cloverdale Campus, Room 1853 3:00-7:00 pm | | I | | |
| 17. Adjournment | Shane King | | | |



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

Regular Meeting
3
April 2, 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 |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recommended Resolution: | THAT the Board of Governors approve the following items on the Consent Agenda: 3.1 Minutes 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 Examination / February 2014. |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Key Messages: **1. Overall the Board is compliant with the *Best Practice Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*.**
[maximum of three] **2. Areas of disclosure out of compliance will be rectified as noted on the attached report.**
 3. The Board will continue to approve the *Accountability Plan and Report* as recommended by the Auditor General

Attachments: 3.1 Minutes of January 29, 2014
 3.2 Best Practice Guidelines in Governance Report
 3.3 [Link to Auditor General of BC Report: University Board Governance Examination / February 2014](#)

Submitted by: *Sandi Klassen*

Date submitted: *March 25, 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
Shira Standfield
Ken Tung

University Vice Presidents

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

University Community Members

Sandi Klassen / University Secretary
Kathy Lylyk / Executive Director, Finance
Jeff Norris / Chief Advancement Officer
Maggie MacKenzie / Office of University Secretary
Terri Van Steinburg / President, Kwantlen Faculty Association
Lori McElroy, the new Executive Director, Institutional
Analysis & Planning

Guest:

Dr. Deborah Henderson, Institute for Sustainable Horticulture

Regrets Arvinder Bubber / Chancellor
Lisa Skakun
Launi Skinner

**Tour of Music
Department**

Board members toured the Music Department prior to the Board meeting. The tour was conducted by Romy Kozak, Associate Dean, Faculty of Arts and Don Hlus, Chair of the Music Department.

Presentation

Dr. Deborah Henderson, Director, Institute for Sustainable Horticulture

Dr. Henderson gave a presentation on the Institute for Sustainable Horticulture with an update on current and completed research projects as well as research proposals in development. Dr. Henderson also outlined and provided an update on the Cuba Food Security Project. A document summarizing details of the presentation was circulated.

Call to Order

The Chair called the meeting to order at 3:45 pm.

Approval of Agenda

**Moved by Shira Standfield; seconded by Chris Girodat:
THAT the agenda be confirmed.**

MOTION CARRIED

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 November 20, 2013

AND

THAT the Board of Governors receive the following for information:

3.2 Third Quarter Financial Report

3.3 Honorary Degree Recipients

MOTION CARRIED

Business Arising

Vision 2018: Update on Measures of Performance

A progress report was received and it was noted that the Report Card will be presented at the June Board meeting.

Alan Davis introduced Lori McElroy, the new Executive Director, Institutional Analysis & Planning.

Governance Committee Report

Board Retreat

Shane King confirmed that the Board Retreat will be held on February 15, 2014 in the Surrey campus Boardroom 8:00 am to 5:00 pm. Dinner will follow at Bombay Se.

The agenda will include a presentation by Dr. Tony Bates, conversations with a panel of community leaders and Vision 2018 discussions focusing on three areas of the Vision.

Finance & Audit Committee Report

No report.

Board / Senate Task Force on Bi-Cameral Governance

No report.

Provost's Report

Academic Plan Update

Sal Ferreras reviewed the Draft Academic Plan 2.1 which incorporates feedback from the Board and input from faculty. Additionally, forums have been held at all four campuses and feedback received from various interest groups and departments.

Next steps include another round of consultation; garner feedback via the web portal and the Kwantlen Student Association (KSA); and, validation

from peers. It will then be presented to the Senate Standing Committees on University Budget and Academic Planning and Priorities and subsequently presented to the Senate for approval in March.

The document has been developed in line with the Core Review of Programming and the Resources Plan. The timeline provides for the final version in May/June with launch in the summer. Although it is an internally focused document, it will be provided to the public.

President's Report

Update on Ministry Core Review of Programming

Alan Davis reviewed highlights and provided an update on the institution-wide Core Review of Programming mandated by the Minister of Advanced Education. Dr. Davis also noted the Terms of Reference for this review of programming.

Opportunities as a result of the review include the ability to improve, consolidate or adapt programs, increase collaboration, greater transparency, comprehensive data for resource allocation and better decision-making.

The report on the results of the review will be presented to the Board at the April 2, 2014 meeting.

Highlights of the Report to the Board of Governors January 2014

Report was received.

Discussion ensued regarding impacts resulting from the withdrawal of ESL funding effective March 31, 2014. Interim funding is available to the end of May to meet requirements for layoff notice.

Alan Davis confirmed that discussions are ongoing with the Ministry of Advanced Education and with the stakeholders impacted by the decision. Dr. Davis stated that options for KPU to still be able to deliver what is appropriate for a polytechnic university in our community are being explored.

Senate Report, November 25, December 16, 2013

Notes from Senate

A report was received.

Issues and Concerns

Notice of Motion: KPU's Financial Commitment to Sustainability

Geoff Dean noted his agreement that the Board of Governors refer the subject of KPU's financial commitment to sustainability to the Board Finance and Audit Committee for investigation and provision of a report to the Board.

Lengthy discussion followed regarding the limitations, feasibility and implications of such a commitment from a financial, curriculum and student career opportunity perspective. It was noted that the KPU Investment portfolio is conservative and that investment in these areas are minimal, currently 4.3% of the portfolio.

It was confirmed that the Board Finance and Audit Committee receive quarterly updates on investments and confirmation they are made in compliance with the investment policy.

Moved by Geoff Dean seconded by Chris Girodat:

THAT the Board of Governors refer the item regarding KPU's financial commitment to sustainability to the Board Finance and Audit Committee for investigation into the matter with a report to the Board at its April 2, 2014 meeting.

MOTION CARRIED

Next Meeting Agenda Contribution

Agenda items may be forwarded to Sandi Klassen.

For the Good of the Order

Congratulations to Jeff Norris who will be recognized at tomorrow evening's Business in Vancouver Gala as a 2013 Forty under 40 award recipient.

The School of Chinese Medicine announcement has received excellent media coverage and recognition particularly in the Chinese community.

The Diploma in Brewing and Brewery Operations has also received great media coverage and recognition.

A new Rotary Club, spearheaded by former KPU students, has been established and reflects the Rotary Club's efforts to engage students and graduates embarking on new careers. Information on the first meeting will be circulated to the Board and the KSA.

Sandi Klassen introduced her new assistant, Maggie MacKenzie, who will assist in providing Board support.

| | |
|-------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Evaluation of the Board as a Group | Ken Tung evaluated the Board's performance. Noted: <ul style="list-style-type: none">• The tour of the Music department was educational, entertaining and increased the Board's visibility with faculty and students• The Institution of Sustainable Horticulture presentation by Dr. Henderson was informative.• Good participation by Members• The Chair followed the agenda and stayed on time |
| Information Package | A KPU Upcoming Events/Activities 2013 package was received. |
| Next Meeting | Wednesday, April 2, 2014, Cloverdale Campus, Room 1853, 3:00pm. |
| Adjournment | The meeting adjourned at 5:16 pm. |

Board Chair



Best Practice Guidelines: Governance and Disclosure Guidelines for Governing Boards in British Columbia, Public Sector Organizations
Analysis February 2014

Overall the Board of Governors is compliant with the *Best Practice Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*.

There are a few areas where the Board should ensure it is in compliance with best practices regarding disclosure.

1. Board Committees: Disclose the members of each committee
Solution suggested: Put the Board Committee membership on the Board website.
2. Board Committees: Each committee keeps informed about emerging best practices in corporate governance relevant to its functions.
Solution suggested: The administrative resource for each committee informs the committees of emerging best practices in corporate governance relevant to that committee's functions, as applicable.
3. Board Task Force: Discloses a termination date for any task force or working group.
Solution suggested: None – the Board and Senate have determined that the Board/Senate Task Force on Bi-cameral Governance is ongoing until all the policy issues have been addressed.
4. Audit Committee: Disclose the members of the Audit Committee and describe the financial expertise of audit committee members.
Solution suggested: Place committee membership on Board website, along with financial designation or experience.
5. Individual Directors: Disclose the annual attendance record of the chair and each director.
Solution suggested: Place a record of attendance at regular Board meetings for each Board Member on the Board website.
6. Code of Conduct and Ethics: If the Board has adopted such a written code: i) disclose how an interested party can obtain a copy of the code.
Solution suggested: While the Board's Code of Conduct and Ethics is in the Board Governance Manual and available online, a statement on the Board website about where it is located, with a link, would better meet this disclosure requirement.
7. Communications Strategy: Describe the organization's practice for reporting on financial and other affairs of the organization.
Solution suggested: A statement on the Board website regarding meeting the reporting requirements of the Ministry of Advanced Education would meet this disclosure requirement.



Board of Governors Regular Meeting

Agenda Item #4.1

Meeting Date: April 2, 2014

Presenter(s): Shane King

Agenda Item: *Program Concept: Certificate in NGO and Non-profit Studies*

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|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 Program Concept: Certificate in NGO and Non-profit Studies. |
|--------------------------------|------------------------------------------------------------------------------------------------------------|

Board Committee Report: Both the Board Governance Committee and the Board Finance & Audit Committee reviewed the Program Concept and recommended it to the Board for approval.

The Governance Committee reviewed the Program Concept as to its fit with Vision 2018. The Finance & Audit Committee reviewed the Program Concept from a financial perspective.

- Key Messages:**
[maximum of three]
1. Senate will review the Program Concept at its March 31, 2014 meeting.
 2. A report from the Senate Standing Committee on Curriculum is attached summarizing its assessment of the potential success of a program based on its review of the program concept document.
 3. The certificate is based on courses currently offered by KPU. No new courses are required.

Context & Background: *The Senate Standing Committee on Curriculum reviewed the Program Concept at its March 5, 2014 meeting and has submitted a report for the Board’s consideration. The proposal will come before Senate at its March 31, 2014 meeting and the result will be reported at the April 2, 2014 Board meeting.*

Resource Requirements: *\$1500 for marketing. All courses are existing and therefore no further resources are required to implement this certificate.*

Consultations: *These are identified in Appendix A.*

- Attachments:**
- *Senate Standing Committee on Curriculum’s (SSCC) assessment*
 - *Program Concept: Certificate in NGO and Non-profit Studies*
 - *Institutional Analysis & Planning Report*

Submitted by: *Larissa Petrillo by way of Board Governance Committee and Board Finance & Audit Committee*

Date submitted: *March 25, 2014*

Memo for the Board

March 6, 2014

Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies (NNSP)

At its March 5, 2014 meeting, the Senate Standing Committee on Curriculum reviewed and recommended to Senate for approval the program concept for the Certificate in NGO and Nonprofit Studies. Senate will consider the certificate at its March 31, 2014 meeting.

This 30 credit certificate has been developed to prepare students to take on voluntary or entry-level positions in the nonprofit sector. Students will be able to complete the certificate while completing a degree or another diploma/certificate at KPU. The program is based in the Faculty of Arts but is open to students in other Faculties.

The course structure has been developed to provide essential entry level skills for students who are passionate about social change. They will also be prepared to handle the stringent reporting requirements of a sector that is tied to both donor and government requirements. Students take courses from both the Faculty of Arts and the School of Business. The certificate is based on courses currently offered by KPU. No new courses are required.

The Certificate in NGO and Nonprofit Studies is designed to be reflective of the professionalization occurring within the nonprofit sector. The program structure has been built using the Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy, Nonprofit Academic Centers Academic Council (NACC).

The program reinforces KPU's unique identity and efforts at community engagement by being focused on local NGOs and nonprofits.

The Institutional Analysis and Planning report highlights the scale of the nonprofit and voluntary sector in Canada and the substantial value this sector brings to the BC economy.

No additional costs other than \$1500 for Marketing are required.

The question of developing this into a minor has been raised at various points in the consultative process and this is something to consider in the future.

Submitted by

Dana Cserepes

Chair, Senate Standing Committee on Curriculum

Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies

See also the following appendices: Appendix A – Internal Consultations; Appendix B - NACC Curricular Guidelines for all course options – see attached Excel file; Appendix C – IAP Report; Appendix D – Library Assessment.

A. Originating Group

1. Internal Developers

| | | | |
|------------|--------------------------------|----------|-----------------|
| Developer: | Larissa Petrillo, Anthropology | Faculty: | Faculty of Arts |
| Dean: | Diane Purvey, Dean of Arts | | |

Date: November 25, 2013

If joint educational offering, name of other institution:

Note: Requirements outlined in the joint educational policy must be met before proceeding to full program proposal.

B. Basic Information

B.1 Name of proposed program

NGO (Non-Governmental Organizations) and Nonprofit Studies Program (NNSP)

B.2 Proposed credential to be granted

Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies

B.3 Expected length of program (in years):

Minimum of one year.

B.4 Anticipated start date of program:

Students will be able to graduate with credential starting May 2015.

B.5 Is this a cohort, selective entry, or open access program?

Undergraduate admission, regular enrollment/declaration option. Please see D.1 for further details.

B.6 How many students would you expect to enroll in each year of the program? How will the program be rolled out if you are not using a cohort model?

| Program Roll-out Stage | Min enrolled | Max enrolled | Int'l students | |
|------------------------|--------------|--------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Initial (Year 1-2) | 14 | 25 | 0 | 10 courses completed over 2-3 terms. Years 1-2 will require one section of required courses. Established program, with 42 Canadian students + 8 international students, will require two sections of required courses. |
| Developing (Year 3-4) | 26 | 32 | 3 | |
| Established (Year 5-6) | 36 | 42 | 8 | |

C. *Executive Summary*

C.1 Explain how this concept adheres to principles and priorities as indicated in ministerial, institutional, and academic planning documents. Is this concept supportable and sustainable with existing and/or available resources? [no more than two (2) pages]

Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies

Entry-to-practice voluntary and paid employment with NGOs (Non-Governmental Organizations)

Kwantlen Polytechnic University

The Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies prepares students for voluntary and entry-level work at NGOs (Non-Governmental Organizations). The educational experience is designed to address the Curricular Guidelines for post-secondary training in the nonprofit sector.¹ This broad mandate provides an introduction to disciplines in both the Faculty of Arts and the School of Business and ensures that graduates have covered the following topics:

1. Comparative Perspectives on Civil Society, Voluntary Action and Philanthropy
2. Nonprofit Governance, including financial management and decision-making
3. Accreditation processes (Imagine Canada's Standards Program) and Canada Revenue Agency guidelines
4. Ways to promote legitimacy as well as the ability to recognize failures in NGO accountability and effectiveness
5. Skill sets: Marketing, minute-taking, database work, presenting, blogging, reporting, academic research and writing, literature reviews, fundraising principles
6. Methods: Participant-observation, qualitative methods, interviewing, cross-cultural understanding, face-to-face field methods, mapping, critical analysis, ethics and advocacy

Students complete 30 credits, with the following courses providing the core foundation of the program:

BUSI 1110 Fundamentals of Business in Canada
MRKT 1199 Introduction to Marketing
ANTH 1100 Social and Cultural Anthropology
ANTH 2190 NGOs in Context (initial volunteering)
ANTH 3190 NGOs in Practice (community service learning)

Some unique features of this program are:

- Broad inclusion of local human rights, environmental, and advocacy organizations, rather than the more typical focus on International Development NGOs (INGOs)
- Early entry (primarily first-year courses) and quick turn-around (30 credits) means students can learn about the sector early on and get into the field as soon as possible (i.e. to build up volunteer hours)
- Applied projects to ensure graduates acquire practical and up-to-date skills
- Community service learning partnerships with local nonprofit organizations

Students have the option of entering other Certificate/Diploma programs through the School of Business, as well as Bachelor of Arts (B.A.) or the Bachelor of Business Administration (B.B.A.).

Non-governmental organizations (NGOs) are generally understood to be not-for-profit or 'third sector' organizations concerned with addressing problems of poverty, social justice and/or the environment. We have titled the program **NGO and Nonprofit Studies** in order to be as inclusive as possible of all terminology. The term NGO is used most commonly in many other countries, while 'nonprofit' or 'not-for-profit' is the preferred term in Canada and the United States.² The term NGO is often also used when taking up a political or advocacy role because Canadian tax law for nonprofits limits some political activity.³

¹ "Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy," Nonprofit Academic Centers Academic Council (NACC), 2007. <<http://www.urban.csuohio.edu/nacc/documents/UnderGradCG07.pdf>>

² NGO is a term that is used "across Africa, Asia, and Latin America" (Sabine Lang, *NGOs, Civil Society, and the Public Sphere*, p. 11)

³ Michael H. Hall, Cathy W. Barr, M. Easwaramoorthy, S. Wojciech Sokolowski, Lester M. Salamon, *The Canadian Nonprofit and Voluntary Sector in Comparative Perspective*, Johns Hopkins University / Imagine Canada / Government of Canada, 2005, p. 29. Specifically, the wording is: "Charities are limited in the extent to which they can advocate policy positions because [under Certificate in NGO and Nonprofit Studies

In Canada, the nonprofit sector (excluding universities and hospitals) accounts for a workforce of 1,541,345 FTEs (full-time equivalent workforce).⁴ The number of NGOs operating worldwide has been expanding exponentially since WWII, and this presently represents a growing labour sector (See section G.2 for a full break-down on demand). Working out the numbers for the BC and Surrey populations, and the population that may be interested in education for entry-level positions, there are 11 potential applicants per available seat (based on program with 35 students and 5% interest in education for the position).

There are few existing programs in B.C. and Alberta in this program, and all offerings in B.C. have been initiated in the fast few years, after the initial planning for KPU's program. This trend indicates some urgency in getting our program up and running. The existing upper-level Anthropology course is fully enrolled and students are already taking the assigned courses. For a sense of the scope of this education pathway in other countries there are more than 250 offerings in nonprofit management in the United States alone.⁵

The following are the existing undergraduate programs in B.C.⁶ –

- **Simon Fraser University:** Centre for Sustainable Community Development, Certificate Program in Community Economic Development (CED)
- **University of the Fraser Valley:** Global Development Institute, Bachelor of Arts in Global Development Studies⁷
- **British Columbia Institute of Technology (BCIT):** School of Business, Fundraising Management, Nonprofit Management, Event Planning and Marketing (Associate Certificate Programs)
- **Vancouver Island University:** Faculty of Social Sciences, Global Studies Program
- **Capilano University:** Faculty of Arts and Sciences, Global Stewardship Associate of Arts Degree Program
- **University of Victoria** (in development): Faculty of Social Sciences, Political Science, Proposed Minor in International Development⁸

The Certificate in NGO and Nonprofit Studies at KPU is the only program in this region to specifically draw on courses from both the **Faculty of Arts** and the **School of Business**. The Certificate in NGO and Nonprofit Studies speaks most directly to the KPU Strategic Planning document, Vision 2018, in its emphasis on promoting KPU's unique identity and efforts at community engagement. Additionally, the proposed program relates to the ministerial guidelines around innovation, small businesses, and new directions in campus and research initiatives.

The course structure has been developed to provide essential entry-level skills for students who are passionate about social change. They will also be prepared to handle the stringent reporting requirements of a sector that is tied to both donor and government requirements. While there is an increasing recognition in NGOs about the need for business practices, there has been an inherited legacy whereby many NGO leaders “have shunned formal management training,” with some organizations being deliberately radical and, oftentimes, holding a strictly non-market agenda.⁹ Current nonprofit management typically occurs in business programs, but students are often hesitant to study in a faculty that seems alien to their interests. This has led to the current crisis in

Canadian and American tax law] that is not considered to be an activity that is consistent with an organization's charitable purpose.”

⁴ Data on nonprofit organizations is often difficult to interpret because, in Canada, universities and hospitals are included in nonprofit statistics. Numbers cited in this document explicitly exclude universities and hospitals from the statistics.

⁵ Current Offerings in University Based Programs is a database of nonprofit management programs at more than 250 U.S. colleges and universities. Compiled by Seton Hall University, the site includes online programs, and users can browse institutions by name, state, or program type (noncredit, continuing education, undergraduate, graduate, doctoral) < <http://academic.shu.edu/npo/>>

⁶ Please note the all of these existing programs either run through Business schools, separate institutes, or serve an explicit global development focus.

⁷ Garry Fehr, Director, Global Development Institute, Email communication, July, 2012; The Associate in Arts in International and Development Studies program is a multi-disciplinary program which includes courses in the disciplines of Anthropology, Communications, Cultural and Media Studies, Economics, Geography, Latin American Studies, Political Science, and Sociology. Additionally, it offers an optional ‘field school’ component. The Latin American field school or study tour component offers students the opportunity to gain practical experience abroad as well as obtain a field school certificate upon successful completion.

⁸ Email communication with Marlea Clarke (SFU, Faculty, Political Science), proposal is still being written, August, 2013.

⁹ David Lewis, The Management of Non-Governmental Development Organizations, 2nd ed. New York: Routledge, 2007, p.215.

recruitment and retention and it can be alleviated through a program that matches business training with an acknowledgment of the actual practices and activist roots for a lot of nonprofit organizations. The Certificate in NGO and Nonprofit will serve to educate undergraduate students, early on, that this is a sector with a viable career timeline.

Certificate program 10 courses (30 credits)

Completion in a minimum of one year, with options for concurrent credentials.

| REQUIRED (5) | REQUIRED (3) | CHOOSE TWO (2) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Social and Cultural Anthropology ANTH 1100</p> <p>NGOs in Context ANTH 2190</p> <p>NGOs in Practice ANTH 3190</p> <p>Introduction to Marketing MRKT 1199</p> <p>Fundamentals of Business in Canada BUSI 1110</p> | <p>Two of:</p> <p>Introduction to Journalism JRNL 1160</p> <p>Canadian Government and Politics POLI 1120</p> <p>Ideology and Politics POLI 1110</p> <p>Human Geography GEOG 1101</p> <p>Introduction to Society: Processes & Structures SOCI 1125</p> <p>One of:</p> <p>Introduction to University Writing ENGL 1100</p> <p>Intro. to Professional Communication CMNS 1140</p> | <p>Cross-Cultural Women's and Gender Studies ANTH 2120</p> <p>Culture and Environment ANTH 2160</p> <p>Introduction to International Relations POLI 1150</p> <p>Social Justice in Global & Local Contexts SOCI 2311</p> <p>Introduction to GIS GEOG 2400</p> <p>Sustainability: Analysis and Ethics POST 1100 / PHIL 1111</p> <p>Financial Accounting I ACCT 1110</p> <p>Organizational Behaviour I BUSI 1215</p> <p>Additionally:</p> <p>Any of the required course options not chosen already ENGL 1100 / CMNS 1140 / POLI 1110 / POLI 1120 / GEOG 1101 / JRNL 1160 / SOCI 1125</p> |

D. Access (Degree FPP section 6. Admission and Transfer/Residency)

D.1. What entry requirements should applicants be expected to meet? If there are multiple entry points, please specify requirements for each. (A graphic representation of this may be attached as Appendix C) Are entrance requirements appropriate? Are students likely to be successful?

Prior to September 2015, the Certificate in NGO and Nonprofit Studies will be available as an exit credential to students who have been admitted into one of KPU's other undergraduate programs. Effective September 2015, the Certificate will be available as an exit credential to undergraduate students who have been admitted to a Faculty. At that time, KPU Faculty Admission requirements will apply.

Students with less than a C+ in English 12 may be required to take upgrading courses, through the Faculty of Academic and Career Advancement (ACA), in order to meet the pre-requisites for some required courses (prior to September 2015). This is comparable to current practice for students enrolled in other Certificate programs in Arts and Business. As of September 2015, students who have met the undergraduate English proficiency requirement will be able to complete the Certificate in NGO and Nonprofit Studies without taking any upgrading courses. Students who wish to take courses with a pre-requisite of a B in English 12 will still be able to take upgrading courses as required through ACA.

D.2. Will the structure of the program allow for full-time, part-time, evening, weekend, on-line, mixed-mode delivery methods, or a combination of any of these? (Identify each as appropriate).

The program will be accessible to both part-time and full-time students. Mature students and non-traditional students will also be able to access a range of courses.

The School of Business courses have online options, and evening courses are offered.

Online courses: ENGL 1100, SOCI 1125

Mixed mode courses: ENGL 1100

Evening: ENGL 1100, GEOG 1101, SOCI 1125, ANTH 1100

Weekend: ENGL 1100

D.3 Will the structure of the program allow for multiple entry and exit points? (Be specific – use flow charts for clarity)

The program developer will work with BCCAT to make arrangements for course transfer options with the institutions listed below –

- **British Columbia Institute of Technology (BCIT):** School of Business, Fundraising Management, Nonprofit Management, Event Planning and Marketing (Associate Certificate Programs)
- **Simon Fraser University:** Certificate Program in Community Economic Development (CED)
- **Capilano University:** Global Stewardship Associate of Arts Degree Program
- **University of the Fraser Valley:** Bachelor of Arts in Global Development Studies¹⁰
- **Vancouver Island University:** Global Studies Program

Certificate in NGO and Nonprofit Studies, KPU 10 courses (30 credits) – Completed over 2-3 terms.

The only exit point is the final credential, the Certificate in NGO and Nonprofit Studies

Students could finish the Certificate in NGO and Nonprofit Studies at KPU, take on internships or volunteer positions, decide to take the BCIT Fundraising Certificate, work for a time at a nonprofit organization, return to take a BA in Political Science, etc.

As a fluid hub of programs, students will be well-served by a range of short programs that serve the immediate

¹⁰ Garry Fehr, Director, Global Development Institute, Email communication, July, 2012; The Associate in Arts in International and Development Studies program is a multi-disciplinary program which includes courses in the disciplines of Anthropology, Communications, Cultural and Media Studies, Economics, Geography, Latin American Studies, Political Science, and Sociology.
Certificate in NGO and Nonprofit Studies

needs of the sector. Additionally, community service learning courses might benefit from pooled efforts across these institutions. Having students transfer to take ANTH 3190 might be attractive to other institutions, given how labour-intensive community connections can be to set up and given our proximity to the great number of nonprofit organizations in Surrey, Richmond, Langley and Vancouver.

E. Student Profile

E.1 Who are your target students (age, gender, educational background, work experience)? Where do they come from (recent high school graduates, mature students, transfers from other institutions)? How do you plan to recruit or attract these students? Are there other characteristics applicants should have that you identify as important?

Students who excel in the nonprofit sector are Enthusiastic, Hard-working, and Perceptive.

Successful nonprofit employees can appreciate different perspectives and can judge the effectiveness of nonprofit campaigns from the community viewpoint. Their ability to pick up social cues also means they are attuned to the diverse values and identities of different NGOs. Being aware of the culture of these organizations means that students can broker, and articulate well, between funders, nonprofit organizations and the communities they serve.

The Certificate in NGO and Nonprofit Studies is geared towards recent high school graduates because initial NGO work is often voluntary and most suited to younger students, but the program most certainly also welcomes mature students who are undertaking career changes. Some of the students might have already volunteered, as part of their BC high school graduation requirements (30 hours of volunteer or community service), or as part of their spare-time activities alongside an existing career. Most importantly, the target student group will be interested in social change and innovation.

Based on experiences with the existing Criminology Certificate credential, the hope is that the Certificate is both a substantial credential and a stepping stone towards more courses and more accreditation. We hope that the Certificate might draw in students who had not considered doing a BA, and then they might go on and continue doing a BA, either now or after working in the nonprofit sector for some time. The Criminology program has opted to keep their Certificate in place, despite the high number of students graduating with a Bachelor of Arts in Criminology, indicating that it serves a distinct segment of the student population.

While the Certificate in NGO and Nonprofit Studies does not rely on International students, there is the hope that this may be an additional pool of students. Currently, most International students enroll in the School of Business. The cross-over between the two faculties, offered through the Certificate in NGO and Nonprofit Studies, might enable International students to more easily move between the faculties, gaining skills and experience from the Humanities, Social Sciences and Business.

While students might have volunteered in high school, few may know that there are so many jobs in the nonprofit sector. Visiting high schools, and local communities, to tell them about these opportunities would be a good way to inform incoming students about the trends in the nonprofit sector. The initial marketing approach for the program would involve visits to local high schools.

E.2. How will the program address the needs of under-prepared students? How will you get these students into a qualifying year?

Kwantlen's Faculty of Academic and Career Advancement is a core feature of early student life for under-prepared students wanting to study at Kwantlen Polytechnic University. The programs of study offered by ACA, including English Language Studies (ELST), serve as prime spots for both upgrading admission requirements, and for attracting new students. There has already been some faculty cross-over for NGO events, with the recent Philosopher's Teahouse that hosted Craig Keilburger and his Free the Children organization. Connecting with ACA initiatives, more broadly, is a good move going forward, both for this program and other KPU programs.

The courses for the Certificate in NGO and Nonprofit studies have specifically been chosen because there are limited pre-requisites and the emphasis on first-year courses means that qualifying year requirements are not directly applicable. Some of the courses require a grade of 'B' in English 12 (ENGL 1100 and JRNL 1160).

For students interested in upgrading from their entrance requirement of 'C+' in English 12, they could upgrade through the Faculty of Academic and Career Advancement.

E.3 How will the program address equity by decreasing systemic barriers? Is this type of program traditionally or historically underrepresented in specific cohort groups? (e.g., gender and/or age imbalance, First Nations) How will the program address these issues?

Recent studies have shown that the non-profit sector lacks diverse representation and organizations are making efforts to address this problem. Visiting high schools, and local communities to tell them about these opportunities would be a good way to inform them about the trends in the nonprofit sector.

Additionally, synergies exist between the nonprofit sector and local First Nations communities. In an effort to expand diversity, Larissa Petrillo (program developer) has run a community service learning component in existing courses that tracks the degree to which First Nations communities are partnering with NGOs. The environmental NGOs are already partnering on local indigenous projects, and there are avenues for continued collaboration between the university, select NGOs and local First Nations communities.

NGOs serve to address humanitarian issues, environmental problems, human rights issues, development efforts, and the problems experienced by marginalized populations. Given the broad mandate of NGOs, there is an avenue into the field for people with a great many interests. It is likely that students from underrepresented or disadvantaged groups may be drawn to the program so that they may advocate on behalf of their communities and there are many local NGOs that speak to these needs.

F. Program Description (Degree FPP section 4. Curriculum/Program Content)

F.1 Provide a broad description of the program outcomes, and how this program relates to existing or proposed programs at Kwantlen:

The Certificate in NGO and Nonprofit Studies has been specifically designed to respond to the gaps in existing programs in Canada. There are two gaps in the existing programs in Canada –

1. Current programs target upper-level students
 - A study conducted at Mount Royal on the state of Nonprofit education in Canada finds that “the majority of all offerings are targeted at people with pre-existing academic credentials ... aimed at working professionals.”¹¹
2. Current programs are largely offered through Business/Management programs
 - At present, curriculum at existing programs is largely being developed using The Nonprofit Academic Centers Council (NACC) Guidelines.¹² However, in their study of the current offerings, Mount Royal found that there is “very little emphasis [in existing programs] on the ... NACC curricular guidelines [that deal with] scope and significance, history and theories, [and the] ethics and values [of nonprofit organizations].”¹³

Consequently, KPU’s Certificate in NGO and Nonprofit Studies deliberately draws on courses in both the Social Sciences, as well as the School of Business, to build up the emphasis on history, ethics, values and theory. The program is aimed at undergraduate students, rather than working professionals. Aside from the Global Stewardship Associate of Arts degree at Capilano University and BCIT’s credentials, no other program will graduate students as early; we will be able to provide one of the first main pools of students, with a full breadth of training, in comparison to other programs.

¹¹ Naheed K. Nenshi (Bissett School of Business, Mount Royal University), “The State of Nonprofit Management Education in Canada: A Project Summary Paper Prepared for the Institute for Nonprofit Studies Mount Royal College,” Summer Sandbox program, Academic Development Centre, Mount Royal College, 2008, p. 6.

¹² “Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy,” Nonprofit Academic Centers Academic Council (NACC), 2007. <<http://www.urban.csuohio.edu/nacc/documents/UnderGradCG07.pdf>>

¹³ Naheed K. Nenshi (Bissett School of Business, Mount Royal University), “The State of Nonprofit Management Education in Canada,” p. 9.

Students are required to complete 30 credits of coursework according to the following:

All of:

| | |
|-----------|-------------------------------------------|
| ANTH 1100 | Social and Cultural Anthropology |
| ANTH 2190 | NGOs in Context |
| ANTH 3190 | NGOs in Practice |
| MRKT 1199 | Introduction to Marketing |
| BUSI 1110 | Fundamentals of Business in Canada |

One of:

| | |
|-----------|---------------------------------------------|
| ENGL 1100 | Introduction to University Writing |
| CMNS 1140 | Intro. to Professional Communication |

Two of:

| | |
|-----------|-------------------------------------------------------------------------------------------|
| POLI 1120 | Canadian Government and Politics *pending NACC Curricular guidelines |
| POLI 1110 | Ideology and Politics |
| SOCI 1125 | Introduction to Society: Processes & Structures *pending departmental approval |
| JRNL 1160 | Introduction to Journalism |
| GEOG 1101 | Human Geography *pending NACC Curricular guidelines |

Two of:

| | |
|-----------|--------------------------------------------------------|
| POST 1100 | Sustainability: Analysis and Ethics (PHIL 1111) |
| POLI 1150 | Introduction to International Relations |
| ANTH 2120 | Cross-Cultural Women's and Gender Studies |
| ANTH 2160 | Culture and Environment |
| SOCI 2311 | Social Justice in the Global and Local Contexts |
| GEOG 2400 | Introduction to GIS |
| ACCT 1110 | Financial Accounting I |
| BUSI 1215 | Organizational Behaviour I |

Any of the required course options not chosen already [ENGL 1100 / CMNS 1140 / POLI 1110 / POLI 1120 / JRNL 1160 / SOCI 1125 / GEOG 1101]

Additional optional methods courses – not part of Certificate but recommended as continuing courses

One of:

| | |
|-----------|-------------------------------------------|
| SOCI 3385 | Introduction to Demography |
| SOCI 2260 | Research Methods in Sociology |
| GEOG 2380 | Qualitative Methods in Geography |
| GEOG 2390 | Quantitative Methods in Geography |
| ANTH 2100 | Methods and Ethics in Anthropology |

Please note the following pre-requisites

ANTH 2190 Non-Governmental Organizations in Context

Students will study the role of NGOs (Non-Governmental Organizations), understood to be not-for-profit or 'third sector' organizations concerned with addressing problems of poverty, social justice and/or the environment. They will explore the concepts of global civil society and emerging features associated with social, cultural, economic, and political activity that operate alongside but outside of state and market processes. They will come to understand the various roles that NGOs fill in providing services, promoting particular values, forming the basis for community self-help initiatives or campaigning on public issues. Students will analyze, and demonstrate their familiarity with organizational behaviours and practices.

Co-requisite: ANTH 1100

ANTH 3190 CR-3

Non-Governmental Organizations in Practice

Students will carry out a detailed investigation of an NGO (Non-Governmental Organization), understood to be a not-for-profit or 'third sector' organization concerned with addressing problems of poverty, social justice, and the environment. They will complete a case study of a particular organization, or of a particular set of problems that surround a group of organizations. Students will submit original research and analysis. They will also develop an understanding of how stakeholders work towards the solution of social, political, and/or environmental problems.

Prerequisites: (ANTH 2190) or (ANTH 1100 and 3 credits of ANTH 2000 level)

Please note: Students wanting to complete the program in two terms can do so by taking ANTH 1100 as a co-requisite with ANTH 2190 in a fall term, and then taking ANTH 3190 in the spring term.

The program structure has been built up using the Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy, Nonprofit Academic Centers Academic Council (NACC), 2007. <<http://www.urban.csuohio.edu/nacc/documents/UnderGradCG07.pdf>>¹⁴ Attached Excel sheets explicate which courses meet which curricular guidelines. For courses in the Faculty of Arts, the main course options were chosen from courses which address nine (9) points, across five (5) categories of the NACC guidelines.

NACC (Nonprofit Academic Centers Council) Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy

1.0 Comparative Perspectives on Civil Society, Voluntary Action and Philanthropy

- 1.1 The structure – both formal and informal, individual and collective – of civil society and philanthropy across cultures and contexts
- 1.2 How individual philanthropy, voluntary behavior and volunteerism is expressed in different cultural contexts
- 1.3 The role of voluntary action and nonprofit organizations in social movements and social change
- 1.4 The role of various religious traditions in shaping civil society and philanthropy

2.0 Foundations of Civil Society, Voluntary Action and Philanthropy

- 2.1 The history, role and functions of civil society and voluntary action organizations (nonprofit, nongovernmental, voluntary) across time and place
- 2.2 The size, impact and trends in philanthropy and associational development throughout the world
- 2.3 The diversity of forms of philanthropic action and the diversity of fields of activity
- 2.4 The relationship and dynamics among the governmental, nonprofit, for-profit and household sectors
- 2.5 Various theoretical explanations for the nonprofit/voluntary sector such as economic, political, sociological and anthropological

3.0 Ethics and Values

- 3.1 The values embodied in philanthropy and voluntary action, such as trust, stewardship, service, voluntarism, freedom of association and social justice
- 3.2 The foundations and theories of ethics as a discipline and as applied in order to make ethical decisions
- 3.3 Issues arising out of the various dimensions of diversity and their implications for mission achievement in nonprofit organizations
- 3.4 The standards and codes of conduct that are appropriate to professionals and volunteers working in philanthropy and the nonprofit sector

4.0 Public Policy, Law, Advocacy and Social Change

- 4.1 Key public policies and their past, current and potential impact on the nonprofit sector, nonprofit organizations and philanthropic behaviors
- 4.2 The legal frameworks under which nonprofit organizations operate and are regulated
- 4.3 Legal and tax implications related to various kinds of nonprofit activity, including charitable giving, advocacy, lobbying, and any commercial activities of tax-exempt nonprofit organizations
- 4.4 The roles of individuals and nonprofit organizations in effecting social change and influencing the public policy process
- 4.5 How individuals and nonprofit organizations shape public policy through strategies such as public education, policy research, community organizing, lobbying, and litigation

5.0 Nonprofit Governance and Leadership

- 5.1 The role of nonprofit boards and executives in providing leadership at the organizational, community and

¹⁴ Please note: the following are the authors of the NACC Curricular Guidelines: Robert F. Ashcraft, Chair, NACC Curriculum Task Force, Center for Nonprofit Leadership and Management, Arizona State University; Kathy Agard, Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership, Grand Valley State University; Dwight Burlingame, The Center on Philanthropy, Indiana University; Norman Dolch, Institute for Human Services and Public Policy, Louisiana State University – Shreveport; Kathleen Fletcher, Institute for Nonprofit Organization Management, University of San Francisco; Femida Handy, School of Social Policy & Practice on behalf of the Center for Community Partnerships; University of Pennsylvania; Paul Palmer, Centre for Charity Effectiveness, City University London; David Renz, Midwest Center for Nonprofit Leadership; University of Missouri - Kansas City; Nora Silver, Nonprofit and Public Management Program, University of California – Berkeley; John Palmer Smith; Helen Bader Institute for Nonprofit Management, University of Wisconsin - Milwaukee

societal levels

5.2 The history, role and functions of nonprofit governing boards and how these roles and functions compare to governing boards in the public and for-profit sectors

5.3 The role of nonprofit boards and nonprofit executives as agent(s) of and for social change and social justice at both the organizational and societal level

6.0 Community Service and Civic Engagement

6.1 The value of community service and civic engagement in the development of civil society

6.2 Direct exposure to nonprofit organizations through internships, service learning, community service and/or experiential learning

7.0 Leading and Managing Organizations

7.1 The steps and processes involved in establishing a nonprofit organization

7.2 Organizational theories and behavior as they apply in nonprofit and voluntary organizations including issues of work design and implications of operational policies and practices

7.3 Theories of leadership and leadership styles

7.4 The role of strategic management and organizational planning, including an understanding of ways to identify, assess and formulate appropriate strategies

7.5 The role of networks, partnerships and collaborative activity in achieving organizational missions

7.6 Methods that managers use to evaluate performance at both organizational and programmatic levels

8.0 Nonprofit Finance and Fundraising

8.1 Theory of nonprofit finance, including the various sources of revenues in nonprofit organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues

8.2 The relationship between and among philanthropic gifts and grants, earned income, and government funding and how they influence fulfillment of an organization's mission

8.3 The fund development process and commonly-used fundraising strategies, such as annual appeals, special events, non-cash contributions, major gifts, capital campaigns and planned giving

8.4 Recent and emerging trends such as social enterprise, micro-enterprise and entrepreneurship, and their implications for nonprofit performance and for mission achievement

9.0 Financial Management

9.1 Application of accounting principles and concepts including financial and managerial accounting systems (including fund accounting) in nonprofit organizations

9.2 Financial management including financial planning and budgeting, management of cash flows, short- and long-term financing, and endowment management policies and practices

10.0 Managing Staff and Volunteers

10.1 Human resource processes and practices in both formal and informal nonprofit organizations and how human resource issues, as experienced in nonprofit organizations, are different from the experience in public and for-profit organizations

10.2 Teamwork and group dynamics and their implications for supervision, staff development and organizational performance

10.3 The role, value and dynamics of volunteerism in carrying out the work and fulfilling the missions of nonprofit organizations

10.4 Issues of supervision and human resource management processes and systems for both staff and volunteers

10.5 The dimensions of individual and organizational diversity within the nonprofit sector and their implications for effective human resource management

11.0 Nonprofit Marketing

11.1 Marketing principles and techniques and their application in philanthropic and nonprofit settings, including the dynamics and principles of marketing "mission" in a nonprofit context

11.2 The link between marketing theories and concepts and their use in nonprofit organizations

12.0 Assessment, Evaluation and Decision-Making Methods

12.1 Methods and modes of assessment and evaluation

12.2 Decision-making models and methods and how to apply them in nonprofit organizational settings

12.3 The use and application of both quantitative and qualitative data in improving the effectiveness of nonprofit organizations

12.4 The role of information and technology in the pursuit of a nonprofit organization's mission

13.0 Professional and Career Development

- 13.1 Field experiences that are grounded in and linked to curricular goals and projected outcomes
- 13.2 The role of professional associations and mentoring in professional development
- 13.3 The ways that various professionals contribute to and are engaged with philanthropic and nonprofit sectors
- 13.4 Opportunities for service and volunteerism that exist in the community
- 13.5 The standards and context of professionalism, e.g., conduct and speech appropriate to the (respective) profession

The following charts show how the courses in the program relate to the Curricular guidelines. The first chart shows curricular mapping for the two foundation Anthropology courses, ANTH 2190: NGOs in Context and ANTH 3190: NGOs in Practice. All courses in the Certificate program lead to further courses that relate to the field of NGO Studies. With limited additional pre-requisites, students could choose to complete a BA or BBA in a program that would further prepare them for work in the nonprofit sector. These are shown in the second chart. Additionally, Appendix B (attached Excel file) shows the full curricular guidelines for all included Faculty of Arts courses.

| 1.0 Comparative Perspectives on Civil Society, Voluntary Action and Philanthropy | ANTH 2190 Content | ANTH 3190 Content |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------|
| 1.1 The structure – both formal and informal, individual and collective – of civil society and philanthropy across cultures and contexts | Week 2: Defining NGOs | Week 2: National Requirements |
| 1.2 How individual philanthropy, voluntary behavior & volunteerism is expressed in different cultural contexts | Mutliple weeks | |
| 1.3 The role of voluntary action and nonprofit organizations in social movements and social change | Week 2: Defining NGOs | Mutliple weeks |
| 1.4 The role of various religious traditions in shaping civil society and philanthropy | Week 4: The Third Sector Context | |
| | | |
| 2.0 Foundations of Civil Society, Voluntary Action and Philanthropy | ANTH 2190 Content | ANTH 3190 Content |
| 2.1 The history, role and functions of civil society and voluntary action organizations (nonprofit, nongovernmental, voluntary) across time and place | Week 4: The Third Sector Context | |
| 2.2 The size, impact and trends in philanthropy and associational development throughout the world | Week 4: The Third Sector Context | |
| 2.3 The diversity of forms of philanthropic action and the diversity of fields of activity | Week 6: National Requirements | |
| 2.4 The relationship and dynamics among the governmental, nonprofit, for-profit and household sectors | Week 7: Judging Effectiveness | Week 9: Partnerships |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------|
| 2.5 Various theoretical explanations for the nonprofit/voluntary sector such as economic, political, sociological and anthropological | Week 3: NGO Mandates | |
| | | |
| 3.0 Ethics and Values | ANTH 2190 Content | ANTH 3190 Content |
| 3.1 The values embodied in philanthropy and voluntary action, such as trust, stewardship, service, voluntarism, freedom of association and social justice | Volunteerism assignment Week 10: Advocacy | |
| 3.2 The foundations and theories of ethics as a discipline and as applied in order to make ethical decisions | Week 3: NGO Mandates | |
| 3.3 Issues arising out of the various dimensions of diversity and their implications for mission achievement in nonprofit organizations | Week 11: Roles of Anthropology | |
| 3.4 The standards and codes of conduct that are appropriate to professionals and volunteers working in philanthropy and the nonprofit sector | WANGO (World Association of Non-Governmental Organizations), "Code of Ethics & Conduct for NGOs" | Imagine Canada, Standards Program |
| | | |
| 4.0 Public Policy, Law, Advocacy and Social Change | ANTH 2190 Content | ANTH 3190 Content |
| 4.1 Key public policies and their past, current and potential impact on the nonprofit sector, nonprofit organizations and philanthropic behaviors | Week 7: Judging Effectiveness | Week 4: Board Structures |
| 4.2 The legal frameworks under which nonprofit organizations operate and are regulated | Week 2: Defining NGOs | Multiple Weeks |
| 4.3 Legal and tax implications related to various kinds of nonprofit activity, including charitable giving, advocacy, lobbying, and any commercial activities of tax-exempt nonprofit organizations | Week 3: NGO Mandates | Week 3: Lobbying |
| 4.4 The roles of individuals and nonprofit organizations in effecting social change and influencing the public policy process | Week 10: Advocacy | Multiple Weeks |
| 4.5 How individuals and nonprofit organizations shape public policy through strategies such as public education, policy research, community organizing, lobbying, and litigation | Week 10: Advocacy | Multiple Weeks |

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| | | |
| 5.0 Nonprofit Governance and Leadership | ANTH 2190 Content | ANTH 3190 Content |
| 5.1 The role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels | | Week 4: Board Structures |
| 5.2 The history, role and functions of nonprofit governing boards and how these roles and functions compare to governing boards in the public and for-profit sectors | | Week 4: Board Structures |
| 5.3 The role of nonprofit boards and nonprofit executives as agent(s) of and for social change and social justice at both the organizational and societal level | | Week 4: Board Structures |
| | | |
| 6.0 Community Service and Civic Engagement | ANTH 2190 Content | ANTH 3190 Content |
| 6.1 The value of community service and civic engagement in the development of civil society | Volunteerism assignment | Community Service Learning assignment |
| 6.2 Direct exposure to nonprofit organizations through internships, service learning, community service and/or experiential learning | Volunteerism assignment | Community Service Learning assignment |
| | | |
| 7.0 Leading and Managing Organizations | ANTH 2190 Content | ANTH 3190 Content |
| 7.1 The steps and processes involved in establishing a nonprofit organization | | Multiple Weeks |
| 7.2 Organizational theories and behavior as they apply in nonprofit and voluntary organizations including issues of work design and implications of operational policies and practices | | Week 7: Management Structures |
| 7.3 Theories of leadership and leadership styles | | Week 7: Management Structures |
| 7.4 The role of strategic management and organizational planning, including an understanding of ways to identify, assess and formulate appropriate strategies | | Week 7: Management Structures |
| 7.5 The role of networks, partnerships and collaborative activity in achieving organizational missions | | Week 9: Partnerships |
| 7.6 Methods that managers use to evaluate performance at both | | Week 7: Management Structures |

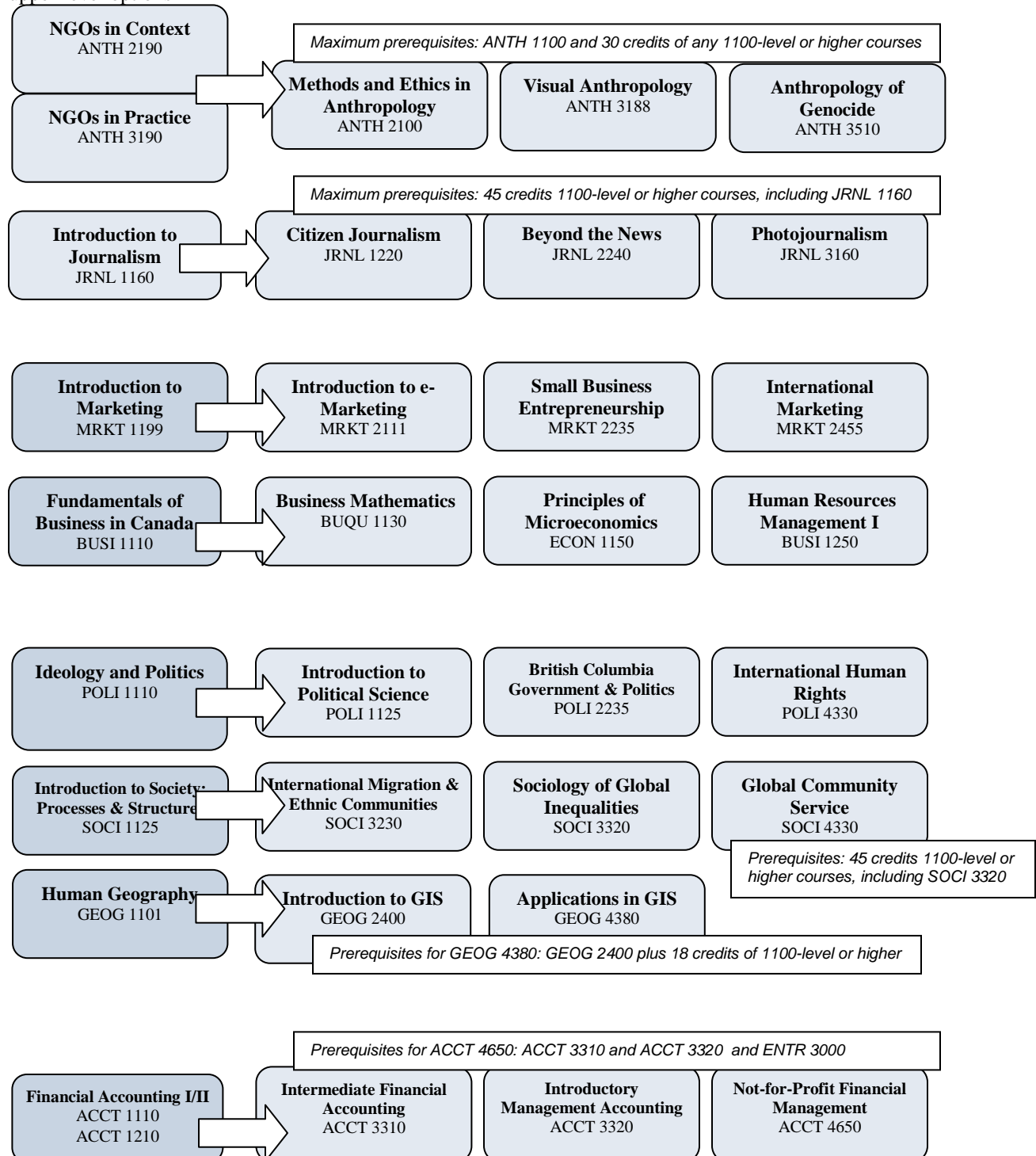
| | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------|
| organizational and programmatic levels | | |
| | | |
| 8.0 Nonprofit Finance and Fundraising | ANTH 2190 Content | ANTH 3190 Content |
| 8.1 Theory of nonprofit finance, including the various sources of revenues in nonprofit organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues | | |
| 8.2 The relationship between and among philanthropic gifts and grants, earned income, and government funding and how they influence fulfillment of an organization's mission | | |
| 8.3 The fund development process and commonly-used fundraising strategies, such as annual appeals, special events, non-cash contributions, major gifts, capital campaigns and planned giving | | Fundraising Manual (Introduction) |
| 8.4 Recent and emerging trends such as social enterprise, micro-enterprise and entrepreneurship, and their implications for nonprofit performance and for mission achievement | | Week 3: Kiva Evaluation |
| | | |
| 9.0 Financial Management | ANTH 2190 Content | ANTH 3190 Content |
| 9.1 Application of accounting principles and concepts including financial and managerial accounting systems (including fund accounting) in nonprofit organizations | | |
| 9.2 Financial management including financial planning and budgeting, management of cash flows, short- and long-term financing, and endowment management policies and practices | | |
| | | |
| 10.0 Managing Staff and Volunteers | ANTH 2190 Content | ANTH 3190 Content |
| 10.1 Human resource processes and practices in both formal and informal nonprofit organizations and how human resource issues, as experienced in nonprofit organizations, are different from the | | Week 10: Management Challenges |

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| experience in public and for-profit organizations | | |
| 10.2 Teamwork and group dynamics and their implications for supervision, staff development and organizational performance | Volunteerism assignment | Community Service Learning assignment |
| 10.3 The role, value and dynamics of volunteerism in carrying out the work and fulfilling the missions of nonprofit organizations | Volunteerism assignment | |
| 10.4 Issues of supervision and human resource management processes and systems for both staff and volunteers | Volunteerism assignment | |
| 10.5 The dimensions of individual and organizational diversity within the nonprofit sector and their implications for effective human resource management | Week 6: National Requirements | Week 10: Management Challenges |
| | | |
| 11.0 Nonprofit Marketing | ANTH 2190 Content | ANTH 3190 Content |
| 11.1 Marketing principles and techniques and their application in philanthropic and nonprofit settings, including the dynamics and principles of marketing “mission” in a nonprofit context | Blogging Assignment Week 8: Tools and Approaches | Blogging Assignment |
| 11.2 The link between marketing theories and concepts and their use in nonprofit organizations | | |
| | | |
| 12.0 Assessment, Evaluation and Decision-Making Methods | ANTH 2190 Content | ANTH 3190 Content |
| 12.1 Methods and modes of assessment and evaluation | | |
| 12.2 Decision-making models and methods and how to apply them in nonprofit organizational settings | | |
| 12.3 The use and application of both quantitative and qualitative data in improving the effectiveness of nonprofit organizations | | Qualitative Methods Manual |
| 12.4 The role of information and technology in the pursuit of a nonprofit organization's mission | | |
| | | |
| 13.0 Professional and Career Development | ANTH 2190 Content | ANTH 3190 Content |
| 13.1 Field experiences that are grounded in and linked to curricular goals and projected outcomes | | Qualitative Methods Manual |

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|------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------------------------|
| 13.2 The role of professional associations and mentoring in professional development | | |
| 13.3 The ways that various professionals contribute to and are engaged with philanthropic and nonprofit sectors | | |
| 13.4 Opportunities for service and volunteerism that exist in the community | Volunteerism assignment | Community Service Learning assignment |
| 13.5 The standards and context of professionalism, e.g., conduct and speech appropriate to the (respective) profession | | |

F.2 How does the proposed program support existing programs at Kwantlen?

Students who have completed 30 credits as specified in the program requirements will be eligible to exit with a Certificate in NGO and Nonprofit Studies. Some of these students may also decide to carry on and finish a Diploma or Bachelor's degree (or may already be taking additional courses). The following are continued course options in participating departments that further relate to NGO Studies. There are no pre-requisites beyond, at most, 45 credits of 1100-level or higher courses and the first-year options. In all cases, the courses that are included in the Certificate in NGO and Nonprofit Studies serve as the required pre-requisite for the following upper-level options -



The following are the programs that most directly relate to continued study, following from the Certificate in NGO and Nonprofit Studies –

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Bachelor of Business Administration (BBA) –</u> HRMT (Human Resource Management) ENTRE (Social Entrepreneurship) MRKT (Marketing) ACCT (Accounting) PRLN (Public Relations) | <u>Bachelor of Arts (BA) -</u> ANTH (Anthropology) SOCI (Sociology) GEOG (Geography) POLI (Political Science) POST (Policy Studies) JRNL (Journalism) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Additionally, the following programs offered in other faculties are also directly applicable:

AGRI (Sustainable Agriculture) – Bachelor Applied Science

ENVI (Environmental Protection Technology) – Diploma

Please see attached KPU Institutional Analysis and Planning (IAP) Report: Planning Data for the Proposed Certificate in NGO and Nonprofit Studies (Appendix C). On page 14 of the report, occupation titles are listed for graduates who might combine the Certificate with a Bachelor of Arts or Business degree.

The Certificate in NGO and Nonprofit Studies does not pose a problem for Policy L. 5, Requirements for Graduation - A minimum of 50% of the course work for a second credential must be from courses or modules not used to satisfy the requirements for the first credential.¹⁵ There was some concern that there may be an overlap with the Business Management Diploma, given the shared course requirements with BUSI 1110, ENGL 1100, and MRKT 1199. However, communication with Jane Gray, BBA Advisor in Business, has confirmed that this will not pose a problem.

F.3. Identify how the proposed program supports Kwantlen’s mission, core values, and strategic objectives? Please refer to policy L.10 Program Prioritization.

(NOTE: F.3 is not applicable for the academic year of 2008/2009.)

The proposed program relates directly to Vision 2018, the most recent Strategic Planning document for KPU. The program developer took part in several Vision 2018 exercises and has written the Certificate in NGO and Nonprofit Studies with these conversations in mind.

Quality

Successful Global Citizen

NGOs are “self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people.”¹⁶ In an increasingly globalized world, the world of NGOs is expanding and there is greater need for both humanitarian and environmental assistance. The “NGO label has **global salience**; it is used across Africa, Asia, and Latin America just as much as in the new democracies of Central and Eastern Europe.”¹⁷ And, NGOs function as part of a global civil society, more broadly, which may be constituted by individuals, movements, and non-state actors in an effort to give meaning to the terms civility and community.

Engaged Learners

Kwantlen’s Mission and Mandate, developed in 2009, designated discovery as one of its mandates: “Our approach to teaching and learning is based on mentorship, discovery, purposefulness, and learner autonomy.”¹⁸ This sense of discovery is met most practically with our agility as a small and responsive **regionally-based university**, and can be seen very clearly in an effort to prepare a new generation of students for work at NGOs. The Strategic Plan speaks to integrating experiential learning into every KPU program. Community engagement teaches students to care about what they learn in the classroom because they see how it matters in real-life communities. The Anthropology required courses for the Certificate in NGO and Nonprofit Studies function as experiential learning courses. And, the study of the nonprofit organizations includes International Development NGOs, but emphasizes local nonprofit organizations that are centered in the Lower Mainland and in Victoria,

¹⁵ Policy L. 5, Requirements for Graduation, < <http://kwantlen.ca/policies/L-EducationCouncil/L05.pdf> >

¹⁶ David Lewis, “NGO Introduction,” *The Management of Non-Governmental Development Organizations*. 2nd ed. New York: Routledge, 2007, p. 12.

¹⁷ Sabine Lang, “What are NGOs?” *NGOs, Civil Society, and the Public Sphere*. Cambridge, NY: Cambridge University Press, 2013, p. 11

¹⁸ See “Final Mission and Mandate,” par. 3. <<http://www.kwantlen.ca/mission/mission-mandate.html>>.

BC.

Effective Organization

The **Anthropology Department** at Kwantlen Polytechnic University is typically enrolled at 95% or higher, and is the host department for the Certificate in NGO and Nonprofit Studies. As a relatively small department, we have effectively graduated a large proportion of students with a Bachelor of Arts, Major in Anthropology. Significant numbers of our graduates are finding jobs in their field immediately upon graduation, and some have started working with archaeology firms before they graduate.

Reputation

Recognized teaching and scholarship

The study of NGOs, and of non-governmental actors more widely, is an emerging area of scholarship. In fact, David Lewis, author of *The Management of Non-Governmental Development Organizations*, contends that the field “lies at the cutting edge of a **social science research** engagement with issues of contemporary social, economic, and political change in both industrialized countries and the developing world.”¹⁹ With so many departments being involved in the Certificate in NGO and Nonprofit Studies at KPU, faculty members might increasingly connect their research and in-class scholarship to this emerging field of inquiry.

The Comparative Nonprofit Sector Project (CNP) at **The Johns Hopkins Center for Civil Society Studies** <<http://ccss.jhu.edu/>> serves as a model for work being done in this field as it aims to “[d]ocument the scope, structure, financing, and role of the civil society sector in solid empirical terms.” The work being done at Johns Hopkins began in 1991 and emerged because “despite this growing importance, these organizations remained poorly understood almost everywhere.”

The research mandates emerging in this field are substantial and require research from social scientists and business analysts who are connected to the sector directly. Our goal is to produce graduates who are able to recognize the kinds of projects that need to be carried out, and to understand how to begin doing these studies both in the field and at organization head offices.

Unique identity

Our focus on both **business courses** and a **social justice component**, through the Faculty of Arts, is unique and speaks to the needs of the sector itself.

In a recent canvassing of opinions from managers of Canadian NGOs, some emphasized business skills (i.e. accounting, finance, marketing, web design, HR best practices, information systems, and social entrepreneurship).²⁰ In every case, however, these skills were placed on equal footing as some other key qualities, namely enthusiasm and an **appreciation of other perspectives**. For example, one respondent indicated that an “understanding of working with an indigenous population and peoples is critical.”²¹ Others requested “knowledge of fieldwork” and “the ability to function primarily with local people who understand their own culture.” Virtually all respondents sought employees with an appreciation of diverse backgrounds and familiarity with inter-cultural communication. This emphasis on face-to-face interactions with differing communities was often paired with a request for people with a lot of energy, or enthusiasm. Recognizing that their organization was often not able to pay high wages, one respondent indicated that they find someone with energy and then “mentor and train” them. Other descriptions of this quality were being an “idealist” and having “community spirit.” KPU’s **unique identity** will be fostered through building one of the first programs to meet this need.

Continuing and professional education

See F. 1.

As Continuing Education develops at KPU, there are possibilities for continued credentialing at the more senior management levels of nonprofit organizations. This need is often already met through Vantage Point, and some of the Business Schools, but there is a possibility of developing innovative programming at this level.

¹⁹ David Lewis, "NGO Introduction," p. 12.

²⁰ Larissa Petrillo, “Kwantlen Wants Your Input,” Email Survey, July 2012.

²¹ Larissa Petrillo, Email communication with select NGOs, July 2012.

Relevance

Community Engagement

NGOs are sometimes also referred to as community-based organizations (CBO), and civil society actors. There are several key activities that different types of NGOs might be involved in. For example,²²

- Service delivery
- Advocacy
- Innovation
- Monitoring

In some, or all of these, NGO workers aim to understand small-scale communities through involved fieldwork and face-to-face interaction.

NGOs that excel in keeping their clients happy (namely the people they are aiming to help) tend to do so through close community engagement. Our graduates will know how important this is both through their theoretical preparation as well as the **community-service learning component of ANTH 3190 NGOs** (Non-Governmental Organizations) in Practice. This course is already running and students have worked with community partners as part of their coursework. More recently, this work has also been aligned with **CIR:CLE** (The Centre for Interdisciplinary Research: Community Learning Engagement) in the Faculty of Arts.

Expanded educational access

See. E. 1

Blending theory and practice

Theory and practice will constantly develop in an iterative fashion to meet sector needs. The program will have both an internal and external advisory board fully constituted before Fall, 2014. Initial board candidates have already been in communication with Larissa Petrillo, the program developer. External advisory board members will include several members from the following groupings: NGO Executives (Human Resources and Project Development), government representatives (those familiar with NGO funding structures and / or internship opportunities), NGO volunteers and entry-level employees, and Kwantlen students. The external advisory board for BCIT's programs in Fundraising Management & Nonprofit Management serve as an excellent model.²³

F.5 Describe how the proposed program incorporates co-op placements, work experience, practicum, clinical practice, etc.: (if applicable)

ANTH 3190: NGOs (Non-Governmental Organizations) in Practice is a community-service learning course. Students will work with a local NGO. This has been done in the course already and it has been successful. There are opportunities for ongoing engagements with government initiatives, such as Volunteer Richmond. Additionally, the larger NGOs are quite streamlined in terms of their use of volunteers on an ongoing basis.

In her role as interim Director of CIR:CLE (The Centre for Interdisciplinary Research: Community Learning Engagement), Larissa Petrillo, the program developer and program proposal author, worked extensively with faculty, NGOs, and external academics to learn about, and promote, experiential learning at KPU. The following have been completed:

Creation of a Nonprofit organization Database – charting more than 90 local nonprofit organizations, presented with theme and contact info, and conducting initial conversations with the majority of the organizations.

²² There are many ways to categories the work of NGOs. One such system is found in David Lewis's [The Management of Non-Governmental Development Organizations](#) (2007), with six broad types listed: relief and welfare agencies (Catholic Relief Services and various missionary societies); technical innovation organizations (Grameen Bank in Bangladesh); public service contractors working with Southern governments and official aid agencies (US agency CARE); popular development agencies which work with grassroots groups on social development (Bangladesh Rural Advancement Committee); grassroots development organizations (membership organizations (Self-Employed Women's Association, SEWA, in Indian); advocacy groups or networks that have no field projects but work on education and lobbying (World Development Movement in Britain) (p. 44).

²³ The following are the members of BCIT external advisory board (2013): Jane Adams, President & CEO, Surrey Memorial Hospital Foundation; Janet Austin, President & CEO, YWCA; Krista Thompson, Executive Director, Covenant House; Bob Wiens, Chair, Governance Committee at Forum for Young Canadians; Faye Wightman, President & CEO, Vancouver Foundation; Michael McKnight, President & CEO, United Way of the Lower Mainland; Heather McCaw, Associate Vice President, UBC Development.

Creation of a Faculty Database - Of the more than 200 surveyed, in the Faculty of Arts, over 1/3 are interested in some form of interdisciplinary or community work.

Establishment of an External Advisory Board with local NGOs – preliminary work began June, 2013.

Establishment of networking meetings for NGO employees & faculty members (June 26, 2013 & Nov 13, 2013).

Liaison with Co-op Learning, KPU – Shawn Erickson, Director, Co-op Learning & Joshua Mitchell, Student Affairs; Bevin Heath Ansley, Former director Co-op learning, KPU.

F.6 Does this program include Prior Learning Assessment (PLA) as per Policy B.14 Credit for Prior Learning?

The possibility exists for courses that indicate PLA requirements on their existing course outlines.

F.7 Explain how current faculty are able to deliver the program, and if they are not, how this issue will be addressed.

(The institution must demonstrate that it has the human resources necessary to develop and deliver a quality degree program. In some cases, it may not be feasible for an institution to hire faculty until it receives program approval. In these cases, the institution should provide the specific faculty selection criteria that will be used to ensure new faculty hires have the necessary qualifications for the degree level being offered. (Excerpt from DQAB's *Degree Program Review - Criteria and Guidelines, 2003*)

A new hire may be needed when the Anthropology Department needs to add an extra section of the required courses: ANTH 2190 (NGOs in Context) and ANTH 3190 (NGOs in Practice). These sections will only be added as demand entails, and once the International student target is met. The existing instructor can teach additional sections of these courses, but an additional instructor would be required to teach existing course load in other courses (i.e. coverage for ANTH 1100).

Program numbers will be calculated based on students who register for both ANTH 2190 and ANTH 3190, with a tracking of the wait list for these classes.

Please See Section J.

G. Outcomes

G.1 Will this program allow students to continue with further study?

Describe laddering, bridging, or post-credential continuation of education.

There are a range of further programs that students may go on to study. While the Certificate in NGO and Nonprofit Studies might not satisfy all pre-requisites, the program coordinator will be aware of the requirements that exist for further education. Most significantly, the new graduate program at Carleton University (Masters in Philanthropy and Nonprofit Leadership) may exist as a possible graduate school option for students who are willing to do some extra preparation.

Other Programs – The Key Players

Sources consulted -

- Report on Canadian Market for Academic Non - Profit Management Programs²⁴
 - Academic Non - Profit Management programs leading to a degree in Canada²⁵
-

²⁴ Francis Nolan - Poupart, Report on Canadian Market for Academic Non - Profit Management Programs, prepared for Professor Allan Maslove, November 29, 2010, School of Public Policy and Administration, Carleton University (Proposal for a new Masters and Graduate Diploma in Philanthropy and Nonprofit Leadership, Carleton University, Self-Study Brief, vol. 1, Oct 2011, p. 67-84. < <http://www5.carleton.ca/fgpa/admin/ccms/wp-content/ccms-files/Master-of-Philanthropy-and-Nonprofit-Leadership.pdf>>

- ❑ Charity Village Post-Secondary Nonprofit Programs
<<https://charityvillage.com/elearning/related-links/post-secondary-nonprofit-programs.aspx>>

BC - Companion Certificate Programs (complementary and non-competing)

- British Columbia Institute of Technology (BCIT): School of Business, Fundraising Management, Nonprofit Management, Event Planning and Marketing (Associate Certificate Programs)
- Simon Fraser University, Certificate Program in Community Economic Development (CED)
- Capilano University, Global Stewardship Associate of Arts Degree Program

BC - Companion Bachelor's degree programs –

- University of the Fraser Valley, Global Development Institute, Bachelor of Arts in Global Development Studies²⁶
- Vancouver Island University, Global Studies Program
- University of Victoria, Proposed Minor in International Development, in development²⁷

Alberta - Companion Bachelor's degree programs -

- Mount Royal University, Bachelor of Business Administration, Social innovation and non profit studies (minor in nonprofit management) [previously the Bachelor's Degree in Applied Nonprofit Studies].²⁸

Graduate –

BC & Alberta graduate programs

- University of Victoria - Master of Arts in Community Development
- University of Victoria – Master of Public Administration
- Royal Roads University, Graduate Certificate in Sustainable Community Development
- Simon Fraser University: Masters in Public Policy
- University of British Columbia, The Liu Institute for Global Issues, International Relations Program
- University of British Columbia, Master's Program, Institute for Resources, Environment and Sustainability (IRES)
- Athabasca University, Master in Community Studies
- Royal Roads University: Graduate Certificate in Project Management
- Royal Roads University: Graduate Certificate in Strategic Human Resources Management
- Royal Roads University: MA in Leadership

Graduate –

Ontario, Quebec, Eastern -

- Carleton University, Masters and Graduate Diploma in Philanthropy and Nonprofit Leadership [start date: summer, 2013. Housed in the School of Public Policy and Administration (SPPA)].²⁹

²⁵ Data was compiled using <http://www.uwaterloo.ca/canu/index.php>

This list is from the University of Waterloo Public Affairs department, compiled from Statistics Canada. Also, external sites related to identifying academic/graduate programs: <http://www.canlearn.ca>; <http://www.charityvillage.com/cv/learn/postsec.html>

²⁶ Garry Fehr, Director, Global Development Institute, Email communication, July, 2012; The Associate in Arts in International and Development Studies program is a multi-disciplinary program which includes courses in the disciplines of Anthropology, Communications, Cultural and Media Studies, Economics, Geography, Latin American Studies, Political Science, and Sociology. Additionally, it offers an optional 'field school' component. The Latin American field school or study tour component offers students the opportunity to gain practical experience abroad as well as obtain a field school certificate upon successful completion.

²⁷ Email communication with Marlea Clarke, proposal is still being written, August, 2013.

²⁸ Keith Seel, Director, Institute for Nonprofit Studies, has clarified, Email communication, July 15, 2012: "What happened was that when we became a university, the 'Applied Degrees' ceased to be offered. That included the Bachelor of Applied Nonprofit Studies. Within the Bissett School of Business, all specializations (accounting, HR, Entrepreneurism, Nonprofit etc.) are offered within a Bachelor of Business Administration. Effectively, our students get a business degree with a specialization in accounting, HR, Nonprofit etc."

- Queen's University: Master of Public Administration (Public Policy & Third Sector Research Initiative)
- York University, MBA & Graduate Diploma in Non-Profit Management and Leadership
- University of Western Ontario, Graduate Diploma in Non-Profit Management
- Wycliffe College (Toronto): Masters Degree in International Development
- University of Guelph: MA (Leadership)

BC and Alberta - Nonprofit Management programs (intended for students with some nonprofit work experience)

- University of Victoria, Professional Certificate in Voluntary and Nonprofit Sector Management
- British Columbia Institute of Technology (BCIT): Nonprofit Management (Distance and online learning)
- UBC, Continuing Studies – International Development (includes project planning and evaluation)
- Non-degree conferring program: The Banff Centre Leadership Development
- Grant MacEwan University, Executive Leadership in the Non-Profit Sector Post-Diploma Certificate
- Douglas College: Leadership Certificate Program
- Mount Royal University Faculty of Continuing Education: Advanced Human Resource Management Certificate
- Mount Royal University Faculty of Continuing Education: Human Resource Management Certificate
- Mount Royal University Faculty of Continuing Education: Leadership Certificate
- Mount Royal University Faculty of Continuing Education: Management Development Certificate

Nonprofit Management programs (intended for students with some nonprofit work experience/education) -

- Non-degree conferring program: Dalhousie University Non-Profit Sector Leadership Program
- Coady International Institute, St. Francis Xavier University, Diploma in Development Leadership
- Coady International Institute: Certificates in Community-Based Development
- Conestoga College: Senior Leadership and Management in the Not-For-Profit Sector
- University of Ontario, Institute of Technology - Not-for-Profit Management Certificate Program
- University of Western Ontario, Continuing Studies - Not-for-Profit Management Certificate Program
- University of Western Ontario, Continuing Studies - Not-for-Profit Management Diploma Program
- York University - Maytree Executive Directors' Institute 2007
- Tyndale University College: Bachelor of Arts in Business Administration/International Development
- Ryerson University, Certificate in Nonprofit & Voluntary Sector Management [Continuing Studies]³⁰
- Queen's University, Global Development Studies undergraduate degree
- Dalhousie University: Non-Profit Sector Leadership Program
- Nova Scotia Community College: Nonprofit Leadership Program
- Schulich School of Business: Nonprofit Management and Leadership Program
- Wilfrid Laurier University, Brantford Campus: Organizational Leadership Program

Other programs – Volunteer Management & Fundraising –

At present these are the two non-profit roles that are aligned with professional certification

The Certified Fund Raising Executive International Credentialing Board (CFREICB) is the wholly independent, internationally recognized certifying agency responsible for administering the Certified Fund Raising Executive

²⁹ Proposal for a new Masters and Graduate Diploma in Philanthropy and Nonprofit Leadership, Carleton University, Self-Study Brief, vol. 1, Oct 2011, p. 4. < <http://www5.carleton.ca/fgpa/admin/ccms/wp-content/ccms-files/Master-of-Philanthropy-and-Nonprofit-Leadership.pdf>>

³⁰ Certification is done through the university through the Raymond Chang School of Continuing Education. Application on a mature student basis.

(CFRE) professional designation program. The CFRE is available to professionals in Australia, Canada and the United States.

- University of the Fraser Valley: Volunteer Management Certificate Program - Introduction to Non-Profit Management course, with funded courses available at Northwest Community College, The College of New Caledonia, Selkirk College, Okanagan College, Vancouver Island University, Northern Lights College and North Island College.
 - Mount Royal University Faculty of Continuing Education: Event Management Certificate
 - In Ontario, there are 21 related programs which indicates that the market is not yet saturated in B.C.
-

G.2 What is the nature of the work students are being prepared for? Include current labour market data that shows a demand for this type of graduate.

In Canada, the nonprofit and voluntary sector is the second largest in the world, employing **1.5 million** full-time (FTE) workers, or roughly 9% of the economically active population.³¹ Despite these numbers, the education mandates for this sector are poorly understood and tend to be overlooked in core programming.

The Certificate in NGO and Nonprofit Studies can serve the following purposes -

- Students will learn the skills required to work in the nonprofit sector.
- The program serves to educate an incoming generation of students about NGOs.
- The program will serve as the initial entry point for a slowly developing hub of programs in B.C. & Alberta.

Our graduates would be most suited to apply for some combination of the following postings:³²

- Project Facilitator/Coordinator
- Contract Outreach/Community Engagement Liaison
- Project Analyst/Researcher
- Office Assistant/Marketing Assistant

Current National Occupational Classification (NOC) categories fail to capture the diversity of experiences for workers in NGOs. When inquiring about a broad category for this particular sector, the volunteer and non-profit manager titles were most relevant - NOC 2011 (next update 2016)³³:

NOC code 0114 – Other administrative services managers³⁴

NOC code 0423 – Managers in social, community and correctional services³⁵

In a related field, there are currently significant efforts to create an NOC code for Managers of Volunteer Resources. The Managers of Volunteer Resources NOS (National Occupational Standards) were released in 2012, a likely precursor to the development of the NOC category. The Canadian Administrators of Volunteer Resources (CAVR) has been working on the professionalization this role and “one of the founding reasons for developing this NOS was to assist educational institutions in arguing for program development.”³⁶ This is reflective of the professionalization occurring more broadly in the nonprofit sector, and we may start to see credentialing for the other positions in the sector as well. The Certificate in Nonprofit and NGO Studies should be in line with any new initiatives for professionalization, if not the initiator for these changes.

Given the difficulty in representing the actual numbers of nonprofit jobs, we have undertaken the following calculations to try to represent a sector that has, overwhelmingly, been overlooked in education plans.

In Canada, the nonprofit and voluntary sector is the second largest in the world, employing **1.5 million** full-time (FTE) workers, or roughly 9% of the economically active population. More specifically, a breakdown of these numbers (without hospitals, universities, and colleges):³⁷

³¹ Michael H. Hall, Cathy W. Barr, M. Easwaramoorthy, S. Wojciech Sokolowski, Lester M. Salamon, The Canadian Nonprofit and Voluntary Sector in Comparative Perspective. Johns Hopkins University/Imagine Canada/Government of Canada, 2005, p. 8.

³² www.charityvillage.com - Canada's online community focused on careers, work life, and human resources issues in and around the social profit sector.

³³ Enquiry Response Team, Skills and Employment Branch, Human Resources and Skills Development Canada, inquiry July, 2012. Please note that this is based on 2011 statistics information. The next update for NOC is 2016 and new categories may come available.

³⁴ NOC code 0114 <<http://www5.hrsdc.gc.ca/noc/english/noc/2011/QuickSearch.aspx?val65=0114>>

³⁵ NOC code 0423 <<http://www5.hrsdc.gc.ca/noc/english/noc/2011/QuickSearch.aspx?val65=0423>>

³⁶ Personal Communication, Donna Carter, Chair, CAVR, November 2012.

³⁷ It is difficult to get good data for NGOs because the nonprofit sector usually includes hospitals, universities and colleges – all nonprofits. All data in this report has been corrected for this skewed bias.

\$34.7 billion added to national economy or 4.0% of the GDP³⁸

1,541,345 full-time equivalent workforce

1,016,856 full-time equivalent paid employees

524,489 full-time equivalent volunteers

52% Volunteers as a ratio to Paid FTEs

9.0% of the economically active population

10.2% of nonagricultural employment

In BC, specifically, our stats are taken to 13% of the population of Canada³⁹ -

1,016,856 Paid FTEs in Canada

524,489 Volunteer FTEs in Canada

Estimated for BC

133,652 Paid FTEs in BC

68,937 Volunteer FTEs in BC

Note: Volunteer BC estimates this as 164,000 full time jobs

A survey was done with local NGOs to find out what their workforce looked like.

The following are sample calculations based on that information:

If they were like Tides Canada, then approximate headcounts are as follows:

5 Directors and Executives (turn-over rate every 10 years)

34 Managers (turn-over rate every 5 years)

47 Entry-Level staff (turn-over rate every 1 year)

90 Volunteers (active volunteers working 1/2 time on average)

Represented as a percentage -

6% Are Directors and Executives

40% Are Managers

55% Are Entry-Level

Plus they have a volunteer pool that is an additional

52% of their work force

For BC,

If 55% of the hires are entry-level hires, there are:

72,901 Entry Level FTEs

If even **5%** of those possible entrants are willing to complete education to get the position, that gives us a pool of approximately **3,645 interested applicants** for all programs in BC.⁴⁰

For **Surrey, BC** – that is, 11% Surrey share of BC population⁴¹

400 New hires per year willing to do education to enter the position in Surrey⁴²

11 potential **applicants per available seat** (based on program with 35 students)

Please see attached KPU Institutional Analysis and Planning (IAP) Report: Planning Data for the Proposed Certificate in NGO and Nonprofit Studies (Appendix C). Estimates are provided about demand in the sector, and additional ways of calculating the number of organizations in Canada are also provided (p. 20). For example, the Canadian Business Patterns Database (2012) lists several thousand possible employers in B.C., according to the category of Religious, Grant-Making, Civic, Professional, and Similar Organizations (Exhibit 15 and 16). Projected growth for the most closely related NOC codes are provided (p. 17).

³⁸ Michael H. Hall, Cathy W. Barr, M. Easwaramoorthy, S. Wojciech Sokolowski, Lester M. Salamon, The Canadian Nonprofit and Voluntary Sector in Comparative Perspective. Johns Hopkins University/Imagine Canada/Government of Canada, 2005, p.7.

³⁹ Population and dwelling counts, for Canada, provinces and territories, 2011 and 2006 censuses, Statistics Canada <<http://www12.statcan.ca/census-recensement/2011/dp-pd/hlt-fst/pd-pl/Table-Tableau.cfm?LANG=Eng&T=101&S=50&O=A>> Population for BC: 4,400,057 / Population for Canada: 33,476,688

⁴⁰ If 5% of the volunteers are willing to complete education to get their volunteer position, given the BC statistic of 68,937 Volunteer FTEs and a turn-over rate of 6 months, it gives us 13,787 possible students interested in the program. This would likely be the pool of mature and returning to school students, who want to get into the nonprofit sector to change career paths.

⁴¹ 4,400,057 BC population (2011) and 483,170 as estimated population of Surrey (2011) <<http://www.surrey.ca/business-economic-development/1418.aspx>>

⁴² Based on 11% of 3,645 interested applicants for all programs in BC (5% of entry-level workforce willing to complete education).

There are significant possibilities for work both in Canada, as well as in other countries.⁴³ National surveys have counted more than one million NGOs in India, 359,000 registered NGOs in Russia, 55,000 in Poland, 570,000 in Germany in 2008, and **161,000 in Canada** (Statistics Canada 2005). These numbers are increasing – for example, between 1982 and 2006, the number of non-profits in the United States almost doubled from 793,000 to 1,478,000 (Urban Institute, 2006).⁴⁴

A recent study indicates there “there is a massive shortage of competent people, particularly for large NGOs who are normally seeking to employ the most skilled and experienced staff.”⁴⁵ In Canada, the HR Council for the Nonprofit Sector has conducted recent studies (2008, 2010) and finds that “a passive approach to the labour force issues is no longer an option” (<http://hrcouncil.ca/labour/overview.cfm>). In 2004, sector employer surveys showed that recruitment and retention were linked together and ranked equally high on the list of challenges faced by these organizations.⁴⁶

⁴³ Further, individual NGOs are growing in size with “some international NGOs employing thousands of professionals supported by annual budgets approaching \$500 million.” The world’s largest international development NGO, World Vision, has an annual budget of US \$2.5billion. Save the Children operates across 120 countries and one of the largest southern NGOs (BRAC) now employs more than 100,000 people. Additionally, there are increasing partnerships between businesses, nonprofits and universities and this is creating new sets of data that are not yet available.

⁴⁴ Sabine Lang, “What are NGOs?” *NGOs, Civil Society, and the Public Sphere*. Cambridge, NY: Cambridge University Press, 2013, p. 13.

⁴⁵ For U.S., see Paul Ronalds, *The Change Imperative: Creating the Next Generation NGO*. Sterling, VA: Kumarian Press, 2010, p. 123. In Canada, the nonprofit and voluntary sector is the second largest in the world, employing 1.5 million full-time (FTE) workers, or roughly 9% of the economically active population (p.8). Specifically targeted international development NGOs in Canada (i.e. Red Cross) employed 4,550 staff members and had 72,100 volunteers in Canada and another 11,000 overseas (1994). Further, individual NGOs are growing in size with “some international NGOs employing thousands of professionals supported by annual budgets approaching \$500 million.”⁴⁵ The world’s largest international development NGO, World Vision, has an annual budget of US \$2.5billion (Ronalds, p. 1). Save the Children operates across 120 countries and one of the largest southern NGOs (BRAC) now employs more than 100,000 people (Ronalds, p. 7).

⁴⁶ GNPI, “Human Resources Issues in BC’s Non-Profit Sector,” September 2009, p. 22
<<http://www.vancouverfoundation.ca/Imp/documents/HR-Issues-NonProfitSector.pdf>>.

H. Consultations (Degree FPP section 9. Program Consultation)

H.1 With whom have you consulted *internally* regarding this proposal? What were the results of these consultations? Please provide names, dates, and summary of feedback. Refer to Appendix A.

Diane Purvey, Dean of Arts

In-person meeting, September 5, 2012

In-person meeting with Diane Purvey and Gordon Lee, September, 24, 2012

In-person meeting with Diane Purvey and Romy Kozak, September 30, 2013

Email communication and feedback September 2012 – December, 2013

Gordon Lee, Former Acting Provost & Vice President, Academic, KPU

In-person meeting with Diane Purvey and Gordon Lee, September 24, 2012

Communication by email July, 2012 – July, 2013 regarding other existing programs

Terry Han, Associate Dean, School of Business

In person meeting with Diane Purvey and Terry Han, August 6, 2013

Wayne Tebb, Dean of School of Business

In-person meeting, December 5, 2013

Copied on emails from Faculty, School of Business (ongoing 2012-2013)

Romy Kozak, Associate Dean, Faculty of Arts

In-person meetings, August 2013-November 2013

Dana Cserepes, Chair, Senate Standing Committee on Curriculum

In person meeting with Romy Kozak and Dana Cserepes, with review of full draft of proposal, Nov 14, 2013

Stuart McIlmoyle, Associate Vice President, International (Email communication Nov, 2013)

Email query regarding international students and feedback regarding international NGOs

Robert Adamoski, Associate Director, Admissions and Research, BC Council on Admissions and Transfer

In-person meeting about interdisciplinary options between Faculty of Arts and School of Business, Aug 8, 2013

Paul Leigh, Chair, Marketing Department, School of Business (Email communication Oct 2012-2013)

In-person meeting with Paul Leigh about course options from School of Business, April 26, 2013

Ron Shay, Professor and Department Chair, Business Management Department, School of Business

Email communication Oct 2012-Nov 2013

Summary of feedback – December 1, 2013

“I have reviewed the program concept, course curriculum map and other documents pertaining to the Certificate in NGO and Nonprofit Studies and I would like to express my support for this program. Having taught business courses at Kwantlen for the past 20 years, I believe that we do a good job of preparing students to be managers and responsible corporate citizens in business organizations. However, we may be falling short when it comes to preparing students for career-track positions in NGOs and non-profit organizations. I think that this certificate program will help to fill that gap and provide new opportunities for Kwantlen students to gain expertise and pursue employment in organizations driven by social conscience. [...] I would like to extend my congratulations to you and your team for the development of an excellent program concept, and offer my very best wishes for a successful launch next September.”

Anthropology Department; multiple Department meeting discussions; communication with other faculty

Political Science Department; Communication with Chair who discussed with the department

Sociology Department; Communication with Chair who discussed with the department

Journalism Department; Communication with Chair who discussed with the department

Geography Department; Communication with Chair who discussed with the department

Carol Stewart, Faculty, Accounting, School of Business (Email communication Oct, 2012 – November, 2013)
In-person meeting, December, 2013

Warren Bourgeois and Heather Harrison, Policy Studies, Faculty of Arts, re NACC Guidelines, Nov 25, 2013

George Broderick, Faculty, Business, School of Business (Email and casual communication July, 2012)
Review of Course outlines for Business courses

Duane Radcliffe, Human Resources Management Program, (Email communication June, 2012 – October, 2012)
Email communication about Human Resources Management: Post Baccalaureate Diploma

Terri Smolar, Coordinator Public Relations Diploma Program (Email communication Oct 2012- Apr 2013)

Susan Black, BA Advisor, Faculty of Arts (Email communication July 2012-July 2013)
In-person meeting with Susan Black, July 2012

Jane Gray, Advising Coordinator, School of Business, Email communication November, 2013

H.2 With whom have you consulted *externally* regarding this proposal? What were the results of these consultations? Please provide names, dates, and summary of discussions.

Input from managing directors of several NGOs (Non-Governmental Organizations).

Additionally,

Meg Kwasnicki, Senior Manager, Library and Knowledge Mobilization, Imagine Canada, Toronto, Ontario
Lynn Chambers, Manager, Standards Program, Imagine Canada
Conference Call with Meg Kwasnicki and Lynn Chambers, June, 2013

Jennifer Walton
Project Manager, GNPI & Innovation [Government Nonprofit Initiative]
Innovative Partnerships Branch & Policy and Research Division
Ministry of Social Development, Victoria BC

Agnes Meinhard, Director,
Centre for Voluntary Sector Studies
Ted Rogers School of Management
Ryerson University

Gerda Kaegi
Chang School
Nonprofit & Voluntary Sector Management
Ryerson University

Dr. Halia Valladares, Chair
Social Innovation and Non profit Studies
Mount Royal University

Dr. Keith Seel, Director
Institute for Nonprofit Studies
Mount Royal University

Dr. Garry Fehr, Director
Global Development Institute
University of the Fraser Valley

Dr. Marlea Clarke, Program Developer
Proposed Minor in International Development

University of Victoria

NOC-CNP (National Occupational Classification)
Enquiry Response Team, Skills and Employment Branch
Human Resources and Skills Development Canada

Charlene Dishaw
Manager, Volunteer Resources
CAVR (Canadian Administrators of Volunteer Resources)

I. Institutional Resources (*Degree FPP section 8. Program Resources*)

I.1 What expertise, equipment, facilities and library resources will the program require to support student learning? Ensure that any required new resources in these areas are identified in the Costs section (I).

The program is delivered using existing courses. If wait lists indicate that demand sections could fill with the new interest in the credential, a budget for additional sections is included in this document (See J).

I.2 Outline anticipated requirements for equipment, specialized space, etc.: (classrooms, labs, shops, general space)

There are no new lab or equipment needs for this program.

J. 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

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 | Completed without budget | | | | | |
| Curriculum development | Completed without budget | | | | | |
| Faculty recruitment | | | | | | |
| Staff – PD / enrichment | | | | | | |
| Marketing | | \$1,500 | | | | |
| Sub-total | | | | | | |

Capital Costs (Equipment, Renovations)

| Item | No. of items | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Total |
|------------------|--------------|------|------|------|------|-------|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| Sub-total | | | | | | |

Totals

| Item | No. of items | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Total |
|------------------------|--------------|---------|------|------|------|-------|
| Academic Non-Recurring | | \$1,500 | | | | |
| Capital Costs | | | | | | |
| Totals | | \$1,500 | | | | |

J. Costs and Revenue continued

On-Going Costs

The program is expected to run without any additional asks regarding course releases or FTEs.

Operating Costs

| Item | No. of items | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Total |
|--------------------------------------------------------|--------------|------|------|------|------|-------|
| Faculty | | | | | | |
| Required service courses* | | | | | | |
| Administrative Support | | | | | | |
| Coordinator | | | | | | |
| Specialized IET | | | | | | |
| Specialized IT Support | | | | | | |
| Library (see Library Assessment Template – Appendix B) | | | | | | |
| Lab operating costs - Salary | | | | | | |
| Lab operating costs – Non-Salary | | | | | | |
| Ongoing research costs | | | | | | |
| Other | | | | | | |
| Grand Totals | | | | | | 0 |

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

*Explain required service courses

Revenue

Year 1 to 2

| Minimum Scenario | Students | Tuition | Revenue |
|------------------------|----------|---------|----------|
| Domestic students | 14 | \$3,855 | \$53,970 |
| International students | 0 | \$0 | \$0 |
| Total | 14 | \$3,855 | \$53,970 |

Maximum Scenario

| | | | |
|------------------------|----|---------|----------|
| Domestic students | 25 | \$3,855 | \$96,375 |
| International students | 0 | \$0 | \$0 |
| Total | 25 | \$3,855 | \$96,375 |

Year 3 to 4

| Minimum Scenario | Students | Tuition | Revenue |
|------------------------|----------|---------|-----------|
| Domestic students | 26 | \$3,855 | \$100,230 |
| International students | 0 | \$0 | \$0 |
| Total | 26 | \$3,855 | \$100,230 |

Maximum Scenario

| | | | |
|------------------------|----|----------|-----------|
| Domestic students | 32 | \$3,855 | \$123,360 |
| International students | 3 | \$15,000 | \$45,000 |
| Total | 35 | \$18,780 | \$168,360 |

Year 5+

| Minimum Scenario | Students | Tuition | Revenue |
|------------------------|----------|----------|-----------|
| Domestic students | 36 | \$3,855 | \$138,780 |
| International students | 3 | \$15,000 | \$45,000 |
| Total | 39 | \$18,780 | \$183,780 |

Maximum Scenario

| | | | |
|------------------------|----|----------|-----------|
| Domestic students | 42 | \$3,855 | \$161,910 |
| International students | 8 | \$15,000 | \$120,000 |
| Total | 50 | \$18,780 | \$281,910 |

| Item | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Total |
|--------------------------|----------|----------|-----------|-----------|-----------|
| Tuition Minimum Scenario | \$53,970 | \$53,970 | \$100,230 | \$100,230 | \$308,400 |
| Tuition Maximum Scenario | \$96,375 | \$96,375 | \$168,360 | \$168,360 | \$529,470 |



Diane Purvey, Dean, Faculty of Arts, KPU

March 6, 2014

Signature of Dean submitting concept document

Date



Wayne Tebb, Dean, School of Business, KPU

March 6, 2014

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

Date

J.2 Indicate the specific source(s) of funding for development, both internal and external.

Using current funding.

J.3 Indicate the specific source(s) of funding for delivery, both internal and external.

Using current funding.

Appendix A

Internal Consultations

| DEPARTMENT | CONTACT | LOCAL |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------|
| <p>Academic Departments <i>(Is this proposal supported by the department? Will this proposal have an impact on another program, or vice versa? Have you contacted those departments, and have arrangements been made re service courses? Has the proposal been approved by the Faculty Council?)</i></p> | | |
| <p>Counselling <i>(support services anticipated for program students, etc.)</i> Lyn Benn Dir, Student Dev & Success Department: Library Administration Phone: 604-599-2467 Voice Mail: 2467 E-Mail: Lyn.Benn@kpu.ca</p> | <p>Director, Student Development</p> | <p>2467</p> |
| <p>Office of the Registrar <i>(admissions, records, transfer credit & graduation)</i> Zena Mitchell Project Dir, Univ Transitions Department: SPF Transitions Project Phone: 604-599-2463 Voice Mail: 2463 E-Mail: Zena.Mitchell@kpu.ca</p> <p>Nadia Henwood Acting Associate Registrar, Admissions, Graduation & Enrolment Services Office of the Registrar Phone: 604-599-3139 E-Mail: nadia.henwood@kpu.ca</p> | <p>Director, Admissions & Records</p> | <p>2463</p> |
| <p>Office of the Registrar <i>(registration, scheduling, pre-requisites, course curriculum)</i> Warren Stokes Assc Regist, Recd, Regr & Syst Department: Registration and Scheduling Phone: 604-599-3230 Voice Mail: 3230 E-Mail: Warren.Stokes@kpu.ca</p> | <p>Director, Registration & Student Information Systems</p> | <p>3230</p> |

| | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------|
| <p>Student Engagement (advising) Joshua Mitchell Director, Student Engagement Department: Student Engagement - General Phone: 604-599-2474 Voice Mail: 2474 E-Mail: Joshua.Mitchell@kpu.ca</p> | <p>Director, Student Engagement</p> | <p>2474</p> |
| <p>Student & Financial Awards Services (student loan eligibility & financial aid) John Boylan, Associate Registrar, Student Financial Services Department: Office of the Registrar Phone: 604-599-2996 E-Mail: john.boylan@kpu.ca</p> | <p>Director</p> | <p>2336</p> |
| <p>Information & Educational Technology (IET) (planning re software needs; system capacity and limitations) Paula Hannas Mgr, User Support Department: IET Technology Services Phone: 604-599-2390 Voice Mail: 2390 E-Mail: Paula.Hannas@kpu.ca</p> | <p>Manager of User Support</p> | <p>2390</p> |
| <p>Institutional Analysis & Planning</p> <p><i>Via Research Assistant</i></p> <p><i>NOTE: The report prepared by IA&P must be attached in full as an appendix. See Appendix C.</i></p> <p>Melike Kinik-Dicleli Manager of Strategic Research Department: Institutional Analysis and Planning Phone: 604.599.2997 E-Mail: melike.kinik-dicleli@kpu.ca</p> | <p>Director</p> | <p>3127</p> |
| <p>Library Services (collections, AV needs, etc) See Appendix D</p> <p>Elaine Samwald Librarian, Collection Development & Library Research Sessions Phone: 604-599-3066 E-Mail: elaine.samwald@kpu.ca</p> | <p>Librarian</p> | <p>2680</p> |

See also:
Appendix A Consult Responses
Appendix B NACC Curricular Guidelines for Curriculum Map
Appendix C IAP Report
Appendix D Library Report

**Certificate in NGO (Non-Governmental
Organizations) and Nonprofit Studies**

See also the following appendices: **Appendix A – Internal Consultations; Appendix B - NACC Curricular Guidelines for all course options – see attached Excel file; Appendix C – IAP Report; Appendix D – Library Assessment.**

1. Appendix A – Internal Consultations and Responses (external responses at end)

Responses have been received from the following, which led to minor changes in wording. Details available upon request.

Office of the Registrar, Director, Admissions and Records

Nadia Henwood

Acting Associate Registrar, Admissions, Graduation & Enrolment Services

Office of the Registrar

Phone: 604-599-3139

E-Mail: nadia.henwood@kpu.ca

From: Nadia Henwood

Sent: Friday, January 24, 2014 5:01 PM

To: Larissa Petrillo

Cc: Romy Kozak

Subject: RE: Certificate in NGO and Nonprofit Studies - internal consult

Office of the Registrar, Director, Registration & Student Information Systems

Warren Stokes

Assc Regist, Recd, Regr & Syst

Department: Registration and Scheduling

Phone: 604-599-3230

Voice Mail: 3230

E-Mail: Warren.Stokes@kpu.ca

From: Warren Stokes

Sent: Friday, December 27, 2013 3:17 PM

To: Larissa Petrillo

Cc: Zena Mitchell; Nadia Henwood

Subject: RE: Program Proposal - Internal Consultations

The following internal consult responses were without incident, and indicate support for the Certificate in NGO and Nonprofit Studies:

Counselling

Director, Student Development

Lyn Benn

Dir, Student Dev & Success

Department: Library Administration
Phone: 604-599-2467
Voice Mail: 2467
E-Mail: Lyn.Benn@kpu.ca

From: Lyn Benn
Sent: Monday, January 13, 2014 4:06 PM
To: Larissa Petrillo
Subject: RE: Program Proposal - Internal Consultations

Congratulations on such a comprehensive and thorough program that really has huge potential in advancing the civil society, advocacy and equity agenda. ... Support for students will certainly be forthcoming from the Learning Centres where ongoing tutoring (particularly for writing and accounting) and workshops are available to assist both underprepared students as well as those who have entered into the program. ... Counselling of course will provide students with strategies for personal development and growth as well as supporting students in times of personal challenge or distress.

Student Engagement, Director, Student Engagement
Joshua Mitchell

Director, Student Engagement
Department: Student Engagement - General
Phone: 604-599-2474
Voice Mail: 2474
E-Mail: Joshua.Mitchell@kpu.ca

From: Joshua Mitchell
Sent: Wednesday, January 08, 2014 2:00 PM
To: Larissa Petrillo
Subject: RE: Program Proposal - Internal Consultations

Thank you for the opportunity to provide feedback for the program proposal for the Certificate in NGO and Nonprofit Studies. This appears to be a very interesting program which, among other things certainly aligns with KPU's goals for community engagement, student engagement and preparing students for global citizenship. No concerns or issues have been identified from an Academic Advising perspective as it relates to this program....

Student & Financial Awards Services, Director
John Boylan,

Associate Registrar, Student Financial Services
Department: Office of the Registrar
Kwantlen Polytechnic University
Phone: 604-599-2996
E-Mail: john.boyland@kpu.ca

From: John Boylan
Sent: Friday, January 10, 2014 4:19 PM
To: Larissa Petrillo
Cc: John Boylan; Alison Hope; Kristy Grimston
Subject: RE: Program Proposal - Internal Consultations: Certificate in NGO and Nonprofit Studies

Re: Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies

In reviewing your proposal from a student loan eligibility perspective - as it stands today - there does not seem to be any areas of concern. And, therefore, the program would be eligible for student loan funding.

However, should the *Program Concept* or the *Full Program Proposal* be amended in the future, I encourage you to speak with me so that I can provide you with updated advice - based on this new information - as this could potentially have a great impact on its student loan eligibility status moving forward.

Information & Educational Technology (IET), Manager of User Support
Paula Hannas

Mgr, User Support
Department: IET Technology Services
Phone: 604-599-2390
Voice Mail: 2390
E-Mail: Paula.Hannas@kpu.ca

From: Paula Hannas
Sent: Monday, January 06, 2014 1:33 PM
To: Larissa Petrillo
Cc: Dana Cserepes
Subject: RE: Program Proposal - Internal Consultations

I have read through the proposal, I don't see any mention of software, hardware, or computer lab requirements. If this program won't require computer lab time or specialized software then IET doesn't have any concerns.

Library Services, Librarian

Elaine Samwald

Librarian, Collection Development & Library Research Sessions
Phone: 604-599-3066
E-Mail: elaine.samwald@kpu.ca

From: Elaine Samwald
Sent: Monday, January 13, 2014 2:07 PM
To: Larissa Petrillo
Subject: NGO Library Impact Assessment

Hi Larissa,

Here is our completed, reviewed and signed Library Impact Assessment. It seems to be a very interesting proposal and we wish you the best for the best of the process.

Cheers,
Elaine

Please see attached Library Assessment (Appendix D).

Appendix A - External Responses follow – see next page.

2. Appendix A – External Consult Responses

The following are external consult responses:

University of the Fraser Valley: Bachelor of Arts in Global Development Studies

From: Garry Fehr [Garry.Fehr@ufv.ca]
Sent: Sunday, February 16, 2014 11:24 PM
To: Larissa Petrillo
Subject: RE: Review of Proposal - Certificate in NGO and Nonprofit Studies (KPU)

Dear Larissa,

I reviewed the proposed certificate and I think that it provides excellent training for persons who are interested in working in the non-profit sector. The interdisciplinary design with required cored courses in the School of Business will provide students with a firm foundation in the business and management side of the sector, particularly for those who wish to develop careers in Canada.

That being said, I strongly recommend that students who wish to work in the Global South be encouraged to also take courses on cross-cultural communication and development theory.

Kind Regards

Garry

Garry Fehr, PhD

Director of the Global Development Institute
Department of Geography and the Environment
University of the Fraser Valley
33844 King Rd
Abbotsford, BC Canada V2S 7M8

Carleton University, Masters and Graduate Diploma in Philanthropy and Nonprofit Leadership; Housed in the School of Public Policy and Administration (SPPA)

From: Sandra Jones [Sandra.Jones@carleton.ca]
Sent: Tuesday, February 04, 2014 6:22 AM
To: Larissa Petrillo
Subject: RE: Review of Proposal - Certificate in NGO and Nonprofit Studies (KPU)

Good morning Larissa, I am so pleased to hear your proposal is moving forward to the Senate. The list of Organizations you have created is excellent and it will be a great opportunity for both the students and organizations. A few more you may wish to consider (the first two are networks and perhaps could spread the word further). I wish you much success on the submission. Kind regards, Sandy

VOCBC - <http://vocbc.org/about-vocbc/vocbc-history/>

Volunteer BC - <http://www.volunteerbc.bc.ca/>

John Howard Society - <http://www.jhslmbc.ca/>

Sandy Jones
Coordinator, MPNL Community Connections
Philanthropy and Nonprofit Leadership (The School of Public Policy and Administration)
Carleton University
1125 Colonel By Drive
River Building, Room 5123
Ottawa, Ontario, K1S 5B6
Tel.: 613-520-7444

British Columbia Institute of Technology (BCIT): School of Business, Fundraising Management, Nonprofit Management, Event Planning and Marketing (Associate Certificate Programs)

From: Harj Dhaliwal [Harj_Dhaliwal@bcit.ca]

Sent: Friday, February 07, 2014 9:04 AM

To: Larissa Petrillo

Cc: Susan Burgess; Jacqueline Laprise

Harj Dhaliwal, MBA, PhD

Associate Dean, Marketing Management | BCIT School of Business

t: (604) 456-8066 | c: (604) 240-8872

e: Harj_Dhaliwal@bcit.ca

w: bcit.ca/business/marketing

Please see attached letter – next page.

Harj Dhaliwal, MBA, PhD
Associate Dean, Marketing Management
Harj_Dhaliwal@bcit.ca
T: (604) 456-8066



February 7, 2014

Larissa Petrillo
Director, Centre for Interdisciplinary Research: Community Learning Engagement
Kwantlen Polytechnic University

Re: Certificate in NGO and Nonprofit Studies

Dear Larissa,

As per our telephone conversation today, it is my pleasure to add our support for the Certificate in NGO and Nonprofit Studies being proposed at KPU.

We wish you all the best in getting this program up and running. We also look forward to future opportunities to collaborate on other programs.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Harj Dhaliwal', is written over a light blue horizontal line.

Harj Dhaliwal, MBA, PhD
Associate Dean, Marketing Management
BCIT School of Business

University of Victoria (in development): Faculty of Social Sciences, Political Science, Proposed
Minor in International Development

From: Marlea Clarke [mjclarke@uvic.ca]

Sent: Tuesday, February 18, 2014 12:48 PM

To: Larissa Petrillo

Subject: Certificate in NGO and Nonprofit Studies (KPU)

Dear Larissa,

I am writing from the University of Victoria, as a member of a group working on a proposal to for an Interdisciplinary minor in International Development Studies (IDS).

Thank you for updating me about plans at Kwantlen Polytechnic University for a certificate in NGO and Nonprofit Studies. I am excited about this proposed program, and think that it would compliment other programs here in the province – both existing programs and emerging areas of teaching and research. For example, I think the certificate program would fill a gap in exiting courses and programs in the province, and compliment what we are already focused on here at UVic, and what we are hoping to build in the next while.

From my perspective – both as a scholar and as someone with over 15 years experience working in the non-profit sector – I think that a certificate program would be very useful for both students and NGOs. I think that such a tailored program as the one you are proposing would offer students an opportunity to gain skills and knowledge that is needed and useful in the NGO and non-profit sector, and would be very distinct and different from what is already offered in the province and what we are currently developing here at UVic.

Dr. Marlea Clarke
Assistant Professor
Department of Political Science
University of Victoria
PO Box 1700 STN CSC
Victoria B.C., Canada, V8W 2Y2
Tel: 250-721-6487; fax: 250-721-7485
Office: DTB (formerly SSM) A344

CharityVillage <www.charityvillage.com>

Canada's online community focused on careers, work life, and human resources issues in and around the social profit sector.

From: Maggie Leithead [mailto:maggie@charityvillage.com]

Sent: Tuesday, February 18, 2014 1:56 PM

To: Larissa Petrillo

Cc: Stephanie McLeod; Anna Gordon

Subject: Re: Request for Review - Certificate in NGO and Nonprofit Studies at Kwantlen

Hi Larissa,

Thanks for the opportunity to write a note in support of the proposed new program. Stephanie passed it along to me for follow-up. Will this do the trick?

We're happy to hear that Kwantlen is developing a new certificate program in NGO and Nonprofit Studies. Canada's nonprofit sector continues to form a key third pillar of our society and, at 7% of our GDP, it's also a huge economic force in the country. As the sector grows in size and complexity, there's a critical need to attract and develop talent within our charities and nonprofit organizations.

From governance and volunteer management, to fundraising and community engagement, the skills needed to operate a successful nonprofit are often quite distinct from those in business or government. We're delighted to hear that KPU students will learn both about the context in which nonprofits operate, and that they'll have an opportunity to put that learning into practice through community service learning with local nonprofits.

We look forward to linking to your program information when it's ready.

Best wishes for much success with it!

Maggie

=====
Maggie Leithead
President
CharityVillage.com
<mailto:maggie@charityvillage.com>
Voice: 778.836.8181
Twitter: @maggieleithead
<http://www.charityvillage.com>
CharityVillage.com - Connecting people with passion to jobs with purpose.

James Milligan, Board Member, Fair Trade Vancouver

From: James Milligan [james@social-conscience.com]
Sent: Wednesday, February 19, 2014 9:01 AM
To: Larissa Petrillo
Subject: Re: Request for Review - Certificate in NGO and Nonprofit Studies
Hi Larissa,

Thank you for sharing the brief on your proposed Certificate in NGO and Nonprofit Studies.

The very idea of your certificate is intriguing to me as it aims to fill a space not well represented in academic institutions. As a Board Member at Fair Trade Vancouver, I often encounter students fresh out of university with *international* development degrees, who are looking for work. Most of which is either out of country and/or over-saturated with candidates. As such, your *local* perspective is a differentiator in my view as it gives graduates a concerted focus on local needs and opportunities.

As Founder and CEO of Social Conscience, Fair Trade Sports Balls, I am pleased to see a business element weaved into your curriculum. In my view, being an effective proponent of social and environmental change in today's world requires an understanding of the language of business. This coupled with the character traits and core fundamentals outlined in your brief will further set students up for success in this space.

Finally, as an Associate Faculty Member at Royal Roads University where I instruct a course in Social Entrepreneurship, I am inspired by the potential of this course to be a springboard for individuals who may find their passion for social justice. I have often seen that awareness can serve as the first step in breeding social entrepreneurs and societal change agents.

Regards,
James Milligan, MBA
Social Conscience | Fair Trade Sports Balls, Vancouver, BC
james@social-conscience.com
www.social-conscience.com
Facebook: www.facebook.com/SocialConscienceFairTradeSports



2 Carlton Street, Suite 600, Toronto Ontario M5B 1J3
Phone: (416) 597-2293, Fax: (416) 597-2294
1 800 263 1178

2, rue Carlton, bureau 600, Toronto (Ontario) M5B 1J3
Téléphone : 416 597 2293, Télécopieur : 416 597 2294
1 800 263 1178

March 17, 2014

Attention: Larissa Petrillo

Director, CIR:CLE

Centre for Interdisciplinary Research: Community Learning Engagement
Faculty, Anthropology, Kwantlen Polytechnic University

Dear Ms. Petrillo,

I am writing to express Imagine Canada's support for Kwantlen Polytechnic University's proposed Certificate in NGO and Nonprofit Studies to the Senate. Imagine Canada is a national charitable organization whose cause is Canada's charities and nonprofits. We strengthen the sector's collective voice, create opportunities for charities and nonprofits to connect and learn from each other, and build the sector's capacity to succeed. We are pleased to see that you have incorporated our Standards Program into your curriculum. As you know, the Standards Program is designed to strengthen the practices of Canadian charities and nonprofits and increase public confidence in the sector's work through demonstrated transparency and accountability.

Imagine Canada supports the development of educational programs such as your proposed NGO and Nonprofit Studies Certificate as an important mechanism to generate student appreciation and knowledge of the complexity within [Canada's diverse charitable and nonprofit sector](#). The sector generates \$176 billion in income, employs two million people and accounts for more than 8% of Canada's GDP ([2012 Annual Report](#), Imagine Canada). "While all sectors are confronting the global race for talent as innovative, skilled professionals become a pre-requisite to success, this is a particularly serious problem for charitable and nonprofit organizations which enter the race at a competitive disadvantage and often nowhere on the radar screen of young graduates both from Canada and around the world." ([A Framework for Action for the Nonprofit Sector](#), Imagine Canada)

Programs of this nature will increase student awareness of the variety of career opportunities available to new graduates through many diverse organizations serving communities in Canada and abroad.

Sincerely,

A handwritten signature in cursive script that reads "Cathy Barr".

Dr. Cathy Barr
Senior Vice-President

THE CHANG SCHOOL

RYERSON UNIVERSITY
CONTINUING EDUCATION

Dr. Larissa Petrillo
Faculty of Anthropology
Kwantlen Polytechnic University

March 14, 2014

Re: Certificate in NGO and Nonprofit Studies at Kwantlen Polytechnic University

Dear Dr. Petrillo,

I was very interested in having the opportunity to review your planned Certificate in NGO and Nonprofit Studies at Kwantlen Polytechnic University. I am very impressed by the work done behind the development of this certificate program. You have moved very quickly for academia and have clearly succeeded in bringing to fruition an important addition to the development of skilled and knowledgeable people to work in the growing nonprofit sector in Canada.

I find your selection of core/required courses interesting and believe that they should provide a sound foundation for the program. I liked the focus in your elective category of three courses to be selected, that you are stressing the importance of writing/communication skills. The other grouping of courses here provides a good mix of contextual courses. Your final category of courses where two must be chosen allows the student to acquire knowledge and skills that reflect their own personal interests or that of the nonprofit or non-governmental organization they may wish to work in, or are already working in.

Thank you for the opportunity to review your program. I am delighted to be able to wish you great success in attracting students and meeting the growing needs of the sector. I trust you will continue to receive strong support from your colleagues and your University Senate.

Yours sincerely,

Gerda Kaegi

Gerda Kaegi, Professor Emerita,
Ryerson University

THE G. RAYMOND CHANG SCHOOL OF CONTINUING EDUCATION

350 Victoria Street, Toronto, ON, Canada M5B 2K3 Tel: 416.979.5035 Fax: 416.979.5277 Email: ce@ryerson.ca
www.ryerson.ca/ce

**Certificate in NGO (Non-Governmental
Organizations) and Nonprofit Studies**

See also the following appendices: Appendix A – Internal Consultations; Appendix B - NACC Curricular Guidelines for all course options – see attached Excel file; Appendix C – IAP Report; Appendix D – Library Assessment.

5. Appendix B – NACC Curricular Guidelines for all course options

Please see attached Excel file.

| | A | B | C | D | E | F | G | H | I | O | P | Q | R |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------|-----------------------------------------|-------------------------------------------------|------------------------------------|-----------------------------------------------|------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------|------------------------------------------------------|---|
| 1 | Kwantlen Polytechnic University (KPU) Curricular Guidelines for Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies Based on Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy, Nonprofit Academic Centers Academic Council (NACC), 2007 http://www.urban.edu/education/documents/UnderGradCG07.pdf | ANTH 2160 Culture and Environment | ANTH 2120 Cross-Cultural Women's and Gender Studies | JRNL 1160 Introduction to Journalism | POST 1100 Sustainability Analysis and Ethics | POLI 1110 Ideology and Politics | POLI 1120 Canadian Government and Politics | POLI 1150 Introduction to International Relations | SOCI 1125 Introduction to society processes and structures | SOCI 2311 Social Justice in the Global and Local Contexts | GFDC 1101 Human Geography Methods | GFDC 2380 Qualitative Methods Introduction to GIS | |
| 2 | 1.0 Comparative Perspectives on Civil Society, Voluntary Action and Philanthropy | | | | | | | | | | | | |
| 3 | 1.1 The structure – both formal and informal, individual and collective – of civil society and philanthropy across cultures and contexts. | ANTH 2120 | ANTH 2120 | JRNL 1160 | | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | GFDC 2380 | |
| 4 | 1.2 How individual philanthropy, voluntary behavior & volunteerism is expressed in different cultural contexts | ANTH 2120 | ANTH 2120 | JRNL 1160 | | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | | |
| 5 | 1.3 The role of voluntary action and nonprofit organizations in social movements and social change | ANTH 2120 | ANTH 2120 | | | POLI 1110 | | | | | | | |
| 6 | 1.4 The role of various religious traditions in shaping civil society and philanthropy | ANTH 2120 | ANTH 2120 | | | POLI 1110 | | | | | | | |
| 7 | | | | | | | | | | | | | |
| 8 | 2.0 Foundations of Civil Society, Voluntary Action and Philanthropy | | | | | | | | | | | | |
| 9 | 2.1 The history, role and functions of civil society and voluntary action organizations (nonprofit, nongovernmental, voluntary) across time and place | ANTH 2160 | ANTH 2120 | | | POLI 1110 | | | SOCI 1125 | SOCI 2311 | | | |
| 10 | 2.2 The size, impact and trends in philanthropy and associational development throughout the world | ANTH 2160 | ANTH 2120 | | | POLI 1110 | | | | | | | |
| 11 | 2.3 The diversity of forms of philanthropic action and the diversity of fields of activity | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | | |
| 12 | 2.4 The relationship and dynamics among the governmental, nonprofit, for-profit and household sectors | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | | |
| 13 | 2.5 Various theoretical explanations for the nonprofit/voluntary sector such as economic, political, sociological and anthropological | ANTH 2160 | ANTH 2120 | | | POLI 1110 | | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | | |
| 14 | | | | | | | | | | | | | |
| 15 | 3.0 Ethics and Values | | | | | | | | | | | | |
| 16 | 3.1 The values embodied in philanthropy and voluntary action, such as trust, stewardship, service, volunteerism, freedom of association and social justice | ANTH 2160 | | | POST 1100 | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 2311 | SOCI 2311 | GFDC 1101 | GFDC 2380 | |
| 17 | 3.2 The foundations and theories of ethics as a discipline and as applied in order to make ethical decisions | | | JRNL 1160 | POST 1100 | POLI 1110 | | | | | | GFDC 2380 | |
| 18 | 3.3 Issues arising out of the various dimensions of diversity and their implications for mission and objectives of nonprofit organizations | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | GFDC 2380 | |
| 19 | 3.4 The standards and codes of conduct that are appropriate to professionals and volunteers working in philanthropy and the nonprofit sector | | | | POST 1100 | | | | | | | GFDC 2380 | |
| 20 | | | | | | | | | | | | | |
| 21 | 4.0 Public Policy, Law, Advocacy and Social Change | | | | | | | | | | | | |
| 22 | 4.1 Key public policies and their past, current and potential impact on the nonprofit sector, nonprofit organizations and philanthropic behaviors | | | | | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | | |
| 23 | 4.2 The legal frameworks under which nonprofit organizations operate and are regulated | | | | | | | | | | | | |
| 24 | 4.3 Legal and tax implications related to various kinds of nonprofit activity, including charitable giving, advocacy, lobbying, and any commercial activities of tax-exempt nonprofit organizations | | | | | | | | | | | | |
| 25 | 4.4 The roles of individuals and nonprofit organizations in effecting social change and influencing the public policy process | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | | | |
| 26 | 4.5 How individuals and nonprofit organizations shape public policy through strategies such as public education, policy research, community organizing, lobbying, and litigation | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | GFDC 2380 | |
| 27 | | | | | | | | | | | | | |
| 28 | 5.0 Nonprofit Governance and Leadership | | | | | | | | | | | | |
| 29 | 5.1 The role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels | | | | | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | GFDC 1101 | | |
| 30 | 5.2 The history, role and functions of nonprofit governing boards and how these roles and functions compare to governing boards in the public and for-profit sectors | | | | | | | | | | | | |
| 31 | 5.3 The role of nonprofit boards and nonprofit executives as agent(s) of and for social change and social justice at both the organizational and societal level | | | | | POLI 1120 | | | | | | | |
| 32 | | | | | | | | | | | | | |
| 33 | 6.0 Community Service and Civic Engagement | | | | | | | | | | | | |
| 34 | 6.1 The value of community service and civic engagement in the development of civil society | ANTH 2160 | | | POST 1100 | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 2311 | SOCI 2311 | GFDC 1101 | GFDC 2380 | |
| 35 | 6.2 Direct exposure to nonprofit organizations through internships, service learning, community service and/or experiential learning | | | | | | | | | | | | |
| 36 | | | | | | | | | | | | | |
| 37 | 7.0 Leading and Managing Organizations | | | | | | | | | | | | |
| 38 | 7.1 The steps and processes involved in establishing a nonprofit organization | | | | | | | | | | | | |
| 39 | 7.2 Organizational theories and behavior as they apply in nonprofit and voluntary organizations including issues of work, design and implications of operational policies and practices | | | | | POLI 1120 | | | | | | | |
| 40 | 7.3 Theories of leadership and leadership styles | | | | | | | | | | | | |
| 41 | 7.4 The role of strategic management and organizational planning, including an understanding of ways to identify, assess and formulate appropriate strategies | | | | | | | | | | | GFDC 2380 | |
| 42 | 7.5 The role of networks, partnerships and collaborative activity in achieving organizational missions | | | | | | | | SOCI 1125 | SOCI 2311 | GFDC 1101 | GFDC 2380 | |
| 43 | 7.6 Methods that managers use to evaluate performance at both organizational and programmatic levels | | | | | POLI 1120 | | | | | | GFDC 2380 | |
| 44 | | | | | | | | | | | | | |

| | A | B | C | D | E | F | G | H | I | O | P | Q | R |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------|-----------------------------------------|-------------------------------------------------|------------------------------------|-----------------------------------------------|------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------|------------------------------|----------------------------------|-------------------------------------|
| 1 | Kwantlen Polytechnic University (KPU) Curricula Guidelines for Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies Based on Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy, Nonprofit Academic Centers Council (NACC), 2007 (http://www.urban.esuohio.edu/nacc/documents/UnderGradCG07.pdf) | ANTH 2160 Culture and Environment | ANTH 2120 Cross-Cultural Women's and Gender Studies | JRNL 1160 Introduction to Journalism | POST 1100 Sustainability Analysis and Ethics | POLI 1110 Ideology and Politics | POLI 1120 Canadian Government and Politics | POLI 1150 Introduction to International Relations | SOCI 1125 Introduction to society processes and structures | SOCI 2311 Social Justice in the Global and Local Contexts | GEOG 1101 Human Geography | GEOG 2380 Qualitative Methods | ***GEOG 2400 Introduction to GIS |
| 45 | 8.0 Nonprofit Finance and Fundraising | | | | | | | | | | | | |
| 46 | 8.1 Theory of nonprofit finance, including the various sources of revenues in nonprofit organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues | | | | | | | | | | | | |
| 47 | 8.2 The relationship between and among philanthropic gifts and grants, earned income, and government funding and how they influence fulfillment of an organization's mission | | | | | | | | | | | | |
| 48 | 8.3 The fund development process and commonly-used fundraising strategies, such as annual appeals, special events, non-cash contributions, major gifts, capital campaigns and planned giving | | | | | | | | | | | | |
| 49 | 8.4 Recent and emerging trends such as social enterprise, micro-enterprise and entrepreneurship, and their implications for nonprofit performance and for mission achievement | | | | | | | | | | | | |
| 50 | | | | | | | | | | | | | |
| 51 | 9.0 Financial Management | | | | | | | | | | | | |
| 52 | 9.1 Application of accounting principles and concepts including financial and managerial accounting systems (including fund accounting) in nonprofit organizations | | | | | | | | | | | | |
| 53 | 9.2 Financial management including financial planning and budgeting, management of cash flows, short- and long-term financing, and endowment management policies and practices | | | | | | | | | | | | |
| 54 | | | | | | | | | | | | | |
| 55 | 10.0 Managing Staff and Volunteers | | | | | | | | | | | | |
| 56 | 10.1 Human resource processes and practices in both formal and informal nonprofit organizations and how human resource issues, as experienced in nonprofit organizations, are different from the experience in public and for-profit organizations | | | | | | | | | | | | |
| 57 | 10.2 Teamwork and group dynamics and their implications for supervision, staff development and organizational performance | | | | | | | | | | | | |
| 58 | 10.3 The role, value and dynamics of volunteerism in carrying out the work and fulfilling the missions of nonprofit organizations | ANTH 2160 | | | | | | | | | | | |
| 59 | 10.4 Issues of supervision and human resource management processes and systems for both staff and volunteers | | | | | | | | | | | | |
| 60 | 10.5 The dimensions of individual and organizational diversity within the nonprofit sector and their implications for effective human resource management | ANTH 2160 | | | | | | | SOCI 1125 | | | | |
| 61 | | | | | | | | | | | | | |
| 62 | 11.0 Nonprofit Marketing | | | | | | | | | | | | |
| 63 | 11.1 Marketing principles and techniques and their application in philanthropic and nonprofit settings, including the themes and principles of marketing, mission and a nonprofit context | | | JRNL 1160 | | | | | | | | | |
| 64 | 11.2 The link between marketing theories and concepts and their use in nonprofit organizations | | | | | | | | | | | | |
| 65 | | | | | | | | | | | | | |
| 66 | 12.0 Assessment, Evaluation and Decision-Making Method | | | | | | | | | | | | |
| 67 | 12.1 Methods and models of assessment and evaluation | | ANTH 2120 | | | | | | | | | | |
| 68 | 12.2 Decision-making models and methods and how to apply them in nonprofit organizational settings | | | | | | | | | | | | |
| 69 | 12.3 The use and application of both quantitative and qualitative data in improving the effectiveness of nonprofit organizations | | | | | | | | | | | | |
| 70 | 12.4 The role of information and technology in the pursuit of a nonprofit organization's mission | | | JRNL 1160 | | | | | | | | | |
| 71 | | | | | | | | | | | | | |
| 72 | 13.0 Professional and Career Development | | | | | | | | | | | | |
| 73 | 13.1 Field experiences that are grounded in and linked to curricular goals and projected outcomes | | | | | | | | | | | | |
| 74 | 13.2 The role of professional associations and mentoring in professional development | | | | | | | | | | | | |
| 75 | 13.3 The ways that various professionals contribute to and are engaged with philanthropic and nonprofit sectors | | | | | | | | | | | | |
| 76 | 13.4 Opportunities for service and volunteerism that exist in the community | ANTH 2160 | | | | | | | | | | | |
| 77 | 13.5 The standards and context of professionalism, e.g. conduct and speech appropriate to the (respective) profession | | | | | | | | | | | | |
| 78 | TOTAL: Curriculum items | 12 | 12 | 9 | 8 | 15 | 11 | 11 | 11 | 13 | 14 | 16 | |
| 79 | Number of categories | 7 | 5 | 6 | 4 | 5 | 5 | 5 | 6 | 6 | 8 | 7 | |
| 80 | Please note: the following are the authors of the NACC Curricular Guidelines: Robert F. Ashcraft, Chair, NACC Curricular Task Force, Center for Nonprofit Leadership and Management, Arizona State University; Kathy Agard, Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership, Grand Valley State University; Dwight Burlingame, The Center on Philanthropy, Indiana University; Norman Dolch, Institute for Human Services and Public Policy, Louisiana State University - Shreveport; Kathleen Fletcher, Institute for Nonprofit Organization Management, University of San Francisco; Femida Handy, School of Social Policy & Practice on behalf of the Center for Community Partnerships, University of Pennsylvania; Paul Palmer, Centre for Charity Effectiveness, City University London; David Renz, Midwest Center for Nonprofit Leadership, University of Missouri - Kansas City; Nora Silver, Nonprofit and Public Management Program, University of California - Berkeley; John Palmer Smith, Helen Bader Institute for Nonprofit | | | | | | | | | | | | |
| 81 | of Missouri - Kansas City; Nora Silver, Nonprofit and Public Management Program, University of California - Berkeley; John Palmer Smith, Helen Bader Institute for Nonprofit | | | | | | | | | | | | |
| 82 | *** GIS relates as a special methods course of interest to NGOs | | | | | | | | | | | | |

**Certificate in NGO (Non-Governmental
Organizations) and Nonprofit Studies**

See also the following appendices: **Appendix A – Internal Consultations; Appendix B - NACC Curricular Guidelines for all course options – see attached Excel file; Appendix C – IAP Report; Appendix D – Library Assessment.**

8. *Appendix C – Planning Data (IAP Report)*

Please see attached Report from the Institutional Analysis and Planning Office.

**Certificate in NGO (Non-Governmental
Organizations) and Nonprofit Studies**

See also the following appendices: Appendix A – Internal Consultations; Appendix B - NACC Curricular Guidelines for all course options – see attached Excel file; Appendix C – IAP Report; Appendix D – Library Assessment.

11. Appendix D – Library Impact Assessment



**Certificate in NGO (Non-Governmental Organizations) and
Nonprofit Studies**

Library Impact Assessment

for New and Revised Programs

8 January 2014

Kwantlen Library Impact Assessment Process for New and Revised Programs

12. ASSESSMENT POLICY

13. Library impact assessments will be completed for new degree, diploma, certificate, or citation programs, and for major program revisions.
14. Requests for a library impact assessment are to be directed to the Senate Standing committee on curriculum (SSCC) liaison librarian.
15. The development of library impact assessments for programs is based on a consultative model. The SSCC liaison librarian will review proposals and consult with both proposing faculty and with appropriate librarians. In the case of revised programs, the SSCC liaison librarian will make a decision on whether the revised content requires a library impact assessment.
16. Timelines for completion of the Library Impact Assessment are:
 - New Programs:** Developers must allow a minimum of 3 weeks for the completion of a new program library impact assessment.
 - Revised Programs:** Developers must allow a minimum of 2 weeks for the completion of a revised program library impact assessment.
17. Completed library impact assessments will be signed by the SSCC liaison librarian and the university librarian and sent to the program developer. A copy of the assessment summary (Part B only) must be appended to the program concept and sent to the Senate office after the program and developer has reviewed and signed the assessment. Assessments will be sent electronically to the Senate office and will be followed by signed paper copies.
18. The library impact assessment will normally include projected and retrospective monograph and periodical costs based on average costs for materials in the subject area, collection needs of the program or course, average price increases in the subject area as well as the strength or weakness of the existing collection. Audio-visual purchase costs will be included where appropriate. Projected enrolments will be included in the cost calculations where multiple sections or multiple campus enrolments are indicated or in cases where most resources will be provided by interlibrary loan.
19. Specialized or subject-specific databases not already held by the library will be costed against the number of 300- and 400- level courses in the subject area. Upper-level field courses, co-ops, and practicums will be deducted from the total number of subject area 300- and 400- level courses.

**Library Resources Impact Assessment
20. New Program Proposal or Revision**

21. Name of Program:

23.

Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies

24.

25.

26. Is this a Revision of an Existing Program?

27. Yes No

28. Name(s) of Program Developer(s):

29. Larissa Petrillo, Anthropology

30.

31. Diane Purvey, Dean of Arts

32.

33.

34. Key Online Databases (periodical indexes/abstracts):

| 35. Name | 36. Held by KPU Library? | 37. If no, estimate annual cost to provide: |
|--------------------------|-------------------------------------------------------------------------|---------------------------------------------|
| Business Source Complete | 38. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> | 39. n/a |
| Academic Search Premier | 40. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> | 41. n/a |
| CBCA Complete | 42. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> | 43. n/a |
| Canadian Newstand | 44. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> | 45. n/a |
| HeinOnline | 46. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> | 47. n/a |
| 48. Sub Total | | 49. 0 |

50. Comments:

Our current roster of databases will be enough for the courses listed. We are also hoping to soon be able to support GIS based research.

51.

| 52. Key Periodicals (core titles in the subject area): | | | |
|--------------------------------------------------------|---------------------------------------------|----|---------------------------------------------|
| 53. Name | 54. Held by KPU Library? | | 55. If no, estimate annual cost to provide: |
| Global Journal | 56. Yes <input type="checkbox"/> | No | 57. \$115.83 |
| | <input checked="" type="checkbox"/> | | |
| Journal of rural studies | 58. Yes <input checked="" type="checkbox"/> | No | 59. n/a |
| | <input type="checkbox"/> | | |
| Public organization review | 60. Yes <input checked="" type="checkbox"/> | No | 61. n/a |
| | <input type="checkbox"/> | | |
| Public administration and development | 62. Yes <input checked="" type="checkbox"/> | No | 63. n/a |
| | <input type="checkbox"/> | | |
| Social development issues | 64. Yes <input checked="" type="checkbox"/> | No | 65. n/a |
| | <input type="checkbox"/> | | |
| Voluntas | 66. Yes <input checked="" type="checkbox"/> | No | 67. n/a |
| | <input type="checkbox"/> | | |
| World development | 68. Yes <input checked="" type="checkbox"/> | No | 69. n/a |
| | <input type="checkbox"/> | | |

Part A

| | | |
|----------------------|------------|--------------|
| 70.Sub Total | 71. | \$115 |
| 72. Comments: | | |

73.

| 74. Key Reference Titles: | | |
|--------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------|
| 75. Name | 76. Held by KPU Library? | 77. If no, estimate annual cost to provide: |
| The Europa international foundation directory 2013 | 78. Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | 79. \$595 |
| Yearbook of international organizations (2013-14) 6 vol. set | 80. Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> | 81. \$3346 |
| 82.Sub Total | | 83. Total: \$3941 |
| 84. Comments: | | |

85.

86.

| 87. Monographs: | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------------------------|
| 88. Number of titles held by Kwantlen in this subject area: | 89. | 895 |
| 90. Number of titles published annually in this subject area: | 91. | 285 |
| 92. Average number of titles purchased annually: | 93. | 65 |
| 94. Average cost per volume of titles in this subject area: | 95. | \$65 |
| 96. Is the collection current? | 97. Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| 98. Data/Comments on the currency/comprehensiveness of the monograph collection in this subject area: | | |
| 99. Since the courses required for this program already exist there has been significant collection development in this area: however, a greater depth of coverage would be required for students completing a concentrated course of study. | | |
| 100. Sub Total | | 101. \$6,500 |
| 102. Comments: | | |
| Subjects considered: Voluntarism, Small business—developing countries, Political anthropology, Philosophical anthropology, Non-governmental organizations [NGOs], Non-profit organizations--management, Microfinance—developing countries, Finance—developing countries, Financial institutions—developing countries, Economic development—social aspects, Economic anthropology, Developing countries—economic conditions, Capitalism—social aspects, Capital market—developing countries | | |

103.

104.

| 105. Key Audio Visual Materials: | | | |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------|
| 106. | Number of titles held by Kwantlen in this subject area: | 107. | 10 |
| 108. | Number of titles published annually in this subject area: | 109. | 20 |
| 110. | Average number of titles purchased annually: | 111. | 100 |
| 112. | Average cost per volume of titles in this subject area: | 113. | \$250 |
| 114. | Is the collection current? | 115. | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| 116. | Data/Comments on the currency/comprehensiveness of the AV collection in this subject area: | | |
| | We have several videos on the work some NGOs are doing but nothing really on how they work and the reasoning behind having them. | | |
| | 117. Sub Total | 118. | \$1000 |
| We will attempt to add streaming titles when possible. | | | |

119.

120. Summary Statement:

121. This impact assessment has been based on the information available. It is possible that, as course outlines and specific curriculum are developed; further resources may need to be allocated in support of this program.

The Library supports the proposed Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies. At this time, it appears that there should be little impact on Library print resources and services. In order to provide an acceptable level of support to students enrolled in this program, the Library will continue to work with the Faculty of Arts to ensure that the resources and services remain current and effective.

122. Previous Collection Development:

The collection as it exists has been developed to meet the needs of students enrolled in existing undergraduate courses.

123. Future Collection Needs:

The majority of research needs of students enrolled in this program should generally be adequately met by our current collections. The over all collection will not need to be substantially enriched in order to meet the requirements of this certificate. Also, If faculty is actively conducting their own research, and need specific or extensive materials, the Library is prepared to accommodate these requirements.

124. Collection Development Obstacles:

Funding:

It is recommended that funding for library resources be maintained and augmented in order to build the type of library collection appropriate to a university offering academic degrees.

Time:

Building an excellent library collection and acquiring new online research databases takes place over a period of time. It is important that the Library continue to be involved in the planning and development of new degrees and programs in order that sufficient preparation time is available for the planning and building of new library collections.

| | |
|--------------------------------------------------------|---------------------|
| 125. Total Estimated Start up Costs (one time): | 126. n/a |
| 127. Total Estimated Annual Costs (on-going): | 128. \$11556 |

Part A

129. Assessment Prepared by:



132.

135. Elaine Samwald SSCC Liaison Librarian

138.

141. Assessment Reviewed by:



144.

147. Todd Mundle University Librarian

131.

134. 09 January 2014

137. Date

140.

143.

146. January 10, 2014

149. Date

Kwantlen Polytechnic University

**150. Library Impact Assessment
Support for Program Proposal/Revision**

151. Name of Program

153. Date

154. Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies

156.

157. The Library supports the development and implementation of the proposed Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies. Currently, it appears that impact on Library resources and services should be manageable. The Library will continue to work with the faculty to ensure that the resources and services remain up to date and relevant. This impact assessment has been based on the information available. It is possible that, as course outlines and specific curriculum are developed; further resources may need to be allocated in support of this program.

158. Summary of Start-up and Subsequent Costs:

| | |
|-----------------------|--------------|
| Reference Materials | \$3941 |
| AV Materials | \$1000 |
| Periodicals | \$115 |
| Databases and Indexes | 0 |
| Monographs | 6500 |
| TOTAL | 11556 |

Part A

159. **Assessment Prepared by:**

161.



162.

164. 9 January 2014

165. **Elaine Samwald SSCC Liaison Librarian**

167. **Date**

168.

170.

171. **Assessment Reviewed by:**

173.



176. January 10, 2014

174.

177. **Todd Mundle University Librarian**

179. **Date**

180.

182.

183. I support this collection
assessment:

184. Yes No *

185. **Program Developer:**

187.

188.

190.

191. **Name/Title**

193. **Date**

**Please provide reasons for non-support of assessment*



Planning Data for the Proposed Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies Program

Office of Institutional Analysis & Planning
Kwantlen Polytechnic University
February 2014

<http://www.kpu.ca/iap>

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Certificate in Non-Governmental Organizations and Nonprofit Studies

Executive Summary

The program proposal for the Certificate in Non-Governmental Organizations and Nonprofit Studies was reviewed by the Office of Institutional Analysis & Planning in February 2014. The proposed certificate program is a selective entry program that is planned to be offered by the Faculty of Arts.

In general, the data and other information the Office of Institutional Analysis & Planning provides are designed to provide an assessment of the ability of the program to attract sufficient students, and to suggest potential ways of improving its viability. This report consists of three main sections:

- 1) Competitive Environment,
- 2) Student Demand, and
- 3) Labour Market Demand.

Competitive Environment

Several public postsecondary education institutions in British Columbia offer undergraduate programs in nonprofit studies and global studies, which range from certificate programs to bachelor's degrees. The certificate programs offered by BCIT and Trinity Western University are designed for people who are already working in the nonprofit sector and the Associate of Arts and Bachelor of Arts degrees in global studies help students develop knowledge and skills oriented towards global social sustainability and prepare them for work in international non-governmental organizations (INGOs) and inter-governmental organizations (IGOs).

KPU's proposed Certificate in Non-Governmental Organizations and Nonprofit Studies program is different from the programs offered by other postsecondary institutions in BC as it will prepare students to take on voluntary or entry-level positions in the nonprofit sector. Therefore, KPU's proposed Certificate in Non-Governmental Organizations and Nonprofit Studies does not face direct competition from other postsecondary institutions within the province.

For a detailed analysis, please refer to page 6.

Student Demand

Factors indicating positive student demand for the proposed program include:

- Students will be able to complete the Certificate in Non-Government and Nonprofit Studies program while completing a degree or another diploma/certificate at KPU.
- Headcounts in BCIT's Fundraising Management Associate Certificate have increased by 353% between 2010 and 2012 fiscal years.
- During 2008 and 2009, the HR Council for the Voluntary and Non-profit Sector surveyed 16,688 undergraduate students from 50 post-secondary education institutions across Canada to determine the characteristics and motivations of students who are interested in a nonprofit career. A total of 988 (5.9%) survey respondents identified the nonprofit sector as the *preferred career choice* and another 4.5% of the respondents identified the nonprofit sector as a *possible career choice*¹. The results indicate an interest among undergraduate students in the nonprofit sector.

¹ Liberal arts, fine arts, law, education, and social sciences were under-represented in the total sample, which may have reduced the number of respondents who indicated an interest in non-profit sector.

Factors indicating dampened student demand for the proposed program include:

- The registrant counts in certificate programs offered by the Faculty of Arts have decreased by 14% between 2010/11 and 2012/13 academic years. The overall increase in the registrant counts in Bachelor of Arts programs (35%) during the same three year period indicates an interest among students in bachelor's degrees.

For a detailed analysis of student demand, please see pages 7-13.

Labour Market Demand

The two major data frameworks for labour market information in Canada are the North American Industry Classification System (NAICS)² used by Statistics Canada, which classifies industries and businesses using six-digit codes and the National Occupational Classification (NOC) System developed by Human Resources and Skills Development Canada, which classifies 40,000 job titles into 520 occupational groups using 4-digit codes³. Neither of the two classification systems distinguishes between for-profit and nonprofit industries, businesses, and occupations, making it difficult to isolate employees working in the nonprofit sector.

The Canadian labour force is aging rapidly and skills shortages due to replacement demand are expected in all sectors of the Canadian economy. Between 2010 and 2020, 1,027,400 job openings are expected to be created in BC and 66% of these job openings will be due to the demand to replace retiring workers. Replacement demand will be important in every major occupational group in BC.

Canada has one of the largest nonprofit and voluntary sectors in the world. Canadian nonprofit and voluntary organizations (excluding hospitals, universities, and colleges) employ over 1.5 million full-time equivalent (FTE) workers, two-thirds in paid positions and the remainder as volunteers. This represents about 9 % of the country's economically active population⁴. The nonprofit sector in BC "provides substantial value to British Columbians both through its work and through its contributions to [the] economy. The diversity of the sector, the nature and complexity of its work, and the history and context in which it operates all contribute to substantial human resources challenges. Labour market trends and forecasts suggest that unless action is taken these challenges will continue to grow."⁵

Exhibit A provides a summary of the projected labour market demand in BC and the Mainland/Southwest region for occupational groups that include both for-profit and nonprofit job titles. The labour market demand varies between occupational groups. For example, the labour market demand for occupations in 'paralegals, social services workers, and occupations in education and religion' is robust while the labour market demand for 'managers in art, culture, recreation, and sport is moderate.

² NAICS codes are six-digit codes that classify North American businesses by type of economic activity. Depending on the level of detail required, the classifications can be aggregated to 2 (major industry), 3 (industry subsector), and 4-digit (subsector group) levels.

³ The NOC System is based on classifying occupations by skill level and skill type. Each digit of a NOC code reflects a trait of the occupation it represents. The first digit designates the occupation's skill type and the second digit identifies the occupation's skill level. The first two digits together identify the 26 major occupational groups. At the four-digit level, the NOC System provides information on 520 occupational groups called unit groups.

⁴ The Canadian Nonprofit and Voluntary Sector in Comparative Perspective, 2005, http://sectorsource.ca/sites/default/files/resources/files/jhu_report_en.pdf

⁵ Non-Profit (Social Services) Sector Human Resources Strategic Plan, HayGroup, July 2010.

Exhibit A: Projected Growth in Employment Demand for select NOC codes, BC and Lower Mainland/Southwest, 2009 – 2019

| | Occupation Title | NOC Code ⁶ | Projection Period 2009-2019 |
|-------------------------------------------|---------------------------------------------------------------------------------|-----------------------|-----------------------------|
| Total openings = (Expansion + Retirement) | BC Overall | | 1,126,420 |
| | Managers in education and social and community services | 031/042 ⁷ | 7,030 |
| | Managers in art, culture, recreation, and sport | 051 | 1,460 |
| | Social and community service professionals | 415 | 12,040 |
| | Program and policy researchers, consultants and officers | 416 | 11,720 |
| | Paraprofessional occupations in legal, social, community and education services | 421 | 30,500 |
| | Mainland/Southwest Overall | | 679,540 |
| | Managers in education and social and community services | 031 | 4,120 |
| | Managers in art, culture, recreation, and sport | 051 | 860 |
| | Social and community service professionals | 415 | 6,220 |
| | Program and policy researchers, consultants and officers | 416 | 7,550 |
| | Paraprofessional occupations in legal, social, community and education services | 421 | 15,930 |

Source: British Columbia Labour Market Outlook 2009-2019.

Within the National Occupational Classification System, the occupational group that the most number of entry-level nonprofit job titles falls under is the Community and Social Service Workers (NOC 4212) category. Some of the job titles that are classified under this category are youth services worker, volunteer coordinator, Native outreach worker, social services assistant, meals-on-wheels worker, and community development worker.

Approximately 31,000 new jobs are forecasted to be created in BC in the Community and Social Service Workers (NOC 4212) occupational group between 2010 and 2020. A little over half (53%) of job openings will be due to replacement demand as a result of retiring workers and deaths and 47% will be due to new jobs that results from economic growth. Job opportunities for this occupational group are forecasted to be greatest in job-training programs, residential care facilities, and non-governmental social service agencies.

Considering the size of the Canadian nonprofit sector as well as the projected growth in employment demand for occupational groups that include occupations in the nonprofit sector, it is safe to expect at least a moderate increase in the occupational demand for nonprofit sector professionals in the next ten years.

For a detailed analysis of student demand, please see pages 14-20.

⁶ Each 3-digit National Occupational Code can be further divided into 4-digit occupations; however, no projections for the period 2009-2019 are available at the 4-digit level. In addition, the most recent Labour Market Outlook 2010-2020 does not provide projections at the 3-digit occupational category level, therefore, this exhibit presents the 2009-2019 labour market outlook for select occupational groups.

⁷ Under the 2011 NOC system, “Managers in education and social and community services” falls under NOC 042. Previously, it was under NOC 031, grouped with managers in Health Services. The data in the exhibit is for NOC 031.

1. Competitive Environment

The purpose of this section is to identify the public postsecondary education institutions in British Columbia that offer degrees similar to the proposed degree.

Exhibit 1 provides a list of the undergraduate programs in nonprofit studies and global studies offered by BC public postsecondary institutions. The existing programs vary in breadth and depth and range from certificate programs to Bachelor of Arts degrees.

Exhibit 1: BC Public Postsecondary Institutions with Undergraduate Programs in Nonprofit and Global Studies

| Institution | Program | Co-Op Option |
|-------------------------------------|---------------------------------------------------------------------------------------|--------------|
| BCIT | Nonprofit Management Associate Certificate | No |
| | Fundraising Management Associate Certificate | No |
| Capilano University | Global Stewardship Associate of Arts Degree | Yes |
| Simon Fraser University | Sustainable Community Development Certificate | No |
| Trinity Western University | Certificate in Leadership and Applied Public Affairs* | Yes |
| The University of the Fraser Valley | Bachelor of Arts in Global Development Studies | Yes |
| Vancouver Island University | Bachelor of Arts in Global Studies (major/minor) | Yes |
| University of Victoria | Professional Specialization Certificate in Voluntary and Non-profit Sector Management | No |

Source: Association of Universities and Colleges of Canada, and Postsecondary Education Institution websites

*The program is offered at the Laurentian Leadership Centre in Ottawa.

The proposed certificate program will prepare students for voluntary and entry-level work in the nonprofit sector.

- The Sustainable Community Development Certificate at SFU is a part-time program designed for professionals who are committed to implementing sustainable development practices in their communities.
- The Fundraising Management Associate Certificate offered by BCIT is designed mainly for people who are already working in a nonprofit organization and looking to develop fundraising skills.
- Nonprofit Management Associate Certificate at BCIT is designed more for executives and leaders of nonprofit organizations and charities.
- Trinity Western University's Leadership and Applied Public Affairs Certificate program has an applied focus and is more relevant for people who are interested in governmental affairs.
- The University of Victoria's Certificate in Voluntary and Non-profit Sector Management program is designed for mid-career professionals with a bachelor's degree.
- The degree programs offered by Capilano University, the University of the Fraser Valley, and Vancouver Island University are longer programs and prepare graduates to work for international and local NGOs (non-governmental organizations) as well as IGOs (inter-governmental organizations).

In conclusion, KPU's proposed Certificate in Non-Governmental Organizations and Nonprofit Studies does not face direct competition from other postsecondary institutions within the province.

2. Student Demand

The purpose of this section is to explore the extent of student demand for the proposed program mainly by examining the historic participation rates in related programs⁸ and understanding select Canadian postsecondary students' interest in nonprofit sector.

Enrolments

KPU Faculty of Arts Enrolments – 3 Year Trend

Enrolments in KPU's Faculty of Arts have decreased by 4.8% over the three year period from 2010/11 to 2012/13 academic years⁹.

In all three academic years, the most common credential pursued was an associate degree, followed by a bachelor's degree. The registrant counts by associate degree have fallen by 19% over the three year period from 2010/11 to 2012/13 while registrant counts for bachelor's degree have increased by 35% over the same three year period (see Exhibit 2).

Exhibit 2: KPU Faculty of Arts Registrant Counts by Credential Level, Academic Years 2010/11 to 2012/13

| Credential Type | Academic Year | | |
|----------------------|---------------|---------|---------|
| | 2010/11 | 2011/12 | 2012/13 |
| Baccalaureate degree | 1,739 | 2,154 | 2,345 |
| Associate degree | 4,753 | 4,495 | 3,855 |
| Diploma | 482 | 495 | 498 |
| Certificate | 166 | 177 | 143 |
| No credential | 5 | 0 | 1 |

Source: Academic Year 2010/11 to 2012/13 Comparison Report: Registrant Counts by Credential Level - Faculty.

Note: Headcounts are unduplicated within each credential level. A student may be counted across more than one credential level.

Between 2010/11 and 2012/13 academic years, the registrant counts in certificate programs have decreased by 14% (Exhibit 2). The registrant counts in Certificate in Criminology Program decreased by 14% (from 97 students in 2010/11 to 83 students in 2012/13) but at the same time the registrant counts in the Bachelor of Arts in Criminology increased by 51% (from 340 in 2010/11 to 515 in 2012/13). Please refer to Exhibit 3 for registrant counts in certificate programs offered by the Faculty of Arts

Exhibit 3: KPU Faculty of Arts Registrant Counts in Certificate Programs, Academic Years 2010/11 to 2012/13

| Program Name | Academic Year | | |
|----------------------------|---------------|---------|---------|
| | 2010/11 | 2011/12 | 2012/13 |
| Certificate in Arts | 23 | 28 | 30 |
| Certificate in Criminology | 97 | 99 | 83 |
| Certificate in Fine Arts | 39 | 29 | 30 |
| Certificate in Music | 14 | 21 | 0 |

Source: Academic Year 2010/11 to 2012/13 Comparison Report: Registrant Counts by Program-Faculty of Arts.

Note: Headcounts are FTE countable registrations and are unduplicated within program; a student may be counted across more than one program if registered in multiple programs

⁸ The Central Data Warehouse and the results of the Diploma, Associate Degree, and Certificate Student Outcomes (DACSO) of the Ministry of Advanced Education and Labour Market Development are used to provide enrolment, credential, and outcomes information.

⁹ Source for overall enrolment in KPU's Faculty of Arts: Academic Year 2010/11 to 2012/13 Comparison Report: Registrant Counts by Student Faculty.

KPU Faculty of Arts Top Programs by Volume

Between 2010/11 and 2012/13 academic years, the largest number of enrolments, by program, in the Faculty of Arts has consistently been in the Associate of Arts degree in General Studies and the Associate and Bachelor degree programs in Psychology and Criminology (see Exhibit 4).

- Enrolments in the Associate of Arts, General Studies program is trending downward. The registrant counts in the Associate of Arts, General Studies program have fallen by 28% between 2010/11 and 2012/13 academic years.
- Enrolments in the following programs are trending upwards: Bachelor of Arts in Criminology and Bachelor of Arts in Psychology. The registrant counts in the Bachelor of Arts in Criminology and Psychology programs have increased by 51% and 42%, respectively.

Exhibit 4: KPU Faculty of Arts Registrant Counts by Program, Academic Years 2010/11-2012/13

| Rank (2012/13) | Program Title | Academic Year | | |
|-------------------|------------------------------------|---------------|---------|---------|
| | | 2010/11 | 2011/12 | 2012/13 |
| 1 | Associate of Arts, General Studies | 2,943 | 2,656 | 2,121 |
| 2 | Associate of Arts, Criminology | 761 | 815 | 753 |
| 3 | Bachelor of Arts, General Studies | 577 | 548 | 549 |
| 4 | Associate of Arts, Psychology | 527 | 502 | 482 |
| 5 | Bachelor of Arts, Criminology | 340 | 461 | 515 |
| 6 | Bachelor of Arts, Psychology | 325 | 481 | 461 |
| 7 | Diploma in Criminology | 276 | 266 | 273 |

Source: Academic Year 2010/11 to 2012/13 Comparison Report: Registrant Counts by Program – Faculty of Arts.

Note: Headcounts are unduplicated within each degree level; students may be counted across more than one degree level if they are registered in multiple programs.

Note: Students of the Certificate in Non-Government and Nonprofit Studies program will be taking courses offered by the Faculty of Arts and School of Business and will have the option to enroll in other programs at the Faculty of Arts as well as the School of Business. Please see Appendix A for Faculty of Business enrolment data.

Enrolments in Proposed Program's Core Courses – 3 Year Trend

The following five courses are the core courses of the proposed certificate program:

BUSI 1110 Fundamentals of Business in Canada
MRKT 1199 Introduction to Marketing
ANTH 1100 Social and Cultural Anthropology
ANTH 2190 NGOs in Context
ANTH 3190 NGOs in Practice

Highest enrolments in BUSI 1100 and MRKT 1199 are from students in the Faculty of Business and Faculty of Arts. Between 2010/11 and 2013/14¹⁰ academic years, 728 Faculty of Arts students have taken BUSI 1100 course offered by the Faculty of Business. In addition, during the same three year period, 1,353 Faculty of Arts students have taken MRKT 1199. Between 2010/11 and 2013/14 academic years, 293 School of Business students have taken ANTH 1100. The number of Faculty of Business student taking ANTH 1100 has been increasing continually since the 2010/11 academic year (from 48 students in 2010/11 to 89 students in 2013/14). Please refer to exhibit 5 for registrant counts in core courses of the proposed program.

¹⁰ Please note that the 2013/14 academic year is still in progress.

Exhibit 5: Registrant Counts in Core Courses of the Proposed Program, Academic Years 2010/11-2012/13

| Course Subject | Academic Year | | | |
|------------------------------------------------|---------------|---------|---------|--------------------------|
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 (in progress) |
| Fundamentals of Business in Canada (BUSI 1110) | 874 | 885 | 873 | 811 |
| Introduction to Marketing (MRKT 1199) | 1,462 | 1,767 | 1,575 | 1,231 |
| Social and Cultural Anthropology (ANTH 1100) | 567 | 522 | 625 | 541 |
| NGOs in Context (ANTH 2190) | 0 | 0 | 19 | 17 |
| NGOs in Practice (ANTH 3190) | 0 | 0 | 0 | 34 |

Source: KBIT Enrolment Tool (accessed February 17, 2014)

Note: Headcounts are unduplicated within each course subject in each academic year.

Enrolments at Other BC Public Postsecondary Institutions

Data regarding BC postsecondary programs are based on Canada's Classification of Instructional Program (CIP) system. CIP is a three-tiered hierarchical arrangement of programs. The first level is made up of 2-digit CIP codes, the second level is made up of 4-digit CIP codes, and the third level is made up of 6-digit CIP codes. The first level includes 49 most general groupings of related programs and the third level contains 1,688 instructional program classes¹¹.

Programs most related to nonprofit studies and global studies are included in the following 4-digit CIP Codes:

30.20: International/global studies

52.02: Business administration and management, general

Teaching Universities, Colleges, Institutes

Exhibit 6 presents the program headcounts at BC teaching universities, colleges, and institutes offering related programs between the fiscal years 2010 and 2012. Headcounts in BCIT's Fundraising Management Associate Certificate have increased by 353% between 2010 and 2012 fiscal years. Headcounts in other programs have fluctuated only slightly during the same period.

Exhibit 6: BC Teaching Universities, Colleges, Institutes Program Headcounts, Fiscal Years 2010-2012

| Institution | Program | Fiscal Year | | |
|-------------------------------------|----------------------------------------------------------------|-------------|------|------|
| | | 2010 | 2011 | 2012 |
| BCIT | Nonprofit Management Associate Certificate (CIP 52.0206) | 29 | 35 | 34 |
| | Fundraising Management Associate Certificate (CIP 52.1908) | 38 | 66 | 172 |
| Capilano University | Global Stewardship Associate of Arts Degree (CIP 30.2001) | 185 | 172 | 181 |
| The University of the Fraser Valley | Bachelor of Arts in Global Development Studies (CIP 45.0604) | New Program | | |
| Vancouver Island University* | Bachelor of Arts in Global Studies (major/minor) (CIP 30.2001) | n/a | n/a | n/a |

Source: Central Data Warehouse, Program Level (October 2013)

*According to the Chair of Global Studies Program at VIU, the enrolments in the Global Studies major/minor have been around 55 students per year in the past 3-4 years.

¹¹ For more information on the Classification of Instructional Programs (CIP), Canada 2011, please see <http://www.statcan.gc.ca/subjects-sujets/standard-norme/cip-cpe/2011/introduction-eng.htm#a1>

Research Universities

Reliable historical enrolment data for Simon Fraser University's Sustainable Community Development Certificate and University of Victoria's Professional Specialization Certificate in Voluntary and Non-profit Sector Management programs is not available, likely because these programs are rolled up with some other related programs under the two-digit CIP code 30.20: International/global studies or 52.02: Business administration and management, general.

Student Outcomes

Information about former students of postsecondary education institutions is collected annually through the Diploma, Associate Degree, and Certificate Student Outcomes (DACSO) Survey. Students who left their institution in the previous year (excluding Baccalaureate students) and had completed all or a significant portion of their program requirements are asked to complete the DACSO survey. Three years of data on further education and employment outcomes from the 2013, 2012, and 2011 surveys are displayed in Exhibits 7 and 8.

Notes:

- Information in this section should be used with caution due to the small number of survey respondents.
- Data is available only for the following programs: Nonprofit Management Associate Certificate (BCIT), Fundraising Management Associate Certificate (BCIT), and Associate of Arts in Global Stewardship (Capilano University).

In general:

- The percentage of graduates who were *very satisfied with the education* they received was low in all three programs (see Exhibit 7).
- The large majority of the graduates of BCIT programs were employed in a training-related job (see Exhibit 8).
- Compared to the graduates from the two BCIT programs, far fewer graduates of the Associate of Arts in Global Stewardship program at Capilano University are employed in a training-related job (see Exhibit 8).
- A large majority of the graduates of BCIT programs rated education they received *very/somewhat useful in getting a job* (see Exhibit 8).

Exhibit 7: Education Outcomes

| Year | Eligible Cohort | Number of Respondents | Response Rate | Very Satisfied with Education | Completely Met Main Objective | Knowledge and Skill Gained Very Useful in Performing Job | Have Taken Further Studies | Further Studies at a BC Public Post-Secondary Institution |
|-----------------------------------------------------------------------------------|-----------------|-----------------------|---------------|-------------------------------|-------------------------------|----------------------------------------------------------|----------------------------|-----------------------------------------------------------|
| BCIT: Nonprofit Management Associate Certificate (CIP 52.0206) | | | | | | | | |
| 2013 | 6 | 6 | 100% | 17% | 17% | 40% | 67% | 75% |
| 2012 | 3 | 3 | 100% | 0% | 67% | 67% | 33% | 100% |
| 2011 | 4 | 3 | 75% | 0% | 67% | 0% | 100% | 67% |
| BCIT: Fundraising Management Associate Certificate (CIP 52.1908) | | | | | | | | |
| 2013 | 16 | 12 | 75% | 8% | 25% | 18% | 17% | 50% |
| 2012 | 6 | 5 | 83% | 0% | 40% | 20% | 20% | 100% |
| 2011 | 13 | 8 | 62% | 50% | 75% | 75% | 63% | 100% |
| Capilano University: Associate of Arts in Global Stewardship (CIP 30.2001) | | | | | | | | |
| 2013 | 22 | 12 | 55% | 33% | 33% | 0% | 42% | 60% |
| 2012 | 31 | 21 | 68% | 19% | 35% | 8% | 90% | 89% |
| 2011 | 28 | 20 | 71% | 25% | 21% | 0% | 75% | 93% |

Source: BC Diploma, Associate Degree, and Certificate Outcomes Survey

Exhibit 8: Employment Outcomes

| Year | Eligible Cohort | Number of Respondents | Response Rate | Currently Employed | Employed in a Training-related Job | Employed In Permanent Job | Not in Labour Force | Median Hourly Salary (main job) | Rated Education "Very/Somewhat Useful" in Getting Job |
|-----------------------------------------------------------------------------------|-----------------|-----------------------|---------------|--------------------|------------------------------------|---------------------------|---------------------|---------------------------------|-------------------------------------------------------|
| BCIT: Nonprofit Management Associate Certificate (CIP 52.0206) | | | | | | | | | |
| 2013 | 6 | 6 | 100% | 83% | 100% | 100% | 0% | n/a | 100% |
| 2012 | 3 | 3 | 100% | 100% | 100% | 100% | 0% | n/a | 0% |
| 2011 | 4 | 3 | 75% | 67% | 100% | 100% | 33% | n/a | 100% |
| BCIT: Fundraising Management Associate Certificate (CIP 52.1908) | | | | | | | | | |
| 2013 | 16 | 12 | 75% | 92% | 73% | 91% | 0% | \$23 | 100% |
| 2012 | 6 | 5 | 83% | 100% | 80% | 80% | 0% | n/a | 67% |
| 2011 | 13 | 8 | 62% | 100% | 88% | 100% | 0% | \$26 | 100% |
| Capilano University: Associate of Arts in Global Stewardship (CIP 30.2001) | | | | | | | | | |
| 2013 | 22 | 12 | 55% | 67% | 0% | 88% | 8% | \$15 | 33% |
| 2012 | 31 | 21 | 68% | 57% | 8% | 58% | 38% | \$12 | 57% |
| 2011 | 28 | 20 | 71% | 75% | 20% | 86% | 20% | \$13 | 33% |

Source: BC Diploma, Associate Degree, and Certificate Outcomes Survey

Credentials Awarded

Kwantlen Polytechnic University Faculty of Arts

The two most common credentials awarded by KPU's Faculty of Arts in the past three academic years are bachelor degrees and associate degrees.

- The number of associate degrees awarded by the Faculty of Arts is trending downward, while the number of bachelor degrees is trending upwards (see Exhibit 9). This finding aligns with the enrolment trends notes earlier in this report (see Exhibit 2 for enrolment trends).

Exhibit 9: Credentials Awarded by KPU's Faculty of Arts, Academic Years 2010/11-2012/13

| | AC Year 2010/11 | AC Year 2011/12 | AC Year 2012/13 |
|--------------------------------|-----------------|-----------------|-----------------|
| Certificate | 24 | 49 | 17 |
| Diploma | 72 | 64 | 60 |
| Associate Degree | 134 | 114 | 104 |
| Bachelor Degree | 197 | 215 | 285 |
| Total | 427 | 442 | 566 |
| Unduplicated Headcounts | 417 | 432 | 458 |

Source: 2010/11-2012/13 Academic year Comparison Report – Credential Awarded by Faculty

Teaching Universities, Colleges, and Institutes

Exhibit 10 presents the credentials awarded in nonprofit studies and global studies by BC teaching universities, colleges, and institutions between 2010 and 2012 fiscal years.

Exhibit 10: Credentials awarded by Teaching Universities, Colleges, and Institutes, Academic Years 2010/11-2012/13

| Institution | Degree Program | Fiscal Year | | |
|-------------------------------------|----------------------------------------------------------------|-------------|------|------|
| | | 2010 | 2011 | 2012 |
| BCIT | Nonprofit Management Associate Certificate (CIP 52.0206) | 3 | 7 | 9 |
| | Fundraising Management Associate Certificate (CIP 52.1908) | 10 | 13 | 10 |
| Capilano University | Global Stewardship Associate of Arts Degree (CIP 30.2001) | 19 | 12 | 18 |
| The University of the Fraser Valley | Bachelor of Arts in Global Development Studies (CIP 45.0604) | New Program | | |
| Vancouver Island University | Bachelor of Arts in Global Studies (major/minor) (CIP 30.2001) | n/a | n/a | n/a |

Source: Central Data Warehouse, Program Level (October 2013)

Research Universities

Reliable historical credential awarded data for Simon Fraser University's Sustainable Community Development Certificate and University of Victoria's Professional Specialization Certificate in Voluntary and Non-profit Sector Management programs is not available, likely because these programs are rolled up with some other related programs under the two-digit CIP code 30.20: International/global studies or 52.02: Business administration and management, general.

A Portrait of Canadian Students Considering the Nonprofit Sector¹²

During 2008 and 2009, the HR Council for the Voluntary and Non-profit Sector surveyed 16,688 undergraduate students from 50 post-secondary education institutions across Canada to determine the characteristics and motivations of students who are interested in a nonprofit career. A total of 988 (5.9%) of the survey respondents identified the nonprofit sector as the *preferred career choice* and another 4.5% of the respondents identified the nonprofit sector as a *possible career choice*¹³.

Major findings of the study are:

- More young women are interested in nonprofit careers than young men.
- Students who are interested in nonprofit careers are more likely to identify *dedication to a cause* and *servng a greater good* as their major career goals.
- The majority of students who are interested in nonprofit careers do not have a well-defined career plan and do not expect to get the job they want right after graduation.
- Students interested in nonprofit careers expect to see representatives from nonprofit organizations on campus at information sessions and career fairs.
- 40% of students who indicated an interest in a nonprofit career had participated in co-ops or internships.
- For students who are interested in nonprofit careers, *interesting work* and *work-life balance* are the two most important factors in choosing a job.

¹² Trends & Issues: A Portrait of Students Considering the Nonprofit Sector, HR Council for the Voluntary & Non-profit Sector, http://www.hrcouncil.ca/documents/LMI_students_sector.pdf

¹³ Liberal arts, fine arts, law, education, and social sciences were under-represented in the total sample, which may have reduced the number of respondents who indicated an interest in non-profit sector.

- Students interested in nonprofit careers are less concerned about *advancement opportunities* and *salary levels*.
- Students in business, engineering, and information technology programs are less likely to list nonprofit organizations among the list of employers they prefer to work for. On the other hand, students in arts and natural sciences programs are more likely to list nonprofit organizations in their list of top employers.
- Student respondents with an interest in a nonprofit career included five nonprofits (excluding hospitals) in their list of top 10 employers.

Following the survey, the HR Council for the Voluntary and Non-profit Sector conducted focus groups with 36 randomly selected third and fourth year university students to discuss “their knowledge and awareness of jobs and careers in the nonprofit sector, their perceptions and expectations of job satisfaction in the nonprofit sector, and positive and negative factors that would influence a decision to work in the sector¹⁴.”

Major findings of the focus groups are:

- The majority of the students do not have a particular employer in mind to apply for work after graduation.
- Students who volunteer and are involved in community service-learning know more about the nonprofit sector, have positive perceptions about the sector, and are more willing to work in the nonprofit sector than students without community service-learning experience.
- There is significant interest on the part of some students to work in the nonprofit sector, particularly among those with community service-learning experience.

¹⁴ Why Nonprofit? University student perceptions of careers in the nonprofit sector, June 2010
http://hrcouncil.ca/newsroom/documents/HRC_Why_Nonprofit_0610.pdf

3. Labour Market Demand

The purpose of this section is to provide an informed view of the labour market trends in BC for occupations related to the postsecondary field of study of the proposed certificate program.

Sectors that graduates with a Certificate in NGO and Nonprofit Studies may find employment include:

- Arts and Culture
- Childcare/Seniors/Disabilities
- Education
- Environment
- Health Care
- Social Services
- Sports and Recreation

Source: Careers in the Nonprofit Sector, Mount Royal College Institute for Nonprofit Studies, 2008

Common occupations that graduates with a Certificate in NGO and Nonprofit Studies may pursue include:

- Administrative Assistant
- Community Engagement Liaison
- Community Outreach Worker
- Marketing Assistant
- Office Assistant
- Project Analyst
- Project Coordinator
- Project Facilitator
- Project Researcher
- Team Leader
- Volunteer Coordinator

Sources: Careers in the Nonprofit Sector, Mount Royal College Institute for Nonprofit Studies, 2008, Certificate in NGO and Nonprofit Studies Program Concept Document, 2014, and Ryerson University Nonprofit Sector Industry Overview

Common occupations that graduates with both a Certificate in NGO and Nonprofit Studies and a Bachelor of Arts or Business degree may pursue include:

- Accountant
- Communications Manager
- Counsellor
- Development Officer
- Director of Development
- Director of Finance
- Executive Director
- Financial Administrator
- Fund Development Coordinator
- Fundraiser
- Human Resources Manager
- IT Support
- Manager of Volunteers
- Marketing Coordinator
- Marketing Manager
- Policy Director
- Program Coordinator
- Program Director
- Project Director
- Financial Officer
- Regional Manager
- Research Director
- Systems Administrator
- Volunteer Director

Sources: Careers in the Nonprofit Sector, Mount Royal College Institute for Nonprofit Studies, 2008 and Ryerson University Nonprofit Sector Industry Overview

Please note that above list is not an exhaustive list and some of the occupations may require additional education and/or training beyond an undergraduate degree.

Employment Outlook

There are many sources of labour market information in Canada at all levels of government and in the private sector. At the federal level, the main sources are Statistics Canada, Human Resources and Skills Development Canada, Industry Canada, and Citizenship and Immigration Canada. Provincial and territorial governments also produce provincial, regional, and local labour market information.

The two major data frameworks for labour market information in Canada are the North American Industry Classification System (NAICS)¹⁵ used by Statistics Canada, which classifies industries and businesses using six-digit codes and the National Occupational Classification (NOC) System developed by Human Resources and Skills Development Canada, which classifies 40,000 job titles into 520 occupational groups using 4-digit codes¹⁶.

Neither of the two classification systems distinguishes between for-profit and nonprofit industries, businesses, and occupations, making it difficult to isolate employees working in the nonprofit sector.

Future Job Openings

The Canadian labour force is aging rapidly and skills shortages due to replacement demand are expected in all sectors of the Canadian economy. The COPS B.C. Unique Scenario uses the National Occupational Classification (NOC) system to categorize occupations into different groups based on the type of work an occupation is expected to perform.

Between 2010 and 2020, 1,027,400 job openings are expected to be created in BC and 66% of these job openings will be due to the demand to replace retiring workers. Replacement demand will be important in every major occupational group in BC. The three occupational groups that are projected to experience the highest growth rates are health occupations, natural and applied sciences and related occupations, and occupations in art, culture, recreation, and sport.

Nonprofit Sector Outlook

Canada has one of the largest nonprofit and voluntary sectors in the world¹⁷. Although the nonprofit sector, like other sectors of the economy, needs good labour market information to be able to determine education and skill requirements for positions in the sector and fill job vacancies, there is currently limited labour market information available on the nonprofit sector.

The HR Council for the Voluntary and Non-profit Sector, which was established in 2005, has been working on improving the labour market information available on and for nonprofits in Canada. "Nonprofit organizations realize that the long-term viability of the sector is dependent upon the ability to attract and retain workers of all ages, particularly early career workers¹⁸."

¹⁵ NAICS codes are six-digit codes that classify North American businesses by type of economic activity. Depending on the level of detail required, the classifications can be aggregated to 2 (major industry), 3 (industry subsector), and 4-digit (subsector group) levels.

¹⁶ The NOC System is based on classifying occupations by skill level and skill type. Each digit of a NOC code reflects a trait of the occupation it represents. The first digit designates the occupation's skill type and the second digit identifies the occupation's skill level. The first two digits together identify the 26 major occupational groups. At the four-digit level, the NOC System provides information on 520 occupational groups called unit groups.

¹⁷ The Canadian Nonprofit and Voluntary Sector in Comparative Perspective, 2005, http://sectorsource.ca/sites/default/files/resources/files/jhu_report_en.pdf

¹⁸ Why Nonprofit? University student perceptions of careers in the nonprofit sector, June 2010 http://hrcouncil.ca/newsroom/documents/HRC_Why_Nonprofit_0610.pdf

Canadian nonprofit and voluntary organizations (excluding hospitals, universities, and colleges) employ over 1.5 million full-time equivalent (FTE) workers, two-thirds in paid positions and the remainder as volunteers. This represents about 9% of the country's economically active population and about 10.2% of its nonagricultural employment¹⁹ (see Exhibit 11).

The HR Council for the Voluntary and Non-profit Sector conducted two Canada-wide surveys of nonprofit employers and employees working in nonprofit organizations in 2007-2008. A total of 1,300 nonprofit employers and 2,873 individuals who were employed for pay by a nonprofit organization completed the surveys.

Major findings of the two surveys are²⁰:

- Nearly 1.2 million Canadians work in nonprofit organizations.
- 76% are women, compared to 47% of Canada's overall labour force.
- The average age of sector employees is 43.4, which is slightly higher than the overall labour force at 41.2.
- Seven out of ten employees have a post-secondary credential.
- 71% of the employees hold full-time, permanent positions.
- Most nonprofit employers are small organizations. Over half of employers have fewer than five employees.
- Only 3% of employers have 100 or more paid employees but this small number of employers accounts for more than half of all the employees in the sector.
- Nearly two-thirds of nonprofit organizations operate independently.

For more information on the findings of the two surveys, please refer to Appendix B.

Exhibit 12 provides a summary of the projected labour market demand in BC and the Mainland/Southwest region for occupational groups that include both for-profit and nonprofit job titles. Please refer to Appendix C for a list of occupations that fall under the three-digit NOC codes/occupational groups presented in Exhibit 12.

The labour market demand varies between occupational groups. For example, the labour market demand for occupations in 'paraprofessional occupations in legal, social, community and education services' is robust while the labour market demand for 'managers in art, culture, recreation, and sport' is moderate.

*Exhibit 11: Canada's Nonprofit and Voluntary Sector**

| |
|-------------------------------------------------------|
| With hospitals, universities, and colleges |
| \$75.9 billion added to the national economy** |
| 8.5% of GDP |
| 2,073,032 full-time equivalent workforce |
| 1,524,032 full-time equivalent paid employees |
| 549,000 full-time equivalent volunteers |
| 12.1% of the economically active population |
| 13.2% of non-agricultural employment |
| Without hospitals, universities, and colleges |
| \$34.7 billion added to the national economy** |
| 4.0% of GDP |
| 1,541,345 full-time equivalent workforce |
| 1,016,856 full-time equivalent paid employees |
| 524,489 full-time equivalent volunteers |
| 9.0% of the economically active population |
| 10.2% of non-agricultural employment |

Source: Johns Hopkins Comparative Nonprofit Sector Project, Satellite Account of Nonprofit Institutions and Volunteering, 2000 National Survey of Giving, Volunteering and Participating, National Survey of Nonprofit and Voluntary Organizations. As reported by Imagine Canada.

* Including religious worship organizations and volunteering

** 1997-1999 figures

¹⁹ The Canadian Nonprofit and Voluntary Sector in Comparative Perspective, 2005, http://sectorsource.ca/sites/default/files/resources/files/jhu_report_en.pdf

²⁰ Toward a Labour Force Strategy for Canada's Voluntary & Non-profit Sector Report #2: Findings from Canada-wide Survey of Employers and Employees, http://www.hrcouncil.ca/about/documents/LFS_R2_web_001.pdf

Exhibit 12: Projected Growth in Employment Demand for select NOC codes, BC and Lower Mainland/Southwest, 2009 – 2019

| | Occupation Title | NOC Code ¹ | Projection Period 2009-2019 |
|------------------------------------------|---------------------------------------------------------------------------------|-----------------------|-----------------------------|
| Total openings = Expansion + Retirement) | BC Overall | | 1,126,420 |
| | Managers in education and social and community services | 031/042 ² | 7,030 |
| | Managers in art, culture, recreation, and sport | 051 | 1,460 |
| | Social and community service professionals | 415 | 12,040 |
| | Program and policy researchers, consultants and officers | 416 | 11,720 |
| | Paraprofessional occupations in legal, social, community and education services | 421 | 30,500 |
| | Mainland/Southwest Overall | | 679,540 |
| | Managers in education and social and community services | 031 | 4,120 |
| | Managers in art, culture, recreation, and sport | 051 | 860 |
| | Social and community service professionals | 415 | 6,220 |
| | Program and policy researchers, consultants and officers | 416 | 7,550 |
| | Paraprofessional occupations in legal, social, community and education services | 421 | 15,930 |

Source: British Columbia Labour Market Outlook 2009-2019.

Notes:

- Each 3-digit National Occupational Code can be further divided into 4-digit occupations; however, no projections for the period 2009-2019 are available at the 4-digit level. In addition, the most recent Labour Market Outlook 2010-2020 does not provide projections at the 3-digit occupational category level, therefore, this exhibit presents the 2009-2019 labour market outlook for select occupational groups.
- Under the 2011 NOC system, “Managers in education and social and community services” falls under NOC 042. Previously, it was under NOC 031, grouped with managers in Health Services. The data in the exhibit is for NOC 031.

Community and Social Service Workers in BC²¹

Within the National Occupational Classification System, the occupational group with the most number of entry-level nonprofit job titles falls under is the Community and Social Service Workers (NOC 4212) category.

Human Resources and Skills Development Canada provides the following description for this occupational group: “Social and community service workers administer and implement a variety of social assistance programs and community services, and assist clients to deal with personal and social problems. They are employed by social service and government agencies, mental health agencies, group homes, shelters, substance abuse centers, school boards, correctional facilities and other establishments.”

Some of the job titles that are classified under this category are youth services worker, volunteer coordinator, Native outreach worker, social services assistant, meals-on-wheels worker, and community development worker. For a full list of job titles associated with this category, please refer to Appendix B.

Some of the characteristics of and employment outlook for community and social services workers in BC are:

- Of the 14,600 individuals who indicated they were community and social service workers in the 2006 Census, 75% were female and 77% were working full-time.

²¹ Summary of provincial outlook for Community and Social Service Workers (NOC 4212), WorkBC, <http://www.workbc.ca/Navigator/occupations/4212>

- Half of the workforce is between the ages 25 and 44 and 39% is between the ages 45-64. The average age of those working in this group is younger than the provincial average.
- The provincial average income for occupations that fall under this occupational group is between \$33,000 and \$44,000.
- Unemployment rate of this group is forecasted to decline from 4.4% in 2010 to 2.2% in 2020.
- Approximately 31,000 new jobs are forecasted to be created between 2010 and 2020. A little over half (53%) of job openings will be due to replacement demand as a result of retiring workers and deaths and 47% will be due to new jobs that results from economic growth.
- Job opportunities for this occupational group are forecasted to be greatest in job-training programs, residential care facilities, and non-governmental social service agencies.

Industry Subsectors Community and Social Service Workers are Employed

The two major industry subsectors in which community and social service workers are employed are Social Assistance (NAICS 624) and Religious, Grant-Making, Civic, and Professional and Similar Organizations (NAICS 813).

Social Assistance (NAICS 624)²²

The Social Assistance subsector comprises establishments engaged in individual and family services, child and youth services, services for elderly and persons with disabilities, other individual and family services, community food and housing, and emergency and other relief services, vocational rehabilitation services, and child day-care services.

Exhibit 13 displays the number of establishments in the Social Assistance subsector by province and territory. In 2012, BC had the third highest percentage of establishments in the Social Assistance subsector at 13.6%, behind Quebec (33.8%) and Ontario (27.1%).

In 2012, nearly 80% of the establishments in BC had one or more paid employees.

Exhibit 13: Number of establishments in Canada by type and region: Social Assistance (NAICS 624)

| Province or Territory | Employers | Non-Employers/ Indeterminate* | Total | % of Canada |
|---------------------------|-----------|----------------------------------|--------|----------------|
| Alberta | 1,636 | 529 | 2,165 | 9.6% |
| British Columbia | 2,475 | 602 | 3,077 | 13.6% |
| Manitoba | 859 | 108 | 967 | 4.3% |
| New Brunswick | 470 | 61 | 531 | 2.4% |
| Newfoundland and Labrador | 570 | 40 | 610 | 2.7% |
| Northwest Territories | 43 | 7 | 50 | 0.2% |
| Nova Scotia | 440 | 75 | 515 | 2.3% |
| Nunavut | 38 | 5 | 43 | 0.2% |
| Ontario | 4,586 | 1,533 | 6,119 | 27.1% |
| Prince Edward Island | 110 | 15 | 125 | 0.6% |
| Quebec | 6,138 | 1,489 | 7,627 | 33.8% |
| Saskatchewan | 567 | 137 | 704 | 3.1% |
| Yukon Territory | 56 | 6 | 62 | 0.3% |
| CANADA | 17,988 | 4,607 | 22,595 | 100% |
| Percent Distribution | 79.6% | 20.4% | 100% | |

Source : Statistics Canada, Canadian Business Patterns Database, December 2012.

*“Some establishments do not employ any individuals, and in some cases the employment type of an establishment cannot be determined (indeterminate). Non-employers are in effect owner operated and the owners do not pay wages or salaries to themselves as an employee of the company. Even though some establishments do not maintain employee payrolls, they may have work forces, which may consist of contracted workers, part-time employees, family members or business owners.” Statistics Canada

²² Statistics Canada North American Industry Classification (NAICS) 2007

Exhibit 14 indicates the number of establishments by employment size category and by province or territory in the Social Assistance subsector.

In 2012, the distribution of establishments in the Social Assistance subsector in BC was as follows: 43% of them were considered *micro*, employing less than five employees. *Small* establishments accounted for 55% and *medium-sized* establishments accounted for an additional 2.1% of the total number of establishments. In 2012, there was only one *large* employer with more than five hundred persons on payroll in the Social Assistance subsector. Of the 19 large Canadian establishments in this subsector, seven were located in Ontario and five were in Quebec.

Exhibit 14: Number of employer establishments by employment size category and region: Social Assistance (NAICS 624)

| Province or Territory | Employment Size Category (Number of employees) | | | |
|---------------------------|---------------------------------------------------|---------------|-------------------|---------------|
| | Micro 1-4 | Small 5-99 | Medium 100-499 | Large 500+ |
| Alberta | 659 | 944 | 30 | 3 |
| British Columbia | 1,063 | 1,358 | 53 | 1 |
| Manitoba | 262 | 580 | 17 | 0 |
| New Brunswick | 179 | 280 | 11 | 0 |
| Newfoundland and Labrador | 363 | 204 | 3 | 0 |
| Northwest Territories | 13 | 29 | 1 | 0 |
| Nova Scotia | 157 | 276 | 6 | 1 |
| Nunavut | 5 | 32 | 1 | 0 |
| Ontario | 1,383 | 3,032 | 164 | 7 |
| Prince Edward Island | 31 | 78 | 1 | 0 |
| Quebec | 2,731 | 3,342 | 60 | 5 |
| Saskatchewan | 224 | 334 | 7 | 2 |
| Yukon Territory | 20 | 36 | 0 | 0 |
| CANADA | 7,090 | 10,525 | 354 | 19 |
| Percent Distribution | 39.4% | 58.5% | 2.0% | 0.1% |

Source : Statistics Canada, Canadian Business Patterns Database, December 2012.

Religious, Grant-Making, Civic, and Professional and Similar Organizations (NAICS 813)²³

Exhibit 15: Number of establishments in Canada by type and region: Religious, Grant-Making, Civic, and Professional and Similar Organizations (NAICS 813)

| Province or Territory | Employers | Non-Employers/ Indeterminate* | Total | % of Canada |
|---------------------------|-----------|----------------------------------|--------|----------------|
| Alberta | 3,775 | 3,665 | 7,440 | 12.5% |
| British Columbia | 4,741 | 3,121 | 7,862 | 13.2% |
| Manitoba | 1,662 | 704 | 2,366 | 4.0% |
| New Brunswick | 1,244 | 293 | 1,537 | 2.6% |
| Newfoundland and Labrador | 810 | 155 | 965 | 1.6% |
| Northwest Territories | 105 | 37 | 142 | 0.2% |
| Nova Scotia | 1,490 | 358 | 1,848 | 3.1% |
| Nunavut | 28 | 18 | 46 | 0.1% |
| Ontario | 12,556 | 8,457 | 21,013 | 35.4% |
| Prince Edward Island | 335 | 59 | 394 | 0.7% |
| Quebec | 7,964 | 5,712 | 13,676 | 23.0% |
| Saskatchewan | 1,505 | 504 | 2,009 | 3.4% |
| Yukon Territory | 84 | 10 | 94 | 0.2% |
| CANADA | 36,299 | 23,093 | 59,392 | 100% |
| Percent Distribution | 61.1% | 38.9% | 100% | |

Source : Statistics Canada, Canadian Business Patterns Database, December 2012.

*"Some establishments do not employ any individuals, and in some cases the employment type of an establishment cannot be determined (indeterminate). Non-employers are in effect owner operated and the owners do not pay wages or salaries to themselves as an employee of the company. Even though some establishments do not maintain employee payrolls, they may have work forces, which may consist of contracted workers, part-time employees, family members or business owners." Statistics Canada

The Religious, Grant-Making, Civic, and Professional and Similar Organizations subsector comprises religious organizations, grant-making and giving services, social advocacy organizations, civic and social organizations, business, professional, labour and other membership organizations, business associations, professional organizations, and political organizations.

Exhibit 15 displays the number of establishments in the Religious, Grant-Making, Civic, and Professional and Similar Organizations subsector by province and territory. In

2012, BC had the third highest percentage of establishments in this subsector at 13.2%, behind Ontario (35.4%) and Quebec (23%). In 2012, nearly 60% of the establishments in BC had one or more paid employees.

Exhibit 16: Number of employer establishments by employment size category and region: Religious, Grant-Making, Civic, and Professional and Similar Organizations (NAICS 813)

| Province or Territory | Employment Size Category (Number of employees) | | | |
|---------------------------|---------------------------------------------------|---------------|-------------------|---------------|
| | Micro 1-4 | Small 5-99 | Medium 100-499 | Large 500+ |
| Alberta | 2,261 | 1,467 | 44 | 3 |
| British Columbia | 2,877 | 1,814 | 49 | 1 |
| Manitoba | 995 | 651 | 16 | 0 |
| New Brunswick | 855 | 383 | 6 | 0 |
| Newfoundland and Labrador | 454 | 352 | 4 | 0 |
| Northwest Territories | 39 | 65 | 1 | 0 |
| Nova Scotia | 1,014 | 467 | 9 | 0 |
| Nunavut | 11 | 15 | 2 | 0 |
| Ontario | 7,730 | 4,610 | 199 | 17 |
| Prince Edward Island | 214 | 120 | 1 | 0 |
| Quebec | 4,099 | 3,779 | 80 | 6 |
| Saskatchewan | 1,015 | 482 | 8 | 0 |
| Yukon Territory | 53 | 31 | 0 | 0 |
| CANADA | 21,617 | 14,236 | 419 | 27 |
| Percent Distribution | 59.6% | 39.2% | 1.2% | 0.1% |

Source : Statistics Canada, Canadian Business Patterns Database, December 2012

As the province with the third largest share in the number of establishments in both the Social Assistance (NAICS 624) and Religious Grant-Making, Civic, and Professional and Similar Organizations (NAICS 813) subsectors, BC is likely to experience an increase in the occupational demand for nonprofit sector employees in the near future.

Exhibit 16 indicates the number of establishments by employment size category and by province or territory in the Religious, Grant-Making, Civic, and Professional and Similar Organizations subsector.

In 2012, 60.1% of these establishments were considered *micro*, employing less than five employees. *Small* establishments accounted for 38.3% and *medium-sized* establishments accounted for an additional 1% of the total number of establishments. In 2012, there was only one *large* employer with more than five hundred persons on payroll in this subsector in BC. Ontario accounted for 63% of the large establishments in this subsector in 2012, which was followed by Quebec at 22%.

As the province with the third largest

Appendix A: Faculty of Business Enrolment Data

Faculty of Business Enrolments – 3 Year Trend

Enrolments in KPU's Faculty of Business increased by 12% over the three year period from 2010/11 to 2012/13 academic years²⁴.

KPU Faculty of Business Registrant Counts by Credential Level, Academic Years 2010/11 to 2012/13

| Credential Type | Academic Year | | |
|----------------------------|---------------|---------|---------|
| | 2010/11 | 2011/12 | 2012/13 |
| Baccalaureate degree | 2,221 | 2,921 | 3,337 |
| Associate degree | 72 | 92 | 96 |
| Diploma | 3,155 | 2,854 | 2,735 |
| Certificate | 481 | 515 | 450 |
| Post Baccalaureate Diploma | 76 | 74 | 63 |

Source: Academic Year 2010/11 to 2012/13 Comparison Report: Registrant Counts by Credential Level - Faculty.

Note: Headcounts are unduplicated within each credential level. A student may be counted across more than one credential level.

Faculty of Business Top Five Programs by Volume

KPU Faculty of Business Registrant Counts by Program, Academic Years 2010/11-2012/13

| Rank (2012/13) | Program Title | Academic Year | | |
|-------------------|-------------------------------------------------------------------|---------------|---------|---------|
| | | 2010/11 | 2011/12 | 2012/13 |
| 1 | Bachelor of Business Administration in Accounting | 900 | 1,208 | 1,271 |
| 2 | Diploma in Accounting | 1,118 | 983 | 855 |
| 3 | Bachelor of Business Administration in Human Resources Management | 515 | 598 | 665 |
| 4 | Diploma in Business Management | 752 | 693 | 627 |
| 5 | Bachelor of Business Administration in Entrepreneurial Leadership | 585 | 589 | 589 |

Source: Academic Year 2010/11 to 2012/13 Comparison Report: Registrant Counts – Program.

Note: Headcounts are unduplicated within each degree level; students may be counted across more than one degree level if they are registered in multiple programs.

²⁴ Source for overall enrolment in KPU's Faculty of Business: Academic Year 2010/11 to 2012/13 Comparison Report: Registrant Counts by Student Faculty.

Appendix B: Profile of the Canadian Nonprofit Labour Force

Profile of nonprofit employees

- Nearly 1.2 million Canadians work in nonprofits
- 76% are women, compared to 47% of Canada's overall labour force
- The average age of sector employees is 43.4, slightly higher than the overall labour force at 41.2
- Nearly all sector employees have completed high school and seven out of ten employees have acquired a post-secondary education
- 71% hold full-time, permanent positions
- Overall, 21% of sector employees are union members
- Three quarters receive non-wage benefits; with the three most popular benefits being: drug plan (67%), life and/or disability insurance (64%) and dental care (61%)
- 53% have been employed by their current organization for more than five years. Nearly a third have tenure exceeding 10 years
- Overall, 88% are satisfied with their current job, however some aspects of their work are less satisfying: access to retirement savings, compensation, opportunities for professional development and career advancement

Profile of nonprofit employers

The sector's employers include some 69,000 nonprofit organizations nation-wide. They are active in a variety of areas: health and social services; religion; development and housing; arts and culture; sports and recreation; environment; international; education and research; law, advocacy and politics; and fundraising and grant making.

- Most employers are very small organizations. Well over half of employers have fewer than five employees and three-quarters of them have fewer than ten employees
- Only 3% of employers have 100 or more paid employees – but this small number of employers accounts for more than half of all the employees in the sector
- Overall, about two-thirds of organizations operate independently, with no parent organization or sub-units
- Half of large employers (those with 100 or more employees) are unionized
- Half of employers who recruited employees in the year leading up to the survey reported difficulty finding and hiring qualified staff. Large organizations, organizations in Alberta and those in health and social services were more likely to report difficulty
- Seven out of every ten employers have a budget for staff training and development
- Nearly all large employers (90%) have the most popular non-wage benefit: a drug plan. The next most popular benefit is dental care, at 85%, followed by vision care at 75%
- Nearly two-thirds (62.4%) of small organizations (those with less than ten employees) provide employees with at least one non-wage benefit

Adapted from: The HR Council for Voluntary and Non-profit Sector Report #2: Findings from Canada-wide Surveys of Employers and Employees, http://hrcouncil.ca/about/documents/LFS_R2_web_001.pdf

Appendix C: National Occupational Classification Structure for Select NOC Codes

042 - Managers in education and social and community services

Code Unit group

- 0421 Administrators - post-secondary education and vocational training
- 0422 School principals and administrators of elementary and secondary education
- 0423 Managers in social, community and correctional services

051 - Managers in art, culture, recreation and sport

Code Unit group

- 0511 Library, archive, museum and art gallery managers
- 0512 Managers - publishing, motion pictures, broadcasting and performing arts
- 0513 Recreation, sports and fitness program and service directors

415 - Social and community service professionals

Code Unit group

- 4151 Psychologists
- 4152 Social workers
- 4153 Family, marriage and other related counsellors
- 4154 Professional occupations in religion
- 4155 Probation and parole officers and related occupations
- 4156 Employment counsellors

416 - Policy and program researchers, consultants and officers

Code Unit group

- 4161 Natural and applied science policy researchers, consultants and program officers
- 4162 Economists and economic policy researchers and analysts
- 4163 Business development officers and marketing researchers and consultants
- 4164 Social policy researchers, consultants and program officers
- 4165 Health policy researchers, consultants and program officers
- 4166 Education policy researchers, consultants and program officers
- 4167 Recreation, sports and fitness policy researchers, consultants and program officers
- 4168 Program officers unique to government
- 4169 Other professional occupations in social science, n.e.c.

421 - Paraprofessional occupations in legal, social, community and education services

Code Unit group

- 4211 Paralegal and related occupations
- 4212 Social and community service workers
- 4214 Early childhood educators and assistants
- 4215 Instructors of persons with disabilities
- 4216 Other instructors
- 4217 Other religious occupations

Source: Statistics Canada

Appendix D: Job Titles for NOC 4212: Social and Community Service Workers

Aboriginal centre co-ordinator
Aboriginal outreach officer – social services
Aboriginal outreach worker
addictions worker
addictions worker – compulsive gambling
assistant, social services
case aide – social services
certified return-to-work co-ordinator – disability management
certified return-to-work facilitator – disability management
child and youth worker
child welfare worker
child-care worker (except day care)
coach, life skills
community and social services worker
community centre co-ordinator
community centre worker
community counsellor – social services
community development worker
community liaison worker
community mental health worker
community organization worker
community rehabilitation worker
community service worker
community services officer – social services
community worker
co-ordinator, community centre
co-ordinator, Native centre
co-ordinator, youth development
crisis intervention worker
detention home worker
development service worker
developmental service worker
disability management worker
drop-in centre worker
drug addiction worker
eligibility co-ordinator – social assistance
eligibility co-ordinator – welfare
exceptional-child-care worker (except day care)
family service worker
field officer, veterans' affairs
financial assistance officer – social assistance
financial assistance worker – social services
group home operator
group home worker
halfway house supervisor
halfway house worker
help centre supervisor – social services
hostel co-ordinator
hostel outreach worker
income maintenance officer – social services
independent living instructor
instructor, life skills
intellectual disabilities worker
Itinerant support service worker
life skills coach
life skills instructor
meals-on-wheels worker
mental health proctor
mental health support worker
mental health worker
Native centre co-ordinator
Native community worker
Native outreach officer – social services
Native outreach worker
neighbourhood worker – social services
officer, Native outreach – social services
peer support worker
personal skills development instructor – social services
proctor, mental health
psychological assistant
registered social service worker
rehabilitation officer – social services
rehabilitation service worker
rehabilitation worker – social services
residence co-ordinator – group home
residential counsellor – group home
return-to-work co-ordinator – disability management
return-to-work facilitator – disability management
settlement worker – community services
shelter supervisor – social services
shelter workshop supervisor
social aid officer
social animator
social assistance officer
social rehabilitation officer
social rehabilitation technician
social rehabilitation worker
social services assistant
social services volunteer co-ordinator
social services worker
social welfare officer
special education technician – social and community services
street outreach worker
streetworker – social services
substance abuse worker
supervised access worker
supervisor, halfway house

supervisor, women's centre – social services
supervisor, women's shelter – social services
transition home worker – social services
transition house worker – social services
veteran services officer
veterans' affairs field officer
volunteer co-ordinator, social services
welfare and compensation officer
welfare organization supervisor
Source: Human Resources and Skills Development Canada

welfare worker
women's centre co-ordinator – social services
women's centre program supervisor – social services
women's shelter supervisor
youth development co-ordinator
youth hostel co-ordinator
youth services worker
youth worker
youth worker – social services

| | A | B | C | D | E | F | G | H | I | O | P | Q | R |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------|----------------------------------------|------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------|--------------------------------------|--------------------------------------------|
| 1 | Kwantlen Polytechnic University (KPU) Curricular Guidelines for Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies Based on Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy, Nonprofit Academic Centers Academic Council (NACC), 2007. < http://www.urban.csuohio.edu/nacc/documents/UnderGradCG07.pdf > | ANTH 2160: Culture and Environment | ANTH 2120: Cross-Cultural Women's and Gender Studies | JRNL 1160: Introduction to Journalism | POST 1100: Sustainability: Analysis and Ethics | POLI 1110: Ideology and Politics | POLI 1120: Canadian Government and Politics | POLI 1150: Introduction to International Relations | SOCI 1125: Introduction to society: processes and structures | SOCI 2311: Social Justice in the Global and Local Contexts | GEOG 1101: Human Geography | GEOG 2380: Qualitative Methods | ***GEOG 2400: Introduction to GIS |
| 2 | 1.0 Comparative Perspectives on Civil Society, Voluntary Action and Philanthropy | | | | | | | | | | | | |
| 3 | 1.1 The structure – both formal and informal, individual and collective – of civil society and philanthropy across cultures and contexts | | ANTH 2120 | JRNL 1160 | | | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | GEOG 1101 | GEOG 2380 |
| 4 | 1.2 How individual philanthropy, voluntary behavior & volunteerism is expressed in different cultural contexts | | ANTH 2120 | JRNL 1160 | | | POLI 1110 | | | | SOCI 2311 | | |
| 5 | 1.3 The role of voluntary action and nonprofit organizations in social movements and social change | ANTH 2160 | ANTH 2120 | | | | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | | |
| 6 | 1.4 The role of various religious traditions in shaping civil society and philanthropy | | ANTH 2120 | | | | POLI 1110 | POLI 1120 | | | SOCI 2311 | GEOG 1101 | |
| 7 | | | | | | | | | | | | | |
| 8 | 2.0 Foundations of Civil Society, Voluntary Action and Philanthropy | | | | | | | | | | | | |
| 9 | 2.1 The history, role and functions of civil society and voluntary action organizations (nonprofit, nongovernmental, voluntary) across time and place | | ANTH 2120 | | | | POLI 1110 | | POLI 1150 | | SOC 2311 | | |
| 10 | 2.2 The size, impact and trends in philanthropy and associational development throughout the world | ANTH 2160 | | | | | | | | SOCI 1125 | SOC 2311 | | |
| 11 | 2.3 The diversity of forms of philanthropic action and the diversity of fields of activity | | ANTH 2120 | | | | POLI 1110 | | | | | | |
| 12 | 2.4 The relationship and dynamics among the governmental, nonprofit, for-profit and household sectors | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | | POLI 1150 | SOCI 1125 | | | GEOG 1101 | |
| 13 | 2.5 Various theoretical explanations for the nonprofit/voluntary sector such as economic, political, sociological and anthropological | ANTH 2160 | ANTH 2120 | | | POLI 1110 | | POLI 1150 | SOCI 1125 | | | GEOG 1101 | |
| 14 | | | | | | | | | | | | | |
| 15 | 3.0 Ethics and Values | | | | | | | | | | | | |
| 16 | 3.1 The values embodied in philanthropy and voluntary action, such as trust, stewardship, service, voluntarism, freedom of association and social justice | ANTH 2160 | | | POST 1100 | POLI 1110 | POLI 1120 | POLI 1150 | | | SOCI 2311 | GEOG 1101 | GEOG 2380 |
| 17 | 3.2 The foundations and theories of ethics as a discipline and as applied in order to make ethical decisions | | | JRNL 1160 | POST 1100 | POLI 1110 | | | | | | | GEOG 2380 |
| 18 | 3.3 Issues arising out of the various dimensions of diversity and their implications for mission achievement in nonprofit organizations | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | | POLI 1150 | SOCI 1125 | SOCI 2311 | GEOG 1101 | GEOG 2380 | |
| 19 | 3.4 The standards and codes of conduct that are appropriate to professionals and volunteers working in philanthropy and the nonprofit sector | | | | POST 1100 | | | | | | | | GEOG 2380 |
| 20 | | | | | | | | | | | | | |
| 21 | 4.0 Public Policy, Law, Advocacy and Social Change | | | | | | | | | | | | |
| 22 | 4.1 Key public policies and their past, current and potential impact on the nonprofit sector, nonprofit organizations and philanthropic behaviors | | | | | | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | GEOG 1101 | |
| 23 | 4.2 The legal frameworks under which nonprofit organizations operate and are regulated | | | | | | | | | | | | |
| 24 | 4.3 Legal and tax implications related to various kinds of nonprofit activity, including charitable giving, advocacy, lobbying, and any commercial activities of tax-exempt nonprofit organizations | | | | | | | | | | | | |
| 25 | 4.4 The roles of individuals and nonprofit organizations in effecting social change and influencing the public policy process | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | | | |
| 26 | 4.5 How individuals and nonprofit organizations shape public policy through strategies such as public education, policy research, community organizing, lobbying, and litigation | ANTH 2160 | ANTH 2120 | JRNL 1160 | POST 1100 | POLI 1110 | POLI 1120 | POLI 1150 | SOCI 1125 | SOCI 2311 | GEOG 1101 | GEOG 2380 | |
| 27 | | | | | | | | | | | | | |
| 28 | 5.0 Nonprofit Governance and Leadership | | | | | | | | | | | | |
| 29 | 5.1 The role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels | | | | | | | | | | | | |
| 30 | 5.2 The history, role and functions of nonprofit governing boards and how these roles and functions compare to governing boards in the public and for-profit sectors | | | | | | | | | | | | |
| 31 | 5.3 The role of nonprofit boards and nonprofit executives as agent(s) of and for social change and social justice at both the organizational and societal level | | | | | | | POLI 1120 | | | | | |
| 32 | | | | | | | | | | | | | |
| 33 | 6.0 Community Service and Civic Engagement | | | | | | | | | | | | |
| 34 | 6.1 The value of community service and civic engagement in the development of civil society | ANTH 2160 | | | POST 1100 | POLI 1110 | POLI 1120 | POLI 1150 | | SOCI 2311 | GEOG 1101 | GEOG 2380 | |
| 35 | 6.2 Direct exposure to nonprofit organizations through internships, service learning, community service and/or experiential learning | | | | | | | | | | | | |
| 36 | | | | | | | | | | | | | |
| 37 | 7.0 Leading and Managing Organizations | | | | | | | | | | | | |
| 38 | 7.1 The steps and processes involved in establishing a nonprofit organization | | | | | | | | | | | | |
| 39 | 7.2 Organizational theories and behavior as they apply in nonprofit and voluntary organizations including issues of work design and implications of operational policies and practices | | | | | | | POLI 1120 | | | | | |
| 40 | 7.3 Theories of leadership and leadership styles | | | | | | | | | | | | |
| 41 | 7.4 The role of strategic management and organizational planning, including an understanding of ways to identify, assess and formulate appropriate strategies | | | | | | | | | | | GEOG 2380 | |
| 42 | 7.5 The role of networks, partnerships and collaborative activity in achieving organizational missions | | | | | | | POLI 1120 | | SOCI 1125 | SOCI 2311 | GEOG 1101 | GEOG 2380 |
| 43 | 7.6 Methods that managers use to evaluate performance at both organizational and programmatic levels | | | | | | | | | | | GEOG 2380 | |
| 44 | | | | | | | | | | | | | |

| | A | B | C | D | E | F | G | H | I | O | P | Q | R |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------|------------------------------------------|---------------------------------------------------|-------------------------------------|------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------|-------------------------------|-----------------------------------|--------------------------------------|
| 1 | Kwantlen Polytechnic University (KPU) Curricular Guidelines for Certificate in NGO (Non-Governmental Organizations) and Nonprofit Studies Based on Curricular Guidelines for Undergraduate Study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy, Nonprofit Academic Centers Academic Council (NACC), 2007. < http://www.urban.csuohio.edu/nacc/documents/UnderGradCG07.pdf > | ANTH 2160: Culture and Environment | ANTH 2120: Cross-Cultural Women's and Gender Studies | JRNL 1160: Introduction to Journalism | POST 1100: Sustainability: Analysis and Ethics | POLI 1110: Ideology and Politics | POLI 1120: Canadian Government and Politics | POLI 1150: Introduction to International Relations | SOCI 1125: Introduction to society: processes and structures | SOCI 2311: Social Justice in the Global and Local Contexts | GEOG 1101: Human Geography | GEOG 2380: Qualitative Methods | ***GEOG 2400: Introduction to GIS |
| 45 | 8.0 Nonprofit Finance and Fundraising | | | | | | | | | | | | |
| 46 | 8.1 Theory of nonprofit finance, including the various sources of revenues in nonprofit organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues | | | | | | | | | | | | |
| 47 | 8.2 The relationship between and among philanthropic gifts and grants, earned income, and government funding and how they influence fulfillment of an organization's mission | | | | | | | | | | | | |
| 48 | 8.3 The fund development process and commonly-used fundraising strategies, such as annual appeals, special events, non-cash contributions, major gifts, capital campaigns and planned giving | | | | | | | | | | | | |
| 49 | 8.4 Recent and emerging trends such as social enterprise, micro-enterprise and entrepreneurship, and their implications for nonprofit performance and for mission achievement | | | | | | | | | | | | |
| 50 | | | | | | | | | | | | | |
| 51 | 9.0 Financial Management | | | | | | | | | | | | |
| 52 | 9.1 Application of accounting principles and concepts including financial and managerial accounting systems (including fund accounting) in nonprofit organizations | | | | | | | | | | | | |
| 53 | 9.2 Financial management including financial planning and budgeting, management of cash flows, short- and long-term financing, and endowment management policies and practices | | | | | | | | | | | | |
| 54 | | | | | | | | | | | | | |
| 55 | 10.0 Managing Staff and Volunteers | | | | | | | | | | | | |
| 56 | 10.1 Human resource processes and practices in both formal and informal nonprofit organizations and how human resource issues, as experienced in nonprofit organizations, are different from the experience in public and for-profit organizations | | | | | | | | | | | | |
| 57 | 10.2 Teamwork and group dynamics and their implications for supervision, staff development and organizational performance | | | | | | | | | | | | |
| 58 | 10.3 The role, value and dynamics of volunteerism in carrying out the work and fulfilling the missions of nonprofit organizations | ANTH 2160 | | | | | | | | | | | |
| 59 | 10.4 Issues of supervision and human resource management processes and systems for both staff and volunteers | | | | | | | | | | | | |
| 60 | 10.5 The dimensions of individual and organizational diversity within the nonprofit sector and their implications for effective human resource management | ANTH 2160 | | | | | | | SOCI 1125 | | | | |
| 61 | | | | | | | | | | | | | |
| 62 | 11.0 Nonprofit Marketing | | | | | | | | | | | | |
| 63 | 11.1 Marketing principles and techniques and their application in philanthropic and nonprofit settings, including the dynamics and principles of marketing "mission" in a nonprofit context | | | JRNL 1160 | | | | | | | | | |
| 64 | 11.2 The link between marketing theories and concepts and their use in nonprofit organizations | | | | | | | | | | | | |
| 65 | | | | | | | | | | | | | |
| 66 | 12.0 Assessment, Evaluation and Decision-Making Methods | | | | | | | | | | | | |
| 67 | 12.1 Methods and modes of assessment and evaluation | | ANTH 2120 | | | | | | | | GEOG 1101 | GEOG 2380 | |
| 68 | 12.2 Decision-making models and methods and how to apply them in nonprofit organizational settings | | | | | | | | | | | | |
| 69 | 12.3 The use and application of both quantitative and qualitative data in improving the effectiveness of nonprofit organizations | | | | | | | | | | GEOG 1101 | GEOG 2380 | |
| 70 | 12.4 The role of information and technology in the pursuit of a nonprofit organization's mission | | | JRNL 1160 | | | | | | | | GEOG 2380 | |
| 71 | | | | | | | | | | | | | |
| 72 | 13.0 Professional and Career Development | | | | | | | | | | | | |
| 73 | 13.1 Field experiences that are grounded in and linked to curricular goals and projected outcomes | | | | | | | | | | GEOG 1101 | GEOG 2380 | |
| 74 | 13.2 The role of professional associations and mentoring in professional development | | | | | | | | | | | | |
| 75 | 13.3 The ways that various professionals contribute to and are engaged with philanthropic and nonprofit sectors | | | | | | | | | | | GEOG 2380 | |
| 76 | 13.4 Opportunities for service and volunteerism that exist in the community | ANTH 2160 | | | | | | | | | | | |
| 77 | 13.5 The standards and context of professionalism, e.g., conduct and speech appropriate to the (respective) profession | | | | | | | | | | GEOG 1101 | GEOG 2380 | |
| 78 | TOTAL Curriculum items | 12 | 12 | 9 | 8 | 15 | 11 | 11 | 11 | 13 | 14 | 16 | |
| 79 | Number of categories | 7 | 5 | 6 | 4 | 5 | 5 | 5 | 6 | 6 | 8 | 7 | |
| 80 | | | | | | | | | | | | | |
| 81 | Please note: the following are the authors of the NACC Curricular Guidelines: Robert F. Ashcraft, Chair, NACC Curriculum Task Force, Center for Nonprofit Leadership and Management, Arizona State University; Kathy Agard, Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership, Grand Valley State University; Dwight Burlingame, The Center on Philanthropy Indiana University; Norman Dolch, Institute for Human Services and Public Policy, Louisiana State University – Shreveport; Kathleen Fletcher, Institute for Nonprofit Organization Management University of San Francisco; Femida Handy, School of Social Policy & Practice on behalf of the Center for Community Partnerships; University of Pennsylvania; Paul Palmer, Centre for Charity Effectiveness, City University London; David Renz, Midwest Center for Nonprofit Leadership; University of Missouri - Kansas City; Nora Silver, Nonprofit and Public Management Program, University of California – Berkeley; John Palmer Smith; Helen Bader Institute for Nonprofit | | | | | | | | | | | | |
| 82 | | *** GIS relates as a special methods course of interest to NGOs | | | | | | | | | | | |



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

Regular Meeting
4.2
April 2, 2014
Shane King

Agenda Item: *Board Election Results*

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

| | |
|--------------------------------|-----|
| Recommended Resolution: | N/A |
|--------------------------------|-----|

- Key Messages:** 1. **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.**
- [maximum of three]*
2. **Mr. Kampschuur will replace outgoing Board Member, Kim Richter.**

Submitted by: *Sandi Klassen*

Date submitted: *March 25, 2014*



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

Regular Meeting
4.3
April 2, 2014
Shane King

Agenda Item: Notice of Election for the positions of Chair & Vice Chair of the Kwantlen Polytechnic University Board of Governors

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

| | |
|--------------------------------|-----|
| Recommended Resolution: | N/A |
|--------------------------------|-----|

Key Messages: [maximum of three]

1. The Board Chair and Vice Chair are elected annually at the June Board meeting.
2. They may be re-appointed to a maximum of three years.
3. Excerpts from the Board Governance Manual regarding the position of Board Chair (Vice Chair) are set out below.

Submitted by: Sandi Klassen

Date submitted: March 25, 2014

The Board Governance Manual states the following with regard to the position of Board Chair (Vice Chair):

6.1 ELECTION AND TERM

The Board Chair is elected in accordance with section 23.4 of the Board Manual annually by Board Members and may be re-appointed up to a maximum of three years.¹

23.3 ACCOUNTABILITY

The Governance Committee is responsible to lead the Board Chair succession planning process to ensure KPU has a Board Chair succession plan that gives consideration to:

- a) the requirements of the Board Chair Position Description;
- b) the incumbent Board Chair’s performance review, tenure and future availability;
- c) KPU’s strategy and timelines for leadership renewal; and
- d) the availability of the Board Chair succession candidates.

¹ The Board may, in exceptional circumstances, extend the Board Chair’s term beyond three years.



Board of Governors

Agenda Item: #

Meeting Date:

Presenter(s):

Regular Meeting

4.3

April 2, 2014

Shane King

In the event that the Committee is required to lead a Board Chair transition process as outlined below, any members of the Committee who are interested in seeking the Board Chair position shall not participate in any of the Committee's discussions regarding Board Chair transition.

23.4 PROCESS

Individuals elected to Board Chair and Vice Chair typically serve in those roles for two years. However, succession planning is an ongoing process and involves the following elements:

- a) On an annual basis, the Committee reviews the Board Membership to obtain reasonable satisfaction that there are candidates who could serve in the Board Chair and Vice Chair positions.
- b) When recommending new candidates for the appointment to the Board, the Committee considers the need for Board leadership, including the Board Chair and Vice Chair positions.
- c) When consulting with the Board Chair regarding the recommendation of Board Members to serve as Committee members or Committee chairs, the Committee considers the needs of the Board Chair succession planning process.
- d) When the Board Chair (or Vice Chair, as applicable) position becomes vacant (the unplanned succession situation) or is anticipated to become vacant within the following year (the planned succession situation), the Committee leads the transition process as follows:
 - i) The Committee reviews the current Board Membership and identifies potential Board Chair (or Vice Chair, as applicable) candidates, who, in the Committee's view, match the key skills and experience criteria set forth in this section of the Board Manual. While there is no presumption that the current Vice Chair will become the Board Chair, the Committee may consider that the Board Chair assists the Vice Chair in developing the optimal key skills and attributes required of the Board Chair role by identifying shadowing and training opportunities and providing mentorship over the course of the Vice Chair's term.
 - ii) The Committee ascertains from those Board Member(s) identified as potential Board Chair (or Vice Chair, as applicable) candidates their interest and willingness to serve as Board Chair (or Vice Chair, as applicable).
 - iii) Once ascertaining the interest of the potential Board Chair (or Vice Chair, as applicable) candidate(s), the Committee consults with all Board Members and the President to ascertain their support for one or more of the candidates. The Committee Chair has one on one conversations to facilitate the exchange of views and build consensus.
 - iv) In the event there is immediate consensus on one candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Committee will so inform the Board and seek confirmation from the Board as to the election of the new Board Chair (or Vice Chair, as applicable).



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

Regular Meeting
4.3
April 2, 2014
Shane King

- v) In the event there is more than one candidate interested in assuming the Board Chair (or Vice Chair, as applicable) position, and there is not immediate consensus among Board Members as to the preferred candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Board shall vote by secret ballot on the new Board Chair (or Vice Chair, as applicable).



**Agenda Item
Meeting Date:
Presenter(s):**

Agenda Item: *Draft University Budget 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 approval of the University Budget 2014/15. |
|--------------------------------|-------------------------------------------------------------------------------|

Board Committee Report: *The Board Finance & Audit Committee reviewed the draft University Budget 2014/15 at its March 13, 2014 meeting and recommended it to the Board for approval.*

Key Messages: *[maximum of three]*

- 1. When consulted, Senate advised the President that the budget was not consistent with the University Act with regard to KPU's mandate and funding for ESL.**
- 2. Subsequently the President called a meeting of stakeholders to find solutions to ESL funding and a solution was agreed upon, moving funds from one area within the Faculty of Academic and Career Advancement to the ESL budget area on a one time only basis.**
- 3. A balanced budget is submitted for the Board's consideration.**

Consultations: *Administration consulted with the Senate Standing Committee on the University Budget (SSCUB) on five separate occasions and brought a finalized draft of the 2014-15 budget to Senate on February 24, 2014 for consultation. Senate did not pass a motion to recommend it to the Board since, in its view, the proposed budget was not consistent with the KPU Strategic Plan, to which a solution was subsequently found.*

Attachments:

- 1. Memo from Gordon Lee*
- 2. Appendix B*
- 3. Proposed 2014/15 University Budget (Appendix C)*
- 4. Projected Revenue & Expenditure Assumptions*
- 5. Proposed Operating and Capital Allocations*
- 6. Memo from Alan Davis re ESL funding options*
- 7. SSCUB budget Memo for Senate with Appendix for the Board of Governors*
- 8. Extract from Senate draft minutes of February 24, 2014 re motions made*

Submitted by: *Gordon Lee and Kathy Lylyk*

Date submitted: *March 24, 2014*

MEMORANDUM

TO: Senate Standing Committee on the University Budget

CC:

FROM: Gordon Lee, Vice President Finance & Administration and Deputy Vice Chancellor
Salvador Ferreras, Provost & Vice President Academic

DATE: January 22, 2014

SUBJECT: **KPU FY14/15 Draft Budget**

Pursuant to relevant sections of the University Act:

- 'The president must prepare and submit to the board an annual budget in consultation with the appropriate standing committee of the senate.' [Section 62(2)]
- The senate has the power to 'establish a standing committee to meet with the President and assist the president in preparing the university budget'. [Section 37(1)(e)]
- The board has the power 'to receive from the president and analyze and adopt with or without modifications the budgets for operating and capital expenditure for the university. [Section 27(1)(l)]

On behalf of the president and vice chancellor, we are pleased to submit KPU's FY14/15 draft budget to the Senate Standing Committee on the University Budget and on his behalf, respectfully ask the committee to assist him in preparing the final version of the university budget that will be presented to the board of governors on April 2, 2014.

Projected Revenues

The university's finance department has calculated that KPU will have sufficient financial resources to support the ongoing budgets of most faculties and departments. The one exception is ESL. Based on information from the Ministry of Advanced Education, KPU will no longer be funded to offer domestic ESL resulting in a reduction in the university's grant by \$1.35 million.

MEMORANDUM

Based on enrolment growth targets of 5% domestic growth and 10% international growth, the FY14/15 budget should provide an incremental \$2.75 million in ongoing operating funding. A domestic tuition increase of 2% has been incorporated into the revenue projections. However, at this time an international tuition increase has not been included in the university's revenue forecast. Over and above this amount, the FY14/15 proposes some one-time funding to support strategic priorities as well as funding for Furniture, Fixtures & Equipment and for Capital.

Budget FY15

The FY14/15 university budget is presented to SCCUB in a number of parts with documentation attached.

1. Appendix A (Pro Forma Budget and Allocations by Area for Distribution) is a summary of proposed allocations for the next fiscal year. In contrast to previous years, this document includes the entire proposed university operating budget. The full FY13/14 budget is available online for review by SCCUB and this document provides detailed information on current and proposed allocations for FY14/15.

The budget proposes continuing past budget commitments to faculties and departments across KPU, addresses contractual requirements to fund university-wide salary increments, benefits and inflation, and makes provision for capital infrastructure improvements, library capital, technology equipment and infrastructure, furniture fixtures and equipment, and major capital.

The budget reflects past commitments and decisions, made by Senate and the Board of Governors, to approve, launch and fund new programs including the Bachelor of Design in Product Design, Bachelor of Horticulture Science in Plant Health and Urban Ecosystems, Bachelor of Applied Science in Sustainable Agriculture, Bachelor of Science Major in Biology and Bachelor of Science Major in Health Science.

KPU continues to realize many of the goals and strategic objectives of Vision 2018 without additional funding thanks to the diligence and dedication of Faculties, governance committees and Administrative departments. Their focus and stewardship enable ongoing program, service and infrastructure development to thrive and position KPU to play a leadership role in the ecology of post-secondary education.

2. Appendix B (on the Finance SharePoint site) presents the proposed incremental allocations over and above FY13/14 levels (FY14/15 Budget Submission Detail Summary for all areas for distribution).

MEMORANDUM

Proposed incremental ongoing allocations total \$2.75 million with \$1.5 million allocated to Category 1 – Academic, \$750k proposed for Category 2 – Academic Support and an additional \$500k for Category 3 – Infrastructure.

In constructing the draft budget, the president worked to strike a balance in providing new monies to faculties and departments across KPU that will support the university to move forward. In doing this over 50% of new funding in the draft budget is allocated to academic areas, with the balance allocated to address pressing needs and strategic priorities in areas of academic support and institutional infrastructure.

FY15 and KPU's Academic Priorities

KPU's academic priorities for the FY15 budget reflect a careful balance between existing instructional delivery and investment in new programs to support our Vision 2018 growth targets. Department and Faculty-level consultations informed presentations by Deans, Associate Vice Presidents and Executive Directors and helped shape the priorities reflected in this proposed budget.

KPU Deans brought forth a convincing argument to direct FY15 budget priorities investment towards three targeted areas:

- IET infrastructure
- Science programs
- Advising

Budget consultations played a significant part in establishing priorities and in ensuring KPU's polytechnic university mandate is fully realized. While budget requests far exceeded available resources, consultations between the Provost's office and Financial Services sought a careful balance between academic areas, support services and infrastructure services.

The proposed Academic (Category 1 and 2) budget allocations emphasize:

MEMORANDUM

- A second year of strong investment in science degrees and program support for the Faculty of Science and Horticulture
- Institutional response to waiting lists for demand sections in Arts
- Completion of the Bachelor of Product Design in the Wilson School of Design
- Expanded hours of operation for the Libraries in order to meet student demand and access
- Four positions to support KPU's International enrolment targets
- Ongoing and one-time support and investment for program expansion in the School of Business
- Office and workplace improvements in the Faculty of Community and Health Studies
- Development of the Institute for Innovation and Scholarship in Teaching and Learning

In addition, the Provost's office will provide one-time-only support for the curriculum development of new and expanded programs in the Faculty of Trades and Technology.

Recent changes in federal and provincial funding for domestic ESL will result in a reduction of section offerings and instructor FTE in the Faculty of Academic and Career Access.

Academic budget allocations aim to reflect the strategic priorities of Quality, Relevance and Reputation contained in KPU's Vision 2018. The evolving Academic Plan will further define tactics and actions aimed at operationalizing strategic priorities. The development and adoption of the Academic Plan's key foundations and desired outcomes will allow for a more informed and defined budget process going forward.

3. Appendix C presents the KPU Draft Consolidated Budget for FY14/15, preliminary budgets for fiscal years to FY17/18 and the FY13/14 Consolidated Budget, and is available on the Finance SharePoint site.

Appendix A - FY1415 Projected Operating and Capital Proposed Budgets and Allocations

| Faculty/Unit | FY13/14 Approved Budget | Proposed Ongoing Allocations | FY14/15 Proposed Budget | Proposed OTO Allocations | Proposed FF&E Allocations |
|----------------------------------------------------------------------|-------------------------------|------------------------------------|-------------------------------|--------------------------------|---------------------------------|
| Continuing Education & Professional Studies | 375,000 | | 375,000 | 200,000 | 12,900 |
| Faculty of Academic & Career Advancement | 9,585,100 | (1,350,000) | 8,235,100 | | |
| Faculty of Arts | 21,020,900 | 250,000 | 21,270,900 | | |
| Faculty of Business | 14,986,800 | 100,000 | 15,086,800 | 150,000 | |
| Faculty of Community & Health Sciences | 8,574,300 | | 8,574,300 | | 42,000 |
| Faculty of Design | 3,904,000 | 125,000 | 4,029,000 | | |
| Faculty of Science | 10,782,200 | 1,025,000 | 11,807,200 | | 63,000 |
| Faculty of Trades & Technology | 5,663,400 | | 5,663,400 | 50,000 | |
| Academic (Category 1) | 74,891,700 | 150,000 | 75,041,700 | 400,000 | 117,900 |
| AVP, International | 825,200 | 250,000 | 1,075,200 | | |
| Communications & Marketing | 1,455,000 | | 1,455,000 | | |
| Information & Educational Technology | 5,756,200 | 212,000 | 5,968,200 | 92,000 | |
| Library Resources | 5,305,900 | 162,400 | 5,468,300 | | |
| Research & Scholarship | 794,100 | | 794,100 | | |
| Teaching & Learning | 575,800 | 85,500 | 661,300 | 200,000 | |
| AVP, Student Affairs | 10,208,300 | 40,100 | 10,248,400 | | |
| Academic Support (Category 2) | 24,920,500 | 750,000 | 25,670,500 | 292,000 | 0 |
| Provost & VP, Academic | 682,200 | 120,300 | 802,500 | 82,000 | |
| Associate VP, Academic | 400,300 | | 400,300 | | |
| Finance & Administration | 366,900 | | 366,900 | | |
| Facilities Services | 7,512,100 | 175,200 | 7,687,300 | | |
| Financial Services | 2,305,300 | 76,400 | 2,381,700 | | |
| Human Resource Services | 3,069,700 | 99,100 | 3,168,800 | | |
| Supply & Business Services | 1,583,400 | | 1,583,400 | | |
| Office of the President | 698,500 | | 698,500 | | |
| Institutional Analysis & Planning | 736,000 | 29,000 | 765,000 | | |
| Office of Advancement | 987,300 | | 987,300 | | |
| Office of General Counsel | 581,800 | | 581,800 | | |
| Governance & Policy | 675,000 | | 675,000 | | |
| Administrative Support (Category 3) | 19,598,500 | 500,000 | 20,098,500 | 82,000 | 0 |
| Non-Divisional Expenditures (1) | 2,251,300 | 663,300 | 2,914,600 | | |
| Professional Development & Education Leave (2) | 1,711,200 | 10,000 | 1,721,200 | | |
| Revenue Generating | 1,193,300 | | 1,193,300 | | |
| University Wide Increments, Benefits & Inflation (3) | 0 | 1,368,700 | 1,368,700 | | |
| Contribution to KPU Foundation | 1,000,000 | | 1,000,000 | | |
| Non Divisional (Category 3) | 6,155,800 | 2,042,000 | 8,197,800 | 0 | 0 |
| Operating Ongoing Budgets | 125,566,500 | 3,442,000 | 129,008,500 | 774,000 | 117,900 |
| Interfund Transfer from Ancillaries | (1,025,000) | | (1,025,000) | | |
| Capital - Library | 535,000 | | 535,000 | | |
| Capital - Technology Equipment | 800,000 | | 800,000 | | |
| Capital - Technology Infrastructure | 500,000 | 500,000 | 1,000,000 | | |
| Capital (VP Academic) - Furniture, Fixture & Equipment | 500,000 | | 500,000 | | |
| Capital (VP Fin & Adm) - Furniture, Fixture & Equipment | 125,000 | | 125,000 | | |
| Capital - Facility Renewal | 1,000,000 | | 1,000,000 | | |
| Capital - Major Capital | 2,000,000 | | 2,000,000 | | |
| Capital Ongoing Budgets | 4,435,000 | 500,000 | 4,935,000 | 0 | 0 |
| Total Porposed Operating and Capital Budget & Allocations | 130,001,500 | 3,942,000 | 133,943,500 | 774,000 | 117,900 |

Notes:

- (1) Increase in funding is to cover inflationary increases for non salary contractual obligations.
- (2) Funding required to meet KFA agreement obligation for Professional Development and Education Leave FY1415.
- (3) Funding required to meet obligations for FY1415 contractual and benefits increases for faculty and unit ongoing positions.
- (4) Pro Forma nudget does not include any reorganizational changes that occurred in FY1314.

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dep't/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------|------------------------|----------------------|--------|--------|---------|-------------------------------------|----------------------------------|--------------|---------------|---------------------|-------------------------------------------|
| 1 | Continuing & Professional Studies | Additional Administrative Personnel are required to build an effective Continuing Education Department at KPU. Costs will be offset thru tuition, partnership and external grant funding. | 1 | | | 362,100 | | 12,900 | | 375,000 | - | 200,000 | 12,900 | | 212,900 |
| 2 | Continuing & Professional Studies | FF&E Request for Office furniture & Printer/Copier. | 2 | | | | | 12,000 | | 12,000 | | | | | - |
| 3 | Faculty of Academic and Career Advancement | ACP is planning a growth of 15 Developmental FTE. This will require budget for 1.123 Inst FTE to meet the developmental FTE target identified by the Ministry of Advanced Education. Our rationale for putting the first three together is that they really all work together in order to meet our Developmental Educational FTE Growth targets that were approved by Senate and submitted to the Ministry. Without any one of these we would not be able to meet our targets. | 1 | 1.125 | | 123,138 | | | | 123,138 | - | | | | - |
| 4 | Faculty of Academic and Career Advancement | ELST is projecting a growth of 58 domestic FTE. This will require budget for 4.25 Inst. FTE The Administrative Support person, although listed as a second priority, really is an essential component to support the developmental FTE growth that is outlined in the first priority. We currently only have two regular positions within the Dean's Office, and do not have any designated ELST Administrative Support person. | 1 | 4.25 | | 465,375 | | | | 465,375 | | | | | - |
| 5 | Faculty of Academic and Career Advancement | ACA will develop new dev. Programming which will require .375 fte Having an additional regularized support person would greatly assist our growth and alleviate some of the staffing vulnerability that we have experienced as a result of relying on auxiliary support | 1 | 0.375 | | 41,013 | | | | 41,013 | | | | | - |
| 6 | Faculty of Academic and Career Advancement | Admin Support Position - Student & Faculty support. | 2 | | 1.000 | 58,402 | | | | 58,402 | | | | | - |
| 7 | Faculty of Academic and Career Advancement | ACA advisor - With the upcoming new admissions framework, there is a need for ACA advisor who will focus on collaboration across faculties. | 3 | | 1.000 | 61,677 | | | | 61,677 | | | | | - |
| 8 | Faculty of Arts | Criminology section stabilization - 2.0 Faculty FTE for 16 sections CRIM. High student demand for CRIM. Budgeted to deliver 185 sections | 1 | 2.000 | | 219,000 | | | | 219,000 | 150,000 | | | | 150,000 |
| 9 | Faculty of Arts | Psychology Section Stabilization - 1.5 Faculty FTE for 12 sections PSYC. High student demand for PSYC, budgeted to deliver 204 sections. | 2 | 1.500 | | 164,250 | | | | 164,250 | 100,000 | | | | 100,000 |
| 10 | Faculty of Arts | FF&E Request is for Classroom Tables & Chair Casters, Primate Skeletons, Track Lighting, Photography Lights, Stools, Darkroom Easels | 3 | | | | | 21,758 | | 21,758 | | | | | - |
| 11 | Faculty of Community & Health Studies | Health Studies Foundation (HSF) - Prequalifying year of foundational courses required for the nursing programs, including Biology, English and other courses transferable to the program. Admin position funding request is OTO. | 1 | 4.173 | 2.000 | 510,904 | 68,200 | | | 579,104 | | | | | - |
| 12 | Faculty of Community & Health Studies | CAHS Programs Accreditation Fees - Required by external regulating bodies, which include self-reporting and site visits. | 2 | 0.880 | | 96,700 | | | | 96,700 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dep't/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|---------------------|-------------------|-----|---------|-----------|-------------------------------|----------------------------|--------------|---------------|------------------|-------------------------------------|
| 13 | Faculty of Community & Health Studies | CAHS Open Office concept - To address the work environment concerns. This will assist in addressing privacy matters, acoustic issues and provide a greater work surface and space for those faculty who work from the campus. | 3 | | | | | | 42,000 | 42,000 | | | 42,000 | | 42,000 |
| 14 | Faculty of Community & Health Studies | Traditional Chinese Medicine (TCM) - TCM is viewed as both alternative medicine which is built upon complete systems of theory and practice and as complementary medicine that is practiced side-by-side with Western medicine in many of China's hospitals and clinics | 4 | 0.500 | | 42,400 | | | 2,396,200 | 2,438,600 | | | | | - |
| 15 | Faculty of Science & Horticulture | School of Horticulture - B. Hort Plant Health, Urban Ecosystems - 1.0 Faculty FTE & 1.0 FTE Lab instructor are required for 2014-15 to continue Yr3 instruction and to launch Year 4 course instruction development. Tuition Revenue is based on 20 Students (18 domestic & 2 Int'l) taking 8 cr hr courses | 1 | 1.000 | 1.000 | 208,500 | | 125,000 | | 333,500 | 155,000 | | | | 155,000 |
| 16 | Faculty of Science & Horticulture | Bachelor of Applied Science in Sustainable Agriculture - 1.0 Faculty FTE in 2014/15 to deliver and develop degree courses. 1.0 Faculty FTE will need to be hired in 2015/16 in order to deliver all courses in Years 1-4 in program. FF&E for cost of outfitting a plant Physiology Lab to be used for research & Teaching. Spectrophotometer & Ultralow Freezer | 2 | 1.000 | | 299,728 | | 14,000 | | 313,728 | 155,000 | | | | 155,000 |
| 17 | Faculty of Science & Horticulture | B.Sc. Major in Biology - 2014/15 - 1.0 Faculty FTE to teach & develop new degree courses, 2.0 FTE Staff Lab Instructors & 1.0 FTE Lab Technician, 2015/16 - Additional 1.0 Faculty FTE, 2.0 FTE Lab Instructors and 1.0 Lab Technician; 2016/17 - Additional 1.0 Faculty FTE & 2.0 Lab Instructors to round out faculty and Staff. Funding required to construct and equip two additional labs, to be shared by BSc Biology and BSc Health Sciences. Capital \$780,000 for two fume hoods | 3 | 1.000 | 2.000 | 341,500 | | 170,500 | 780,000 | 1,292,000 | 195,200 | | | | 195,200 |
| 18 | Faculty of Science & Horticulture | B.Sc. Health Science Degree Implementation - 2014-15: 1.0 FTE Faculty to develop and teach new degree courses. 2015-16: Additional 1.0 FTE Faculty and 1.0 Lab Instructor to support degree courses. 2016-17: Additional 0.5 FTE Faculty, 2.0 Lab Instructors and 1.0 Lab Technician to round out faculty and staff complement to cover all courses required for the degree. | 4 | 1.000 | | 119,492 | | 63,000 | | 182,492 | 120,000 | | 63,000 | | 183,000 |
| 19 | Faculty of Science & Horticulture | Chemistry Service courses for other FSH degrees - 0.5 FTE faculty and 0.6 FTE lab instructor required to teach three introductory chemistry courses with labs (3 lecture sections, and 6 lab sections of 20 students/lab section). Total increase of 105 students. | 9 | 0.500 | 0.600 | 97,510 | | | | 97,510 | 97,500 | | | | 97,500 |
| 20 | Faculty of Science & Horticulture | Math Service courses for other FSH Degrees - Sessional instructors will be required to teach sections of service courses for students in EPT, Physics for Modern Technology, Biology, Health Sciences and Sustainable Agriculture. We predict that two sections will suffice for 2014-15 but as student numbers in these new programs increase, three additional sections (for a total of 5 sections) will be required in 2015-16 and onwards. | 10 | | | 11,302 | | | | 11,302 | 11,300 | | | | 11,300 |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dept/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------|------------------------|----------------------|--------|---------|---------|-------------------------------------|----------------------------------|--------------|---------------|---------------------|-------------------------------------------|
| 21 | Faculty of Science & Horticulture | Regularizing ISH Technical & Admin Staff positions - We are requesting that the university regularize these two positions from fiscal 2014-15 onwards. Without them the greenhouse and lab will not be functional. The two technical staff support not only ISH infrastructure but student and faculty research. Similarly, the part time Admin support person has been paid from external funds and the need is for a full time position to fully support the research at ISH, the students, technical staff, faculty and KPU research personnel who use the facility. | 5 | | 3.000 | 190,074 | | | | 190,074 | | | | | - |
| 22 | Faculty of Science & Horticulture | Equipment Maintenance/Repair, ISH lab/Greenhouse - This request is to provide for the annual maintenance of equipment in the lab and the structure cleaning and control systems (Argus) in the greenhouse (including the cooler), and to roll over any unused portion to future years to offset large repair or replacement costs. While the facilities and equipment are still relatively new, we have already had some large repair bills for key equipment such as the autoclave (largest and most used piece of equipment in the lab). plan on reallocating \$9000 from ISH operating budget to help fund | 6 | | | 29,000 | | | | 29,000 | | | | | - |
| 23 | Faculty of Science & Horticulture | B.Sc. in Applications of Mathematics - 1.0 Faculty FTE is required in 2014/15 to develop & teach new degrees | 7 | 1.000 | | 109,500 | | | | 109,500 | 109,500 | | | | 109,500 |
| 24 | Faculty of Science & Horticulture | B.Sc. Physics for Modern Technology - 2014-15: 2.0 FTE Faculty to teach 1000, 2000 level courses and develop and teach new degree courses, 1.0 FTE lab instructor is required for the upper level labs. Capital Funding request is required to renovate existing space (previously Fac of Design) for specialized equipment and state of the art physics lab | 8 | 2.000 | 1.000 | 299,208 | | 121,905 | 20,800 | 441,913 | 150,000 | | | | 150,000 |
| 25 | Faculty of Science & Horticulture | B.Sc. in Medicinal Chemistry - In 2015-16, 1.0 FTE Lab Instructor is needed for teaching the courses and operating the instruments, and 1.0 FTE Faculty will be hired to develop and teach the new courses. A lab fee of \$50 per lab course per student has been added as part of the expected revenue. Capital costs are needed in 2014-15 in order to set up the instruments and get the necessary training. The new instruments will also be used for a new 4th year course (Instrumental Analysis) that is required for the BSc in Physics for Modern Technology. | 11 | 0.000 | 0.000 | 10,000 | 10,000 | 220,100 | | 240,100 | | | | | - |
| 26 | Faculty of Science & Horticulture | Multifunction Research lab - Surrey FF&E Request is for Fume hood for Student/Faculty Research Lab | 12 | | | | | 130,000 | 225,000 | 355,000 | | | | | - |
| 27 | Faculty of Science & Horticulture | Multifunction Research Lab - Langley Campus FF&E current year plus items from FY1314 (PAL Autosampler, Ion Chromatograph and Conductivity detector) | 13 | | | 3,000 | | 197,044 | | 200,044 | 3,000 | | | | 3,000 |
| 28 | Faculty of Science & Horticulture | EPT instruction and Lab operation request - \$4900 Supplies is ongoing, FFE \$42164; Renovations \$20K for dock sampling over Logan Creek | 14 | | | 4,900 | | 42,164 | 20,000 | 67,064 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dep't/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|---------------------|-------------------|--------|---------|---------|-------------------------------|----------------------------|--------------|---------------|------------------|-------------------------------------|
| 29 | Faculty of Science & Horticulture | Demand Section Anatomy & Physiology - Essential for students either admitted to or planning on admission to the Nursing Programs. Typical waitlist of >100 students/yr | 15 | 0.125 | | 17,536 | | | | 17,536 | 17,500 | | | | 17,500 |
| 30 | Faculty of Science & Horticulture | Capacity building in Summer Term (Horticulture Pgm) - New offerings of 5 core 3 cr hr Hort courses for summer semester | 16 | 0.600 | | 67,900 | | | | 67,900 | | | | | - |
| 31 | Faculty of Science & Horticulture | Horticulture Equipment Renewal Program - Required to replace old equipment that is no longer useful to support the requirements of the Hort Tech diploma and Landscape Hort apprenticeship programs | 17 | | | | 43,250 | | | 43,250 | | | | | - |
| 32 | Faculty of Science & Horticulture | Physics - Demand Section ASTR 1100 - +\$5040 for Staff Aux, NR1 contract Faculty \$5880 | 18 | | | 10,920 | | | | 10,920 | 11,000 | | | | 11,000 |
| 33 | Faculty of Trades | Metal Fab/Fitter Revitalization Development - OTO 25% Faculty time release to revitalize the Metal Fabrication program | 1 | 0.250 | | | 34,875 | | | 34,875 | - | | | | - |
| 34 | Faculty of Trades | Essential Skills: Foundation Programs - 120 hours of additional instruction utilizing the ITA on-line modular learning for trades supplemented by direct essential skills instruction. In support the Faculty of Academic & Career Advancement developmental FTE utilization | 2 | 2.040 | | 230,400 | | | | 230,400 | | | | | - |
| 35 | Faculty of Trades | Common Core - OTO 25% faculty time release to develop Common Core Foundation that includes plumbing, pipefitter, steamfitter, gasfitter and sprinkler installation | 3 | 0.250 | | | 29,875 | 7,500 | | 37,375 | | | | | - |
| 36 | Faculty of Trades | Instrumentation & Control Engineering Technology - OTO 25% faculty time release to explore and prepare Instrumentation and Control Engineering Technology concept document | 4 | 0.250 | | | 29,875 | | | 29,875 | | | | | - |
| 37 | Faculty of Trades | Advanced Manufacturing Technology - OTO 25% faculty time release to explore and prepare Advanced Manufacturing Technology concept document | 5 | 0.250 | | | 29,875 | | | 29,875 | | | | | - |
| 38 | Faculty of Trades | Welding Engineering Technology - OTO 25% faculty time release to explore and prepare Welding Engineering Technology concept document | 6 | 0.250 | | | 29,875 | | | 29,875 | | | | | - |
| 39 | Faculty of Trades | CODA Metal Fabrication Technician - OTO 25% faculty time release to explore and prepare Metal Fabrication Technology (CODA) concept document | 7 | 0.250 | | | 29,875 | | | 29,875 | | | | | - |
| 40 | Faculty of Trades | Electrical Level 4 Implementation - OTO 25% faculty time release to develop and implement 4 th level of Electrical Apprentice to address recruitment and retention | 8 | 0.250 | | | 29,875 | 180,000 | 50,000 | 259,875 | | 25,000 | | | 25,000 |
| 41 | Faculty of Trades | Plumbing Level 4 Implementation - OTO 25% faculty time release to develop and implement 4 th level of Plumbing Apprentice to address recruitment and retention | 12 | 0.250 | | | 29,875 | 180,000 | 50,000 | 259,875 | | 25,000 | | | 25,000 |
| 42 | Faculty of Trades | Skills Canada Regional Host & Awards Ceremony - Current budget allocation is insufficient to meet KPU and external relation expectations, requesting an increase to current allocation. | 9 | | | 10,000 | | | | 10,000 | - | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

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|-------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|---------------------|-------------------|--------|---------|---------|-------------------------------|----------------------------|--------------|---------------|------------------|-------------------------------------|
| 43 | Faculty of Trades | Student Recruitment - Faculty FTE - Faculty budget that is based on direct instructional weeks. Faculty participates in recruitment activities which cause a salary deficit. | 10 | 0.113 | | | 12,400 | | | 12,400 | | | | | - |
| 44 | Faculty of Trades | Capital Equipment Repair/Replacement Plan - To address annual capital equipment repair and/or replacement requirements | 11 | | | | | 45,000 | | 45,000 | | | | | - |
| 45 | Faculty of Trades | FF&E Request - the bulk of the request is for Tools and Equipment Required to offer Level 4 Plumbing \$165K, Hydraulic Circuit Board (Included on MCE submission) 120K, Balancing Equipment (Included on MCE submission) 75K, Neiderman Arm Ventilation 58K, Turbines - Steam (Included on MCE submission) 40K, UPS System and Standby Power System 46K, PLC Flexible Manufacturing system 33K | 13 | | | | | 842,400 | | 842,400 | | | | | - |
| 46 | Institute of Material Innovation (IMI) | Develop Design Research - Request is for Admin Support at Level 7, Travel, Marketing & Events. FF&E is for iMac Computer & storage bins | 1 | | 1.000 | 60,400 | | 4,000 | | 64,400 | | | | | - |
| 47 | School of Business | New Programming - Grad Diplomas (Ops Mgt, Finance, Accounting, Strat Innovation, PR) - 3.77 Faculty, Administration-Ongoing Chair Release 25% /Program, Time Release Development and Non salary costs | 1 | 3.770 | | 1,090,913 | | | | 1,090,913 | | | | | - |
| 48 | School of Business | New Programming - BBA International Business/BBA CMNS - International Business & Communications Mgt | 4 and 10 | 2.010 | | 247,800 | 16,500 | | | 264,300 | | | | | - |
| 49 | School of Business | Current Programming Demand Sections - Roll demand sections from 2013/14 into base budget. 70 sections | 2 | 8.800 | | 963,500 | | | | 963,500 | 100,000 | 150,000 | | | 250,000 |
| 50 | School of Business | ACBSP Accreditation -Faculty time release to manage process 25% for FY2014-15 and 50% for FY2015-2016, funding required for two years | 7 | 0.250 | | | 27,500 | | | 27,500 | | | | | - |
| 51 | School of Business | Conference Hosting for WCCCE and ACBSP - Two conferences in 2014, WCCCE and ACBSP. Both will present high profile speakers from across North America. The host inst. Will be required to cover some of the costs of the conference. | 5 | | | | 20,000 | | | 20,000 | | | | | - |
| 52 | School of Business | Business Advisor - move from part time to full time to meet student demand for appointments | 3 | | 0.400 | 24,711 | | | | 24,711 | | | | | - |
| 53 | School of Business | SoB Capital - To convert office 2116 into space for Business Advisors | 9 | | | | | 37,500 | | 37,500 | | | | | - |
| 54 | School of Business | Classroom Capital - Group / Interactive classroom, Case Based Classroom(horseshoe shape), Filming studio space | 8 | | | | | | 300,000 | 300,000 | | | | | - |
| 55 | School of Business | PR Capital - Software upgrade & Colour Printer | 13 | | | | | 10,544 | | 10,544 | | | | | - |
| 56 | School of Business | CSIT Capital - Adobe Acrobat/Flash & CISCO Wireless Equipment | 6 | | | | | 14,760 | | 14,760 | | | | | - |
| 57 | School of Business | LGLA Capital - Software & Printer for Legal Admin Studies | 12 | | | | | 2,215 | | 2,215 | | | | | - |
| 58 | School of Business | MRKT Capital - Software | 11 | | | | | 895 | | 895 | | | | | - |
| 59 | School of Business | CMNS Capital - Office Furniture | 14 | | | | | 5,600 | | 5,600 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

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|------------------------------------|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|---------------------|-------------------|----------------|------------------|------------------|-------------------------------|----------------------------|----------------|----------------|------------------|-------------------------------------|
| 60 | Wilson School of Design | Continued implementation of the Bachelor of Design: Product Design - Represents a more complete assessment of ongoing requirements for the Bachelors in Prod Design. Salary expenses reflect anticipated faculty FTE and support staff required to support curriculum for Product Design from 2014 and onward. | 1 | 1,500 | | 164,250 | 10,000 | 87,700 | | 261,950 | 125,000 | | | | 125,000 |
| 61 | Wilson School of Design | Professional & Continuing Studies OTO seed money to expand offerings - Develop new offerings. Failure to meet targets could compromise funding and missed revenues for KPU and design. | 2 | | | | 30,000 | | | 30,000 | | | | | - |
| 62 | Wilson School of Design | Time Release for the development of a Major/Minor in Design - 25% Time release for the development of a Bachelor of Design framework and the initial mapping of course outlines. | 3 | | | | 27,528 | | | 27,528 | | | | | - |
| 63 | Wilson School of Design | Educational Advisor - Proactive support through educational advising mitigates loss in tuition revenue and FTE generation for the school by improving retention rates. | 4 | | 1,000 | 61,380 | | | | 61,380 | | | | | - |
| 64 | Wilson School of Design | Assoc Dean approved on temp basis since dec 2012. She is currently highly engaged in the develop of new programming and projects arising from the Business plan. As well as in the daily operations of the school. NO direct revenue gained from this posn, however role aims to improve the efficiency of the existing program offerings and work with the faculty to meet future goals. | 5 | | | 135,656 | | | | 135,656 | | | | | - |
| 65 | Wilson School of Design | School of Design FF&E - Request includes Smart Board, Colour Printer, Lynda.com Subscription, Apple I pads, Optitex Packages, Sewing Machines, PDM Software upgrade | 6 | | | | | 32,734 | | 32,734 | | | | | - |
| Total Academic - Category 1 | | | | 43,511 | 14 | 6,954,039 | 509,378 | 2,581,219 | 3,884,000 | 13,928,636 | 1,500,000 | 400,000 | 117,900 | - | 2,017,900 |
| 66 | International | Additional Travel Budget - Request includes Domestic Travel, International Travel & matching support for Faculty when travel is requested by AVP Office of KPU leadership | 1 | | | 351,000 | | | | 351,000 | | | | | - |
| 67 | International | Events - Request includes Venue rentals, transportation, food, equipment rental & Guest speaker costs | 2 | | | 70,500 | | | | 70,500 | | | | | - |
| 68 | International | Entrance Fees - Exhibit & Other - Includes Student Recruitment Fairs & Agent Recruitment Fairs | 3 | | | 60,000 | | | | 60,000 | | | | | - |
| 69 | International | Recruiting Expenses - Development and Printing of Language specific brochures & other related materials (Chinese, Spanish, Portuguese & Arabic) | 4 | | | 16,000 | | | | 16,000 | | | | | - |
| 70 | International | Promotional Supplies - Includes materials, small give-away items for students at recruitment events | 5 | | | 5,000 | | | | 5,000 | | | | | - |
| 71 | International | Sponsorships - Seed funding for creation of KPU international Scholarship fund to be used specifically for new market development & recruitment, diversification of International students among all our faculties & support for KPU domestic students to participate in international mobility and field schools | 6 | | | 100,000 | | | | 100,000 | | | | | - |
| 72 | International | External Relations - Gifts for official Visitors, Hosting, Travel Expenses for agents/partner schools & Swag for marketing events | 7 | | | 18,500 | | | | 18,500 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

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|-------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|---------------------|-------------------|-----|--------|---------|-------------------------------|----------------------------|--------------|---------------|------------------|-------------------------------------|
| 73 | International | Shipping & Handling - Shipping of Brochures, posters, banners & other promo material for fairs, events, agent seminars. | 8 | | | 6,000 | | | | 6,000 | | | | | - |
| 74 | International | International postage costs for mailing of transcripts, official acceptance letters & other essential documents | 9 | | | 3,000 | | | | 3,000 | | | | | - |
| 75 | International | Mileage | 10 | | | 23,000 | | | | 23,000 | | | | | - |
| 76 | International | Professional Fees - External contract for services for translation, cinematography, guest speakers | 11 | | | 25,000 | | | | 25,000 | | | | | - |
| 77 | International | Conferences - Registrations & Participating in international conferences, workshops, training, partnerships, meetings and seminars as required and approved by the AVP, International | 12 | | | 15,000 | | | | 15,000 | | | | | - |
| 78 | International | Memberships and annual obligations to various marketing & international organizations. Essential for attendance to continued access to the latest market trend info. | 13 | | | 5,000 | | | | 5,000 | | | | | - |
| 79 | International | Project Support - KPU international will lead on project support for various international-related partnerships and projects | 14 | | | 102,500 | | | | 102,500 | | | | | - |
| 80 | International | Honoraria - Includes International student paid interns/co-ops; Onsite translators/support staff at recruitment events; additional fees | 15 | | | 24,000 | | | | 24,000 | | | | | - |
| 81 | International | Professional Development for new incoming staff | 16 | | | 22,000 | | | | 22,000 | | | | | - |
| 82 | International | FF&E Request - Request for new workstations, Office copier, filing cabinets. | 17 | | | | | 54,600 | | 54,600 | | | | | - |
| 83 | International | Mobile Phones & Telephone Long Distance - Costs include set up of cell phone accounts for new management positions and long distance fees | 18 | | | 15,200 | | | | 15,200 | | | | | - |
| 84 | International | Office supplies | 19 | | | 4,500 | | | | 4,500 | | | | | - |
| 85 | International | Meeting expenses are reserved for important meetings/events and annual commitments | 20 | | | 4,000 | | | | 4,000 | | | | | - |
| 86 | International | Miscellaneous Budget | 21 | | | 5,000 | | | | 5,000 | | | | | - |
| 87 | International | Executive Assistant | 22 | | 1.000 | 80,000 | | | | 80,000 | 250,000 | | | | 250,000 |
| 88 | International | Senior Research Associate (1 Yr Term) | 23 | | 1.000 | 62,000 | | | | 62,000 | | | | | - |
| 89 | International | International Program Manager (Pathways) | 24 | | 1.000 | 91,800 | | | | 91,800 | | | | | - |
| 90 | International | Business Manager | 25 | | 1.000 | 91,800 | | | | 91,800 | | | | | - |
| 91 | International | International Programs Manager (Articulation) | 26 | | 1.000 | 91,800 | | | | 91,800 | | | | | - |
| 92 | International | Internationalization & Outgoing Mobility Coordinator | 27 | | 1.000 | 59,600 | | | | 59,600 | | | | | - |
| 93 | International | International Advisement Manager | 28 | | 1.000 | 85,100 | | | | 85,100 | | | | | - |
| 94 | International | Brazil Advisor & Program Coordinator | 29 | | 1.000 | 61,400 | | | | 61,400 | | | | | - |
| 95 | International | General International Advisor (2 positions) | 30 | | 2.000 | 122,800 | | | | 122,800 | | | | | - |
| 96 | International | Clerical Support/Reception Richmond | 31 | | 1.000 | 49,100 | | | | 49,100 | | | | | - |
| 97 | International | Director of Marketing & Admissions | 32 | | 1.000 | 124,200 | | | | 124,200 | | | | | - |
| 98 | International | International Communications Specialist | 33 | | 1.000 | 66,700 | | | | 66,700 | | | | | - |
| 99 | International | Clerical Support for Marketing & Admissions Team - change in salary grade requested. | 34 | | 1.000 | 1,700 | | | | 1,700 | | | | | - |
| 100 | International | International Admissions & Marketing Manager (4 positions) | 35 | | 4.000 | 340,400 | | | | 340,400 | | | | | - |
| 101 | International | Admissions Advisor (4 positions) - change in salary grade requested. | 36 | | 4.000 | 25,700 | | | | 25,700 | | | | | - |
| 102 | International | External Field Representative (4) contractual positions without benefits | 37 | | 4.000 | 96,000 | | | | 96,000 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

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|-------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|---------------------|-------------------|---------|------|-----------|-------------------------------|----------------------------|--------------|---------------|------------------|-------------------------------------|
| 103 | IET | Keeping Systems Running - Request is for 1.0 FTE Security Manager, \$200K BCNET fees & 335K Capital for Server | 1 | | 1.000 | 291,800 | | | 335,000 | 626,800 | 200,000 | | | | 200,000 |
| 104 | IET | Network Infrastructure Renewal - Aux position requested OTO for two years & 2.83M Cap for Yr 1 & 1.75M Cap for Yr 2 | 2 | | 1.000 | | 74,400 | | 2,830,000 | 2,904,400 | | | | | - |
| 105 | IET | Enhance Support for Teaching & Learning - Requesting Manager Learning Tech systems & Student Assistants 116K; 80K for Moodle & Kaltura Hosting Fee; 285K for eclassroom upgrade | 3 | | 1.000 | 196,600 | | | 285,000 | 481,600 | | | | | - |
| 106 | IET | Enhance IET Effectiveness & Efficiency - Request is for 1.0 FTE Project Manager 92K, 12K Student assistants. \$60K of ongoing costs be funded covered by reallocation from the remainder of the projected annual savings of \$150K fr Desktop replacement Budget. | 4 | | 1.000 | 106,600 | | | 245,000 | 351,600 | 12,000 | 92,000 | | | 104,000 |
| 107 | IET | Support for Process Improvement Initiatives - Aux Requested \$92k OTO for two years, \$214,500 Staff requested Ongoing | 5 | | 4.000 | 214,500 | 91,800 | | | 306,300 | | | | | - |
| 108 | Library Services & Learning Centres | Library Materials for new & existing programs - Request for Ongoing \$77,274 New Serial & Data Titles, \$35K current serials that have annual cost increases and OTO budget of \$174,567. FY15/16 and onwards OTO requested at \$76K | 1 | | | 112,272 | 174,567 | | | 286,839 | 112,300 | | | | 112,300 |
| 109 | Library Services & Learning Centres | Library Materials for INSTL - Request for Ongoing \$10K to be in building collections supporting both faculty interested in improving their teaching as well as in coming from the AVP, Teaching & Learning | 5 | | | | | | 10,000 | 10,000 | | | | | - |
| 110 | Library Services & Learning Centres | Surrey & Richmond increase Sunday hours - Aux Position - This proposal includes the following: Fall/Spring/Summer increase of Sunday hours at Richmond and Surrey from 1pm-5pm to 12pm-7pm and is being jointly proposed by Facilities and Security. | 2 | | | 12,300 | | | | 12,300 | 12,300 | | | | 12,300 |
| 111 | Library Services & Learning Centres | Increase Langley Library weekend hours - Aux position - This proposal includes the following: Fall/Spring Sunday hours increased from 1pm-5pm to 12pm-7pm; Summer addition of Saturday hours 10am-4pm and Sunday 12pm-7pm jointly proposed with Facilities and Security. | 3 | | | 13,300 | | | | 13,300 | 13,300 | | | | 13,300 |
| 112 | Library Services & Learning Centres | Increase Langley Library Summer evening hours - Aux Position - In fiscal cycle 2013/2014 the CAHS faculty requested an increase to the Langley Library Summer evening hours to support the needs of their area. These additional hours were not in the 2013/2014 budget allocation. Summer Mon-Thurs open until 8:00 pm. | 4 | | | 6,100 | | | | 6,100 | 6,100 | | | | 6,100 |
| 113 | Library Services & Learning Centres | Regularize AV/Circ Tech position: Surrey & Richmond - The Richmond & Surrey campus libraries are currently open until 11pm Monday to Thursday, with auxiliaries providing evening coverage | 8 | | | 76,900 | | | | 76,900 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dep't/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------|---------------------|-------------------|-----|--------|---------|-------------------------------|----------------------------|--------------|---------------|------------------|-------------------------------------|
| 114 | Library Services & Learning Centres | Richmond & Surrey AV/Circ Tech start time increase - 1hr - In fiscal year 2013/2014 this position was reduced from 28 hours/week to 24 hours/week. This cut has negatively impacted the ability for Supervisors to ensure that the Checkout Counter is effectively covered while also ensuring the AV/Circulation Technician position has sufficient time to complete work in their functional area. The reinstatement of these hours would alleviate scheduling and workload issues | 7 | | | 10,000 | | | | 10,000 | | | | | - |
| 115 | Library Services & Learning Centres | Richmond & Surrey Library Assistant start time increase - 2hrs - In fiscal year 2013/2014 this position was reduced from 20 hours/week to 12 hours/week. This cut has negatively impacted the ability for evening full-time staff to have sufficient time to complete work in their functional area. | 6 | | | 18,400 | | | | 18,400 | 18,400 | | | | 18,400 |
| 116 | Library Services & Learning Centres | Detection gates for Langley Library - Langley Campus Library gates are urgently needed to be replaced. The current gates (19+) no longer serve either of the two necessary functions - Providing security against loss of material by sending an audible notification & providing a gate count of patrons who use the library. | 9 | | | | | 13,000 | | 13,000 | | | | | - |
| 117 | Library Services & Learning Centres | Learning strategist Special Needs - 0.50 FTE Learning Strategist who has the capacity to work within a team. \$850 in supplies | 4 | 0.500 | | 55,600 | | | | 55,600 | | | | | - |
| 118 | Library Services & Learning Centres | International Peer Coaching - \$6000 requested for Honorariums for Peer Coaches. | 3 | | | 6,000 | | | | 6,000 | | | | | - |
| 119 | Library Services & Learning Centres | Trades & Technology Learning Assistant - F/T Learning Assistant & OTO Supplies of \$670 | 2 | | 1.000 | 46,810 | 670 | | | 47,480 | | | | | - |
| 120 | Library Services & Learning Centres | Retention Program Funding - Budget hasn't transferred with Retention programs when learning center became part of Library Unit. Request is for 8K honoraria & 13K supplies | 1 | | | 20,700 | | | | 20,700 | | | | | - |
| 121 | Library Services & Learning Centres | Learning Strategist International Student Support - 0.5 FTE Requested to train/mentor peer coaches working with OISS | 5 | 0.500 | | 55,350 | | | | 55,350 | | | | | - |
| 122 | Marketing & Recruitment | Manager, Web & Digital Technologies | 1 | | 1.000 | 84,700 | | | | 84,700 | | | | | - |
| 123 | Marketing & Recruitment | Domestic Recruitment Initiatives Funding - Exhibitor Fees. 2 events per month | 2 | | | 50,000 | | | | 50,000 | | | | | - |
| 124 | Marketing & Recruitment | Writer/Social Media Specialist | 3 | | 1.000 | 59,500 | | | | 59,500 | | | | | - |
| 125 | Office of Research & Scholarship | Time Release to Support Externally Funded Research - The current request is to expand and extend this funding. By making a commitment to growth in funding (6 sections in the first year, 12 the following, and 16 [=2FTE] thereafter) we send a message to both our sponsors and our faculty that we will a) support your research and b) we will support it of the full term of the project. | 2 | 0.754 | | 82,600 | | | | 82,600 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dept/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------|---------------------|-------------------|--------|--------|---------|-------------------------------|----------------------------|--------------|---------------|------------------|-------------------------------------|
| 126 | Office of Research & Scholarship | Knowledge Mobilization Officer - Key the activity of RI, liaising with community, brokering partnership with community and scholars, building project outlines, developing funding applications, tracking project and collating stories to share about the impact of KPU's involvement. ORS has space to house the appointee. | 1 | | 0.400 | 59,994 | | | | 59,994 | | | | | - |
| 127 | Office of Teaching & Learning | Teaching & Learning Administration -Salaries - Requesting \$98,300 Faculty; \$60K Staff & \$290,600K for Administration Ongoing | 1 | 1.000 | 3.000 | 605,600 | | 30,000 | 35,000 | 670,600 | 85,500 | | | | 85,500 |
| 128 | Office of Teaching & Learning | Learning & Professional Development Services - Requesting for Travel, supplies, Subscriptions, Conferences & Library Resources | 3 | | | 17,400 | | | | 17,400 | | | | | - |
| 129 | Office of Teaching & Learning | Learning Initiatives - Miscellaneous Costs | 5 | | | 3,900 | | | | 3,900 | | | | | - |
| 130 | Office of Teaching & Learning | Learning Technology - Request if for \$512K Staff, \$193K Admin, CTP \$56K and \$14k in non salary costs. | 2 | | 5.000 | 963,528 | | | | 963,528 | | 200,000 | | | 200,000 |
| 131 | Office of Teaching & Learning | Online Learning request is for staff salary. | 4 | | | 26,300 | | | | 26,300 | | | | | - |
| 132 | Student Affairs | Scheduling Coordinator -The requested position is the lynch position necessary to deliver on the provision of online registration of Continuing Professional Studies. | 17 | | 1.000 | 58,402 | | 500 | | 58,902 | | | | | - |
| 133 | Student Affairs | Coop Student - Course Outlines - OTO request to hire a coop student to index course outlines from prior to the digital production process. | 19 | | | | 7,042 | | | 7,042 | | | | | - |
| 134 | Student Affairs | Infoslem Acquisition and Implementation - This request is for a one-year staff psn to assist with the implementation of end-to-end academic timetable solutions software. | 9 | | 1.000 | | 63,997 | | | 63,997 | | | | | - |
| 135 | Student Affairs | Student Services Specialist. | 16 | | 2.000 | 96,132 | | | | 96,132 | | | | | - |
| 136 | Student Affairs | Career Services Assistant Top up to full time. | 20 | | 0.400 | 19,634 | | | | 19,634 | | | | | - |
| 137 | Student Affairs | Career Services Work Study Assistant - half time position. | 15 | | 0.500 | 22,873 | | | | 22,873 | | | | | - |
| 138 | Student Affairs | Career Services Advisors -This request is for three- full time Career Services Advisors to support KPU's four campuses. | 8 | | 3.000 | 152,569 | | | | 152,569 | | | | | - |
| 139 | Student Affairs | Manager, Career Education - This request supports the hiring of a Manager, Career Education who is responsible for planning and organizing career development activities and work integrated learning instruction for Coop and Career services. | 7 | | 1.000 | 74,400 | | | | 74,400 | | | | | - |
| 140 | Student Affairs | Cooperative Education Assistant - This is for a full-time Co-op Education Assistant. Admin support in Co-operative Education still remains at the same level seen in 2004/05. | 6 | | 1.000 | 46,810 | | | | 46,810 | | | | | - |
| 141 | Student Affairs | Co-operative Education expansion in the Faculty of Arts - This request supports the instruction and learner support expansion of Co-operative Education into the Fac of Arts in two phases. | 3 | 0.600 | 0.500 | 90,035 | | | | 90,035 | | | | | - |
| 142 | Student Affairs | Co-operative Education expansion in the faculty of Science and Horticulture - This request supports the instruction and learner support expansion of Co-operative Education into the Fac of Science and Horticulture in two phases. | 4 | 0.600 | 0.500 | 90,035 | | | | 90,035 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dept/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|--------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------|---------------------|-------------------|----------------|----------------|------------------|-------------------------------|----------------------------|----------------|---------------|------------------|-------------------------------------|
| 143 | Student Affairs | Co-op/Career Services-Manager, Employer Relations - This request supports a targeted approach to employer relations essential to the expansion of Co-operative Education into the Faculty of Arts, Faculty of Science & Horticulture and in support of existing School of Business Programs. | 5 | | 2.000 | 179,327 | | | | 179,327 | | | | | - |
| 144 | Student Affairs | Upass Coordinator - This position request will bring KPU I line with other Metro Vancouver Post-secondary institutions who have created dedicated staff positions to assist in the administration of the Upass BC program. | 18 | | 1.000 | 63,496 | | | | 63,496 | | | | | - |
| 145 | Student Affairs | Coordinator - Aboriginal Community Outreach - This position will help KPU to build relationships with local first nations, school district Aboriginal programs, and regional Aboriginal community organizations to determine programming needs. | 14 | | 1.000 | 63,496 | | | | 63,496 | | | | | - |
| 146 | Student Affairs | Manager - Campus Diversity Programs - This position will work collaboratively across the Student Affairs division to develop and enhance programming that supports improved awareness, visibility and support for students with diverse backgrounds. | 13 | | 1.000 | 63,496 | | | | 63,496 | | | | | - |
| 147 | Student Affairs | Disability Advisor and Learning Specialist - This funding is required to provide a .2 fte Faculty and a .2 fte Aux Staff to provide mandated services to students with disabilities. | 1 | 0.200 | 0.200 | 40,100 | | | | 40,100 | 40,100 | | | | 40,100 |
| 148 | Student Affairs | FF&E request for Services for Students with Disabilities - Scanner, Text reading to speech program for blind students, Dragon and Zoomtext programs. | 2 | | | | | 11,300 | | 11,300 | | | | | - |
| 149 | Student Affairs | FF&E request for Office of the Registrar - purchase of Infosilem. | 10 | | | | | 244,500 | | 244,500 | | | | | - |
| 150 | Student Affairs | FF& E request for Office of the Registrar/Admissions - 2 MFD's and Scanners | 11 | | | | | 40,000 | | 40,000 | | | | | - |
| 151 | Student Affairs | FF& E request for Office of the Registrar/Admissions - Qless is a mobile queue management system that works to reduce/eliminate physical line ups and replaces them with virtual mobile lines. | 12 | | | | | 50,000 | | 50,000 | | | | | - |
| Total Academic Support - Category 2 | | | | 4.154 | 61.5 | 6,582,859 | 412,476 | 443,900 | 3,740,000 | 11,179,235 | 750,000 | 292,000 | - | - | 1,042,000 |
| 152 | Advancement | Events and Ceremonies - This would reduce duplication of effort between departments and faculties and result in high quality events at a reduced cost to KPU | 6 | | | 303,800 | | | | 303,800 | | | | | - |
| 153 | Advancement | Fundraising Expansion- Admin staff - Given the opportunities in 2014 to fundraise for significant projects, we need to increase our investment in fundraising. | 1 | | | 297,600 | 38,000 | | | 335,600 | | | | | - |
| 154 | Advancement | Matching Funding - The Family Campaign gives us the opportunity to develop better internal relationships. | 4 | | | 175,000 | | | | 175,000 | | | | | - |
| 155 | Advancement | External Affairs Staff (support staff & Langley external affairs) - An increase of one FTE allowing for an external relations officer to focus on Langley, The North Fraser region would increase our ability to strengthen relationships in these communities. There is a also a need for a support position to assist with external and government affairs. | 2 | | 2.000 | 115,300 | | | | 115,300 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dep't/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------|------------------------|----------------------|--------|---------|---------|-------------------------------------|----------------------------------|--------------|---------------|---------------------|-------------------------------------------|
| 156 | Advancement | Director of Alumni - Required to expand the high-level strategic work with Alumni because currently they are an underutilized asset that can provide significant rewards. | 3 | | 1.000 | 93,000 | | | | 93,000 | | | | | - |
| 157 | Advancement | Sponsorship - Currently require a lift in the sponsorship budget to grow and build the University's reputation. | 5 | | | 75,000 | | | | 75,000 | | | | | - |
| 158 | Advancement | Media Database Communications Tracking Software | 7 | | | 15,000 | | | | 15,000 | | | | | - |
| 159 | Facilities | Interior Design Position focused on space utilization - An interior design position focused on classroom, studio, lab and office spaces with intent on reducing redundancies, outmoded furniture and configurations which will allow more functionality to occur in these rooms, request is for two years | 1 | | 1.000 | | 63,113 | 100,000 | | 163,113 | | | | | - |
| 160 | Facilities | Assistant Manager, Facilities Services - An asst mgr to support Facilities front line operations is a high priority for the department who will provide process review and improvements, development of documented Standard Operating Procedures and staff development. \$ 20,000 from service contracts can be paid for this psn from anticipated savings and efficiencies. Costs include travel, PD and furniture. | 2 | | 1.000 | 69,900 | | | 3,500 | 73,400 | 53,200 | | | | 53,200 |
| 161 | Facilities | Additional Facilities Support Generalist - With increasing enrollment on campus and the construction start for Chip and Shannon School of Design, front line facilities require an additional FSG to meet daily user and maintenance requirements. | 3 | | 1.000 | 51,920 | | | | 51,920 | 39,000 | | | | 39,000 |
| 162 | Facilities | Expanded Custodial Day Porter Service - Additional support for public areas and entrances is needed with the growth of Surrey campus and impacts of increasing student population. Porter will focus on interior and exterior public areas, garbage, entrance way and windows. | 6 | | | 30,720 | | | | 30,720 | 23,000 | | | | 23,000 |
| 163 | Facilities | Expanded Campus Access, Controls Consultant - This psn will recommend ways to separate off buildings, review access requirements, and recommend access control systems including development of specifications for tender. | 12 | | | | 65,000 | | 20,000 | 85,000 | | | | | - |
| 164 | Facilities | Landscaping - University Wide Expanded services - The university requires grounds that have minimized hazards such as falling tree limbs and minimized security risks. These are ongoing , annual risks to the University. | 9 | | | 45,000 | | | | 45,000 | | | | | - |
| 165 | Facilities | Sustainability Projects Coordinator - To support KPU's Strategic Vision Commitment to sustainability and the activities of the newly formed Environmental Sustainability Committee, a person is required for coordination of initiatives. | 8 | | 1.000 | 64,700 | | 3,500 | | 68,200 | | | | | - |
| 166 | Facilities | Consultant Services for Facilities Planning - The funds requested are for consulting services to explore alternatives, assist in the preparation of opportunity analysis and concept documents for the Ministry prior to receiving funding for Business Case Development. | 5 | | | 100,000 | | | | 100,000 | | | | | - |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dep't/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------|------------------------|----------------------|---------|--------|---------|-------------------------------------|----------------------------------|--------------|---------------|---------------------|-------------------------------------------|
| 167 | Facilities | Expanded Library Hours of Operations, Sundays, Surrey, Richmond, Langley - By extending the hours for an additional 3 hours (12pm to 7 pm) KPU is responding to students requests for longer access which will also aid in the recruitment and retention of Sunday support staff as shifts would be full day. | 7 | | 0.250 | 45,944 | | | | 45,944 | 60,000 | | | | 60,000 |
| 168 | Facilities | Wayfinding and Signage Improvements - This request is for one time funding to complete the improvements to Langley wayfinding and signage work begun in 2010 and replace Richmond wayfinding and signage to current standard. Additional funding request is required for on-going maintenance. | 13 | | | | 70,000 | 25,000 | | 95,000 | | | | | - |
| 169 | Facilities | Student Residence Preliminary Planning Funds - Funding is required for consulting services to support the steps required to secure a partnership for the development of a residence at Richmond campus. Request for two years | 10 | | | | 100,000 | | | 100,000 | | | | | - |
| 170 | Facilities | Concept Design for Profile Campus - A landscape architect is required to develop concept design and budget projection for the creation of the entrances at each campus. | 14 | | | | 35,000 | | | 35,000 | | | | | - |
| 171 | Facilities | Emergent Renovations - To provide funding in anticipation of emergent renovation projects that required funds to support furnishings, equipment and infrastructure as part of the renovation. | 11 | | | | | | 350,000 | 350,000 | | | | | - |
| 172 | Facilities | Cyclical Furniture Replacement Phase 1 - This is to fund a four year replacement of all poor quality faculty office furniture. OTO additional staff funding is to provide a 4 month position to conduct additional furniture audits to inform future cyclical replacement plans. | 4 | | 0.300 | | 14,156 | 91,093 | | 105,249 | | | | | - |
| 173 | Facilities | Furniture and Equipment Request - Items on Schedule C | 15 | | | | | 96,305 | | 96,305 | | | | | - |
| 174 | Financial Services | Financial Analyst Reporting Position - Request is for a financial analyst/reporting position to support the increased reporting requirements of the Ministry. In addition with the planned growth in the CE/PS area, this position will assist in program costing, fees, overhead calculations and reporting. | 1 | | 1.000 | 54,900 | | | | 54,900 | 42,000 | | | | 42,000 |
| 175 | Financial Services | Accounts Receivable - Request is for an Accounts Receivable position to support the growth in the student numbers and the complexity of agreements and invoicing arrangement to sponsors. This position will enable the accounts receivable area to monitor the collection of tuition and ensure that KPU's tuition agreements are adhered to and invoiced correctly on a timely. | 1 | | 1.000 | 49,600 | | | | 49,600 | 35,000 | | | | 35,000 |
| 176 | Human Resources | HR Consultant - Salary grade 7-1 | 1 | | 1.000 | 99,800 | | | | 99,800 | 75,000 | | | | 75,000 |
| 177 | Human Resources | Campus Based Security - Propose to hire a single KPU guard to each campus, who will be devoted to that campus and not subject to secondment by their employer, total cost will be \$276,800 but reallocation of recourses will be \$256,800, resulting in 20K ask | 2 | | | 20,000 | | | | 20,000 | 20,000 | | | | 20,000 |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dep't/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|--------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|---------------------|-------------------|------------------|------------------|------------------|-------------------------------|----------------------------|----------------|----------------|------------------|-------------------------------------|
| 178 | Human Resources | Monitoring of Langley Greenhouses by Alarmtron - Request for Alarmtron budget as there was no budget previously allocated. Charge has moved to facilities in 2013. | 3 | | | 4,300 | | | | 4,300 | 4,300 | | | | 4,300 |
| 179 | Institutional Analysis & Planning | Additional Research Analyst for IA&P - Request for a second Research Analyst to respond adequately to the increased demands from units for research and analytical services. | 1 | | 1.000 | 68,700 | | | | 68,700 | | | | | - |
| 180 | Institutional Analysis & Planning | Program Review Action Fund - Assuming that 5 programs complete program review and action plans each year, an average of \$ 25,000 is needed. | 1 | | | 25,000 | | | | 25,000 | 25,000 | | | | 25,000 |
| 181 | Institutional Analysis & Planning | Community Survey for Vision 2018 - KPU will contract a survey research firm to measure our community's level of understanding and value attached to KPU. This is a measure of Reputation goal #2. | 1 | | | | 25,000 | | | 25,000 | | | | | - |
| 182 | Institutional Analysis & Planning | National Faculty Data Pool Membership - Stats can stopped collecting and reporting on university faculty salaries in 2012. VP, Academics have created a consortium to collect and report on the same data. For membership to the national faculty data pool | 1 | | | 4,000 | | | | 4,000 | 4,000 | | | | 4,000 |
| 183 | Institutional Analysis & Planning | Tracking Tool for strategic plan achievement - TracDat, will enable KPU to track achievement of Vision 2018 to all aligned plans following forgathering and reporting out measurements at different levels of aggregation over time. Anticipated savings in HR that would otherwise be needed. | 1 | | | | 46,415 | | | 46,415 | | | | | - |
| 184 | Institutional Analysis & Planning | Furniture and Equipment Request - Request for new online survey software to replace existing Vovici (purchased in March 2007) | 1 | | | | | 15,000 | | 15,000 | | | | | - |
| 185 | Office of the President | Director of Diversity/Ombudsperson - Recommended by the PDEC and the KSA, salary grade 6-1 | 2 | | 1.000 | 91,800 | | | | 91,800 | | | | | - |
| 186 | Office of the President | Director of Open Studies - Salary grade 7-1 | 1 | | 1.000 | 98,800 | | | | 98,800 | | | | | - |
| 187 | Provost and VP Academic | Confidential Assistant for Provost & VP Academic - New ongoing budget is requested for four positions | 1 | | 1.000 | 75,764 | | | | 75,764 | 75,000 | | | | 75,000 |
| 188 | Provost and VP Academic | Base funded Director, Community Engagement - New ongoing budget is requested for four positions | 3 | | 1.000 | 135,656 | | | | 135,656 | | | | | - |
| 189 | Provost and VP Academic | Base funded Confidential Assistant for , Community Engagement - New ongoing budget is requested for four positions | 4 | | 1.000 | 84,692 | | | | 84,692 | | | | | - |
| 190 | Provost and VP Academic | Base funded .75 FTE teaching release for Aboriginal Initiatives - New ongoing budget is requested for four positions | 2 | 0.750 | | 82,119 | | | | 82,119 | | 82,000 | | | 82,000 |
| 191 | Provost and VP Academic | Audiovisual support for Langley Campus activities and Membership-Inst - Budget request to support Langley Campus activities and Inst. Membership | 5 & 6 | | | 44,500 | | | | 44,500 | 44,500 | | | | 44,500 |
| 192 | Office of General Counsel | P/T Privacy Officer to ensure compliance with FOIPA and to establish protocols and policies for KPU | 1 | | 0.500 | 46,400 | | | | 46,400 | 46,400 | | | | 46,400 |
| Total Infrastructure (Admin) - Category 3 | | | | 0.75 | 17.05 | 2,468,915 | 456,684 | 330,898 | 373,500 | 3,629,997 | 546,400 | 82,000 | - | - | 628,400 |
| Grand Total - all requests | | | | 48.415 | 92.550 | 16,005,813 | 1,378,538 | 3,356,017 | 7,997,500 | 28,737,868 | 2,796,400 | 774,000 | 117,900 | - | 3,688,300 |
| Notes: | | | | | | | | | | | | | | | |

2014-15 Summary of Faculty/Unit Budget Requests

| Ref # | Unit | Request Details | Dep't/Unit's Priority Rating | Faculty FTE | Staff and Other FTE | Ongoing Operating | OTO | FF&E | Capital | Funding Request Total FY14/15 | Proposed Ongoing Operating | Proposed OTO | Proposed FF&E | Proposed Capital | Proposed FY14/15 Budget Allocations |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------------|---------------------------------|-------------|------------------------|----------------------|-----|------|---------|-------------------------------------|----------------------------------|--------------|---------------|---------------------|-------------------------------------------|
| <i>Highlighted requests are the items that were funded in previous years.</i> | | | | | | | | | | | | | | | |
| | <i>Proposed OTO allocations will come from existing Special Purpose Funding</i> | | | | | | | | | | | | | | |
| | <i>Proposed FF&E allocations will come from existing FF&E/Capital funding</i> | | | | | | | | | | | | | | |

Kwantlen Polytechnic University
Projected Revenues and Expenditures
2013/14 and Future Years Consolidated Budgets

| Revenue Source | April 1, 2013 Operating | Ancillary | Special Purpose | Endowment | Capital | Consolidated 2013/14 |
|---------------------------------------------------------------|------------------------------------|------------------|----------------------------|------------------|--------------------|---------------------------------|
| Ministry grant | 70,013,800 | | 2,191,000 | - | - | 72,204,800 |
| Tuition fees: | | | - | | | |
| - Domestic | 36,031,200 | | | | | 36,031,200 |
| - International | 14,508,600 | | | | | 14,508,600 |
| | 50,539,800 | - | - | - | - | 50,539,800 |
| Revenue generating fees and contracts | 2,100,000 | | 821,000 | | - | 2,921,000 |
| Application & other fees | 4,732,200 | | | | - | 4,732,200 |
| Other revenues, interest income, recoveries and transfers | 1,540,000 | 9,035,200 | 972,000 | 75,000 | 1,092,000 | 12,714,200 |
| Amortization of deferred contributions | | | | | - | - |
| Amortization of deferred capital contributions | | | | | 5,105,000 | 5,105,000 |
| Total revenues | 128,925,800 | 9,035,200 | 3,984,000 | 75,000 | 6,197,000 | 148,217,000 |
| Expenditure Plan | | | | | | |
| Expenditure plan (operations) - prior year | 122,419,100 | 7,106,800 | 3,984,000 | - | 569,800 | 134,079,700 |
| Removal of prior year one year only budget increases | - | | | | - | - |
| Removal of prior year one year University Transition costs | | | | | | |
| Foundation - endowment matching funds | - | | | | | - |
| Contributions to KPU Foundation-student awards and assistance | 1,000,000 | | | | | 1,000,000 |
| Capital asset amortization expense | | | | | 11,000,000 | 11,000,000 |
| | 123,419,100 | 7,106,800 | 3,984,000 | - | 11,569,800 | 146,079,700 |
| Additions to expenditure plan: | | | | | | |
| Ongoing reallocations: | | | | | | |
| Operating Reallocations Required | (1,200,000) | | | | | (1,200,000) |
| Ongoing increases: | | | | | | |
| Increments and benefits increases | 484,900 | | | | | 484,900 |
| Non-salary inflation and other costs | 675,300 | | | | | 675,300 |
| Academic | 1,893,500 | | | | | 1,893,500 |
| Ministry reduction to ACA funding - ELS | | | | | | - |
| Other academic | 134,800 | | | | | 134,800 |
| Student Affairs | 61,400 | | | | | 61,400 |
| Support services | 62,500 | | | | | 62,500 |
| Instructional Costs to support growth | | | | | | - |
| Future Commitments for newly established Programs | | | | | | - |
| Ongoing increases | 2,112,400 | - | - | - | - | 2,112,400 |
| Operating allocation | 125,531,500 | 7,106,800 | 3,984,000 | - | 11,569,800 | 148,192,100 |
| Other Allocations | | | | | | |
| Interfund Transfers | (1,025,000) | 950,000 | | 75,000 | - | - |
| Contingency Reserve | - | | | | | - |
| Capital - library materials | 535,000 | | | | (535,000) | - |
| Capital - technology Equipment | 800,000 | | | | (800,000) | - |
| Capital - technology Infrastructure | 500,000 | | | | (500,000) | - |
| Capital - furniture, fixtures & equipment | 625,000 | | | | (625,000) | - |
| Capital - facility renewal | 1,000,000 | | | | (1,000,000) | - |
| Capital - major capital | 2,000,000 | | | | (2,000,000) | - |
| Surrey Expansion Funding Reallocation from ACA Carryforward | - | | | | | - |
| Other allocations | 4,435,000 | 950,000 | - | 75,000 | (5,460,000) | - |
| Total expenses and allocations | 129,966,500 | 8,056,800 | 3,984,000 | 75,000 | 6,109,800 | 148,192,100 |
| Excess of Revenues over Expenses and Allocations | (1,040,700) | 978,400 | - | - | 87,200 | 24,900 |

Kwantlen Polytechnic University
Projected Revenues and Expenditures
2013/14 and Future Years Consolidated Budgets



| <u>Revenue Source</u> | <u>Operating</u> | <u>Ancillary</u> | <u>Special Purpose</u> | <u>Endowment</u> | <u>Capital</u> | <u>Consolidated</u> <u>2014/15</u> |
|---------------------------------------------------------------|--------------------|------------------|------------------------|------------------|------------------|---------------------------------------|
| Ministry grant | 67,879,600 | - | 2,191,000 | - | - | 70,070,600 |
| Tuition fees: | | | | | | - |
| - Domestic | 38,589,400 | | | | | 38,589,400 |
| - International | 17,959,500 | | | | | 17,959,500 |
| | 56,548,900 | - | - | | - | 56,548,900 |
| Revenue generating fees and contracts | 2,100,000 | - | 821,000 | | - | 2,921,000 |
| Application & other fees | 4,826,800 | - | - | | - | 4,826,800 |
| Other revenues, interest income, recoveries and transfers | 1,540,000 | 9,035,200 | 972,000 | 75,000 | 1,092,000 | 12,714,200 |
| Amortization of deferred contributions | | | | | 5,105,000 | 5,105,000 |
| Amortization of deferred capital contributions | | | | | 5,105,000 | 5,105,000 |
| Total revenues | 132,895,300 | 9,035,200 | 3,984,000 | 75,000 | 6,197,000 | 152,186,500 |
| Expenditure Plan | | | | | | |
| Expenditure plan (operations) - prior year | 124,531,500 | 7,106,800 | 3,984,000 | - | 1,069,800 | 136,692,100 |
| Removal of prior year one year only budget increases | - | - | - | | - | - |
| Removal of prior year one year University Transition costs | | | | | | - |
| Foundation - endowment matching funds | - | | | | | - |
| Contributions to KPU Foundation-student awards and assistance | 1,000,000 | | | | | 1,000,000 |
| Capital asset amortization expense | | | | | 11,000,000 | 11,000,000 |
| | 125,531,500 | 7,106,800 | 3,984,000 | - | 12,069,800 | 148,692,100 |
| Additions to expenditure plan: | | | | | | |
| Ongoing reallocations: | | | | | | |
| Operating Reallocations Required | - | | | | | - |
| Ongoing increases: | | | | | | |
| Increments and benefits increases | 1,413,700 | - | - | | | 1,413,700 |
| Non-salary inflation and other costs | 663,300 | - | - | | | 663,300 |
| Academic | 1,500,000 | | | | | 1,500,000 |
| Ministry reduction to ACA funding - ELS | (1,350,000) | | | | | (1,350,000) |
| Other academic | 709,900 | | | | | 709,900 |
| Student Affairs | 40,100 | | | | | 40,100 |
| Support services | 500,000 | | | | | 500,000 |
| Instructional Costs to support growth | | | | | | - |
| Future Commitments for newly established Programs | | | | | | - |
| Ongoing increases | 3,477,000 | - | - | - | - | 3,477,000 |
| Operating allocation | 129,008,500 | 7,106,800 | 3,984,000 | - | 12,069,800 | 152,169,100 |
| Other Allocations | | | | | | |
| Interfund Transfers | (1,025,000) | 950,000 | | 75,000 | - | - |
| Contingency Reserve | - | | | | | - |
| Capital - library materials | 535,000 | | | | (535,000) | - |
| Capital - technology Equipment | 800,000 | | | | (800,000) | - |
| Capital - technology Infrastructure | 1,000,000 | | | | (1,000,000) | - |
| Capital - furniture, fixtures & equipment | 625,000 | | | | (625,000) | - |
| Capital - facility renewal | 1,000,000 | | | | (1,000,000) | - |
| Capital - major capital | 2,000,000 | | | | (2,000,000) | - |
| Surrey Expansion Funding Reallocation from ACA Carryforward | - | | | | | - |
| Other allocations | 4,935,000 | 950,000 | - | 75,000 | (5,960,000) | - |
| Total expenses and allocations | 133,943,500 | 8,056,800 | 3,984,000 | 75,000 | 6,109,800 | 152,169,100 |
| Excess of Revenues over Expenses and Allocations | (1,048,200) | 978,400 | - | - | 87,200 | 17,400 |

Kwantlen Polytechnic University
Projected Revenues and Expenditures
2013/14 and Future Years Consolidated Budgets

| Revenue Source | Operating | Ancillary | Special Purpose | Endowment | Capital | Consolidated 2015/16 |
|---------------------------------------------------------------|--------------------|------------------|------------------------|------------------|------------------|-----------------------------|
| Ministry grant | 67,119,300 | - | 2,191,000 | - | - | 69,310,300 |
| Tuition fees: | | | | | | - |
| - Domestic | 41,329,100 | | | | | 41,329,100 |
| - International | 19,755,600 | | | | | 19,755,600 |
| | 61,084,700 | - | - | | | 61,084,700 |
| Revenue generating fees and contracts | 2,100,000 | - | 821,000 | | | 2,921,000 |
| Application & other fees | 4,923,400 | - | - | | | 4,923,400 |
| Other revenues, interest income, recoveries and transfers | 1,540,000 | 9,035,200 | 972,000 | 75,000 | 1,092,000 | 12,714,200 |
| Amortization of deferred contributions | | | | | | |
| Amortization of deferred capital contributions | | | | | 5,105,000 | 5,105,000 |
| Total revenues | 136,767,400 | 9,035,200 | 3,984,000 | 75,000 | 6,197,000 | 156,058,600 |
| Expenditure Plan | | | | | | |
| Expenditure plan (operations) - prior year | 128,008,500 | 7,106,800 | 3,984,000 | - | 1,069,800 | 140,169,100 |
| Removal of prior year one year only budget increases | - | - | - | | | - |
| Removal of prior year one year University Transition costs | | | | | | - |
| Foundation - endowment matching funds | - | | | | | - |
| Contributions to KPU Foundation-student awards and assistance | 1,000,000 | | | | | 1,000,000 |
| Capital asset amortization expense | | | | | 11,500,000 | 11,500,000 |
| | 129,008,500 | 7,106,800 | 3,984,000 | - | 12,569,800 | 152,669,100 |
| Additions to expenditure plan: | | | | | | |
| Ongoing reallocations: | | | | | | |
| Operating Reallocations Required | - | | | | | - |
| Ongoing increases: | | | | | | |
| Increments and benefits increases | 1,665,200 | - | - | | | 1,665,200 |
| Non-salary inflation and other costs | 709,700 | - | - | | | 709,700 |
| Academic | | | | | | - |
| Ministry reduction to ACA funding - ELS | | | | | | - |
| Other academic | | | | | | - |
| Student Affairs | | | | | | - |
| Support services | | | | | | - |
| Instructional Costs to support growth | 368,700 | | | | | 368,700 |
| Future Commitments for newly established Programs | 630,000 | | | | | 630,000 |
| Ongoing increases | 3,373,600 | - | - | | | 3,373,600 |
| Operating allocation | 132,382,100 | 7,106,800 | 3,984,000 | - | 12,569,800 | 156,042,700 |
| Other Allocations | | | | | | |
| Interfund Transfers | (1,025,000) | 950,000 | | 75,000 | - | - |
| Contingency Reserve | - | | | | | - |
| Capital - library materials | 535,000 | | | | (535,000) | - |
| Capital - technology Equipment | 800,000 | | | | (800,000) | - |
| Capital - technology Infrastructure | 1,500,000 | | | | (1,500,000) | - |
| Capital - furniture, fixtures & equipment | 625,000 | | | | (625,000) | - |
| Capital - facility renewal | 1,000,000 | | | | (1,000,000) | - |
| Capital - major capital | 2,500,000 | | | | (2,500,000) | - |
| Surrey Expansion Funding Reallocation from ACA Carryforward | - | | | | | - |
| Other allocations | 5,935,000 | 950,000 | - | 75,000 | (6,960,000) | - |
| Total expenses and allocations | 138,317,100 | 8,056,800 | 3,984,000 | 75,000 | 5,609,800 | 156,042,700 |
| Excess of Revenues over Expenses and Allocations | (1,549,700) | 978,400 | - | - | 587,200 | 15,900 |

Kwantlen Polytechnic University
Projected Revenues and Expenditures
2013/14 and Future Years Consolidated Budgets

| <u>Revenue Source</u> | <u>Operating</u> | <u>Ancillary</u> | <u>Special Purpose</u> | <u>Endowment</u> | <u>Capital</u> | <u>Consolidated 2016/17</u> |
|---------------------------------------------------------------|--------------------|------------------|------------------------|------------------|------------------|-----------------------------|
| Ministry grant | 67,119,300 | - | 2,191,000 | - | - | 69,310,300 |
| Tuition fees: | | | | | | - |
| - Domestic | 44,263,500 | | | | | 44,263,500 |
| - International | 21,731,200 | | | | | 21,731,200 |
| | 65,994,700 | - | - | | | 65,994,700 |
| Revenue generating fees and contracts | 2,100,000 | - | 821,000 | | | 2,921,000 |
| Application & other fees | 5,021,900 | - | - | | | 5,021,900 |
| Other revenues, interest income, recoveries and transfers | 1,540,000 | 9,035,200 | 972,000 | 75,000 | 1,092,000 | 12,714,200 |
| Amortization of deferred contributions | | | | | | |
| Amortization of deferred capital contributions | | | | | 5,105,000 | 5,105,000 |
| Total revenues | 141,775,900 | 9,035,200 | 3,984,000 | 75,000 | 6,197,000 | 161,067,100 |
| Expenditure Plan | | | | | | |
| Expenditure plan (operations) - prior year | 131,382,100 | 7,106,800 | 3,984,000 | - | 1,069,800 | 143,542,700 |
| Removal of prior year one year only budget increases | - | - | - | | | - |
| Removal of prior year one year University Transition costs | | | | | | - |
| Foundation - endowment matching funds | - | | | | | - |
| Contributions to KPU Foundation-student awards and assistance | 1,000,000 | | | | | 1,000,000 |
| Capital asset amortization expense | | | | | 12,500,000 | 12,500,000 |
| | 132,382,100 | 7,106,800 | 3,984,000 | - | 13,569,800 | 157,042,700 |
| Additions to expenditure plan: | | | | | | |
| Ongoing reallocations: | | | | | | |
| Operating Reallocations Required | - | | | | | - |
| Ongoing increases: | | | | | | |
| Increments and benefits increases | 1,702,700 | - | - | | | 1,702,700 |
| Non-salary inflation and other costs | 1,153,900 | - | - | | | 1,153,900 |
| Academic | - | | | | | - |
| Ministry reduction to ACA funding - ELS | - | | | | | - |
| Other academic | - | | | | | - |
| Student Affairs | - | | | | | - |
| Support services | - | | | | | - |
| Instructional Costs to support growth | 398,200 | | | | | 398,200 |
| Future Commitments for newly established Programs | 760,000 | | | | | 760,000 |
| Ongoing increases | 4,014,800 | - | - | | | 4,014,800 |
| Operating allocation | 136,396,900 | 7,106,800 | 3,984,000 | - | 13,569,800 | 161,057,500 |
| Other Allocations | | | | | | |
| Interfund Transfers | (1,025,000) | 950,000 | | 75,000 | - | - |
| Contingency Reserve | - | | | | | - |
| Capital - library materials | 535,000 | | | | (535,000) | - |
| Capital - technology Equipment | 800,000 | | | | (800,000) | - |
| Capital - technology Infrastructure | 1,500,000 | | | | (1,500,000) | - |
| Capital - furniture, fixtures & equipment | 625,000 | | | | (625,000) | - |
| Capital - facility renewal | 1,000,000 | | | | (1,000,000) | - |
| Capital - major capital | 3,000,000 | | | | (3,000,000) | - |
| Surrey Expansion Funding Reallocation from ACA Carryforward | - | | | | | - |
| Other allocations | 6,435,000 | 950,000 | - | 75,000 | (7,460,000) | - |
| Total expenses and allocations | 142,831,900 | 8,056,800 | 3,984,000 | 75,000 | 6,109,800 | 161,057,500 |
| Excess of Revenues over Expenses and Allocations | (1,056,000) | 978,400 | - | - | 87,200 | 9,600 |

Kwantlen Polytechnic University
Projected Revenues and Expenditures
2013/14 and Future Years Consolidated Budgets

| Revenue Source | Operating | Ancillary | Special Purpose | Endowment | Capital | Consolidated 2017/18 |
|---------------------------------------------------------------|--------------------|------------------|------------------------|------------------|------------------|-----------------------------|
| Ministry grant | 67,119,300 | - | 2,191,000 | - | - | 69,310,300 |
| Tuition fees: | | | | | | - |
| - Domestic | 47,406,200 | | | | | 47,406,200 |
| - International | 23,904,300 | | | | | 23,904,300 |
| | 71,310,500 | - | - | | | 71,310,500 |
| Revenue generating fees and contracts | 2,100,000 | - | 821,000 | | | 2,921,000 |
| Application & other fees | 5,122,300 | - | - | | | 5,122,300 |
| Other revenues, interest income, recoveries and transfers | 1,540,000 | 9,035,200 | 972,000 | 75,000 | 1,092,000 | 12,714,200 |
| Amortization of deferred contributions | | | | | | |
| Amortization of deferred capital contributions | | | | | 5,105,000 | 5,105,000 |
| Total revenues | 147,192,100 | 9,035,200 | 3,984,000 | 75,000 | 6,197,000 | 166,483,300 |
| Expenditure Plan | | | | | | |
| Expenditure plan (operations) - prior year | 135,396,900 | 7,106,800 | 3,984,000 | - | 1,069,800 | 147,557,500 |
| Removal of prior year one year only budget increases | - | - | - | | | - |
| Removal of prior year one year University Transition costs | | | | | | - |
| Foundation - endowment matching funds | - | | | | | - |
| Contributions to KPU Foundation-student awards and assistance | 1,000,000 | | | | | 1,000,000 |
| Capital asset amortization expense | | | | | 13,000,000 | 13,000,000 |
| | 136,396,900 | 7,106,800 | 3,984,000 | - | 14,069,800 | 161,557,500 |
| Additions to expenditure plan: | | | | | | |
| Ongoing reallocations: | | | | | | |
| Operating Reallocations Required | - | | | | | - |
| Ongoing increases: | | | | | | |
| Increments and benefits increases | 1,741,000 | - | - | | | 1,741,000 |
| Non-salary inflation and other costs | 1,660,700 | - | - | | | 1,660,700 |
| Academic | - | | | | | - |
| Ministry reduction to ACA funding - ELS | - | | | | | - |
| Other academic | - | | | | | - |
| Student Affairs | - | | | | | - |
| Support services | - | | | | | - |
| Instructional Costs to support growth | 430,100 | | | | | 430,100 |
| Future Commitments for newly established Programs | 1,090,000 | | | | | 1,090,000 |
| Ongoing increases | 4,921,800 | - | - | | | 4,921,800 |
| Operating allocation | 141,318,700 | 7,106,800 | 3,984,000 | - | 14,069,800 | 166,479,300 |
| Other Allocations | | | | | | |
| Interfund Transfers | (1,025,000) | 950,000 | | 75,000 | | - |
| Contingency Reserve | - | | | | | - |
| Capital - library materials | 535,000 | | | | (535,000) | - |
| Capital - technology Equipment | 800,000 | | | | (800,000) | - |
| Capital - technology Infrastructure | 1,500,000 | | | | (1,500,000) | - |
| Capital - furniture, fixtures & equipment | 625,000 | | | | (625,000) | - |
| Capital - facility renewal | 1,000,000 | | | | (1,000,000) | - |
| Capital - major capital | 3,500,000 | | | | (3,500,000) | - |
| Surrey Expansion Funding Reallocation from ACA Carryforward | - | | | | | - |
| Other allocations | 6,935,000 | 950,000 | - | 75,000 | (7,960,000) | - |
| Total expenses and allocations | 148,253,700 | 8,056,800 | 3,984,000 | 75,000 | 6,109,800 | 166,479,300 |
| Excess of Revenues over Expenses and Allocations | (1,061,600) | 978,400 | - | - | 87,200 | 4,000 |

| KPU Projected Revenue and Expenditure Assumptions (%) for 2014/15 to 2017/18 | | | | |
|-------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| <u>Revenues</u> | | | | |
| Ministry Grant | -1.12% | -1.12% | 0.00% | 0.00% |
| Tuition rate increases - domestic | 2.00% | 2.00% | 2.00% | 2.00% |
| Tuition rate increases - international | 0.00% | 0.00% | 0.00% | 0.00% |
| Enrollment increases - domestic FTEs | 5.00% | 5.00% | 5.00% | 5.00% |
| Enrollment increases - international FTEs | 10.00% | 10.00% | 10.00% | 10.00% |
| RG Funding | 0.00% | 0.00% | 0.00% | 0.00% |
| Application fees | 2.00% | 2.00% | 2.00% | 2.00% |
| Misc revenue - investment income | 0.00% | 0.00% | 0.00% | 0.00% |
| Misc revenue - other | 0.00% | 0.00% | 0.00% | 0.00% |
| Ancillary Fund | 0.00% | 0.00% | 0.00% | 0.00% |
| SPF Funds | 0.00% | 0.00% | 0.00% | 0.00% |
| Capital | 0.00% | 0.00% | 0.00% | 0.00% |
| <u>Expenditures</u> | | | | |
| Increments and other increases | 0.25% | 0.25% | 0.25% | 0.25% |
| Benefits | 0.50% | 0.50% | 0.50% | 0.50% |
| Contractual Increases (non-salary) | 5.00% | 5.00% | 5.00% | 5.00% |
| Non-salary expenditure increases - inflationary | 2.00% | 2.00% | 2.00% | 2.00% |
| Revenue Generating expenses | 0.00% | 0.00% | 0.00% | 0.00% |
| Ancillary expenses | 2.00% | 2.00% | 2.00% | 2.00% |
| SPF expenditures | 0.00% | 0.00% | 0.00% | 0.00% |
| Capital Fund expenditures | 0.00% | 0.00% | 0.00% | 0.00% |
| Amortization on capital assets | 0.00% | 0.00% | 0.00% | 0.00% |
| <u>Reallocation %</u> | | | | |
| | 0.00% | 0.00% | 0.00% | 0.00% |
| | | | | |
| | | | | |

| KPU Projected Revenue and Expenditure Assumptions (%) for 2014/15 to 2017/18 | | | | |
|-------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| <u>Revenues</u> | | | | |
| Ministry Grant | -1.12% | -1.12% | 0.00% | 0.00% |
| Tuition rate increases - domestic | 2.00% | 2.00% | 2.00% | 2.00% |
| Tuition rate increases - international | 0.00% | 0.00% | 0.00% | 0.00% |
| Enrollment increases - domestic FTEs | 5.00% | 5.00% | 5.00% | 5.00% |
| Enrollment increases - international FTEs | 10.00% | 10.00% | 10.00% | 10.00% |
| RG Funding | 0.00% | 0.00% | 0.00% | 0.00% |
| Application fees | 2.00% | 2.00% | 2.00% | 2.00% |
| Misc revenue - investment income | 0.00% | 0.00% | 0.00% | 0.00% |
| Misc revenue - other | 0.00% | 0.00% | 0.00% | 0.00% |
| Ancillary Fund | 0.00% | 0.00% | 0.00% | 0.00% |
| SPF Funds | 0.00% | 0.00% | 0.00% | 0.00% |
| Capital | 0.00% | 0.00% | 0.00% | 0.00% |
| <u>Expenditures</u> | | | | |
| Increments and other increases | 0.25% | 0.25% | 0.25% | 0.25% |
| Benefits | 0.50% | 0.50% | 0.50% | 0.50% |
| Contractual Increases (non-salary) | 5.00% | 5.00% | 5.00% | 5.00% |
| Non-salary expenditure increases - inflationary | 2.00% | 2.00% | 2.00% | 2.00% |
| Revenue Generating expenses | 0.00% | 0.00% | 0.00% | 0.00% |
| Ancillary expenses | 2.00% | 2.00% | 2.00% | 2.00% |
| SPF expenditures | 0.00% | 0.00% | 0.00% | 0.00% |
| Capital Fund expenditures | 0.00% | 0.00% | 0.00% | 0.00% |
| Amortization on capital assets | 0.00% | 0.00% | 0.00% | 0.00% |
| <u>Reallocation %</u> | | | | |
| | 0.00% | 0.00% | 0.00% | 0.00% |
| | | | | |
| | | | | |

FY1415 Projected Operating and Capital Proposed Budgets and Allocations
(with the inclusion of an OTO allocation for ESL - advice from Senate to the President)

| Faculty/Unit | FY13/14 Approved Budget | Proposed Ongoing Allocations | FY14/15 Proposed Budget | Proposed OTO Allocations | Proposed FF&E Allocations |
|----------------------------------------------------------------------|----------------------------------------|---------------------------------------------|----------------------------------------|-----------------------------------------|----------------------------------------------|
| Continuing Education & Professional Studies | 375,000 | | 375,000 | 200,000 | 12,900 |
| Faculty of Academic & Career Advancement (5) | 9,585,100 | (1,350,000) | 8,235,100 | 803,000 | |
| Faculty of Arts | 21,020,900 | 250,000 | 21,270,900 | | |
| Faculty of Business | 14,986,800 | 100,000 | 15,086,800 | 150,000 | |
| Faculty of Community & Health Sciences | 8,574,300 | | 8,574,300 | | 42,000 |
| Faculty of Design | 3,904,000 | 125,000 | 4,029,000 | | |
| Faculty of Science | 10,782,200 | 1,025,000 | 11,807,200 | | 63,000 |
| Faculty of Trades & Technology | 5,663,400 | | 5,663,400 | 50,000 | |
| Academic (Category 1) | 74,891,700 | 150,000 | 75,041,700 | 1,203,000 | 117,900 |
| AVP, International | 825,200 | 250,000 | 1,075,200 | | |
| Communications & Marketing | 1,455,000 | | 1,455,000 | | |
| Information & Educational Technology | 5,756,200 | 212,000 | 5,968,200 | 92,000 | |
| Library Resources | 5,305,900 | 162,400 | 5,468,300 | | |
| Research & Scholarship | 794,100 | | 794,100 | | |
| Teaching & Learning | 575,800 | 85,500 | 661,300 | 200,000 | |
| AVP, Student Affairs | 10,208,300 | 40,100 | 10,248,400 | | |
| Academic Support (Category 2) | 24,920,500 | 750,000 | 25,670,500 | 292,000 | 0 |
| Provost & VP, Academic | 682,200 | 120,300 | 802,500 | 82,000 | |
| Associate VP, Academic | 400,300 | | 400,300 | | |
| Finance & Administration | 366,900 | | 366,900 | | |
| Facilities Services | 7,512,100 | 175,200 | 7,687,300 | | |
| Financial Services | 2,305,300 | 76,400 | 2,381,700 | | |
| Human Resource Services | 3,069,700 | 99,100 | 3,168,800 | | |
| Supply & Business Services | 1,583,400 | | 1,583,400 | | |
| Office of the President | 698,500 | | 698,500 | | |
| Institutional Analysis & Planning | 736,000 | 29,000 | 765,000 | | |
| Office of Advancement | 987,300 | | 987,300 | | |
| Office of General Counsel | 581,800 | | 581,800 | | |
| Governance & Policy | 675,000 | | 675,000 | | |
| Administrative Support (Category 3) | 19,598,500 | 500,000 | 20,098,500 | 82,000 | 0 |
| Non-Divisional Expenditures (1) | 2,251,300 | 663,300 | 2,914,600 | | |
| Professional Development & Education Leave (2) | 1,711,200 | 10,000 | 1,721,200 | | |
| Revenue Generating | 1,193,300 | | 1,193,300 | | |
| University Wide Increments, Benefits & Inflation (3) | 0 | 1,368,700 | 1,368,700 | | |
| Contribution to KPU Foundation | 1,000,000 | | 1,000,000 | | |
| Non Divisional (Category 3) | 6,155,800 | 2,042,000 | 8,197,800 | 0 | 0 |
| Operating Ongoing Budgets | 125,566,500 | 3,442,000 | 129,008,500 | 1,577,000 | 117,900 |
| Interfund Transfer from Ancillaries | (1,025,000) | | (1,025,000) | | |
| Capital - Library | 535,000 | | 535,000 | | |
| Capital - Technology Equipment | 800,000 | | 800,000 | | |
| Capital - Technology Infrastructure | 500,000 | 500,000 | 1,000,000 | | |
| Capital (VP Academic) - Furniture, Fixture & Equipment | 500,000 | | 500,000 | | |
| Capital (VP Fin & Adm) - Furniture, Fixture & Equipment | 125,000 | | 125,000 | | |
| Capital - Facility Renewal | 1,000,000 | | 1,000,000 | | |
| Capital - Major Capital | 2,000,000 | | 2,000,000 | | |
| Capital Ongoing Budgets | 4,435,000 | 500,000 | 4,935,000 | 0 | 0 |
| Total Proposed Operating and Capital Budget & Allocations | 130,001,500 | 3,942,000 | 133,943,500 | 1,577,000 | 117,900 |

Notes:

- (1) Increase in funding is to cover inflationary increases for non salary contractual obligations.
- (2) Funding required to meet KFA agreement obligation for Professional Development and Education Leave FY1415.
- (3) Funding required to meet obligations for FY1415 contractual and benefits increases for faculty and unit ongoing positions.
- (4) Pro Forma budget does not include any reorganizational changes that occurred in FY1314.

MEMORANDUM

TO: Senate

FROM: Alan Davis

DATE: March 3, 2014

SUBJECT: Transitional Funding for Domestic ESL

Following the Senate Meeting of February 24th, which called for me to review the proposed 2014/15 budget with appropriate stakeholders, I called together the members of SCCUB along with Dean Jas Parmar and key administrators.

The following report from Gordon Lee was discussed, and the group agreed that Option 1 should be used to revise the proposed budget that will go to the Board Finance and Audit Committee and to the full Board on April 2nd. A number of other issues regarding the budgeting process were raised in the meeting which I will be following up on shortly.

2014-2015 KPU Budget
Proposal for one-time-only funding for ESL
(Pending a re-thinking and renewal of ESL for domestic students at KPU)

In order to develop a sustainable, long-term program and delivery model for domestic ESL students, the 2014/15 KPU budget should be revised to provide one year of non-renewable transition funding for the ESL department.

What do we know?

1. Senate has asked for a one-year solution using one-time-only funding.
2. The Ministry has already provided \$803,000 to support ESL instruction in Fiscal 2014-15.
3. The ADM has confirmed that more one-time funding is expected before March 31.
4. This additional funding will be modest. A reasonable assumption is that the incremental contribution will be between \$150,000 and \$250,000.

MEMORANDUM

5. The funding gap consists of the budget cut in the proposed FY14-15 budget less the monies provided by the Ministry. That amount is currently \$547,000 (\$1,350,000 - \$803,000).
6. On a one-time-only basis, the fact that we won't be receiving tuition fees from students or from the Ministry is irrelevant. In the proposed budget, we haven't recognized any tuition fee revenue from domestic ESL students. Therefore, we won't be any worse off by providing tuition free instruction, and the only relevant cost is the \$1.35 million.
7. We still may get a Federal Government contract to provide higher level ESL. Under this scenario, lower level ESL would be provided by a partner settlement service agency.
8. The Provincial Government may change its 'tuition free' ESL policy and perhaps its 'tuition free' developmental program policy.
9. The Provincial Government has indicated that it will delete the following section from KPU's Government Letter of Expectation for 2014-2015): "*Demonstrate significant efforts and progress toward meeting the student enrolment target for Developmental Programs. Persistent and substantial failure to achieve targets and complete deliverables may result in the removal, reduction or re-allocation of the funding or a portion of the funding associated with the item of non-compliance.*" In response to KPU enquiries about this change, the Ministry responded as follows: "*While the expectation of developmental programs is not prescribed in the draft 2014/15 GLE, it does remain a priority for government.*"
10. Growth in international ESL enrolments will support some seats in both lower and upper level domestic ESL.

What short term objectives should we strive to achieve?

- a) Provide one-time-only funding to support domestic ESL delivery for Fiscal 2014-2015.
- b) In reallocating funds to address a), we should avoid reductions in other areas as these would affect current students, faculty and staff.
- c) Develop a long term plan for domestic ESL delivery at KPU.

What should our objectives be for ESL in the long term?

- a) A long term strategy for ESL instruction should be based on some combination of larger class sizes, student tuition fees, innovative programming that supports students to move into trades, certificate, diploma and degree programs, CE courses, international student language camps, etc.

MEMORANDUM

- b) Consistent with point a), future domestic ESL should focus on supporting student progression to KPU's other programs.

Here are three options for review and discussion.

Options

1. Reallocate \$547,000 (or less depending on the amount of the second contribution from the Province) from the existing budget of Academic and Career Preparation (ABE/Developmental Education) on a one-time-only basis. The ACP area was given incremental funding last year to increase its FTE production to help KPU to meet its developmental FTE target. The Faculty has not committed these funds (has not hired new faculty and offered more courses). The projected year-end surplus will be more than \$650,000. Therefore, we are not using these funds. By the way, if we did offer these ACP courses they would also be tuition free.
2. Reallocate \$547,000 (or less depending on the amount of the second contribution from the Province) on a one-time-only basis from incremental funds provided to other Faculties. The President proposed new funds for incremental instruction in Arts and Business and over \$1million to Science. We could reduce these allocations for one year to address the ESL funding gap. For example we could reallocate \$200k from each of Arts and Business and the balance from Science, or we could take half from each of Arts and Business.
3. Reallocate half of the \$547,000 (or less depending on the amount of the second contribution from the Province) from ACP and the balance from Arts and Business. Again, this would be on a one-time basis.

SENATE

MEETING DATE: February 24, 2014

AGENDA #: 6

PRESENTED BY: Christina Pikios

Issue: Senate Standing Committee on University Budget

For Information: At its February 7, 2014 meeting the Senate Standing Committee on University Budget agreed that the proposed budget and allocation plan as presented is consistent with the Strategic Plan of Kwantlen Polytechnic University.

Attached:

- Report to Senate: Senate Standing Committee on University Budget
- 2014/15 Draft Consolidated Budget
- Appendix A: 2014/15 Budget by Area
- Appendix B: 2014/15 Detailed Summary of Areas

For Approval THAT Senate considers the proposed budget and allocation plan as presented consistent with the Strategic Plan of Kwantlen Polytechnic University.

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. |



Senate Standing Committee on the University Budget

Moved by Christina Pikios; seconded by Robert Wood:

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

MOTION DEFEATED

7 in favour; 11 against; 2 abstentions

Moved by Bob Davis; seconded by Robert Wood:

THAT the vote of the previous motion be recorded and conveyed to the Board of Governors.

MOTION CARRIED

Moved by Wade Deisman; seconded by Steven Button:

WHEREAS Senate has reviewed the budget provided to it on its February 24, 2014 meeting,

BE IT RESOLVED THAT Senate relay, for the consideration and response of the Board of Governors, the following observations, reservations and requests with respect to both the budget process and several of the line items therein:

1. The decision to suspend program offerings in regard to ESL are inconsistent with the academic priorities of the institution and the processes whereby this decision was reached were insufficiently consultative.
2. The process did not allow the committee to examine the total budget allocation, but rather involved only new 'asks'. Which constitute less than two percent of the full budget amount. The University Act requires the Committee to deal with the *whole* budget, not small parts.
3. The process was inconsistent with or failed to comply with the guidelines agreed to by the Board-Senate task force. More specifically, according to the budget development process envisaged by the Task Force:
 6. Efforts will be made, both by members of the SSCUB as well as management, to encourage the participation of the broader University community in the development of budget priorities, recognizing that this participation can be accomplished through existing organizational channels or through SSCUB members.
 9. Budget planning information will be provided to SSCUB, in print or electronic form, in a timely manner providing adequate timeframes for Committee members to review the information and seek clarification about specific items.
 10. Issues raised during budget meetings involving SSCUB and that cannot be dealt with at the meeting will be responded to in writing by the appropriate member of the administration.

MOTION DEFEATED

Moved by Robert Wood; seconded by Steven Button:

BE IT RESOLVED THAT Senate requests that the President review the submitted budget to find appropriate ways to continue ESL funding for 12 months while Senate and the wider University body develop other ways to address this type of situation in the future.

MOTION DEFEATED

Moved by Wade Deisman; seconded by Bob Davis:

BE IT RESOLVED THAT Senate asks the President to convene a summit with appropriate stakeholders to rethink the budget in order to sustain domestic ESL for a period of one year starting April 1, 2014.

MOTION CARRIED



Agenda Item
Meeting Date:
Presenter(s):

#6.2
April 2, 2014
Harpreet Bhatti / Gordon Lee

Agenda Item: *Revision to Bylaw No. 4, Fees*

| | |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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 revisions to Bylaw No. 4, Fees. |
|--------------------------------|----------------------------------------------------------------------------|

Board Committee Report: The Board Finance & Audit Committee reviewed revisions to Bylaw No. 4, *Fees*, at its March 13, 2014 meeting and recommended the revisions to the Board for approval.

- Key Messages:** *[maximum of three]*
1. **Domestic tuition has been raised by 2%, the maximum allowed by the provincial government.**
 2. **A fifth category has been added for new courses developed for industry-specific technical programs, setting the fee at \$250.00 per credit.**
 3. **International student fees have not increased and are provided for information only.**

Context & Background: *[Reasons for bringing this item forward, related previous Board discussions and/or decisions. What is the relationship of this item to University planning initiatives and/or to other projects? Include a brief chronology of events leading to the recommendation, if required.]*

Resource Requirements: *[A summary of any operational, financial, human resources, or capital resource requirements of this proposal, and the source(s) of funding.]*

Implications / Risks: *If the Bylaw is not recommended for approval the FY1415 budget would have to be revised significantly, as the increase in tuition fees has been built into the assumptions in developing the budget.*

Attachments: *Bylaw No. 4, Fees – revisions shown in track changes*

Submitted by: *Kathy Lylyk*

Date submitted: *March 25, 2014*



| | |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| | BYLAW NO. 4 |
| Approved by | Board of Governors |
| Original Effective Date | 16 November 1982 |
| Revised | 19 March 2008; October 15, 2008; March 18, 2009; March 24, 2010; 16 June 2010, 23 March 2011; 28 March 2012; 3 April 2013, <u>2 April 2014</u> |

BYLAW No. 4

FEES

1. Pursuant to the *University Act*, program or course fees and charges to be paid to the University by students shall be determined and/or revised by the Board of Governors.
2. The tuition fee structure for domestic students effective 01 August 2013-2014 shall be:

a. Credit Based Programs:

| Category | \$ / credit | |
|-----------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | \$128.50 <u>131.05</u> | • Existing courses ¹ as at September 1, 2011 will remain in Category 1 |
| 2 | \$155.25 <u>158.35</u> | • Courses in the Special Education Teacher Assistant program • New courses developed for degrees/programs in Faculties such as Business and Arts |
| 3 | \$173.40 <u>176.85</u> | • New courses developed for degrees/programs that incorporate smaller classes, labs, and or studios, e.g. Design, Science, Horticulture, and Community and Health Studies |
| 4 | \$198.45 <u>202.40</u> | • Courses in the Health Unit Coordinator program • <u>New online courses</u> developed for degrees/programs and other specialized programs |
| <u>5</u> | <u>\$250.00</u> | • <u>New courses developed for industry specific technical programs.</u> |

¹with the exception of the Health Unit Coordinator and Special Education Teacher Assistant programs

b. Fixed Term Programs and Full-time Continuous Intake Programs:

| Category | \$ / week | Applies to the following |
|----------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------|
| 1 | \$111.95 <u>114.20</u> | • Existing courses as at September 1, 2011 |
| 2 | \$229.50 <u>234.05</u> | • New courses developed for degrees/programs in the trades and technology field of study, e.g. Arborist program |

c. Adult Basic Education Programs No charge

3. Other fees and charges for domestic students effective 01 August ~~2013~~2014 are as follows:

- | | | |
|----|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. | Student fees for libraries, Technologies and student life | 7 % of tuition |
| b. | Application Fee | \$40 first time application |
| c. | Re-application Fee | \$20 subsequent application |
| d. | Re-instatement Fee | \$40 |
| e. | Transcript Fee | \$5 per transcript (electronic version) \$7 per transcript (paper version) |
| f. | Grade Appeal fee | \$25 |
| g. | Admissions Deposit | Admissions Acceptance Deposit: a minimum of \$250 to a maximum of 25% of the program fee. Domestic applicants are required to remit a non-refundable admission program acceptance deposit to signify acceptance of an offer of admission to a limited enrolment program. If the student registers and enrolls in the program, then this fee will be applied towards the full tuition fees assessment. Students registered in a tuition free course do not pay the Admissions Acceptance Deposit, but will be assessed Other Fees & Charges listed above. |
| h. | Graduation Fee | No charge |

4. Other Programs

The appropriate Vice President will determine fees and charges for the following:

- Cooperative Education Work Term
- Prior Learning Assessment
- Upgrading, Training, and Professional Studies

5. Service Charges

All discretionary fees will be determined by the Appropriate Vice President (e.g. duplicate tuition receipt charge, NSF cheque / stop payment charge, calendar charge, rush documents, graduation late fee, document evaluation fee, external invigilation charge, supplementation exam fee, library card replacement fee, [cheque replacement fee](#), etc.)

6. International student fees effective 01 August ~~2013–2014~~ are as follows (for information only):

a. International Student Tuition Fee \$525.00 / credit

Other fees and charges for International students effective 01 August ~~2013–2014~~ are as follows:

a. Student fees for libraries, technologies and student life \$25.00 / credit

b. Application Fee \$120.00 first time application

c. Re-application Fee \$120.00 subsequent application

d. Re-instatement Fee \$40.00

e. Transcript Fee \$5.00 per transcript (electronic version)
\$7.00 per transcript (paper version)

f. Grade Appeal Fee \$25.00

g. Admissions Deposit **International Deposit:** \$1000.00
International applicants are required to remit a non-refundable deposit to secure their offer of admission and signify acceptance. If the student completes the enrolment process, this fee will be applied towards the full tuition fees.

h. Graduation Fee No Charge

CHAIR
Board of Governors
Kwantlen Polytechnic University

Approval Date

PRESIDENT
Kwantlen Polytechnic University

August 1, 2014

Date Bylaw to be effective
if different from Approval Date



Agenda Item
Meeting Date:
Presenter(s):

Board of Governors Regular Meeting
6.3
April 2, 2014
Harpreet Bhatti / Gordon Lee

Agenda Item: *Divestment of Fossil Fuels Investments*

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

| | |
|--------------------------------|--|
| Recommended Resolution: | |
|--------------------------------|--|

Board Committee Report: As directed by the Board of Governors, the Board Finance & Audit Committee reviewed a report at its March 13, 2014 meeting and is forwarding it to the Board for consideration in preparation for the discussion on KPU's Financial Commitment to Sustainability.

Key Messages: [maximum of three]

- 1. A briefing note describes the reason for bringing this item forward and the process used**
- 2. HSBC Responses to the questions posed.**
- 3. RBC Dominion Responses to the questions posed.**

Context & Background: *At its January 2014 meeting the Board of Governors referred a Notice of Motion regarding Divestment of Fossil Fuel Investments to the Finance & Audit Committee for investigation and report back to the Board of Governors.*

Attachments: *Briefing Note from Gordon Lee
HSBC Response to Questions
RBC Response to Questions*

Submitted by: *Gordon Lee*

Date submitted: *March 25, 2014*

'Fossil Fuels' Investments
Briefing Note
Prepared for the Finance Committee
Kwantlen Polytechnic University Board of Governors

In response to the motion passed at the January 2014 meeting of the Board of Governors, I asked our investment managers to provide their responses to a number of questions about 'fossil fuels' investments. Here are the questions.

Questions

1. What are the possible financial implications in divesting from fossil fuels investments?
 - a. What percentage of Canadian securities markets would not be available for investments?
 - i. Bond market
 - ii. Equity market
 - iii. Preferred share market
 - b. What are the possible effects on portfolio returns?
 - c. What are the possible effects on portfolio risk?
 - d. Should KPU make the decision to divest of fossil fuel investments what would be the best strategy to divest and not realize losses? Divest as investments are maturing?
2. Are there fossil fuel companies that are investing significant monies in renewal energy initiatives?
 - a. Which ones?
 - b. In what kinds of renewable energy initiatives are these companies engaged?
 - c. How much have they invested in renewal energy?
 - d. Is this a growing component of their product portfolios?
 - e. What is the growth rate of their renewable energy businesses?
 - f. Are their renewal energy businesses growing as a percentage of their total business portfolio? How much?
 - g. What market share do fossil fuels companies have of the total renewal energy market?
3. Who are the renewal energy companies that do not have significant businesses in fossil fuels?
 - a. What is their financial performance been over the past five years?
 - b. What is the growth rate of these renewal energy companies?

Their responses are appended to this briefing note.

HSBC responded to question 1. In their judgement, 'excluding investments in fossil fuel securities would have a negligible impact on the risk returns or the returns of the portfolio'. They also address question 1 d. and state that divesting

from our current 'fossil fuel' investments 'could be easily and efficiently accomplished'.

RBC Dominion currently holds no 'fossil fuel' investments in KPU's bond portfolio. I expect to receive their response on Monday March 10 and will have the University Secretariat forward it to the Board Finance Committee at that time.

To date, KPU has not undertaken a thorough search in order to answer questions 2 and 3. However, a cursory review of energy company websites, suggested that many so-called 'fossil fuel' companies have significant investments in renewable energy initiatives. A question that the Finance Committee may wish to address is the following: Are 'fossil fuel' companies part of the solution for dealing with future world energy needs.

Here are three examples of companies that have made significant investments in renewal energy initiatives and who are thinking about how the world can address climate change:

Cenovus funds innovation in energy production including an investment in *general fusion* and *Skyonic*.

<http://www.cenovus.com/responsibility/funding-innovation.html>

<http://www.cenovus.com/responsibility/general-fusion.html>

<http://www.cenovus.com/responsibility/skyonic.html>

Shell has many initiatives in renewable energy and energy futures. They have also developed a number of scenarios that are worth looking at.

<http://www.shell.com/global/future-energy.html>

<http://www.shell.com/global/future-energy/shaping-future.html>

<http://www.shell.com/global/future-energy/scenarios.html>

<http://www.shell.com/global/future-energy/wind.html>

BP is investing in biofuels and wind businesses and has funded extensive research on energy sustainability.

<http://www.bp.com/en/global/corporate/sustainability/the-energy-future/alternative-energy.html>

<http://www.bp.com/en/global/corporate/sustainability/the-energy-future/the-energy-challenge/energy-sustainability-challenge.html>

Kwantlen Polytechnic University
Divesting from Fossil Fuels Investments
Financial Implications

Draft Questions

1. What are the possible financial implications in divesting from fossil fuels investments?
 - a. What percentage of Canadian securities markets would not be available for investments?
 - i. Bond market – for the broader bond market the FTSE TMX (formerly DEX) Universe Bond Index , if we define “fossil fuel” investments to energy companies, the weight in the Index is approximately 4%. The energy weights in the Short Term Bond and Mid Term Bond Indices are approximately 2% and 5% respectively.
 - ii. Equity market – the Energy sector’s weight in the TSX Composite Index is approximately 25% and within the MSCI World Index its 9%.
 - iii. Preferred share market – N/A
 - b. What are the possible effects on portfolio returns? The fixed income mandate that HSBC Global Asset Management manages for Kwantlen Polytechnic University is benchmarked to 50% the Short Term Index and 50% the Mid Term Index. Since the combined weight in the benchmark of energy (primarily fossil fuel companies) is around 3.5%, excluding investments in fossil fuel securities will have a negligible impact on the risk profile or the returns of the portfolio.
 - c. What are the possible effects on portfolio risk? Since the energy sector is so small in the benchmark and respective Indices, the exclusion of fossil fuel issuers will not have a material impact in the portfolio’s risk profile as the portfolio will continue to be well diversified.
 - d. Should KPU make the decision to divest of fossil fuel investments what would be the best strategy to divest and not realize losses? Divest as investments are maturing? Currently approximately 3% of the portfolio holdings are in issuers that may be considered involved in fossil fuels. Should Kwantlen Polytechnic University decide the portfolio should divest of its holdings in these issuers, it could easily and efficiently be accomplished. Once advised of your decision, we would propose to sell the securities within a reasonable time frame (ie within two months or so). The market values of the four holdings in the portfolio involved in fossil fuels are currently greater than the cost values. Hence, if the securities were liquidated, the portfolio would not incur a loss.
2. Are there fossil fuel companies that are investing significant monies in renewal energy initiatives?

HSBC Responses to Questions

- a. Which ones?
 - b. In what kinds of renewable energy initiatives are these companies engaged?
 - c. How much have they invested in renewal energy?
 - d. Is this a growing component of their product portfolios?
 - e. What is the growth rate of their renewable energy businesses?
 - f. Are their renewal energy businesses growing as a percentage of their total business portfolio? How much?
 - g. What market share do fossil fuels companies have of the total renewal energy market?
3. Who are the renewal energy companies that do not have significant businesses in fossil fuels?
- a. What is their financial performance been over the past five years?
 - b. What is the growth rate of these renewal energy companies?

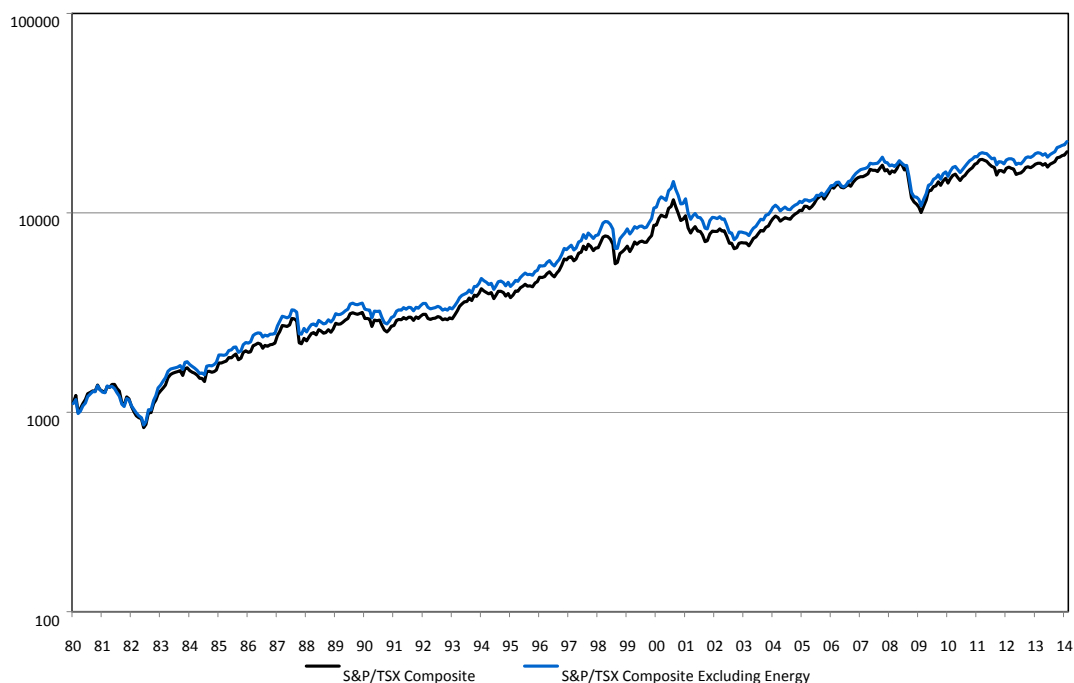
RBC Dominion Response to Kwantlen Polytechnic University Divesting from Fossil Fuels Investments Financial Implications

Some observations:

We have presented total return data (i.e., all dividends are re-invested) for the S&P/TSX Composite index and for the same index with the energy sector removed, from the beginning of 1980 to the end of 2013. We do not have reliable dividend data back prior to the late 'seventies.

This data shows that over that time span the energy sector subtracted fractionally from the overall returns of the rest of the index. Total return for the index including energy – 9.48% per annum. And for the index without energy – 9.63% per annum. Volatilities (risk) were very similar.

S&P/TSX Composite Total Return - Energy Contribution



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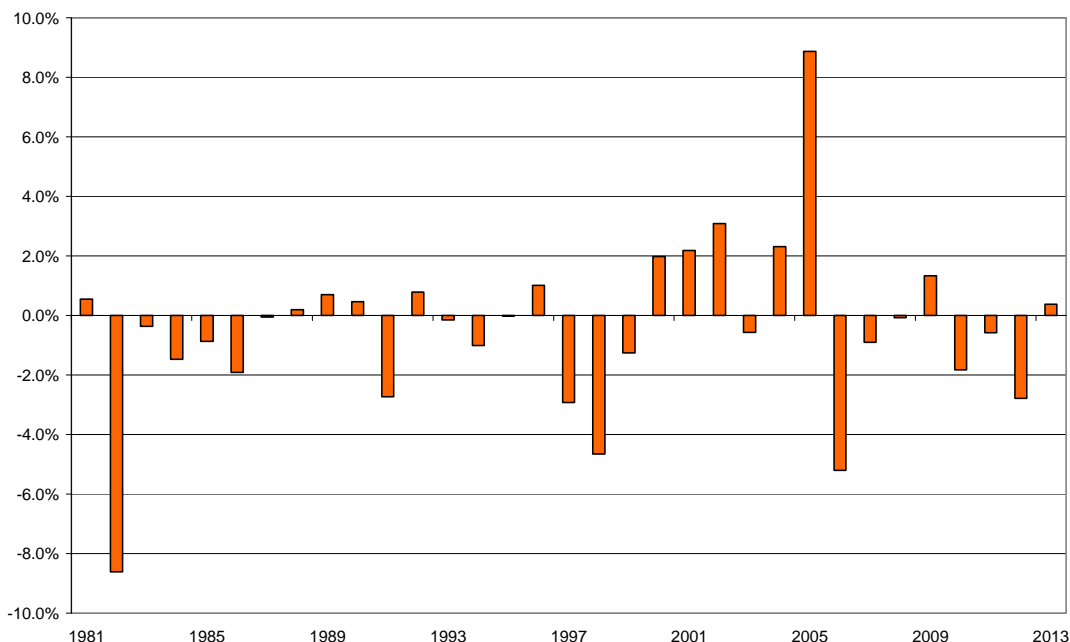
Interestingly, the same exercise performed on the S&P 500 in the U.S. showed that the opposite was true, energy stocks added to overall performance rather than subtracted. In both cases the difference in per annum returns was small – less than 0.25% per annum.

When one looks at the performance added or subtracted each year the data is all over the map. Knowing how much energy added in one year told you nothing reliable about what it would add the next.

Total Returns from 1980 - 2013

| | S&P/TSX | S&P/TSX without Energy sector |
|------------------------|---------|----------------------------------|
| Total return per annum | 9.6% | 9.4% |
| Inflation | 3.2% | 3.2% |
| Real return per annum | 6.2% | 6.0% |

S&P/TSX - Contribution of Energy Sector



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The overall returns are also quite sensitive to the time span chosen. Although we don't have the necessary dividend data we do have the share price data back to well before 1980. If we had chosen to measure from 1970 instead of 1980 the results would have been very different. The index that included energy stocks would have outperformed by 1.6% per annum over a 44 year period to 2013. Quite significant when one factors in the fact that inflation averaged 4.2% per annum over the same interval.

There are other factors that are difficult to quantify:

- Reduced diversification opportunities usually equals greater risk. Put another way, one could look at the performance of other market sectors over the same time span and choose to eliminate all those that underperformed the broad market. Of course, a portfolio designed to have done well in the past wouldn't necessarily do so in the future and the cost of being wrong would be magnified because of the concentrated nature of a portfolio that has eliminated several sectors from inclusion;
- The energy sector has usually featured a relatively large number of large-cap and mid-cap liquid issues. Many of these experience larger than average trading volumes because they are inter-listed (in the U.S.) or just attract American buying (and selling) interest directly when oil is in investor focus. Except for the financial sector, the non-energy components of the Canadian equity market are rarely inter-listed and only occasionally attract foreign buying – hence they are often much less liquid.

Some thoughts on the outlook for energy stocks: We have experienced two very large commodity booms in the past 50 years. The one from 1971 to 1980 saw North American oil prices rise from \$2.50 per bbl to \$38 per bbl (15.2X). The second from 2001 to 2008 saw the price move from \$17 per bbl to \$147 (8.6X). We expect, as there was between 1980 and 2001, there will be a multi-year period in which prices fluctuate in a range high enough to keep required new supplies coming to the market. We think another major surge upward to meaningful new high ground is unlikely.

This will favour those energy companies that can grow their production within this new price regime. Almost all new oil production these days is high cost. Not all companies will prosper in this environment but some undoubtedly will.

Fossil fuel prices are also important to the outlook for renewables. The higher the prices for oil and natural gas the more economic and attractive renewables become. Conversely, in a period of prolonged energy price stagnation, unsubsidized renewable developments would become more difficult to justify given today's technology.

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Kwantlen Polytechnic University

Divesting from Fossil Fuels Investments

Financial Implications

Draft Questions

1. What are the possible financial implications in divesting from fossil fuels investments?
 - a. What percentage of Canadian securities markets would not be available for investments?
 - i. Bond market **Relatively small except for pipelines and utilities.**
 - ii. Equity market **25%**
 - iii. Preferred share market **Relatively small except for pipelines and utilities.**

TSX Sector Weights

| | |
|--------------------------------------------|-------|
| Financials | 34.05 |
| Energy | 24.68 |
| Materials | 13.34 |
| Industrials | 7.74 |
| Consumer Discretionary | 5.35 |
| Telecommunication Services | 4.72 |
| Health Care | 3.39 |
| Consumer Staples | 3.08 |
| Information Technology | 1.83 |
| Utilities | 1.83 |

Within the equity market the energy sector represents about 25% of total market cap. Of that pipelines and transportation of energy represent about 6.5 percentage points. Renewable energy companies by comparison have a market cap today of about \$13 billion which would equate to slightly more than one-half of one percent of the TSX. Almost half of that is closely held and does not trade.

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- b. What are the possible effects on portfolio returns? **See memo**
 - c. What are the possible effects on portfolio risk? **See memo**
 - d. Should KPU make the decision to divest of fossil fuel investments what would be the best strategy to divest and not realize losses? Divest as investments are maturing? **KPU does not have exposure.**
2. Are there fossil fuel companies that are investing significant monies in renewal energy initiatives?
- Enbridge, Trans Canada, Transalta, and Altagas all have some renewable investments which so far are not particularly large. None of them has made an explicit commitment to grow this area of business up to a target threshold. Rather they have approached it on a project by project basis. I.e., if a project can be expected to earn their hurdle rate of return they will consider it. Oil and gas producers have even less exposure.**
- a. Which ones?
 - b. In what kinds of renewable energy initiatives are these companies engaged? **Mostly wind, hydro, and co-generation.**
 - c. How much have they invested in renewal energy? **So far small.**
 - d. Is this a growing component of their product portfolios? **Not in a meaningful way.**
 - e. What is the growth rate of their renewable energy businesses?
 - f. Are their renewal energy businesses growing as a percentage of their total business portfolio? How much?
 - g. What market share do fossil fuels companies have of the total renewal energy market?
3. Who are the renewal energy companies that do not have significant businesses in fossil fuels?
- a. What is their financial performance been over the past five years?
 - b. What is the growth rate of these renewal energy companies?
- See research reports enclosed.**

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February 18, 2014

TransAlta Renewables Inc.

Higher REC prices drive strong quarter

Our view: Modestly positive – TA Renewables' Q4/13 results were modestly better-than-expected despite below-average generation, due to higher realized REC prices. We expect the company will continue to realize higher REC prices through 2014.

Key points:

Higher realized RECs prices drive strong results. TA Renewables' Q4/13 ACFFO/share and EBITDA were \$0.37 and \$53 million, respectively, compared to our estimates of \$0.35 and \$51 million. The modestly better-than-expected results were largely due to higher-than-expected realized prices from the sale of renewable energy credits (RECs). Power generation for the quarter was below the long-term average and our forecast. The December 2013 ice storm experienced in Eastern Canada caused icing of some turbine blades and approximately \$2.6 million of lost revenues.

Benefits from environmental attributes higher-than-anticipated.

Management stated that approximately 76% and 95% of TA Renewables' 2014 environmental attributes for the wind and hydro facilities, respectively, have been sold. We expect the Western Wind and Hydro segments will continue to benefit from strong REC prices in 2014.

Increasing estimates to reflect REC prices. We have modestly increased our 2014 and 2015 ACFFO/share estimates to \$1.15 and \$1.13 (from \$1.12 and \$1.11) respectively, to reflect the anticipated higher realized REC prices.

Good finish for the year. We believe investors will take comfort in the recent US\$102 million Wyoming wind farm acquisition, the dividend increase, and solid results right out of the gate, as these strengthen management's thesis for being a growth and income vehicle. While the growth visibility still remains cloudy, particularly with respect to potential drop-down transactions, we continue to believe that TA Renewables is suitable for income investors who are satisfied with the attractive dividend. We believe TA Renewables will be able to execute wind acquisitions to deliver modest dividend growth.

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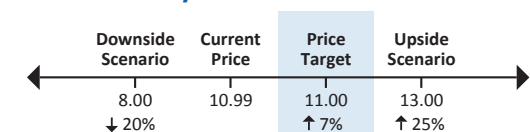
Sector Perform

TSX: RNW; CAD 10.99

Price Target CAD 11.00

| WHAT'S INSIDE | |
|---------------------------------------------|---------------------------------------------------|
| <input type="checkbox"/> Rating/Risk Change | <input type="checkbox"/> Price Target Change |
| <input type="checkbox"/> In-Depth Report | <input checked="" type="checkbox"/> Est. Change |
| <input type="checkbox"/> Preview | <input checked="" type="checkbox"/> News Analysis |

Scenario Analysis*



*Implied Total Returns

Key Statistics

| | | | |
|-----------------------------------------------|-------|------------------|-------|
| Shares O/S (MM): | 114.7 | Market Cap (MM): | 1,261 |
| Dividend: | 0.77 | Yield: | 7.0% |
| Float (MM): | 22.1 | | |
| Strategic Ownership: TransAlta Corp. owns 81% | | | |

RBC Estimates

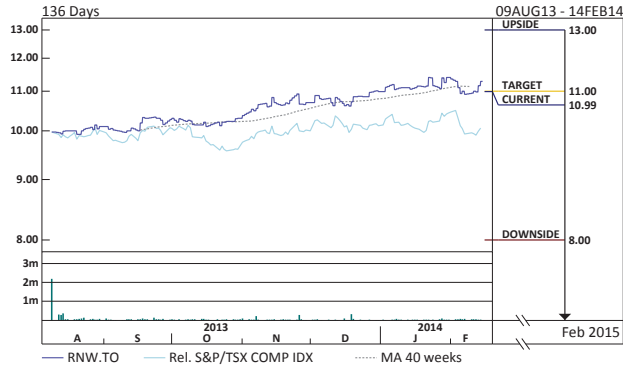
| FY Dec | 2012A | 2013A | 2014E | 2015E |
|------------------------|-----------|-----------|-----------|-----------|
| ACFFO per share | 1.05 | 1.27 | 1.15 | 1.13 |
| Prev. | | 1.26 | 1.12 | 1.11 |
| P/ACFFO | 10.5x | 8.6x | 9.6x | 9.7x |
| FFO/Sh, Ops FD | 1.11 | 1.34 | 1.24 | 1.22 |
| Prev. | | 1.32 | 1.22 | 1.20 |
| P/FFO Ops | 10x | 8x | 9x | 9x |
| EBITDA | 159.0 | 184.0 | 179.0 | 178.0 |
| Prev. | | 181.0 | 177.0 | 176.0 |
| DPS | 0 | 0.30 | 0.77 | 0.77 |
| Dividend yield | 0 | 2.7% | 7.0% | 7.0% |
| ACFFO per share | Q1 | Q2 | Q3 | Q4 |
| 2013 | 0.33A | 0.40A | 0.18A | 0.37A |
| Prev. | | | | 0.35E |
| 2014 | 0.32E | 0.28E | 0.16E | 0.38E |
| Prev. | | | | 0.37E |
| FFO/Sh, Ops FD | | | | |
| 2013 | 0.34A | 0.42A | 0.19A | 0.39A |
| Prev. | | | | 0.37E |
| 2014 | 0.35E | 0.31E | 0.18E | 0.40E |
| Prev. | 0.34E | 0.30E | | 0.39E |

All values in CAD unless otherwise noted. C\$MM except per share data.



Target/Upside/Downside Scenarios

Exhibit 1: TransAlta Renewables Inc.



Source: Bloomberg and RBC Capital Markets estimates for Upside/Downside/Target

Target price/ base case

Our \$11.00 price target is based on our assumption that the company will make modestly accretive acquisitions that incrementally grow the dividend. Our price target is based on 11x our 2015 EBITDA forecast.

Upside scenario

Our upside scenario assumes that TransAlta Renewables has developed a track record of accretive acquisitions and there is a clear path for TransAlta Corporation to sell down its retained renewable energy portfolio to TransAlta Renewables. Our upside scenario valuation is based on 12.5x our 2015 EBITDA forecast.

Downside scenario

Our downside scenario assumes: i) significantly higher long-term interest rates; and ii) the lack of accretive acquisitions (or drop-down transactions) over the next 12 months. We assume higher interest rates will lead to an increase in the dividend yield required by investors, and the lack of acquisitions will lead to a loss of investor confidence. Our downside scenario is based on 9x our 2015 EBITDA forecast.

Investment summary

We expect TA Renewables' shares to perform in line with our coverage universe for the following reasons:

- **Strategic relationship with TransAlta.** TransAlta will be responsible for identifying, evaluating, and executing acquisition and development opportunities for TA Renewables and will be the primary source of growth for the company. We expect accretive drop-down transactions and third-party acquisitions to drive modest growth in the dividend. However, it is important to note that we do not have any visibility on the timing of the drop-down transactions or third-party acquisitions.
- **Sustainable dividends supported by quality operating assets.** TA Renewables' portfolio is fully contracted under long-term power purchase agreements (PPAs) with an average remaining PPA term of 17 years. Many of the PPAs are partially indexed with inflation, and the TransAlta PPAs are fully indexed to inflation. Furthermore, the facilities are located across Canada, so generation variances across regions will often offset each other, minimizing the variability of the portfolio as a whole. The combination of fully contracted assets, an 83% payout ratio, and geographic diversification, contributes to the sustainability of the dividend.
- **Fairly valued.** We believe the shares are fairly valued based on our \$11.00 price target, which is 11x our forecast 2015 EBITDA. The valuation is generally in line with its peer group.

**Q4/13 results modestly better-than-forecast**

TA Renewables' Q4/13 ACFFO/share and EBITDA were \$0.37 and \$53 million, respectively, compared to our estimates of \$0.35 and \$51 million. Generation was modestly below our forecast, but realized power prices in the western wind portfolio were higher-than-expected (due to higher-than-forecast REC prices).

Please refer to Exhibit 2 for a summary of the Q4/13 results.

Exhibit 2: Q4/13 results comparison (in \$MM except per share figures)

| | RBC CM | | |
|--------------------------------------------|---------------|---------------|---------------|
| | Q4/13 | Q4/13E | Q4/12 |
| Generation (MM MWh) | 0.842 | 0.897 | 0.838 |
| Gross Margin | | | |
| Wind | \$63 | \$59 | \$67 |
| Hydro | 3 | 5 | 5 |
| Operating and maintenance | (13) | (13) | 2 |
| EBITDA | \$53 | \$51 | \$74 |
| Depreciation | (21) | (21) | (18) |
| Net interest expense | (8) | (7) | 0 |
| Other | (0) | 0 | 0 |
| Current income taxes | (1) | (0) | 0 |
| Future income taxes | (7) | (5) | 0 |
| Net income | \$16 | \$17 | \$55 |
| Average Shares Outstanding | 115 | 115 | 115 |
| Normalized EPS | \$0.14 | \$0.15 | \$0.48 |
| Adjusted cash flows from operations | | | |
| Net income | \$16 | \$17 | (\$26) |
| Depreciation | 21 | 21 | 18 |
| Other | 8 | 5 | 52 |
| CFFO | 45 | 43 | 44 |
| Maintenance capex | (3) | (3) | (2) |
| ACFFO | \$42 | \$40 | \$42 |
| CFFO/share | \$0.39 | \$0.37 | \$0.39 |
| ACFFO/share | \$0.37 | \$0.35 | \$0.37 |

Source: Company reports and RBC Capital Markets estimates



Increasing estimates to reflect higher REC pricing

We have increased our 2014 and 2015 ACFFO estimates to \$1.15 and \$1.13 (from \$1.12 and \$1.11), respectively to reflect expected higher REC prices. Please refer to Exhibit 3 for a summary of our financial forecast.

Exhibit 3: Financial forecast (in \$MM except per share figures)

| Income Statement | 2012 | 2013 | Q1/14E | Q2/14E | Q3/14E | Q4/14E | 2014E | 2015E | Old | |
|--------------------------------------------|--------------|--------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|
| | | | | | | | | | 2014E | 2015E |
| Generation (MM MWh) | 2.805 | 2.885 | 0.904 | 0.861 | 0.658 | 1.016 | 3.439 | 3.439 | 3.439 | 3.439 |
| Gross Margin | | | | | | | | | | |
| Wind | \$193 | \$200 | \$61 | \$50 | \$36 | \$66 | \$212 | \$211 | \$210 | \$209 |
| Hydro | 27 | 26 | 3 | 9 | 9 | 5 | 26 | 26 | 26 | 26 |
| Operating and maintenance | (61) | (41) | (15) | (15) | (15) | (15) | (59) | (60) | (59) | (60) |
| EBITDA | 159 | 184 | 49 | 44 | 30 | 56 | 179 | 178 | 177 | 176 |
| Depreciation | (74) | (77) | (21) | (21) | (21) | (21) | (83) | (83) | (83) | (83) |
| Net interest expense | (28) | (30) | (9) | (9) | (9) | (9) | (36) | (31) | (36) | (31) |
| Other | (9) | (4) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current income taxes | (1) | (2) | (0) | (0) | (0) | (0) | (1) | (1) | (1) | (1) |
| Future income taxes | (13) | (18) | (5) | (3) | 0 | (6) | (14) | (15) | (14) | (14) |
| Net income | \$35 | \$53 | \$15 | \$11 | \$0 | \$20 | \$45 | \$47 | \$44 | \$46 |
| Average Shares Outstanding | 115 | 115 | 115 | 115 | 115 | 117 | 115 | 119 | 115 | 119 |
| Normalized EPS | \$0.30 | \$0.46 | \$0.13 | \$0.10 | \$0.00 | \$0.17 | \$0.39 | \$0.40 | \$0.38 | \$0.38 |
| Adjusted cash flows from operations | | | | | | | | | | |
| Net income | \$35 | \$53 | \$15 | \$11 | \$0 | \$20 | \$45 | \$47 | \$44 | \$46 |
| Depreciation | 74 | 77 | 21 | 21 | 21 | 21 | 83 | 83 | 83 | 83 |
| Other | 18 | 24 | 5 | 3 | (0) | 6 | 14 | 15 | 14 | 14 |
| CFFO | 127 | 154 | 40 | 35 | 21 | 47 | 143 | 146 | 140 | 143 |
| Maintenance capex | (6) | (8) | (3) | (3) | (3) | (3) | (11) | (11) | (11) | (11) |
| ACFFO | \$121 | \$146 | \$37 | \$33 | \$18 | \$44 | \$132 | \$135 | \$130 | \$133 |
| CFFO/share | \$1.11 | \$1.34 | \$0.35 | \$0.31 | \$0.18 | \$0.40 | \$1.24 | \$1.22 | \$1.22 | \$1.20 |
| ACFFO/share | \$1.05 | \$1.27 | \$0.32 | \$0.28 | \$0.16 | \$0.38 | \$1.15 | \$1.13 | \$1.12 | \$1.11 |
| Dividend/share | \$0.00 | \$0.30 | \$0.19 | \$0.19 | \$0.19 | \$0.19 | \$0.77 | \$0.77 | \$0.77 | \$0.77 |
| Payout ratio (distributable cash flow) | n/a | n/a | | | | | 80% | 82% | 82% | 83% |
| FFO / Net Debt | 34% | 23% | | | | | 25% | 28% | 25% | 27% |
| Net Debt / EBITDA | 2.3x | 3.6x | | | | | 3.2x | 3.0x | 3.2x | 3.0x |

Source: Company reports and RBC Capital Markets estimates



Valuation

Our price target of \$11.00 is based 11x our 2015 EBITDA forecast, which is at a modest discount to the peer group. We note that TA Renewables' maintenance capex budget is larger than its peer group as a percentage of EBITDA. If the majority of maintenance capex is expensed, our price target implies a valuation multiple generally in line with the peer group.

Price target impediments

Impediments to our price target include achieving electricity generation that is materially lower than the long-term averages, a shorter-than-expected asset life for wind facilities, recontracting assets at materially lower prices upon the PPA expirations, refinancing debt at significantly higher interest rates, and making acquisitions that fail to garner shareholder support.

Company description

TransAlta spun out TA Renewables and retained an approximately 81% interest in the outstanding common shares of the company. TransAlta intends to remain the majority owner of TA Renewables. TA Renewables has 17 wind facilities across Canada and the US totalling 1,153 MW, making it Canada's largest wind portfolio. In addition, TA Renewables has 12 hydro facilities (in BC, Alberta, and Ontario) totalling 105 MW. TA Renewables has no direct employees, so TransAlta will manage and operate the company under a management and operational services agreement and receive a management fee.



| VALUATION | 2012 | 2013 | 2014E | 2015E |
|--------------------------------------|---------|---------|---------|---------|
| EPS, adjusted | 0.30 | 0.46 | 0.39 | 0.40 |
| P/E | 36.3x | 23.8x | 27.8x | 27.6x |
| EV/Adj EBITDA | 10.5x | 10.7x | 10.5x | 10.6x |
| P/FFO Ops | 10x | 8x | 9x | 9x |
| DPS | 0 | 0.30 | 0.77 | 0.77 |
| Dividend yield | 0 | 2.7% | 7.0% | 7.0% |
| Payout ratio | 0 | 64.5% | 194.7% | 193.7% |
| Wgtd avg shares outstanding, Diluted | 114.7 | 114.7 | 115.2 | 119.2 |
| INCOME STATEMENT | 2012 | 2013 | 2014E | 2015E |
| Revenue | 219.8 | 245.3 | 251.1 | 250.6 |
| Adjusted EBITDA | 159.4 | 184.0 | 179.0 | 178.0 |
| EBIT | 85.3 | 107.4 | 96.2 | 94.8 |
| Net interest expense/other | (27.8) | (30.4) | (35.8) | (31.4) |
| Profit before tax | 48.3 | 72.7 | 60.6 | 63.2 |
| Taxes-income taxes | (13.6) | (19.8) | (15.2) | (15.8) |
| Minorities-noncontrolling interest | 0 | NA | NA | NA |
| Net Income after tax | 34.7 | 52.9 | 45.5 | 47.4 |
| Net income to common shareholders | 34.7 | 52.9 | 45.5 | 47.4 |
| Adjusted net income | 34.7 | 52.9 | 45.5 | 47.4 |
| CASH FLOW | 2012 | 2013 | 2014E | 2015E |
| Operating Cash Flow | 112.8 | 161.8 | 142.7 | 145.6 |
| Capex | (165.4) | (46.8) | (10.6) | (10.6) |
| Free Cash Flow | (52.6) | 115.0 | 132.1 | 135.0 |
| Dividends Paid | 0 | (26.9) | (88.5) | (91.8) |
| Free Cash Flow (post Dividends) | (52.6) | 88.1 | 43.5 | 43.2 |
| Acquisitions-Disposals | 0 | NA | NA | NA |
| Issuance (Buyback) of Common Shares | 0 | 0 | 50.0 | 0 |
| Issuance (Repayment) Short Term Debt | 0 | NA | NA | NA |
| Issuance (Repayment) Long-Term Debt | (0.5) | 108.9 | (71.9) | (22.8) |
| Net change in cash | (0.8) | 15.2 | 21.7 | 20.4 |
| BALANCE SHEET | 2012 | 2013 | 2014E | 2015E |
| Cash and cash equivalents | 3.2 | 18.4 | 40.0 | 60.4 |
| Total current assets | 180.7 | 59.2 | 80.9 | 101.3 |
| Total fixed assets, PP&E Net | 1,938.5 | 1,707.0 | 1,634.8 | 1,562.2 |
| Total assets | 2,237.6 | 2,013.6 | 1,963.1 | 1,910.9 |
| Short-term, current long-term debt | 0 | 37.6 | 37.6 | 37.6 |
| Total current liabilities | 36.3 | 100.3 | 100.3 | 100.3 |
| Long-term borrowings | 372.7 | 646.6 | 574.7 | 552.0 |
| Total liabilities | 578.4 | 985.9 | 928.4 | 920.6 |
| Total shareholders' equity | 1,659.2 | 1,027.8 | 1,034.7 | 990.3 |
| KEY PERFORMANCE METRICS | 2012 | 2013 | 2014E | 2015E |
| EBITDA margin | 72.5% | 75.0% | 71.3% | 71.0% |
| Net debt/Total capitalization | 18.2% | 39.3% | 35.6% | 34.8% |
| Effective tax rate | 28.1% | 27.3% | 25.0% | 25.0% |
| Net debt / EBITDA | 2.3x | 3.6x | 3.2x | 3.0x |
| ROE | 2.1% | NA | NA | NA |
| Return on capital employed (ROCE) | 4.2% | NA | NA | NA |
| FFO/net debt | 34.4% | 23.1% | 24.9% | 27.5% |
| Net free cash flow/net debt | NM | 13.2% | 7.6% | 8.2% |

Source: Company reports, RBC Capital Markets estimates



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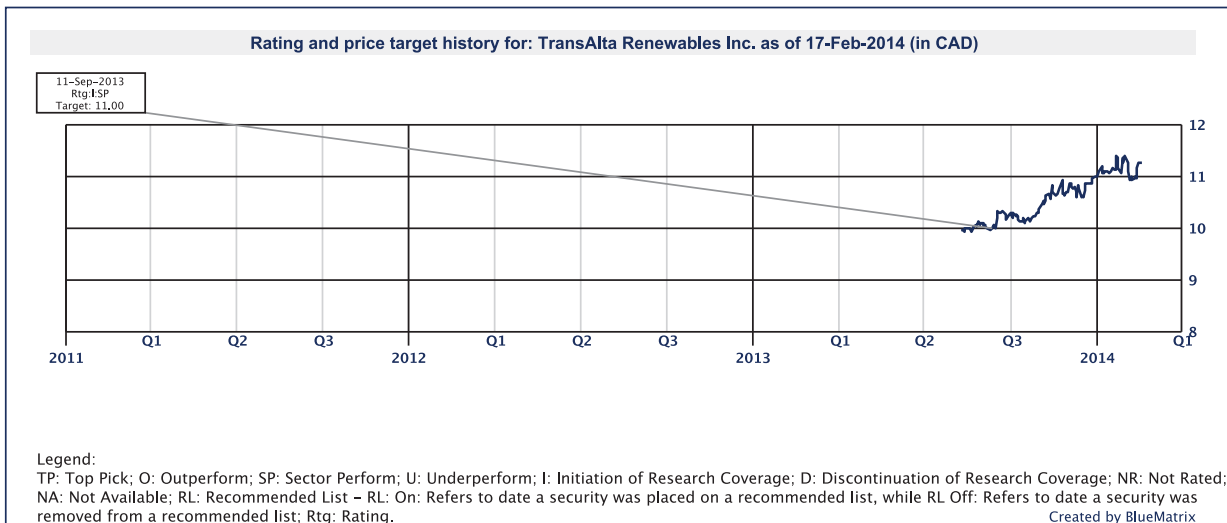
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| Distribution of ratings RBC Capital Markets, Equity Research As of 31-Dec-2013 | | | | |
|--------------------------------------------------------------------------------------|-------|---------|------------------------------------------|---------|
| Rating | Count | Percent | Investment Banking Serv./Past 12 Mos. | |
| | | | Count | Percent |
| BUY [Top Pick & Outperform] | 791 | 51.13 | 274 | 34.64 |
| HOLD [Sector Perform] | 666 | 43.05 | 179 | 26.88 |
| SELL [Underperform] | 90 | 5.82 | 14 | 15.56 |



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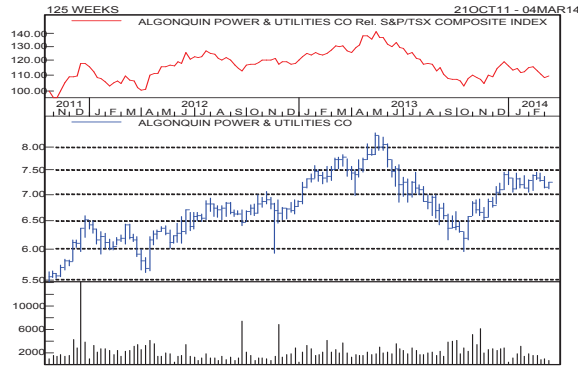
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RBC Capital Markets **Algonquin Power and Utilities Corp. (AQN C\$7.25[†])**

Analyst: Nelson Ng, CFA, (604) 257-7617, Associate: Kelsey Roste, (604) 257-7383

Dec 02, 2013



| | | | |
|---------------------------------|---------------------------------|----------------------------------------------|--------------|
| Stock Rating: | Outperform | Risk Qualifier: | Not Assigned |
| One-Year Target (C\$): | 8.00 | Implied Total Return (%):[†] | 13.9 |
| Shares O/S (MM): | 205.6 | Mkt. Cap (C\$MM):[†] | 1,490.6 |
| Float F.D. (MM): | 204.5 | Mkt. Float (C\$MM):[†] | 1,482.6 |
| Year End: | December 31 | Expected Reporting Date: | Mar 14 |
| Price Momentum Quadrant: | 3 | QuaDS Score: | 4 |
| RBCCM Sector: | Independent Power Producers & E | 52-Week High/ Low (C\$):[†] | 8.33/5.96 |

| | | | |
|------------------------------------------------------|------|----------------|------|
| Three-Year Annual Growth Rates (%) 2012-2015E | | | |
| Revenue | 10.4 | Dividend/Share | 9.1 |
| EPS | n.a. | CFPS | 34.2 |

Strategic S/Hs: Emera Inc. owns approximately 24.5% of commons shares outstanding

| | 2012 | 2013E | 2014E | 2015E |
|---------------------------------------------------|------|-------|-------|-------|
| Valuation (C\$ unless otherwise specified) | | | | |
| EPS Basic | 0.00 | 0.00 | 0.00 | 0.00 |
| EPS F.D. | 0.00 | 0.00 | 0.00 | 0.00 |
| Mean EPS Estimates* | | 0.27 | 0.33 | 0.36 |
| P/E F.D. (X) [†] | n.m. | n.m. | n.m. | n.m. |
| CFPS F.D. | 0.39 | 0.68 | 0.82 | 0.95 |
| P/CF F.D. (X) [†] | 16.2 | 10.7 | 8.8 | 7.6 |
| Book Value | 4.22 | 3.99 | 3.88 | 3.87 |
| P/BV (X) [†] | 1.5 | 1.8 | 1.9 | 1.9 |
| Enterprise Value/EBITDA [†] | 16.1 | 13.1 | 11.8 | 12.2 |
| Dividend/Share | 0.30 | 0.33 | 0.36 | 0.38 |
| Yield (%) [†] | 4.7 | 4.6 | 5.0 | 5.2 |

| | 2012 | 2013E | 2014E | 2015E |
|--------------------------------------|--------|-------|-------|-------|
| Financial Information (C\$MM) | | | | |
| Income Statement | | | | |
| Revenue | 370 | 592 | 482 | 497 |
| EBITDA | 107 | 203 | 246 | 254 |
| EBITDA Margin (%) | 28.9 | 34.2 | 51.0 | 51.1 |
| Interest Expense | 36 | 52 | 61 | 71 |
| Income Tax Rate (%) | (71.1) | 32.3 | 31.5 | 31.7 |
| Net Income to Common | 26 | 49 | 79 | 75 |
| Net Profit Margin (%) | 7.0 | 8.2 | 16.4 | 15.2 |

| | | | | |
|----------------------------|------|------|-----|-----|
| Cash Flow Statement | | | | |
| Cash Flow From Ops. | 66 | 142 | 170 | 198 |
| Capex - Maintenance | 27 | 35 | 39 | 40 |
| Free Cash Flow | 24 | 20 | 72 | 95 |
| Capex - Acquisitions | 759 | 336 | 315 | 294 |
| Cash Flow From Financing | 715 | 283 | 243 | 199 |
| Div./Distr. To Common | 11 | 52 | 59 | 64 |
| Net Free Cash Flow | (20) | (33) | 0 | 0 |

| | | | | |
|----------------------------|-------|-------|-------|-------|
| Balance Sheet | | | | |
| Cash & Equivalents | 53 | 20 | 20 | 20 |
| Total Assets | 2,778 | 3,265 | 3,496 | 3,706 |
| Long-Term Debt | 769 | 1,120 | 1,134 | 1,147 |
| Debt Coming Due | 2 | 74 | 304 | 491 |
| Common Equity | 797 | 821 | 806 | 813 |
| Total Liabilities & Equity | 2,778 | 3,265 | 3,496 | 3,706 |

| | 2012 | 2013E | 2014E | 2015E |
|-----------------------------------------------------------------------|------|-------|-------|-------|
| Fixed Income / Financial Ratios (% unless otherwise specified) | | | | |
| EBITDA/Interest Expense | 3.0 | 3.9 | 4.0 | 3.6 |
| Net Debt+Pfds/Tot Capital (%) | 47.4 | 58.8 | 63.7 | 66.6 |
| Net Debt/EBITDA | 6.7 | 5.8 | 5.8 | 6.4 |
| Current Ratio | 1.3 | 0.8 | 0.4 | 0.3 |
| ROA | 1.3 | 1.6 | 2.3 | 2.1 |
| ROE | 3.9 | 6.0 | 9.7 | 9.3 |
| Dividend Payout Ratio | 0.0 | 0.0 | 0.0 | 0.0 |

Company Profile

Algonquin operates two business divisions: i) Power Generation; and ii) Utilities. Algonquin's power generation division owns and operates 378 MW of renewable (hydro and wind) and 204 MW of thermal (gas, biomass and energy from waste) power generation facilities across North America. Approximately 85% of the power generated is sold under long-term power purchase agreements (PPAs) with an average term of 13 years. The utilities business owns and operates regulated water utilities (about 75,000 water/wastewater connections) and regulated electric and gas utilities in California, New Hampshire, and the U.S. Midwest.

Investment Rationale

We expect shares of Algonquin will outperform its peers for the following reasons: i) The Right Foundations to Continue Growth Strategy. The company has a strong development pipeline in the renewable and thermal energy sectors and has built up a regulated utility business that can grow organically or through acquisitions. Algonquin's strategic partnership with Emera also provides significant financial as well as technical support. ii) Reasonable Dividend with Room to Grow. The current dividend yield is approximately 5%, and we expect the current growth profile will support annual dividend increases of approximately 10%. iii) Valuation. The shares are attractively valued based on our price target of \$8.00 and a dividend yield of 5%.

Valuation

Our \$8.00 price target is based on a sum-of-the-parts analysis that separately values Algonquin's various business segments, which implies a 12.0x 2014E EBITDA.

Price Target Impediments

Factors that could negatively impact Algonquin's earnings and price target include negative regulatory decisions by the U.S. regulatory commissions, an acquisition that fails to gain the confidence of investors, depressed prices for power in the U.S. Northeast, and a sustained decline in the U.S. dollar.

Source: Company reports, RBC Capital Markets estimates.

* Thomson One Mean estimates (as of Mar 05, 2014)

[†] As Of Mar 04, 2014

Foundations

For Required Non-U.S. Analyst and Conflicts Disclosures, see page 2.

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Stock Rating

Top Pick (TP): Represents best in Outperform category; analyst's best ideas; expected to significantly outperform the sector over 12 months; provides best risk-reward ratio; approximately 10% of analyst's recommendations.

Outperform (O): Expected to materially outperform sector average over 12 months.

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Underperform (U): Returns expected to be materially below sector average over 12 months.

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Price Momentum Quadrant

This value monitors long-term cyclical progress of a security and establishes, at a moment in time, the position of any given financial series in the cycle.

1 = Bottom / Accumulate Phase.

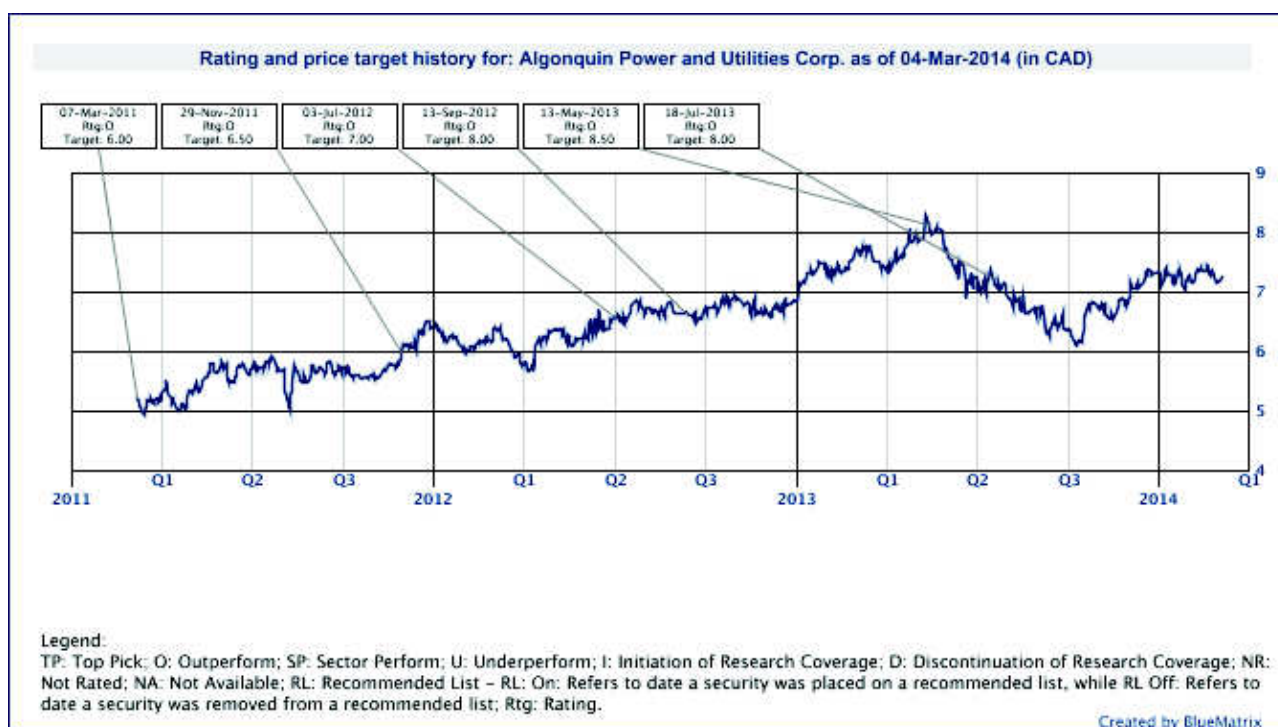
2 = Bull Phase / Top Distribution Phase.

- 3 = Top Distribution / Bear Phase.
- 4 = Advanced Bear Phase approaching termination.
- 0 = Insufficient data available to compute TPL value.

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| RBC Capital Markets | | Investment Banking | | |
|---------------------|-------|--------------------|-------|---------|
| Rating | Count | Percent | Count | Percent |
| BUY [TP/O] | 555 | 47.97 | 146 | 26.31 |
| HOLD [SP] | 521 | 45.03 | 97 | 18.62 |
| SELL [U] | 81 | 7.00 | 5 | 6.17 |



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February 7, 2014

Brookfield Renewable Energy

Solid quarter, 7% distribution hike, and strong growth prospects

Our view: Positive – We believe the higher-than-expected distribution increase, acquisition announcements, and attractive organic growth opportunities support our view that units of Brookfield Renewable will outperform its peer group. We have increased our price target to CAD 32 (from CAD 30) to mainly reflect a stronger US Dollar.

Key points:

Organic growth and accretive acquisitions expected to drive medium-term growth. We believe that Brookfield Renewable is an attractive vehicle that can generate 5–7% medium-term growth from a mostly contracted portfolio, which is particularly attractive in a volatile market. Management believes projects under development can drive 3% growth alone. Other growth drivers include accretive acquisitions, a recovery in merchant power prices, and operating efficiency initiatives.

Active on acquisitions. Brookfield Renewable and its institutional partners have agreed to acquire a 33% economic interest (net 13% for Brookfield Renewable) in the 417 MW Safe Harbor hydro facility located in Pennsylvania for \$289 million. In addition, the company is part of a consortium that is the preferred bidder for the acquisition of Bord Gais Energy, which is expected to have more than 500 MW of operating wind capacity by the end of 2015. Please refer to pages 3 and 4 for additional details.

Q4/13 results shy of expectations due to weak wind resources. Brookfield Renewable's Q4/13 FFO/unit was \$0.52, which was shy of our estimate of \$0.55 and \$0.28 in Q4/12. The variance was due to weak wind resources (18% below the long-term average).

7% distribution increase was higher-than-expected. The distribution was increased by 7% to \$1.55 (from \$1.45), which is higher than management's guidance. We note that Brookfield Asset Management will now be eligible to receive incentive-based distributions, which is equal to 15% of annualized distributions in excess of \$1.50.

Revising estimates. We have revised our 2014 and 2015 FFO/unit forecast modestly lower to \$2.21 and \$2.33 (from \$2.22 and \$2.37), respectively, to reflect the appreciation in the US dollar and the Safe Harbor hydro acquisition. Please note that our estimates do not include the pending acquisition of the Bord Gais Energy wind portfolio, which will likely be accretive.

Increasing price target to CAD 32 (from CAD 30). We have increased our price target to mainly reflect a stronger US Dollar. Our price target is based on 13.5x (unchanged) our 2015 EBITDA forecast.

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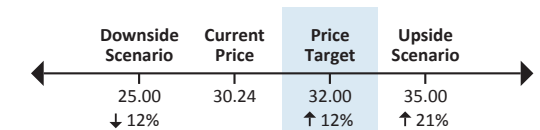
Outperform

TSX: BEP.UN; CAD 30.24

Price Target CAD 32.00 ↑ 30.00

| WHAT'S INSIDE | |
|---------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Rating/Risk Change | <input checked="" type="checkbox"/> Price Target Change |
| <input type="checkbox"/> In-Depth Report | <input checked="" type="checkbox"/> Est. Change |
| <input type="checkbox"/> Preview | <input checked="" type="checkbox"/> News Analysis |

Scenario Analysis*



*Implied Total Returns

Key Statistics

| | | | |
|-----------------|-------|------------------|-------|
| Units O/S (MM): | 265.2 | Market Cap (MM): | 8,020 |
| Distribution: | 1.55 | Yield: | 5.7% |
| Float (MM): | 92.0 | | |

RBC Estimates

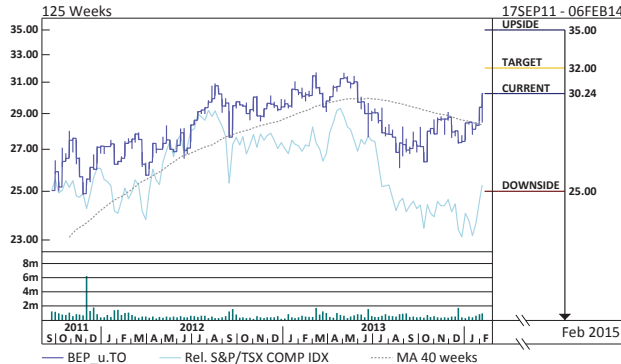
| FY Dec | 2012A | 2013A | 2014E | 2015E |
|--------------------|-----------|-----------|-----------|-----------|
| ACFFO/Sh | 1.10 | 2.03 | 1.98 | 2.09 |
| Diluted | | | | |
| Prev. | 1.11 | 2.06 | | 2.13 |
| P/ACFFO | 24.6x | 13.3x | 13.7x | 13.0x |
| FFO/Sh, Ops | 1.31 | 2.24 | 2.21 | 2.33 |
| Diluted | | | | |
| Prev. | 1.32 | 2.28 | 2.22 | 2.37 |
| Div Yield | 5.1% | 5.4% | 5.7% | 6.0% |
| EBITDA, Adj | 816.0 | 1,167.0 | 1,146.0 | 1,162.0 |
| Prev. | | 1,189.0 | 1,168.0 | 1,196.0 |
| ACFFO/Sh | Q1 | Q2 | Q3 | Q4 |
| Diluted | | | | |
| 2013 | 0.55A | 0.66A | 0.35A | 0.46A |
| Prev. | | | | 0.50E |
| 2014 | 0.52E | 0.59E | 0.37E | 0.50E |
| Prev. | | 0.60E | 0.52E | 0.28E |
| FFO/Sh, Ops | | | | |
| Diluted | | | | |
| 2013 | 0.61A | 0.71A | 0.41A | 0.52A |
| Prev. | | | | 0.55E |
| 2014 | 0.58E | 0.65E | 0.43E | 0.56E |
| Prev. | | 0.66E | | 0.55E |

Strategic Ownership: Brookfield Asset Management (65%)
 All market data in CAD; all financial data in USD.



Target/Upside/Downside Scenarios

Exhibit 1: Brookfield Renewable Energy Partners L.P.



Source: Bloomberg and RBC Capital Markets estimates for Upside/Downside/Target

Target price/ base case

Our \$32.00 price target is based on 13.5x our 2015 EBITDA forecast for Brookfield Renewable. Our price target is supported by a discounted cash flow valuation using an unlevered equity discount rate range of 6% to 7%. The implied distribution yield is 5%, and we expect management will make accretive acquisitions and drive value from existing facilities to support a 3–5% annual growth in the distributions.

Upside scenario

Our upside scenario assumes that management is able to execute significantly accretive acquisitions that support distribution growth in excess of 5%. In addition, the upside scenario assumes hydrology is in line with the long-term average (LTA), interest rates remain low, and power prices gradually trend higher over time. Our upside scenario price of \$35.00 is based on 14x our 2015 EBITDA forecast.

Downside scenario

Our downside scenario assumes that 2014 will be a year in which hydrology is materially below the LTA, causing investors feel that the LTA needs to be adjusted lower. In addition, our downside scenario assumes that Brookfield Renewable does not increase distributions going forward due to various factors including higher interest rates, weakness in the US and Brazilian power markets, and the company’s inability to execute accretive acquisitions. Our downside price of \$25.00 is based on 12x our 2015 EBITDA forecast.

Investment summary

We expect Brookfield Renewable to outperform other power trusts and corporations in our coverage universe for the following reasons:

- **Sustainable Distributions with a 3–5% Annual Long-Term Growth Rate.** We believe Brookfield Renewable is well positioned to organically develop and also execute accretive acquisitions to grow distributions going forward.
- **Low-Risk, High-Quality Portfolio Ideal in Volatile Markets.** We believe Brookfield Renewable's low-risk, high-quality portfolio provides a good shelter in volatile markets. The portfolio is fully contracted (no power price risk), and the majority of the portfolio consists of long-life, low-cost hydro facilities.



Q4/13 results light due to weak wind resources

Brookfield Renewable's Q4/13 FFO/unit was \$0.52 compared to our estimate of \$0.55 and \$0.28 in Q4/12. The variance was mainly due to weak wind resources, which was 18% below the long-term average (LTA). Hydrology during the quarter was generally in line with the LTA.

A summary of the Q4/13 results is provided in Exhibit 2.

Exhibit 2: Q4/13 results (In US\$MM except per unit figures)

| | RBC CM | | Q4/12 | YOY | 2013 | 2012 | Comments |
|-----------------------------------------|---------------|---------------|---------------|-------------|---------------|---------------|-------------------------------------|
| | Q4/13 | Q4/13E | | % Chg. | | | |
| <i>Consolidated Generation (MM MWh)</i> | 5.3 | 5.5 | 4.1 | 30% | 22.2 | 15.9 | |
| Hydro | | | | | | | |
| Canada | \$87 | \$70 | \$51 | 71% | \$330 | \$213 | 9% ABOVE long-term average |
| US | 87 | 110 | 56 | 55% | 494 | 294 | 9% BELOW long-term average |
| Brazil | 61 | 53 | 51 | 20% | 221 | 236 | Lower-than-expected operating costs |
| Wind | | | | | | | |
| Canada | 35 | 33 | 38 | -8% | 113 | 113 | 4% BELOW long-term average |
| US | 8 | 26 | 9 | -11% | 85 | 31 | 36% BELOW long-term average |
| Other | (6) | 3 | (10) | -40% | (35) | (35) | |
| Total EBITDA | 272 | 296 | 195 | n.m. | 1,208 | 852 | |
| Interest Expense | (107) | (117) | (100) | 7% | (447) | (417) | |
| Current Income taxes | (4) | (6) | (2) | n.m. | (19) | (14) | |
| Management Service costs | (9) | (11) | (11) | -18% | (41) | (36) | |
| Non-controlling Interests / Equity Inv. | (15) | (15) | (8) | 88% | (107) | (38) | |
| Fund From Operations (FFO) | 137 | 146 | 74 | 85% | 594 | 347 | |
| Maintenance Capex | (14) | (15) | (15) | -7% | (56) | (55) | |
| ACFFO | \$123 | \$131 | \$59 | n.m. | \$538 | \$292 | |
| Avg. Units O/S (Diluted) (MM) | 265 | 265 | 265 | 0% | 265 | 265 | |
| FFO/Unit | \$0.52 | \$0.55 | \$0.28 | 85% | \$2.24 | \$1.31 | |
| ACFFO/Unit | \$0.46 | \$0.50 | \$0.22 | n.m. | \$2.03 | \$1.10 | |

Source: Partnership reports; RBC Capital Markets estimates

Highlights from the quarter

Higher-than-expected distribution increase. Brookfield Renewable increased annualized distributions by 7% to \$1.55 (from \$1.45), which exceeds management's guidance that it would be in the higher end of the 3–5% long-term range. We note that Brookfield Asset Management will now be eligible to receive incentive-based distributions, which is equal to 15% of annualized distributions in excess of \$1.50, and 25% of distributions in excess of \$1.69.

Several levers for growth. Management expects growth to be driven from organic project developments, accretive acquisitions, asset optimizations, and higher underlying power prices. With respect to organic growth, management believes it can deploy \$500 million of equity over five years (roughly 50% Brazil, 25% North America, and 25% Europe) in its development pipeline, which would provide an underlying 3% growth rate. Management also indicated that a \$10/MWh increase in power prices would increase cash flows by 3–4%. The company has been implementing operating cost efficiencies that would provide \$12 million of annual cost savings (2% one-time increase in cash flows). Once accretive acquisitions are taken into consideration, we believe Brookfield Renewable will be able to meet or exceed the higher end of its long-term 3–5% growth target.

Hydro acquisition marginally increases leverage to merchant power market. Brookfield Renewable and its institutional partners have agreed to acquire a 33% economic interest (net



13% for Brookfield Renewable) in the 417 MW Safe Harbor hydro facility located in Pennsylvania for \$289 million (\$116 million for Brookfield Renewable), implying a cost of \$2.1 million/MW. We believe that the acquisition price is below the replacement value and consistent with management's strategy to acquire assets in a low power price environment. Since the facility has a negligible amount of debt, management intends to use investment grade debt to finance a portion of the acquisition. The facility sells power into the merchant PJM market, and the acquisition is expected to close in Q1/14. We note that more than 90% of Brookfield Renewable's 2014 generation is contracted, declining to approximately 80% in five years.

Expanding to Europe. Brookfield Renewable announced that it was part of a consortium that was selected as the preferred bidder regarding the acquisition of Bord Gais Energy, which has a 300 MW operating wind portfolio that is expected to grow to more than 500 MW by the end of 2015. The wind facilities are contracted under a feed-in-tariff arrangement. Management expects the transaction to close in H1/14.

Kokish nearing completion. The 45 MW Kokish hydro development in BC is progressing on budget and on schedule, with commissioning expected in Q2/14.

Modestly reducing estimates to reflect the stronger US Dollar

We have revised our 2014 and 2015 FFO/unit forecast modestly lower to \$2.21 and \$2.33 (from \$2.22 and \$2.37), respectively, to reflect the appreciation in the US Dollar and the Safe Harbor hydro acquisition. Please note that our estimates do not include the pending acquisition of the Bord Gais Energy wind portfolio, which will likely be accretive. Our current forecast is provided below in Exhibit 3.



Exhibit 3: Summary financial model (In US\$MM except per unit figures)

| | 2012 | 2013 | Q1/14E | Q2/14E | Q3/14E | Q4/14E | 2014E | 2015E | 2014E | 2015E |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Income Statement | | | | | | | | | | |
| Consolidated Generation (MM MWh) | 15.9 | 22.2 | 5.7 | 6.2 | 5.0 | 5.6 | 22.6 | 22.8 | 22.4 | 22.5 |
| Hydro | | | | | | | | | | |
| Canada | \$213 | \$330 | \$69 | \$82 | \$75 | \$71 | \$297 | \$305 | \$309 | \$317 |
| US | 294 | 494 | 126 | 137 | 87 | 112 | 462 | 461 | 458 | 455 |
| Brazil | 236 | 221 | 58 | 55 | 57 | 61 | 230 | 255 | 233 | 263 |
| Wind | | | | | | | | | | |
| Canada | 113 | 113 | 29 | 26 | 20 | 32 | 107 | 107 | 111 | 111 |
| US | 31 | 85 | 23 | 30 | 24 | 26 | 104 | 104 | 104 | 104 |
| Other | (35) | (35) | (2) | (2) | (5) | (5) | (13) | (21) | 7 | (0) |
| EBITDA before management fees | 852 | 1,208 | 303 | 328 | 258 | 297 | 1,186 | 1,211 | 1,222 | 1,250 |
| Management Service Costs | (36) | (41) | (10) | (10) | (11) | (11) | (41) | (49) | (54) | (54) |
| EBITDA | 816 | 1,167 | 293 | 319 | 248 | 286 | 1,146 | 1,162 | 1,168 | 1,196 |
| Interest | (417) | (447) | (114) | (115) | (115) | (115) | (459) | (444) | (479) | (465) |
| Current Income Tax | (14) | (19) | (6) | (6) | (6) | (6) | (24) | (24) | (26) | (27) |
| Non-Controlling Interest | (38) | (107) | (20) | (24) | (13) | (18) | (76) | (77) | (75) | (77) |
| Fund From Operations (FFO) | \$347 | \$594 | \$153 | \$173 | \$114 | \$148 | \$587 | \$617 | \$588 | \$628 |
| Maintenance Capex | (55) | (56) | (16) | (16) | (16) | (16) | (62) | (63) | (62) | (63) |
| ACFFO | \$292 | \$538 | \$138 | \$157 | \$98 | \$132 | \$525 | \$554 | \$525 | \$564 |
| Avg. Units O/S (Diluted) (MM) | 265 | 265 | 265 | 265 | 265 | 265 | 265 | 265 | 265 | 265 |
| FFO/Unit | \$1.31 | \$2.24 | \$0.58 | \$0.65 | \$0.43 | \$0.56 | \$2.21 | \$2.33 | \$2.22 | \$2.37 |
| ACFFO/Unit | \$1.10 | \$2.03 | \$0.52 | \$0.59 | \$0.37 | \$0.50 | \$1.98 | \$2.09 | \$1.98 | \$2.13 |
| Distribution per Unit | \$1.38 | \$1.45 | \$0.39 | \$0.39 | \$0.39 | \$0.39 | \$1.55 | \$1.63 | \$1.52 | \$1.58 |
| Payout Ratio (% of FFO) | 105% | 65% | | | | | 70% | 70% | 69% | 67% |
| Payout Ratio (% of ACFFO) | 125% | 71% | | | | | 78% | 78% | 77% | 74% |
| Net Debt / Capital | 45% | 46% | | | | | 47% | 48% | 47% | 47% |
| FFO / Net Debt | 6% | 10% | | | | | 9% | 10% | 10% | 11% |
| Debt (includes 50% of prefs) / EBITDA | 7.6x | 5.6x | | | | | 5.8x | 5.6x | 5.5x | 5.3x |
| EBITDA / Interest Expense + Pref Divs | 1.9x | 2.6x | | | | | 2.5x | 2.6x | 2.4x | 2.6x |

Source: Partnership reports; RBC Capital Markets estimates



Key questions

Our view

- 1. Brookfield Renewable's payout ratio appears high in 2012, before reducing in 2013. How is the distribution set?**

The 2012 payout ratio was 105% based on Funds From Operation (FFO) and approximately 125% after factoring in maintenance capex. The payout ratio was elevated because generation was materially below the long-term average (LTA). Brookfield Renewable sizes its distribution based on a range of 60–70% of FFO using LTA generation. The 2013 payout ratio was 65% (based on FFO), and the generation levels was 2% below LTA. Management has a target of increasing the distribution by an annual rate of 3–5%.
- 2. What do you expect Brookfield Asset Management's (BAM) interest in Brookfield Renewable to be over the long term?**

BAM reduced its interest in Brookfield Renewable to 65% (from 68%) in Q1/13. Management has not communicated what BAM's long-term interest in Brookfield Renewable is, but we believe BAM will gradually reduce its interest to 30%. Some reasons we believe the 30% level is appropriate include: i) prior to BAM and Brookfield Renewable combining their renewable portfolio in Q4/11, BAM held a 34% interest in Brookfield Renewable, which gradually reduced from 50%; ii) Brookfield Infrastructure Partnership's (BIP) structure was used as a template for Brookfield Renewable, and BAM has maintained a 30% interest in BIP.
- 3. Are Brookfield Renewable's Brazilian assets impacted by the regulatory changes in Brazil as the government looks to reduce electricity prices?**

We believe Brookfield Renewable's Brazilian assets will be modestly impacted by the government's actions to reduce power prices. The Brazilian government previously announced that it wants to reduce power prices through a combination of: i) lower recontracted power prices for generation assets with concessions set to expire by 2017; ii) lower transmission and distribution tariffs; and iii) reduced taxes on energy bills. Brookfield Renewable does not have any material assets with concessions that expire by 2017, so the lower recontracted power prices primarily impact the Brazilian Utilities and indirectly impact Brookfield Renewable through lower market power prices. Brookfield Renewable's Brazilian assets have medium-term PPAs, so any reduction in merchant power prices would gradually impact Brookfield Renewable's portfolio.
- 4. What fees are payable to Brookfield Asset Management?**

Brookfield Renewable pays base management fees equal to \$20 million (indexed to inflation) plus 1.25% of the incremental fully diluted market cap, preferred shares, and holding company debt (relative to an initial Q4/11 reference value). Brookfield Renewable also pays an incentive fee equal to 15% of annualized distributions between \$1.50/unit and \$1.69/unit, and 25% of distributions above \$1.69/unit. The management fees are included in our EBITDA calculation, which drives valuation.
- 5. How does Brookfield Renewable manage its currency exposure?**

Brookfield Renewable reports in US Dollars and the distributions are denominated in US Dollars. In Brazil, the contracted power prices are indexed to a basket that have a 50% weighting on CPI and a 50% weighting on the US Dollar, so there is a partial hedge. However, there is a lag in the indexation. Only 17% of the total generation is from Brazil, so management is comfortable with the partial exposure. In Canada, many of the assets have project-level debt denominated in Canadian Dollars. In addition, all of the preferred shares and a significant amount of corporate debt are denominated in Canadian Dollars, mitigating the impact of a weaker Canadian Dollar.



Valuation

Our \$32.00 price target is based on 13.5x our 2015 EBITDA forecast for Brookfield Renewable. Our price target is supported by a discounted cash flow valuation using an unlevered equity discount rate range of 6% to 7%. The implied distribution yield is 5%, and management expects to grow the distributions annually at a 3% to 5% rate.

Price target impediments

Impediments to our price target include the ability of the fund to realize higher power prices upon contract expirations, the future ability to maintain income tax efficiency, foreign exchange rates that differ from our forecast, the ability of the fund to secure various leases, permits, and regulatory approvals upon their expiration on similar terms to those currently in existence, and variations in water flows.

Company description

Brookfield Renewable Energy Partners L.P. is a renewable energy company that primarily owns hydroelectric generating facilities. Brookfield Renewable's portfolio includes 196 hydro facilities and 11 wind farms, and totals approximately 5,900 MW of installed capacity including projects under construction. The generation portfolio is fully contracted under PPAs (no power price risk) and located across Canada, the United States, and Brazil. Brookfield Asset Management own 65% of the company and provides management and operations services.



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Risk Rating

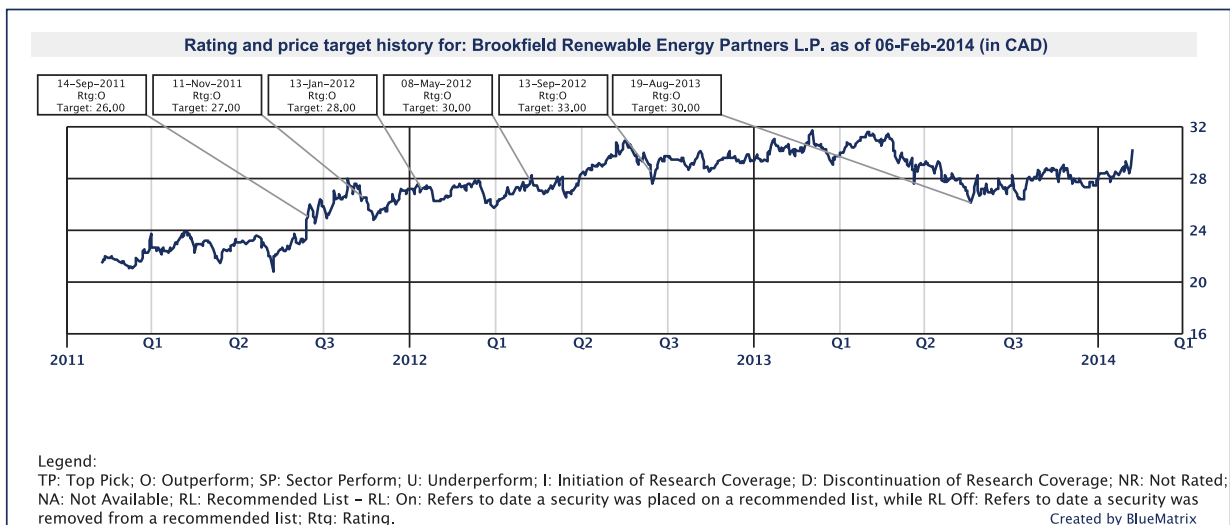
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| Distribution of ratings RBC Capital Markets, Equity Research As of 31-Dec-2013 | | | | |
|--------------------------------------------------------------------------------------|-------|---------|------------------------------------------|---------|
| Rating | Count | Percent | Investment Banking Serv./Past 12 Mos. | |
| | | | Count | Percent |
| BUY [Top Pick & Outperform] | 791 | 51.13 | 274 | 34.64 |
| HOLD [Sector Perform] | 666 | 43.05 | 179 | 26.88 |
| SELL [Underperform] | 90 | 5.82 | 14 | 15.56 |



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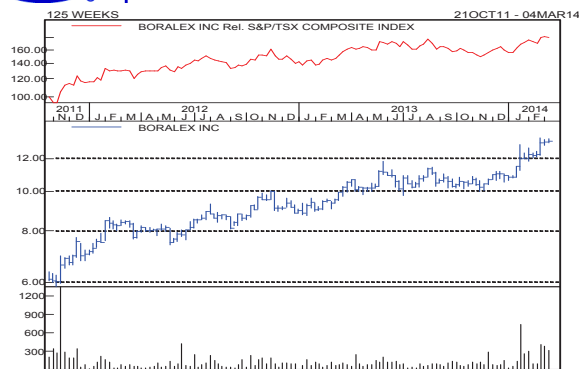
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| | | | |
|-----------------------------------------------------------|-----------------------|-----------------------------------|------------|
| Stock Rating: | Sector Perform | Risk Qualifier: | |
| One-Year Target (C\$): | 14.00 | Implied Total Return (%):† | 6.1 |
| Shares O/S (MM): | 37.8 | Mkt. Cap (C\$MM):† | 499.0 |
| Float F.D. (MM): | 17.4 | Mkt. Float (C\$MM):† | 229.6 |
| Year End: | December 31 | Expected Reporting Date: | May 05 |
| Price Momentum Quadrant: | 2 | QuaDS Score: | 0 |
| RBCCM Sector: | Renewable Electricity | 52-Week High/ Low (C\$):† | 13.47/9.72 |
| Three-Year Annual Growth Rates (%) 2012-2015E | | | |
| Revenue | 2.9 | Dividend/Share | n.a. |
| EPS | 37.2 | CFPS | 20.4 |
| Strategic S/Hs: Cascades (35%); Other Holder (14%) | | | |



| | 2012 | 2013 | 2014E | 2015E |
|---------------------------------------------------|--------|--------|--------|-------|
| Valuation (C\$ unless otherwise specified) | | | | |
| EPS Basic | (0.27) | (0.08) | 0.07 | 0.23 |
| EPS F.D. | 0.17 | 0.22 | 0.33 | 0.43 |
| Mean EPS Estimates* | | | (0.05) | 0.10 |
| P/E F.D. (X)† | 50.4 | 45.9 | 40.0 | 30.7 |
| CFPS F.D. | 1.09 | 1.14 | 1.65 | 1.90 |
| P/CF F.D. (X)† | 7.9 | 8.9 | 8.0 | 6.9 |
| Book Value | 0.00 | 0.00 | 0.00 | 0.00 |
| P/BV (X)† | n.m. | n.m. | n.m. | n.m. |
| Enterprise Value/EBITDA† | 11.5 | 16.5 | 11.3 | 10.6 |
| Dividend/Share | 0.00 | 0.00 | 0.00 | 0.00 |
| Yield (%)† | 0.0 | 0.0 | 0.0 | 0.0 |

| | 2012 | 2013 | 2014E | 2015E |
|--------------------------------------|------|------|-------|-------|
| Financial Information (C\$MM) | | | | |
| Income Statement | | | | |
| Revenue | 182 | 180 | 189 | 198 |
| EBITDA | 98 | 100 | 151 | 171 |
| EBITDA Margin (%) | 54.1 | 55.7 | 80.1 | 86.5 |
| Interest Expense | 49 | 51 | 69 | 73 |
| Income Tax Rate (%) | 0.0 | 0.0 | 0.0 | 0.0 |
| Net Income to Common | (10) | (3) | 3 | 9 |
| Net Profit Margin (%) | n.m. | n.m. | 1.4 | 4.4 |

| | 2012 | 2013 | 2014E | 2015E |
|----------------------------|------|------|-------|-------|
| Cash Flow Statement | | | | |
| Cash Flow From Ops. | 45 | 51 | 79 | 95 |
| Capex - Maintenance | 0 | 0 | 0 | 0 |
| Free Cash Flow | 46 | 60 | 79 | 95 |
| Capex - Acquisitions | 0 | 0 | 0 | 0 |
| Cash Flow From Financing | (10) | 118 | 62 | 53 |
| Div./Distr. To Common | 0 | 0 | 0 | 0 |
| Net Free Cash Flow | 0 | 0 | 0 | 0 |

| | 2012 | 2013 | 2014E | 2015E |
|----------------------------|-------|-------|-------|-------|
| Balance Sheet | | | | |
| Cash & Equivalents | 107 | 128 | 84 | 44 |
| Total Assets | 1,230 | 1,791 | 1,857 | 1,924 |
| Long-Term Debt | 650 | 1,085 | 1,167 | 1,241 |
| Debt Coming Due | 99 | 123 | 123 | 123 |
| Common Equity | 342 | 386 | 372 | 363 |
| Total Liabilities & Equity | 1,230 | 1,791 | 1,857 | 1,924 |

| | 2012 | 2013 | 2014E | 2015E |
|-----------------------------------------------------------------------|-------|-------|-------|-------|
| Fixed Income / Financial Ratios (% unless otherwise specified) | | | | |
| EBITDA/Interest Expense | 2.0 | 2.0 | 2.2 | 2.3 |
| Net Debt+Pfds/Tot Capital (%) | 65.2 | 73.7 | 76.4 | 78.4 |
| Net Debt/EBITDA | 6.5 | 10.7 | 8.0 | 7.7 |
| Current Ratio | 1.0 | 1.2 | 1.0 | 0.8 |
| ROA | (0.8) | (0.2) | 0.1 | 0.5 |
| ROE | n.m. | (0.8) | 0.7 | 2.4 |
| Dividend Payout Ratio | 0.0 | 0.0 | 0.0 | 0.0 |

Company Profile

Boralex Inc. owns and operates power generating stations in Canada, the northeastern U.S., and France with a combined installed capacity of approximately 650 MW consisting of hydro, wind, wood residue, and a natural gas-fired power generation. The company also has approximately 168 net MW of wind and hydro projects (with PPAs) under development that are scheduled to be commissioned in 2014 and 2015.

Investment Rationale

We expect Boralex Inc. to perform in line with other companies in our coverage universe for the following reasons: Euro exposure could lead to volatility. Approximately 40% of Boralex's 2013 EBITDA was generated in France. The company does not hedge its Euro currency exposure, so potential weakness in the Euro will reduce the value of Boralex's European JV in Canadian dollar terms. Attractive contracted cash flows. The vast majority of Boralex's generation capacity has medium- to long-term PPAs. In addition, we expect the relatively low-risk wind and hydro facilities to contribute approximately 97% of Boralex's 2015 EBITDA. Strong growth profile. Boralex has 170 net MW of wind and hydro projects under development with long-term PPAs. The company plans to invest approximately \$110 million of equity (representing approximately \$450 million project size including debt) to build out its renewable energy portfolio over the next two years.

Valuation

Our \$14.00 price target is based on a sum-of-the-parts analysis, and the various business segments are valued using an EV/EBITDA multiple that is appropriate for each asset class. We have applied a higher EV/EBITDA multiple to assets with stable and predictable long-term cash flows (e.g., wind and hydro), and a lower multiple to facilities with a less predictable cash flow profile that have merchant power price exposure and near-term PPA expirations (e.g., biomass and gas facilities). Our price target implies 11x our 2015E EBITDA forecast.

Price Target Impediments

Impediments to our price target include: 1) the ability to deliver development projects consistent with our expected economics and timeline; 2) long-term wind and hydrological conditions that vary significantly from the long-term averages used in our forecasts; 3) commodity prices (e.g., power and wood-residue) that materially differ from our assumptions; 4) the availability and cost of fuel supply for the wood-residue facilities; and 5) foreign exchange rates that materially differ from our forecasts.

Source: Company reports, RBC Capital Markets estimates.
 * Thomson One Mean estimates (as of Mar 05, 2014)
 † As Of Mar 04, 2014

Required Disclosures

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Explanation of RBC Capital Markets Rating System

An analyst's "sector" is the universe of companies for which the analyst provides research coverage. Accordingly, the rating assigned to a particular stock represents solely the analyst's view of how that stock will perform over the next 12 months relative to the analyst's sector.

Stock Rating

Top Pick (TP): Represents best in Outperform category; analyst's best ideas; expected to significantly outperform the sector over 12 months; provides best risk-reward ratio; approximately 10% of analyst's recommendations.

Outperform (O): Expected to materially outperform sector average over 12 months.

Sector Perform (SP): Returns expected to be in line with sector average over 12 months.

Underperform (U): Returns expected to be materially below sector average over 12 months.

Risk Qualifier (any of the following criteria may be present):

Average Risk (Avg): Volatility and risk expected to be comparable to sector; average revenue and earnings predictability; no significant cash flow/financing concerns over coming 12-24 months; fairly liquid.

Above Average Risk (AA): Volatility and risk expected to be above sector; below average revenue and earnings predictability; may not be suitable for a significant class of individual equity investors; may have negative cash flow; low market cap or float.

Speculative (Spec): Risk consistent with venture capital; low public float; potential balance sheet concerns; risk of being delisted.

QuaDS Score

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Price Momentum Quadrant

This value monitors long-term cyclical progress of a security and establishes, at a moment in time, the position of any given financial series in the cycle.

1 = Bottom / Accumulate Phase.

2 = Bull Phase / Top Distribution Phase.

3 = Top Distribution / Bear Phase.

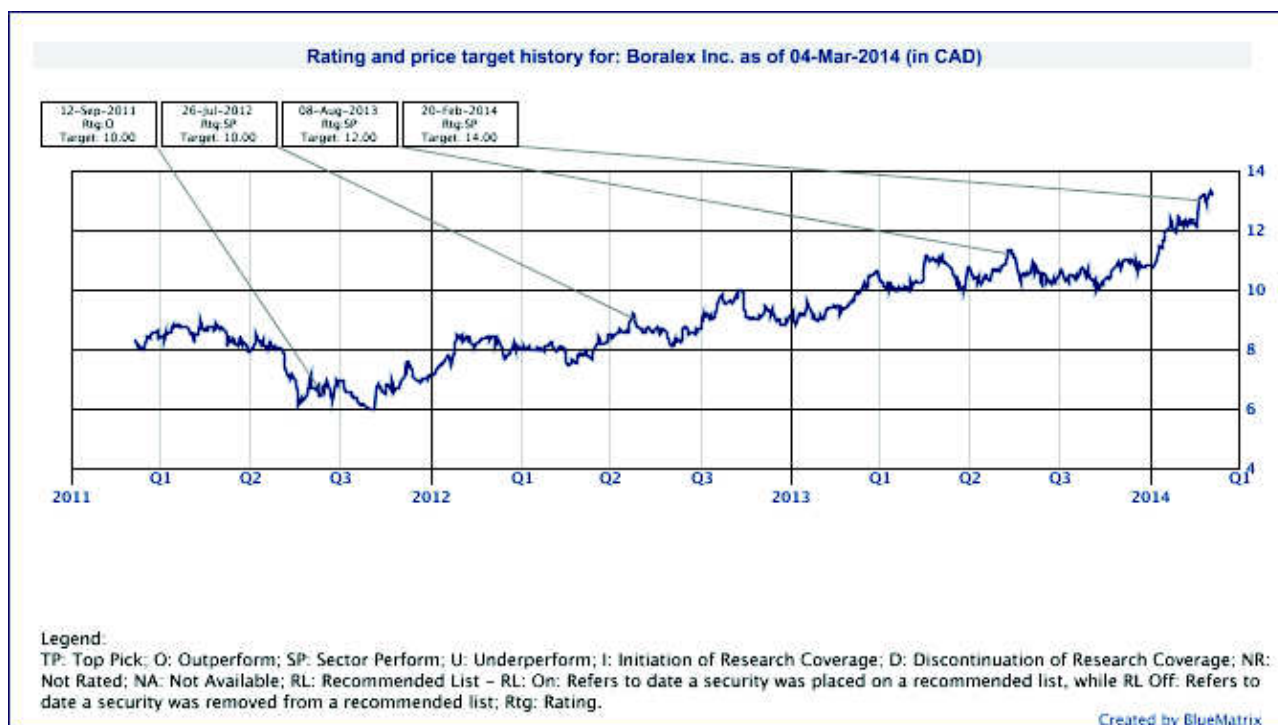
4 = Advanced Bear Phase approaching termination.

0 = Insufficient data available to compute TPL value.

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| RBC Capital Markets | | Investment Banking | | |
|---------------------|-------|--------------------|-------|---------|
| Rating | Count | Percent | Count | Percent |
| BUY [TP/O] | 555 | 47.97 | 146 | 26.31 |
| HOLD [SP] | 521 | 45.03 | 97 | 18.62 |
| SELL [U] | 81 | 7.00 | 5 | 6.17 |



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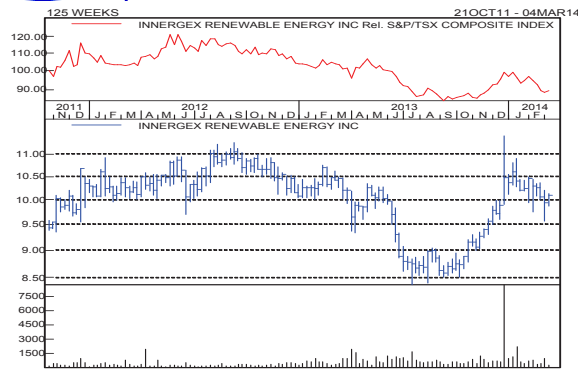
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| | | | |
|------------------------------------------------------|-----------------------|-----------------------------------|--------------|
| Stock Rating: | Sector Perform | Risk Qualifier: | Not Assigned |
| One-Year Target (C\$): | 10.00 | Implied Total Return (%):† | 5.1 |
| Shares O/S (MM): | 95.9 | Mkt. Cap (C\$MM):† | 967.2 |
| Float F.D. (MM): | 95.7 | Mkt. Float (C\$MM):† | 965.2 |
| Year End: | December 31 | Expected Reporting Date: | May 05 |
| Price Momentum Quadrant: | 3 | QuaDS Score: | 0 |
| RBCCM Sector: | Renewable Electricity | 52-Week High/ Low (C\$):† | 11.43/8.37 |
| Three-Year Annual Growth Rates (%) 2012-2015E | | | |
| Revenue | 9.6 | Dividend/Share | 2.1 |
| EPS | n.m. | CFPS | 9.6 |
| Strategic S/Hs: Widely Held | | | |

| | 2012 | 2013 | 2014E | 2015E |
|---------------------------------------------------|--------|------|-------|-------|
| Valuation (C\$ unless otherwise specified) | | | | |
| EPS Basic | (0.19) | 0.38 | 0.18 | 0.19 |
| EPS F.D. | (0.17) | 0.35 | 0.17 | 0.17 |
| Mean EPS Estimates* | | | 0.17 | 0.19 |
| P/E F.D. (X)† | n.m. | 27.3 | 59.4 | 59.4 |
| CFPS F.D. | 0.82 | 0.87 | 1.06 | 1.08 |
| P/CF F.D. (X)† | 12.9 | 11.0 | 9.5 | 9.3 |
| Book Value | 5.19 | 4.79 | 4.43 | 4.09 |
| P/BV (X)† | 2.0 | 2.0 | 2.3 | 2.5 |
| Enterprise Value/EBITDA† | 17.5 | 16.7 | 14.6 | 15.6 |
| Dividend/Share | 0.58 | 0.58 | 0.60 | 0.62 |
| Yield (%)† | 5.5 | 6.1 | 5.9 | 6.1 |

| | 2012 | 2013 | 2014E | 2015E |
|--------------------------------------|-------|------|-------|-------|
| Financial Information (C\$MM) | | | | |
| Income Statement | | | | |
| Revenue | 169 | 181 | 221 | 223 |
| EBITDA | 138 | 149 | 182 | 184 |
| EBITDA Margin (%) | 81.3 | 82.1 | 82.6 | 82.5 |
| Interest Expense | 70 | 13 | 77 | 78 |
| Income Tax Rate (%) | 490.1 | 31.5 | 26.0 | 26.0 |
| Net Income to Common | (16) | 36 | 18 | 18 |
| Net Profit Margin (%) | n.m. | 19.9 | 8.0 | 8.2 |

| | | | | |
|----------------------------|-----|------|------|-----|
| Cash Flow Statement | | | | |
| Cash Flow From Ops. | 74 | 84 | 100 | 103 |
| Capex - Maintenance | (3) | (2) | (2) | (2) |
| Free Cash Flow | 17 | 88 | 58 | 59 |
| Capex - Acquisitions | 360 | 135 | 228 | 277 |
| Cash Flow From Financing | 363 | 31 | 156 | 213 |
| Div./Distr. To Common | 46 | 37 | 45 | 47 |
| Net Free Cash Flow | 19 | (15) | (14) | (5) |

| | | | | |
|----------------------------|-------|-------|-------|-------|
| Balance Sheet | | | | |
| Cash & Equivalents | 52 | 34 | 25 | 25 |
| Total Assets | 2,324 | 2,377 | 2,510 | 2,700 |
| Long-Term Debt | 1,144 | 1,263 | 1,344 | 1,695 |
| Debt Coming Due | 190 | 157 | 236 | 103 |
| Common Equity | 449 | 453 | 426 | 398 |
| Total Liabilities & Equity | 2,324 | 2,377 | 2,510 | 2,700 |

| | | | | |
|-----------------------------------------------------------------------|--------|--------|--------|--------|
| Fixed Income / Financial Ratios (% unless otherwise specified) | | | | |
| EBITDA/Interest Expense | 2.0 | 11.1 | 2.4 | 2.4 |
| Net Debt+Pfds/Tot Capital (%) | 75.9 | 77.0 | 79.8 | 82.7 |
| Net Debt/EBITDA | 9.3 | 9.3 | 8.5 | 9.7 |
| Current Ratio | 0.9 | 0.5 | 0.4 | 0.7 |
| ROA | (0.8) | 1.5 | 0.7 | 0.7 |
| ROE | n.m. | 8.0 | 4.0 | 4.4 |
| Dividend Payout Ratio | n.m. | 152.5 | n.m. | n.m. |
| Industry/Company Specific | | | | |
| ACFFO/Unit | \$0.79 | \$0.85 | \$1.04 | \$0.00 |

Company Profile

Innergex Renewable Energy is a developer, owner, and operator of renewable energy (primarily hydro and wind) facilities mainly in Canada, all of which have long-term PPAs with credit-worthy counterparties. Innergex owns interests in 32 operating renewable energy facilities totalling approximately 672 net MW (economic interest weighted), consisting of 402 net MW of hydro facilities, 236 net MW of wind facilities, and a 33 MW of solar facility. The company has four additional hydro projects and one wind development with PPAs (210 net MW) under development with estimated commissioning dates in 2015-2016. Innergex also has a large development pipeline totaling approximately 2,900 MW, which primarily consists of hydro, wind, and solar developments.

Investment Rationale

We expect Innergex's shares to perform in line with our coverage universe for the following reasons: Fairly Valued. We believe the shares are fairly valued based on our \$10.00 price target, which is based on 13x our forward EBITDA and implies a dividend yield of 6.0%. Strong Organic Growth Supplemented with Accretive Acquisitions. We expect Innergex will grow its 2013 EBITDA by an average of 18% over the next four years through commissioning projects that have been awarded PPAs, with incremental contribution from acquisitions. The strong organic growth profile supports a premium valuation for Innergex shares. Sustainable Dividends Supported by Quality Operating Assets. Innergex's renewable assets generate a reliable source of long-term cash flows. The facilities all have long-term PPAs and the contracted power prices are partially indexed to the CPI.

Valuation

Our \$10.00 price target is based on 13x our forward EBITDA. Our price target implies a dividend yield of 6%. We expect the shares to trade at a premium multiple to its peers due to Innergex's attractive asset base and growth profile. Management expects to grow 2013 adjusted EBITDA by approximately 18% CAGR over the next four years.

Price Target Impediments

Impediments to our price target include the ability to finance, construct, and develop near- and medium-term projects, renew water rights, land leases, and PPAs at reasonable rates upon expiration, and variations in water flows and wind speeds.

Source: Company reports, RBC Capital Markets estimates.
 * Thomson One Mean estimates (as of Mar 05, 2014)
 † As Of Mar 04, 2014

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Top Pick (TP): Represents best in Outperform category; analyst's best ideas; expected to significantly outperform the sector over 12 months; provides best risk-reward ratio; approximately 10% of analyst's recommendations.

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2 = Bull Phase / Top Distribution Phase.

3 = Top Distribution / Bear Phase.

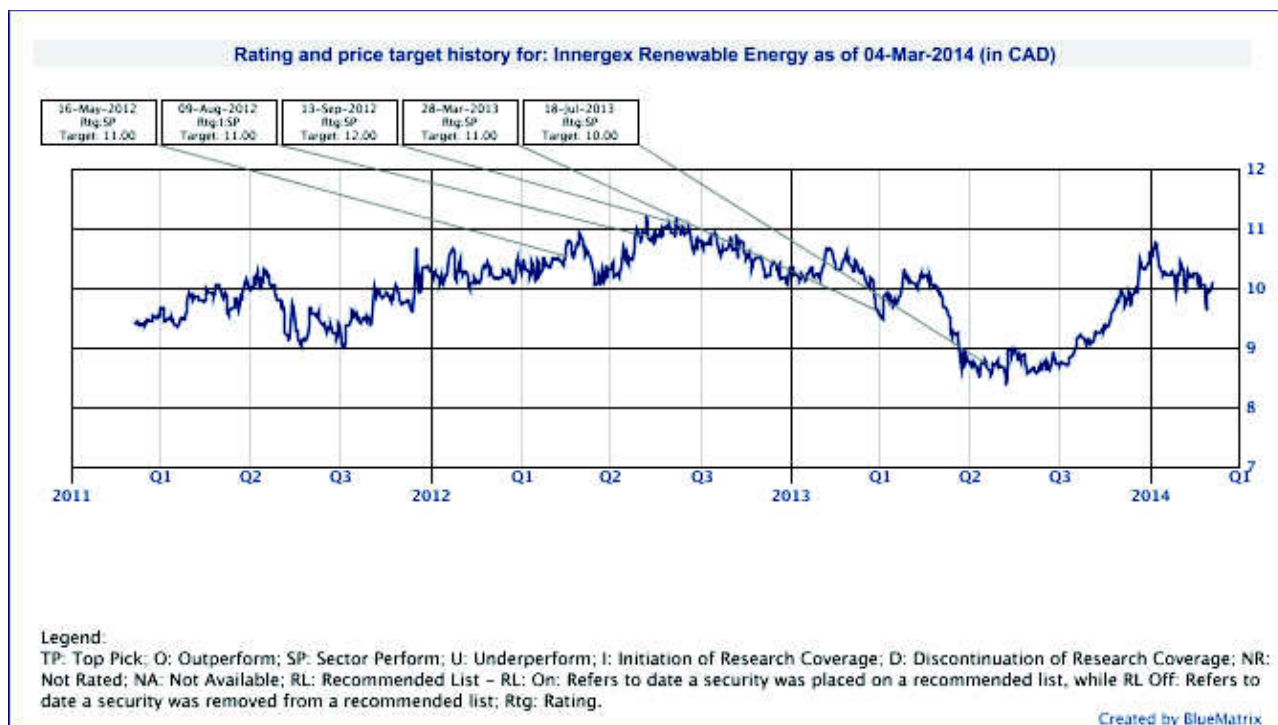
4 = Advanced Bear Phase approaching termination.

0 = Insufficient data available to compute TPL value.

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| RBC Capital Markets | | Investment Banking | | |
|---------------------|-------|--------------------|-------|---------|
| Rating | Count | Percent | Count | Percent |
| BUY [TP/O] | 555 | 47.97 | 146 | 26.31 |
| HOLD [SP] | 521 | 45.03 | 97 | 18.62 |
| SELL [U] | 81 | 7.00 | 5 | 6.17 |



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February 18, 2014

TransAlta Renewables Inc.

Higher REC prices drive strong quarter

Our view: Modestly positive – TA Renewables' Q4/13 results were modestly better-than-expected despite below-average generation, due to higher realized REC prices. We expect the company will continue to realize higher REC prices through 2014.

Key points:

Higher realized RECs prices drive strong results. TA Renewables' Q4/13 ACFFO/share and EBITDA were \$0.37 and \$53 million, respectively, compared to our estimates of \$0.35 and \$51 million. The modestly better-than-expected results were largely due to higher-than-expected realized prices from the sale of renewable energy credits (RECs). Power generation for the quarter was below the long-term average and our forecast. The December 2013 ice storm experienced in Eastern Canada caused icing of some turbine blades and approximately \$2.6 million of lost revenues.

Benefits from environmental attributes higher-than-anticipated.

Management stated that approximately 76% and 95% of TA Renewables' 2014 environmental attributes for the wind and hydro facilities, respectively, have been sold. We expect the Western Wind and Hydro segments will continue to benefit from strong REC prices in 2014.

Increasing estimates to reflect REC prices. We have modestly increased our 2014 and 2015 ACFFO/share estimates to \$1.15 and \$1.13 (from \$1.12 and \$1.11) respectively, to reflect the anticipated higher realized REC prices.

Good finish for the year. We believe investors will take comfort in the recent US\$102 million Wyoming wind farm acquisition, the dividend increase, and solid results right out of the gate, as these strengthen management's thesis for being a growth and income vehicle. While the growth visibility still remains cloudy, particularly with respect to potential drop-down transactions, we continue to believe that TA Renewables is suitable for income investors who are satisfied with the attractive dividend. We believe TA Renewables will be able to execute wind acquisitions to deliver modest dividend growth.

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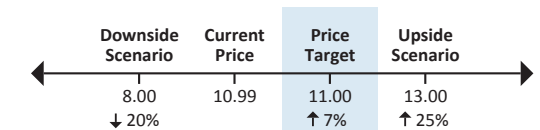
Sector Perform

TSX: RNW; CAD 10.99

Price Target CAD 11.00

| WHAT'S INSIDE | |
|---------------------------------------------|---------------------------------------------------|
| <input type="checkbox"/> Rating/Risk Change | <input type="checkbox"/> Price Target Change |
| <input type="checkbox"/> In-Depth Report | <input checked="" type="checkbox"/> Est. Change |
| <input type="checkbox"/> Preview | <input checked="" type="checkbox"/> News Analysis |

Scenario Analysis*



*Implied Total Returns

Key Statistics

| | | | |
|-----------------------------------------------|-------|------------------|-------|
| Shares O/S (MM): | 114.7 | Market Cap (MM): | 1,261 |
| Dividend: | 0.77 | Yield: | 7.0% |
| Float (MM): | 22.1 | | |
| Strategic Ownership: TransAlta Corp. owns 81% | | | |

RBC Estimates

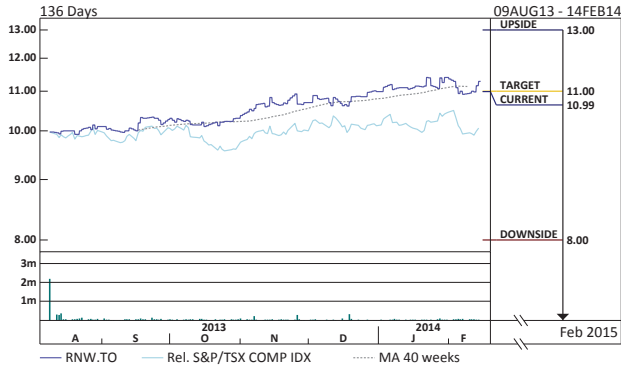
| FY Dec | 2012A | 2013A | 2014E | 2015E |
|------------------------|-----------|-----------|-----------|-----------|
| ACFFO per share | 1.05 | 1.27 | 1.15 | 1.13 |
| Prev. | | 1.26 | 1.12 | 1.11 |
| P/ACFFO | 10.5x | 8.6x | 9.6x | 9.7x |
| FFO/Sh, Ops FD | 1.11 | 1.34 | 1.24 | 1.22 |
| Prev. | | 1.32 | 1.22 | 1.20 |
| P/FFO Ops | 10x | 8x | 9x | 9x |
| EBITDA | 159.0 | 184.0 | 179.0 | 178.0 |
| Prev. | | 181.0 | 177.0 | 176.0 |
| DPS | 0 | 0.30 | 0.77 | 0.77 |
| Dividend yield | 0 | 2.7% | 7.0% | 7.0% |
| ACFFO per share | Q1 | Q2 | Q3 | Q4 |
| 2013 | 0.33A | 0.40A | 0.18A | 0.37A |
| Prev. | | | | 0.35E |
| 2014 | 0.32E | 0.28E | 0.16E | 0.38E |
| Prev. | | | | 0.37E |
| FFO/Sh, Ops FD | | | | |
| 2013 | 0.34A | 0.42A | 0.19A | 0.39A |
| Prev. | | | | 0.37E |
| 2014 | 0.35E | 0.31E | 0.18E | 0.40E |
| Prev. | 0.34E | 0.30E | | 0.39E |

All values in CAD unless otherwise noted. C\$MM except per share data.



Target/Upside/Downside Scenarios

Exhibit 1: TransAlta Renewables Inc.



Source: Bloomberg and RBC Capital Markets estimates for Upside/Downside/Target

Target price/ base case

Our \$11.00 price target is based on our assumption that the company will make modestly accretive acquisitions that incrementally grow the dividend. Our price target is based on 11x our 2015 EBITDA forecast.

Upside scenario

Our upside scenario assumes that TransAlta Renewables has developed a track record of accretive acquisitions and there is a clear path for TransAlta Corporation to sell down its retained renewable energy portfolio to TransAlta Renewables. Our upside scenario valuation is based on 12.5x our 2015 EBITDA forecast.

Downside scenario

Our downside scenario assumes: i) significantly higher long-term interest rates; and ii) the lack of accretive acquisitions (or drop-down transactions) over the next 12 months. We assume higher interest rates will lead to an increase in the dividend yield required by investors, and the lack of acquisitions will lead to a loss of investor confidence. Our downside scenario is based on 9x our 2015 EBITDA forecast.

Investment summary

We expect TA Renewables' shares to perform in line with our coverage universe for the following reasons:

- **Strategic relationship with TransAlta.** TransAlta will be responsible for identifying, evaluating, and executing acquisition and development opportunities for TA Renewables and will be the primary source of growth for the company. We expect accretive drop-down transactions and third-party acquisitions to drive modest growth in the dividend. However, it is important to note that we do not have any visibility on the timing of the drop-down transactions or third-party acquisitions.
- **Sustainable dividends supported by quality operating assets.** TA Renewables' portfolio is fully contracted under long-term power purchase agreements (PPAs) with an average remaining PPA term of 17 years. Many of the PPAs are partially indexed with inflation, and the TransAlta PPAs are fully indexed to inflation. Furthermore, the facilities are located across Canada, so generation variances across regions will often offset each other, minimizing the variability of the portfolio as a whole. The combination of fully contracted assets, an 83% payout ratio, and geographic diversification, contributes to the sustainability of the dividend.
- **Fairly valued.** We believe the shares are fairly valued based on our \$11.00 price target, which is 11x our forecast 2015 EBITDA. The valuation is generally in line with its peer group.



Q4/13 results modestly better-than-forecast

TA Renewables' Q4/13 ACFFO/share and EBITDA were \$0.37 and \$53 million, respectively, compared to our estimates of \$0.35 and \$51 million. Generation was modestly below our forecast, but realized power prices in the western wind portfolio were higher-than-expected (due to higher-than-forecast REC prices).

Please refer to Exhibit 2 for a summary of the Q4/13 results.

Exhibit 2: Q4/13 results comparison (in \$MM except per share figures)

| | RBC CM | | |
|--------------------------------------------|---------------|---------------|---------------|
| | Q4/13 | Q4/13E | Q4/12 |
| Generation (MM MWh) | 0.842 | 0.897 | 0.838 |
| Gross Margin | | | |
| Wind | \$63 | \$59 | \$67 |
| Hydro | 3 | 5 | 5 |
| Operating and maintenance | (13) | (13) | 2 |
| EBITDA | \$53 | \$51 | \$74 |
| Depreciation | (21) | (21) | (18) |
| Net interest expense | (8) | (7) | 0 |
| Other | (0) | 0 | 0 |
| Current income taxes | (1) | (0) | 0 |
| Future income taxes | (7) | (5) | 0 |
| Net income | \$16 | \$17 | \$55 |
| Average Shares Outstanding | 115 | 115 | 115 |
| Normalized EPS | \$0.14 | \$0.15 | \$0.48 |
| Adjusted cash flows from operations | | | |
| Net income | \$16 | \$17 | (\$26) |
| Depreciation | 21 | 21 | 18 |
| Other | 8 | 5 | 52 |
| CFFO | 45 | 43 | 44 |
| Maintenance capex | (3) | (3) | (2) |
| ACFFO | \$42 | \$40 | \$42 |
| CFFO/share | \$0.39 | \$0.37 | \$0.39 |
| ACFFO/share | \$0.37 | \$0.35 | \$0.37 |

Source: Company reports and RBC Capital Markets estimates



Increasing estimates to reflect higher REC pricing

We have increased our 2014 and 2015 ACFFO estimates to \$1.15 and \$1.13 (from \$1.12 and \$1.11), respectively to reflect expected higher REC prices. Please refer to Exhibit 3 for a summary of our financial forecast.

Exhibit 3: Financial forecast (in \$MM except per share figures)

| Income Statement | 2012 | 2013 | Q1/14E | Q2/14E | Q3/14E | Q4/14E | 2014E | 2015E | Old | |
|--------------------------------------------|--------------|--------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|
| | | | | | | | | | 2014E | 2015E |
| Generation (MM MWh) | 2.805 | 2.885 | 0.904 | 0.861 | 0.658 | 1.016 | 3.439 | 3.439 | 3.439 | 3.439 |
| Gross Margin | | | | | | | | | | |
| Wind | \$193 | \$200 | \$61 | \$50 | \$36 | \$66 | \$212 | \$211 | \$210 | \$209 |
| Hydro | 27 | 26 | 3 | 9 | 9 | 5 | 26 | 26 | 26 | 26 |
| Operating and maintenance | (61) | (41) | (15) | (15) | (15) | (15) | (59) | (60) | (59) | (60) |
| EBITDA | 159 | 184 | 49 | 44 | 30 | 56 | 179 | 178 | 177 | 176 |
| Depreciation | (74) | (77) | (21) | (21) | (21) | (21) | (83) | (83) | (83) | (83) |
| Net interest expense | (28) | (30) | (9) | (9) | (9) | (9) | (36) | (31) | (36) | (31) |
| Other | (9) | (4) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current income taxes | (1) | (2) | (0) | (0) | (0) | (0) | (1) | (1) | (1) | (1) |
| Future income taxes | (13) | (18) | (5) | (3) | 0 | (6) | (14) | (15) | (14) | (14) |
| Net income | \$35 | \$53 | \$15 | \$11 | \$0 | \$20 | \$45 | \$47 | \$44 | \$46 |
| Average Shares Outstanding | 115 | 115 | 115 | 115 | 115 | 117 | 115 | 119 | 115 | 119 |
| Normalized EPS | \$0.30 | \$0.46 | \$0.13 | \$0.10 | \$0.00 | \$0.17 | \$0.39 | \$0.40 | \$0.38 | \$0.38 |
| Adjusted cash flows from operations | | | | | | | | | | |
| Net income | \$35 | \$53 | \$15 | \$11 | \$0 | \$20 | \$45 | \$47 | \$44 | \$46 |
| Depreciation | 74 | 77 | 21 | 21 | 21 | 21 | 83 | 83 | 83 | 83 |
| Other | 18 | 24 | 5 | 3 | (0) | 6 | 14 | 15 | 14 | 14 |
| CFFO | 127 | 154 | 40 | 35 | 21 | 47 | 143 | 146 | 140 | 143 |
| Maintenance capex | (6) | (8) | (3) | (3) | (3) | (3) | (11) | (11) | (11) | (11) |
| ACFFO | \$121 | \$146 | \$37 | \$33 | \$18 | \$44 | \$132 | \$135 | \$130 | \$133 |
| CFFO/share | \$1.11 | \$1.34 | \$0.35 | \$0.31 | \$0.18 | \$0.40 | \$1.24 | \$1.22 | \$1.22 | \$1.20 |
| ACFFO/share | \$1.05 | \$1.27 | \$0.32 | \$0.28 | \$0.16 | \$0.38 | \$1.15 | \$1.13 | \$1.12 | \$1.11 |
| Dividend/share | \$0.00 | \$0.30 | \$0.19 | \$0.19 | \$0.19 | \$0.19 | \$0.77 | \$0.77 | \$0.77 | \$0.77 |
| Payout ratio (distributable cash flow) | n/a | n/a | | | | | 80% | 82% | 82% | 83% |
| FFO / Net Debt | 34% | 23% | | | | | 25% | 28% | 25% | 27% |
| Net Debt / EBITDA | 2.3x | 3.6x | | | | | 3.2x | 3.0x | 3.2x | 3.0x |

Source: Company reports and RBC Capital Markets estimates



Valuation

Our price target of \$11.00 is based 11x our 2015 EBITDA forecast, which is at a modest discount to the peer group. We note that TA Renewables' maintenance capex budget is larger than its peer group as a percentage of EBITDA. If the majority of maintenance capex is expensed, our price target implies a valuation multiple generally in line with the peer group.

Price target impediments

Impediments to our price target include achieving electricity generation that is materially lower than the long-term averages, a shorter-than-expected asset life for wind facilities, recontracting assets at materially lower prices upon the PPA expirations, refinancing debt at significantly higher interest rates, and making acquisitions that fail to garner shareholder support.

Company description

TransAlta spun out TA Renewables and retained an approximately 81% interest in the outstanding common shares of the company. TransAlta intends to remain the majority owner of TA Renewables. TA Renewables has 17 wind facilities across Canada and the US totalling 1,153 MW, making it Canada's largest wind portfolio. In addition, TA Renewables has 12 hydro facilities (in BC, Alberta, and Ontario) totalling 105 MW. TA Renewables has no direct employees, so TransAlta will manage and operate the company under a management and operational services agreement and receive a management fee.



| VALUATION | 2012 | 2013 | 2014E | 2015E |
|--------------------------------------|---------|---------|---------|---------|
| EPS, adjusted | 0.30 | 0.46 | 0.39 | 0.40 |
| P/E | 36.3x | 23.8x | 27.8x | 27.6x |
| EV/Adj EBITDA | 10.5x | 10.7x | 10.5x | 10.6x |
| P/FFO Ops | 10x | 8x | 9x | 9x |
| DPS | 0 | 0.30 | 0.77 | 0.77 |
| Dividend yield | 0 | 2.7% | 7.0% | 7.0% |
| Payout ratio | 0 | 64.5% | 194.7% | 193.7% |
| Wgtd avg shares outstanding, Diluted | 114.7 | 114.7 | 115.2 | 119.2 |
| INCOME STATEMENT | 2012 | 2013 | 2014E | 2015E |
| Revenue | 219.8 | 245.3 | 251.1 | 250.6 |
| Adjusted EBITDA | 159.4 | 184.0 | 179.0 | 178.0 |
| EBIT | 85.3 | 107.4 | 96.2 | 94.8 |
| Net interest expense/other | (27.8) | (30.4) | (35.8) | (31.4) |
| Profit before tax | 48.3 | 72.7 | 60.6 | 63.2 |
| Taxes-income taxes | (13.6) | (19.8) | (15.2) | (15.8) |
| Minorities-noncontrolling interest | 0 | NA | NA | NA |
| Net Income after tax | 34.7 | 52.9 | 45.5 | 47.4 |
| Net income to common shareholders | 34.7 | 52.9 | 45.5 | 47.4 |
| Adjusted net income | 34.7 | 52.9 | 45.5 | 47.4 |
| CASH FLOW | 2012 | 2013 | 2014E | 2015E |
| Operating Cash Flow | 112.8 | 161.8 | 142.7 | 145.6 |
| Capex | (165.4) | (46.8) | (10.6) | (10.6) |
| Free Cash Flow | (52.6) | 115.0 | 132.1 | 135.0 |
| Dividends Paid | 0 | (26.9) | (88.5) | (91.8) |
| Free Cash Flow (post Dividends) | (52.6) | 88.1 | 43.5 | 43.2 |
| Acquisitions-Disposals | 0 | NA | NA | NA |
| Issuance (Buyback) of Common Shares | 0 | 0 | 50.0 | 0 |
| Issuance (Repayment) Short Term Debt | 0 | NA | NA | NA |
| Issuance (Repayment) Long-Term Debt | (0.5) | 108.9 | (71.9) | (22.8) |
| Net change in cash | (0.8) | 15.2 | 21.7 | 20.4 |
| BALANCE SHEET | 2012 | 2013 | 2014E | 2015E |
| Cash and cash equivalents | 3.2 | 18.4 | 40.0 | 60.4 |
| Total current assets | 180.7 | 59.2 | 80.9 | 101.3 |
| Total fixed assets, PP&E Net | 1,938.5 | 1,707.0 | 1,634.8 | 1,562.2 |
| Total assets | 2,237.6 | 2,013.6 | 1,963.1 | 1,910.9 |
| Short-term, current long-term debt | 0 | 37.6 | 37.6 | 37.6 |
| Total current liabilities | 36.3 | 100.3 | 100.3 | 100.3 |
| Long-term borrowings | 372.7 | 646.6 | 574.7 | 552.0 |
| Total liabilities | 578.4 | 985.9 | 928.4 | 920.6 |
| Total shareholders' equity | 1,659.2 | 1,027.8 | 1,034.7 | 990.3 |
| KEY PERFORMANCE METRICS | 2012 | 2013 | 2014E | 2015E |
| EBITDA margin | 72.5% | 75.0% | 71.3% | 71.0% |
| Net debt/Total capitalization | 18.2% | 39.3% | 35.6% | 34.8% |
| Effective tax rate | 28.1% | 27.3% | 25.0% | 25.0% |
| Net debt / EBITDA | 2.3x | 3.6x | 3.2x | 3.0x |
| ROE | 2.1% | NA | NA | NA |
| Return on capital employed (ROCE) | 4.2% | NA | NA | NA |
| FFO/net debt | 34.4% | 23.1% | 24.9% | 27.5% |
| Net free cash flow/net debt | NM | 13.2% | 7.6% | 8.2% |

Source: Company reports, RBC Capital Markets estimates



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Ratings

Top Pick (TP): Represents analyst's best idea in the sector; expected to provide significant absolute total return over 12 months with a favorable risk-reward ratio.

Outperform (O): Expected to materially outperform sector average over 12 months.

Sector Perform (SP): Returns expected to be in line with sector average over 12 months.

Underperform (U): Returns expected to be materially below sector average over 12 months.

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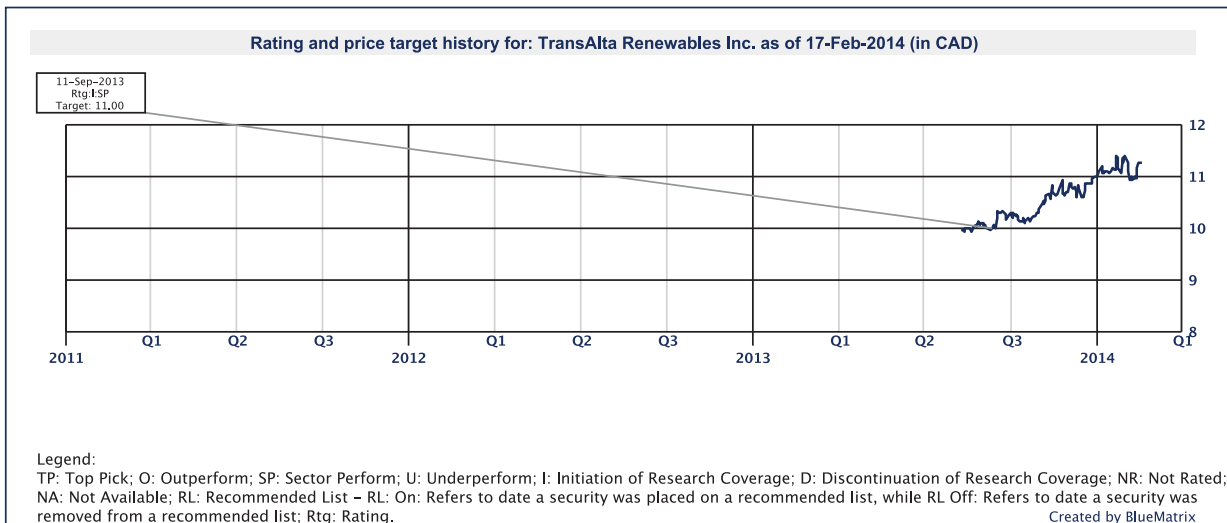
As of March 31, 2013, RBC Capital Markets suspends its Average and Above Average risk ratings. The **Speculative** risk rating reflects a security's lower level of financial or operating predictability, illiquid share trading volumes, high balance sheet leverage, or limited operating history that result in a higher expectation of financial and/or stock price volatility.



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|--------------------------------------------------------------------------------------|-------|---------|------------------------------------------|---------|
| Rating | Count | Percent | Investment Banking Serv./Past 12 Mos. | |
| | | | Count | Percent |
| BUY [Top Pick & Outperform] | 791 | 51.13 | 274 | 34.64 |
| HOLD [Sector Perform] | 666 | 43.05 | 179 | 26.88 |
| SELL [Underperform] | 90 | 5.82 | 14 | 15.56 |



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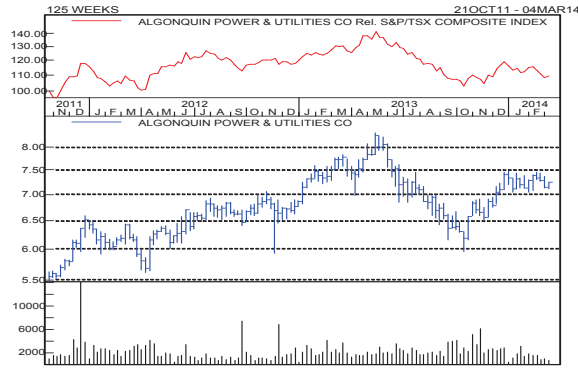
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RBC Capital Markets **Algonquin Power and Utilities Corp. (AQN C\$7.25[†])**

Analyst: Nelson Ng, CFA, (604) 257-7617, Associate: Kelsey Roste, (604) 257-7383

Dec 02, 2013



| | | | |
|------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------------|--------------|
| Stock Rating: | Outperform | Risk Qualifier: | Not Assigned |
| One-Year Target (C\$): | 8.00 | Implied Total Return (%):[†] | 13.9 |
| Shares O/S (MM): | 205.6 | Mkt. Cap (C\$MM):[†] | 1,490.6 |
| Float F.D. (MM): | 204.5 | Mkt. Float (C\$MM):[†] | 1,482.6 |
| Year End: | December 31 | Expected Reporting Date: | Mar 14 |
| Price Momentum Quadrant: | 3 | QuaDS Score: | 4 |
| RBCCM Sector: | Independent Power Producers & E | 52-Week High/ Low (C\$):[†] | 8.33/5.96 |
| Three-Year Annual Growth Rates (%) 2012-2015E | | | |
| Revenue | 10.4 | Dividend/Share | 9.1 |
| EPS | n.a. | CFPS | 34.2 |
| Strategic S/Hs: Emera Inc. owns approximately 24.5% of commons shares outstanding | | | |

| | 2012 | 2013E | 2014E | 2015E |
|---------------------------------------------------|------|-------|-------|-------|
| Valuation (C\$ unless otherwise specified) | | | | |
| EPS Basic | 0.00 | 0.00 | 0.00 | 0.00 |
| EPS F.D. | 0.00 | 0.00 | 0.00 | 0.00 |
| Mean EPS Estimates* | | 0.27 | 0.33 | 0.36 |
| P/E F.D. (X) [†] | n.m. | n.m. | n.m. | n.m. |
| CFPS F.D. | 0.39 | 0.68 | 0.82 | 0.95 |
| P/CF F.D. (X) [†] | 16.2 | 10.7 | 8.8 | 7.6 |
| Book Value | 4.22 | 3.99 | 3.88 | 3.87 |
| P/BV (X) [†] | 1.5 | 1.8 | 1.9 | 1.9 |
| Enterprise Value/EBITDA [†] | 16.1 | 13.1 | 11.8 | 12.2 |
| Dividend/Share | 0.30 | 0.33 | 0.36 | 0.38 |
| Yield (%) [†] | 4.7 | 4.6 | 5.0 | 5.2 |

Financial Information (C\$MM)

Income Statement

| | | | | |
|-----------------------|--------|------|------|------|
| Revenue | 370 | 592 | 482 | 497 |
| EBITDA | 107 | 203 | 246 | 254 |
| EBITDA Margin (%) | 28.9 | 34.2 | 51.0 | 51.1 |
| Interest Expense | 36 | 52 | 61 | 71 |
| Income Tax Rate (%) | (71.1) | 32.3 | 31.5 | 31.7 |
| Net Income to Common | 26 | 49 | 79 | 75 |
| Net Profit Margin (%) | 7.0 | 8.2 | 16.4 | 15.2 |

Cash Flow Statement

| | | | | |
|--------------------------|------|------|-----|-----|
| Cash Flow From Ops. | 66 | 142 | 170 | 198 |
| Capex - Maintenance | 27 | 35 | 39 | 40 |
| Free Cash Flow | 24 | 20 | 72 | 95 |
| Capex - Acquisitions | 759 | 336 | 315 | 294 |
| Cash Flow From Financing | 715 | 283 | 243 | 199 |
| Div./Distr. To Common | 11 | 52 | 59 | 64 |
| Net Free Cash Flow | (20) | (33) | 0 | 0 |

Balance Sheet

| | | | | |
|----------------------------|-------|-------|-------|-------|
| Cash & Equivalents | 53 | 20 | 20 | 20 |
| Total Assets | 2,778 | 3,265 | 3,496 | 3,706 |
| Long-Term Debt | 769 | 1,120 | 1,134 | 1,147 |
| Debt Coming Due | 2 | 74 | 304 | 491 |
| Common Equity | 797 | 821 | 806 | 813 |
| Total Liabilities & Equity | 2,778 | 3,265 | 3,496 | 3,706 |

Fixed Income / Financial Ratios (% unless otherwise specified)

| | | | | |
|-------------------------------|------|------|------|------|
| EBITDA/Interest Expense | 3.0 | 3.9 | 4.0 | 3.6 |
| Net Debt+Pfds/Tot Capital (%) | 47.4 | 58.8 | 63.7 | 66.6 |
| Net Debt/EBITDA | 6.7 | 5.8 | 5.8 | 6.4 |
| Current Ratio | 1.3 | 0.8 | 0.4 | 0.3 |
| ROA | 1.3 | 1.6 | 2.3 | 2.1 |
| ROE | 3.9 | 6.0 | 9.7 | 9.3 |
| Dividend Payout Ratio | 0.0 | 0.0 | 0.0 | 0.0 |

Company Profile

Algonquin operates two business divisions: i) Power Generation; and ii) Utilities. Algonquin's power generation division owns and operates 378 MW of renewable (hydro and wind) and 204 MW of thermal (gas, biomass and energy from waste) power generation facilities across North America. Approximately 85% of the power generated is sold under long-term power purchase agreements (PPAs) with an average term of 13 years. The utilities business owns and operates regulated water utilities (about 75,000 water/wastewater connections) and regulated electric and gas utilities in California, New Hampshire, and the U.S. Midwest.

Investment Rationale

We expect shares of Algonquin will outperform its peers for the following reasons: i) The Right Foundations to Continue Growth Strategy. The company has a strong development pipeline in the renewable and thermal energy sectors and has built up a regulated utility business that can grow organically or through acquisitions. Algonquin's strategic partnership with Emera also provides significant financial as well as technical support. ii) Reasonable Dividend with Room to Grow. The current dividend yield is approximately 5%, and we expect the current growth profile will support annual dividend increases of approximately 10%. iii) Valuation. The shares are attractively valued based on our price target of \$8.00 and a dividend yield of 5%.

Valuation

Our \$8.00 price target is based on a sum-of-the-parts analysis that separately values Algonquin's various business segments, which implies a 12.0x 2014E EBITDA.

Price Target Impediments

Factors that could negatively impact Algonquin's earnings and price target include negative regulatory decisions by the U.S. regulatory commissions, an acquisition that fails to gain the confidence of investors, depressed prices for power in the U.S. Northeast, and a sustained decline in the U.S. dollar.

Source: Company reports, RBC Capital Markets estimates.

* Thomson One Mean estimates (as of Mar 05, 2014)

[†] As Of Mar 04, 2014

Foundations

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Stock Rating

Top Pick (TP): Represents best in Outperform category; analyst's best ideas; expected to significantly outperform the sector over 12 months; provides best risk-reward ratio; approximately 10% of analyst's recommendations.

Outperform (O): Expected to materially outperform sector average over 12 months.

Sector Perform (SP): Returns expected to be in line with sector average over 12 months.

Underperform (U): Returns expected to be materially below sector average over 12 months.

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Price Momentum Quadrant

This value monitors long-term cyclical progress of a security and establishes, at a moment in time, the position of any given financial series in the cycle.

1 = Bottom / Accumulate Phase.

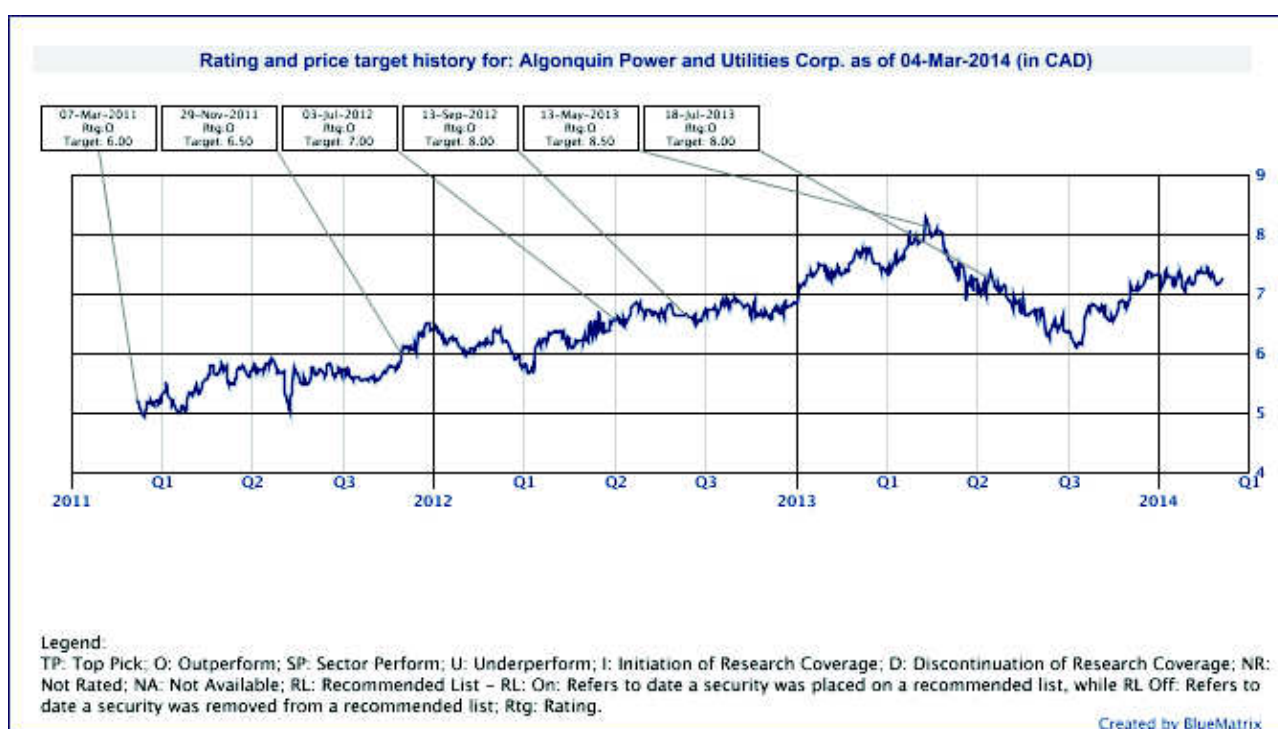
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|---------------------|-------|--------------------|-------|---------|
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| HOLD [SP] | 521 | 45.03 | 97 | 18.62 |
| SELL [U] | 81 | 7.00 | 5 | 6.17 |



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February 7, 2014

Brookfield Renewable Energy

Solid quarter, 7% distribution hike, and strong growth prospects

Our view: Positive – We believe the higher-than-expected distribution increase, acquisition announcements, and attractive organic growth opportunities support our view that units of Brookfield Renewable will outperform its peer group. We have increased our price target to CAD 32 (from CAD 30) to mainly reflect a stronger US Dollar.

Key points:

Organic growth and accretive acquisitions expected to drive medium-term growth. We believe that Brookfield Renewable is an attractive vehicle that can generate 5–7% medium-term growth from a mostly contracted portfolio, which is particularly attractive in a volatile market. Management believes projects under development can drive 3% growth alone. Other growth drivers include accretive acquisitions, a recovery in merchant power prices, and operating efficiency initiatives.

Active on acquisitions. Brookfield Renewable and its institutional partners have agreed to acquire a 33% economic interest (net 13% for Brookfield Renewable) in the 417 MW Safe Harbor hydro facility located in Pennsylvania for \$289 million. In addition, the company is part of a consortium that is the preferred bidder for the acquisition of Bord Gais Energy, which is expected to have more than 500 MW of operating wind capacity by the end of 2015. Please refer to pages 3 and 4 for additional details.

Q4/13 results shy of expectations due to weak wind resources. Brookfield Renewable's Q4/13 FFO/unit was \$0.52, which was shy of our estimate of \$0.55 and \$0.28 in Q4/12. The variance was due to weak wind resources (18% below the long-term average).

7% distribution increase was higher-than-expected. The distribution was increased by 7% to \$1.55 (from \$1.45), which is higher than management's guidance. We note that Brookfield Asset Management will now be eligible to receive incentive-based distributions, which is equal to 15% of annualized distributions in excess of \$1.50.

Revising estimates. We have revised our 2014 and 2015 FFO/unit forecast modestly lower to \$2.21 and \$2.33 (from \$2.22 and \$2.37), respectively, to reflect the appreciation in the US dollar and the Safe Harbor hydro acquisition. Please note that our estimates do not include the pending acquisition of the Bord Gais Energy wind portfolio, which will likely be accretive.

Increasing price target to CAD 32 (from CAD 30). We have increased our price target to mainly reflect a stronger US Dollar. Our price target is based on 13.5x (unchanged) our 2015 EBITDA forecast.

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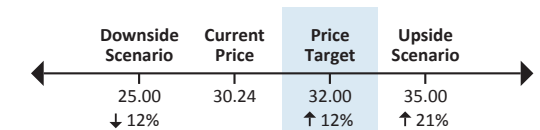
Outperform

TSX: BEP.UN; CAD 30.24

Price Target CAD 32.00 ↑ 30.00

| WHAT'S INSIDE | |
|---------------------------------------------|---------------------------------------------------------|
| <input type="checkbox"/> Rating/Risk Change | <input checked="" type="checkbox"/> Price Target Change |
| <input type="checkbox"/> In-Depth Report | <input checked="" type="checkbox"/> Est. Change |
| <input type="checkbox"/> Preview | <input checked="" type="checkbox"/> News Analysis |

Scenario Analysis*



*Implied Total Returns

Key Statistics

| | | | |
|-----------------|-------|------------------|-------|
| Units O/S (MM): | 265.2 | Market Cap (MM): | 8,020 |
| Distribution: | 1.55 | Yield: | 5.7% |
| Float (MM): | 92.0 | | |

RBC Estimates

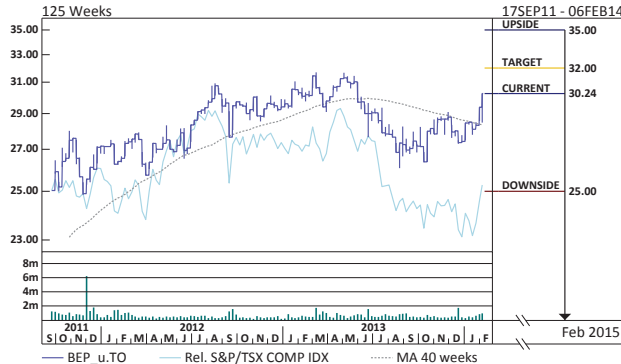
| FY Dec | 2012A | 2013A | 2014E | 2015E |
|--------------------|-----------|-----------|-----------|-----------|
| ACFFO/Sh | 1.10 | 2.03 | 1.98 | 2.09 |
| Diluted | | | | |
| Prev. | 1.11 | 2.06 | | 2.13 |
| P/ACFFO | 24.6x | 13.3x | 13.7x | 13.0x |
| FFO/Sh, Ops | 1.31 | 2.24 | 2.21 | 2.33 |
| Diluted | | | | |
| Prev. | 1.32 | 2.28 | 2.22 | 2.37 |
| Div Yield | 5.1% | 5.4% | 5.7% | 6.0% |
| EBITDA, Adj | 816.0 | 1,167.0 | 1,146.0 | 1,162.0 |
| Prev. | | 1,189.0 | 1,168.0 | 1,196.0 |
| ACFFO/Sh | Q1 | Q2 | Q3 | Q4 |
| Diluted | | | | |
| 2013 | 0.55A | 0.66A | 0.35A | 0.46A |
| Prev. | | | | 0.50E |
| 2014 | 0.52E | 0.59E | 0.37E | 0.50E |
| Prev. | | 0.60E | 0.52E | 0.28E |
| FFO/Sh, Ops | | | | |
| Diluted | | | | |
| 2013 | 0.61A | 0.71A | 0.41A | 0.52A |
| Prev. | | | | 0.55E |
| 2014 | 0.58E | 0.65E | 0.43E | 0.56E |
| Prev. | | 0.66E | | 0.55E |

Strategic Ownership: Brookfield Asset Management (65%)
 All market data in CAD; all financial data in USD.



Target/Upside/Downside Scenarios

Exhibit 1: Brookfield Renewable Energy Partners L.P.



Source: Bloomberg and RBC Capital Markets estimates for Upside/Downside/Target

Target price/ base case

Our \$32.00 price target is based on 13.5x our 2015 EBITDA forecast for Brookfield Renewable. Our price target is supported by a discounted cash flow valuation using an unlevered equity discount rate range of 6% to 7%. The implied distribution yield is 5%, and we expect management will make accretive acquisitions and drive value from existing facilities to support a 3–5% annual growth in the distributions.

Upside scenario

Our upside scenario assumes that management is able to execute significantly accretive acquisitions that support distribution growth in excess of 5%. In addition, the upside scenario assumes hydrology is in line with the long-term average (LTA), interest rates remain low, and power prices gradually trend higher over time. Our upside scenario price of \$35.00 is based on 14x our 2015 EBITDA forecast.

Downside scenario

Our downside scenario assumes that 2014 will be a year in which hydrology is materially below the LTA, causing investors feel that the LTA needs to be adjusted lower. In addition, our downside scenario assumes that Brookfield Renewable does not increase distributions going forward due to various factors including higher interest rates, weakness in the US and Brazilian power markets, and the company’s inability to execute accretive acquisitions. Our downside price of \$25.00 is based on 12x our 2015 EBITDA forecast.

Investment summary

We expect Brookfield Renewable to outperform other power trusts and corporations in our coverage universe for the following reasons:

- **Sustainable Distributions with a 3–5% Annual Long-Term Growth Rate.** We believe Brookfield Renewable is well positioned to organically develop and also execute accretive acquisitions to grow distributions going forward.
- **Low-Risk, High-Quality Portfolio Ideal in Volatile Markets.** We believe Brookfield Renewable's low-risk, high-quality portfolio provides a good shelter in volatile markets. The portfolio is fully contracted (no power price risk), and the majority of the portfolio consists of long-life, low-cost hydro facilities.



Q4/13 results light due to weak wind resources

Brookfield Renewable's Q4/13 FFO/unit was \$0.52 compared to our estimate of \$0.55 and \$0.28 in Q4/12. The variance was mainly due to weak wind resources, which was 18% below the long-term average (LTA). Hydrology during the quarter was generally in line with the LTA.

A summary of the Q4/13 results is provided in Exhibit 2.

Exhibit 2: Q4/13 results (In US\$MM except per unit figures)

| | RBC CM | | Q4/12 | YOY | 2013 | 2012 | Comments |
|-----------------------------------------|---------------|---------------|---------------|-------------|---------------|---------------|-------------------------------------|
| | Q4/13 | Q4/13E | | % Chg. | | | |
| <i>Consolidated Generation (MM MWh)</i> | 5.3 | 5.5 | 4.1 | 30% | 22.2 | 15.9 | |
| Hydro | | | | | | | |
| Canada | \$87 | \$70 | \$51 | 71% | \$330 | \$213 | 9% ABOVE long-term average |
| US | 87 | 110 | 56 | 55% | 494 | 294 | 9% BELOW long-term average |
| Brazil | 61 | 53 | 51 | 20% | 221 | 236 | Lower-than-expected operating costs |
| Wind | | | | | | | |
| Canada | 35 | 33 | 38 | -8% | 113 | 113 | 4% BELOW long-term average |
| US | 8 | 26 | 9 | -11% | 85 | 31 | 36% BELOW long-term average |
| Other | (6) | 3 | (10) | -40% | (35) | (35) | |
| Total EBITDA | 272 | 296 | 195 | n.m. | 1,208 | 852 | |
| Interest Expense | (107) | (117) | (100) | 7% | (447) | (417) | |
| Current Income taxes | (4) | (6) | (2) | n.m. | (19) | (14) | |
| Management Service costs | (9) | (11) | (11) | -18% | (41) | (36) | |
| Non-controlling Interests / Equity Inv. | (15) | (15) | (8) | 88% | (107) | (38) | |
| Fund From Operations (FFO) | 137 | 146 | 74 | 85% | 594 | 347 | |
| Maintenance Capex | (14) | (15) | (15) | -7% | (56) | (55) | |
| ACFFO | \$123 | \$131 | \$59 | n.m. | \$538 | \$292 | |
| Avg. Units O/S (Diluted) (MM) | 265 | 265 | 265 | 0% | 265 | 265 | |
| FFO/Unit | \$0.52 | \$0.55 | \$0.28 | 85% | \$2.24 | \$1.31 | |
| ACFFO/Unit | \$0.46 | \$0.50 | \$0.22 | n.m. | \$2.03 | \$1.10 | |

Source: Partnership reports; RBC Capital Markets estimates

Highlights from the quarter

Higher-than-expected distribution increase. Brookfield Renewable increased annualized distributions by 7% to \$1.55 (from \$1.45), which exceeds management's guidance that it would be in the higher end of the 3–5% long-term range. We note that Brookfield Asset Management will now be eligible to receive incentive-based distributions, which is equal to 15% of annualized distributions in excess of \$1.50, and 25% of distributions in excess of \$1.69.

Several levers for growth. Management expects growth to be driven from organic project developments, accretive acquisitions, asset optimizations, and higher underlying power prices. With respect to organic growth, management believes it can deploy \$500 million of equity over five years (roughly 50% Brazil, 25% North America, and 25% Europe) in its development pipeline, which would provide an underlying 3% growth rate. Management also indicated that a \$10/MWh increase in power prices would increase cash flows by 3–4%. The company has been implementing operating cost efficiencies that would provide \$12 million of annual cost savings (2% one-time increase in cash flows). Once accretive acquisitions are taken into consideration, we believe Brookfield Renewable will be able to meet or exceed the higher end of its long-term 3–5% growth target.

Hydro acquisition marginally increases leverage to merchant power market. Brookfield Renewable and its institutional partners have agreed to acquire a 33% economic interest (net



13% for Brookfield Renewable) in the 417 MW Safe Harbor hydro facility located in Pennsylvania for \$289 million (\$116 million for Brookfield Renewable), implying a cost of \$2.1 million/MW. We believe that the acquisition price is below the replacement value and consistent with management's strategy to acquire assets in a low power price environment. Since the facility has a negligible amount of debt, management intends to use investment grade debt to finance a portion of the acquisition. The facility sells power into the merchant PJM market, and the acquisition is expected to close in Q1/14. We note that more than 90% of Brookfield Renewable's 2014 generation is contracted, declining to approximately 80% in five years.

Expanding to Europe. Brookfield Renewable announced that it was part of a consortium that was selected as the preferred bidder regarding the acquisition of Bord Gais Energy, which has a 300 MW operating wind portfolio that is expected to grow to more than 500 MW by the end of 2015. The wind facilities are contracted under a feed-in-tariff arrangement. Management expects the transaction to close in H1/14.

Kokish nearing completion. The 45 MW Kokish hydro development in BC is progressing on budget and on schedule, with commissioning expected in Q2/14.

Modestly reducing estimates to reflect the stronger US Dollar

We have revised our 2014 and 2015 FFO/unit forecast modestly lower to \$2.21 and \$2.33 (from \$2.22 and \$2.37), respectively, to reflect the appreciation in the US Dollar and the Safe Harbor hydro acquisition. Please note that our estimates do not include the pending acquisition of the Bord Gais Energy wind portfolio, which will likely be accretive. Our current forecast is provided below in Exhibit 3.



Exhibit 3: Summary financial model (In US\$MM except per unit figures)

| | 2012 | 2013 | Q1/14E | Q2/14E | Q3/14E | Q4/14E | 2014E | 2015E | 2014E | 2015E |
|---------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Income Statement | | | | | | | | | | |
| Consolidated Generation (MM MWh) | 15.9 | 22.2 | 5.7 | 6.2 | 5.0 | 5.6 | 22.6 | 22.8 | 22.4 | 22.5 |
| Hydro | | | | | | | | | | |
| Canada | \$213 | \$330 | \$69 | \$82 | \$75 | \$71 | \$297 | \$305 | \$309 | \$317 |
| US | 294 | 494 | 126 | 137 | 87 | 112 | 462 | 461 | 458 | 455 |
| Brazil | 236 | 221 | 58 | 55 | 57 | 61 | 230 | 255 | 233 | 263 |
| Wind | | | | | | | | | | |
| Canada | 113 | 113 | 29 | 26 | 20 | 32 | 107 | 107 | 111 | 111 |
| US | 31 | 85 | 23 | 30 | 24 | 26 | 104 | 104 | 104 | 104 |
| Other | (35) | (35) | (2) | (2) | (5) | (5) | (13) | (21) | 7 | (0) |
| EBITDA before management fees | 852 | 1,208 | 303 | 328 | 258 | 297 | 1,186 | 1,211 | 1,222 | 1,250 |
| Management Service Costs | (36) | (41) | (10) | (10) | (11) | (11) | (41) | (49) | (54) | (54) |
| EBITDA | 816 | 1,167 | 293 | 319 | 248 | 286 | 1,146 | 1,162 | 1,168 | 1,196 |
| Interest | (417) | (447) | (114) | (115) | (115) | (115) | (459) | (444) | (479) | (465) |
| Current Income Tax | (14) | (19) | (6) | (6) | (6) | (6) | (24) | (24) | (26) | (27) |
| Non-Controlling Interest | (38) | (107) | (20) | (24) | (13) | (18) | (76) | (77) | (75) | (77) |
| Fund From Operations (FFO) | \$347 | \$594 | \$153 | \$173 | \$114 | \$148 | \$587 | \$617 | \$588 | \$628 |
| Maintenance Capex | (55) | (56) | (16) | (16) | (16) | (16) | (62) | (63) | (62) | (63) |
| ACFFO | \$292 | \$538 | \$138 | \$157 | \$98 | \$132 | \$525 | \$554 | \$525 | \$564 |
| Avg. Units O/S (Diluted) (MM) | 265 | 265 | 265 | 265 | 265 | 265 | 265 | 265 | 265 | 265 |
| FFO/Unit | \$1.31 | \$2.24 | \$0.58 | \$0.65 | \$0.43 | \$0.56 | \$2.21 | \$2.33 | \$2.22 | \$2.37 |
| ACFFO/Unit | \$1.10 | \$2.03 | \$0.52 | \$0.59 | \$0.37 | \$0.50 | \$1.98 | \$2.09 | \$1.98 | \$2.13 |
| Distribution per Unit | \$1.38 | \$1.45 | \$0.39 | \$0.39 | \$0.39 | \$0.39 | \$1.55 | \$1.63 | \$1.52 | \$1.58 |
| Payout Ratio (% of FFO) | 105% | 65% | | | | | 70% | 70% | 69% | 67% |
| Payout Ratio (% of ACFFO) | 125% | 71% | | | | | 78% | 78% | 77% | 74% |
| Net Debt / Capital | 45% | 46% | | | | | 47% | 48% | 47% | 47% |
| FFO / Net Debt | 6% | 10% | | | | | 9% | 10% | 10% | 11% |
| Debt (includes 50% of prefs) / EBITDA | 7.6x | 5.6x | | | | | 5.8x | 5.6x | 5.5x | 5.3x |
| EBITDA / Interest Expense + Pref Divs | 1.9x | 2.6x | | | | | 2.5x | 2.6x | 2.4x | 2.6x |

Source: Partnership reports; RBC Capital Markets estimates



Key questions

Our view

- 1. Brookfield Renewable's payout ratio appears high in 2012, before reducing in 2013. How is the distribution set?**

The 2012 payout ratio was 105% based on Funds From Operation (FFO) and approximately 125% after factoring in maintenance capex. The payout ratio was elevated because generation was materially below the long-term average (LTA). Brookfield Renewable sizes its distribution based on a range of 60–70% of FFO using LTA generation. The 2013 payout ratio was 65% (based on FFO), and the generation levels was 2% below LTA. Management has a target of increasing the distribution by an annual rate of 3–5%.
- 2. What do you expect Brookfield Asset Management's (BAM) interest in Brookfield Renewable to be over the long term?**

BAM reduced its interest in Brookfield Renewable to 65% (from 68%) in Q1/13. Management has not communicated what BAM's long-term interest in Brookfield Renewable is, but we believe BAM will gradually reduce its interest to 30%. Some reasons we believe the 30% level is appropriate include: i) prior to BAM and Brookfield Renewable combining their renewable portfolio in Q4/11, BAM held a 34% interest in Brookfield Renewable, which gradually reduced from 50%; ii) Brookfield Infrastructure Partnership's (BIP) structure was used as a template for Brookfield Renewable, and BAM has maintained a 30% interest in BIP.
- 3. Are Brookfield Renewable's Brazilian assets impacted by the regulatory changes in Brazil as the government looks to reduce electricity prices?**

We believe Brookfield Renewable's Brazilian assets will be modestly impacted by the government's actions to reduce power prices. The Brazilian government previously announced that it wants to reduce power prices through a combination of: i) lower recontracted power prices for generation assets with concessions set to expire by 2017; ii) lower transmission and distribution tariffs; and iii) reduced taxes on energy bills. Brookfield Renewable does not have any material assets with concessions that expire by 2017, so the lower recontracted power prices primarily impact the Brazilian Utilities and indirectly impact Brookfield Renewable through lower market power prices. Brookfield Renewable's Brazilian assets have medium-term PPAs, so any reduction in merchant power prices would gradually impact Brookfield Renewable's portfolio.
- 4. What fees are payable to Brookfield Asset Management?**

Brookfield Renewable pays base management fees equal to \$20 million (indexed to inflation) plus 1.25% of the incremental fully diluted market cap, preferred shares, and holding company debt (relative to an initial Q4/11 reference value). Brookfield Renewable also pays an incentive fee equal to 15% of annualized distributions between \$1.50/unit and \$1.69/unit, and 25% of distributions above \$1.69/unit. The management fees are included in our EBITDA calculation, which drives valuation.
- 5. How does Brookfield Renewable manage its currency exposure?**

Brookfield Renewable reports in US Dollars and the distributions are denominated in US Dollars. In Brazil, the contracted power prices are indexed to a basket that have a 50% weighting on CPI and a 50% weighting on the US Dollar, so there is a partial hedge. However, there is a lag in the indexation. Only 17% of the total generation is from Brazil, so management is comfortable with the partial exposure. In Canada, many of the assets have project-level debt denominated in Canadian Dollars. In addition, all of the preferred shares and a significant amount of corporate debt are denominated in Canadian Dollars, mitigating the impact of a weaker Canadian Dollar.



Valuation

Our \$32.00 price target is based on 13.5x our 2015 EBITDA forecast for Brookfield Renewable. Our price target is supported by a discounted cash flow valuation using an unlevered equity discount rate range of 6% to 7%. The implied distribution yield is 5%, and management expects to grow the distributions annually at a 3% to 5% rate.

Price target impediments

Impediments to our price target include the ability of the fund to realize higher power prices upon contract expirations, the future ability to maintain income tax efficiency, foreign exchange rates that differ from our forecast, the ability of the fund to secure various leases, permits, and regulatory approvals upon their expiration on similar terms to those currently in existence, and variations in water flows.

Company description

Brookfield Renewable Energy Partners L.P. is a renewable energy company that primarily owns hydroelectric generating facilities. Brookfield Renewable's portfolio includes 196 hydro facilities and 11 wind farms, and totals approximately 5,900 MW of installed capacity including projects under construction. The generation portfolio is fully contracted under PPAs (no power price risk) and located across Canada, the United States, and Brazil. Brookfield Asset Management own 65% of the company and provides management and operations services.



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Top Pick (TP): Represents analyst's best idea in the sector; expected to provide significant absolute total return over 12 months with a favorable risk-reward ratio.

Outperform (O): Expected to materially outperform sector average over 12 months.

Sector Perform (SP): Returns expected to be in line with sector average over 12 months.

Underperform (U): Returns expected to be materially below sector average over 12 months.

Risk Rating

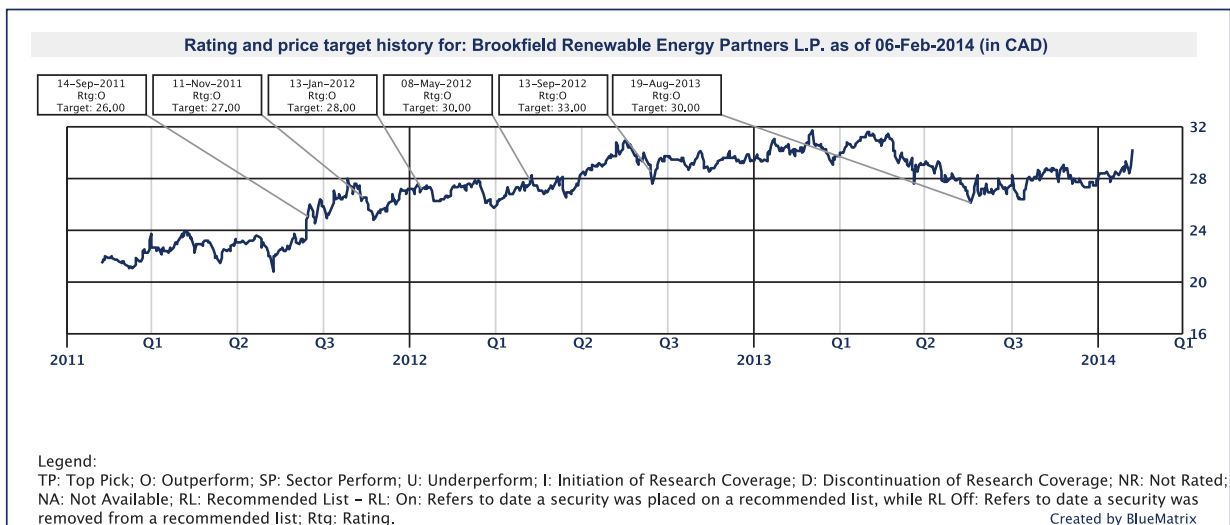
As of March 31, 2013, RBC Capital Markets suspends its Average and Above Average risk ratings. The **Speculative** risk rating reflects a security's lower level of financial or operating predictability, illiquid share trading volumes, high balance sheet leverage, or limited operating history that result in a higher expectation of financial and/or stock price volatility.



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| Distribution of ratings RBC Capital Markets, Equity Research As of 31-Dec-2013 | | | | |
|--------------------------------------------------------------------------------------|-------|---------|------------------------------------------|---------|
| Rating | Count | Percent | Investment Banking Serv./Past 12 Mos. | |
| | | | Count | Percent |
| BUY [Top Pick & Outperform] | 791 | 51.13 | 274 | 34.64 |
| HOLD [Sector Perform] | 666 | 43.05 | 179 | 26.88 |
| SELL [Underperform] | 90 | 5.82 | 14 | 15.56 |



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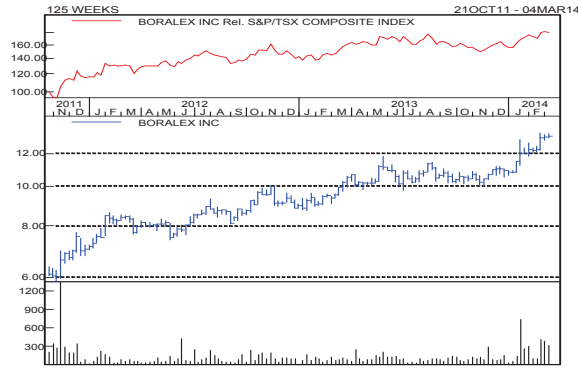
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| | | | |
|-----------------------------------------------------------|-----------------------|-----------------------------------|--------------|
| Stock Rating: | Sector Perform | Risk Qualifier: | Not Assigned |
| One-Year Target (C\$): | 14.00 | Implied Total Return (%):† | 6.1 |
| Shares O/S (MM): | 37.8 | Mkt. Cap (C\$MM):† | 499.0 |
| Float F.D. (MM): | 17.4 | Mkt. Float (C\$MM):† | 229.6 |
| Year End: | December 31 | Expected Reporting Date: | May 05 |
| Price Momentum Quadrant: | 2 | QuaDS Score: | 0 |
| RBCCM Sector: | Renewable Electricity | 52-Week High/ Low (C\$):† | 13.47/9.72 |
| Three-Year Annual Growth Rates (%) 2012-2015E | | | |
| Revenue | 2.9 | Dividend/Share | n.a. |
| EPS | 37.2 | CFPS | 20.4 |
| Strategic S/Hs: Cascades (35%); Other Holder (14%) | | | |

| | 2012 | 2013 | 2014E | 2015E |
|---------------------------------------------------|--------|--------|--------|-------|
| Valuation (C\$ unless otherwise specified) | | | | |
| EPS Basic | (0.27) | (0.08) | 0.07 | 0.23 |
| EPS F.D. | 0.17 | 0.22 | 0.33 | 0.43 |
| Mean EPS Estimates* | | | (0.05) | 0.10 |
| P/E F.D. (X)† | 50.4 | 45.9 | 40.0 | 30.7 |
| CFPS F.D. | 1.09 | 1.14 | 1.65 | 1.90 |
| P/CF F.D. (X)† | 7.9 | 8.9 | 8.0 | 6.9 |
| Book Value | 0.00 | 0.00 | 0.00 | 0.00 |
| P/BV (X)† | n.m. | n.m. | n.m. | n.m. |
| Enterprise Value/EBITDA† | 11.5 | 16.5 | 11.3 | 10.6 |
| Dividend/Share | 0.00 | 0.00 | 0.00 | 0.00 |
| Yield (%)† | 0.0 | 0.0 | 0.0 | 0.0 |

Financial Information (C\$MM)

Income Statement

| | | | | |
|-----------------------|------|------|------|------|
| Revenue | 182 | 180 | 189 | 198 |
| EBITDA | 98 | 100 | 151 | 171 |
| EBITDA Margin (%) | 54.1 | 55.7 | 80.1 | 86.5 |
| Interest Expense | 49 | 51 | 69 | 73 |
| Income Tax Rate (%) | 0.0 | 0.0 | 0.0 | 0.0 |
| Net Income to Common | (10) | (3) | 3 | 9 |
| Net Profit Margin (%) | n.m. | n.m. | 1.4 | 4.4 |

Cash Flow Statement

| | | | | |
|--------------------------|------|-----|----|----|
| Cash Flow From Ops. | 45 | 51 | 79 | 95 |
| Capex - Maintenance | 0 | 0 | 0 | 0 |
| Free Cash Flow | 46 | 60 | 79 | 95 |
| Capex - Acquisitions | 0 | 0 | 0 | 0 |
| Cash Flow From Financing | (10) | 118 | 62 | 53 |
| Div./Distr. To Common | 0 | 0 | 0 | 0 |
| Net Free Cash Flow | 0 | 0 | 0 | 0 |

Balance Sheet

| | | | | |
|----------------------------|-------|-------|-------|-------|
| Cash & Equivalents | 107 | 128 | 84 | 44 |
| Total Assets | 1,230 | 1,791 | 1,857 | 1,924 |
| Long-Term Debt | 650 | 1,085 | 1,167 | 1,241 |
| Debt Coming Due | 99 | 123 | 123 | 123 |
| Common Equity | 342 | 386 | 372 | 363 |
| Total Liabilities & Equity | 1,230 | 1,791 | 1,857 | 1,924 |

Fixed Income / Financial Ratios (% unless otherwise specified)

| | | | | |
|-------------------------------|-------|-------|------|------|
| EBITDA/Interest Expense | 2.0 | 2.0 | 2.2 | 2.3 |
| Net Debt+Pfds/Tot Capital (%) | 65.2 | 73.7 | 76.4 | 78.4 |
| Net Debt/EBITDA | 6.5 | 10.7 | 8.0 | 7.7 |
| Current Ratio | 1.0 | 1.2 | 1.0 | 0.8 |
| ROA | (0.8) | (0.2) | 0.1 | 0.5 |
| ROE | n.m. | (0.8) | 0.7 | 2.4 |
| Dividend Payout Ratio | 0.0 | 0.0 | 0.0 | 0.0 |

Company Profile

Boralex Inc. owns and operates power generating stations in Canada, the northeastern U.S., and France with a combined installed capacity of approximately 650 MW consisting of hydro, wind, wood residue, and a natural gas-fired power generation. The company also has approximately 168 net MW of wind and hydro projects (with PPAs) under development that are scheduled to be commissioned in 2014 and 2015.

Investment Rationale

We expect Boralex Inc. to perform in line with other companies in our coverage universe for the following reasons: Euro exposure could lead to volatility. Approximately 40% of Boralex's 2013 EBITDA was generated in France. The company does not hedge its Euro currency exposure, so potential weakness in the Euro will reduce the value of Boralex's European JV in Canadian dollar terms. Attractive contracted cash flows. The vast majority of Boralex's generation capacity has medium- to long-term PPAs. In addition, we expect the relatively low-risk wind and hydro facilities to contribute approximately 97% of Boralex's 2015 EBITDA. Strong growth profile. Boralex has 170 net MW of wind and hydro projects under development with long-term PPAs. The company plans to invest approximately \$110 million of equity (representing approximately \$450 million project size including debt) to build out its renewable energy portfolio over the next two years.

Valuation

Our \$14.00 price target is based on a sum-of-the-parts analysis, and the various business segments are valued using an EV/EBITDA multiple that is appropriate for each asset class. We have applied a higher EV/EBITDA multiple to assets with stable and predictable long-term cash flows (e.g., wind and hydro), and a lower multiple to facilities with a less predictable cash flow profile that have merchant power price exposure and near-term PPA expirations (e.g., biomass and gas facilities). Our price target implies 11x our 2015E EBITDA forecast.

Price Target Impediments

Impediments to our price target include: 1) the ability to deliver development projects consistent with our expected economics and timeline; 2) long-term wind and hydrological conditions that vary significantly from the long-term averages used in our forecasts; 3) commodity prices (e.g., power and wood-residue) that materially differ from our assumptions; 4) the availability and cost of fuel supply for the wood-residue facilities; and 5) foreign exchange rates that materially differ from our forecasts.

Source: Company reports, RBC Capital Markets estimates.

* Thomson One Mean estimates (as of Mar 05, 2014)

† As Of Mar 04, 2014

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Outperform (O): Expected to materially outperform sector average over 12 months.

Sector Perform (SP): Returns expected to be in line with sector average over 12 months.

Underperform (U): Returns expected to be materially below sector average over 12 months.

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2 = Bull Phase / Top Distribution Phase.

3 = Top Distribution / Bear Phase.

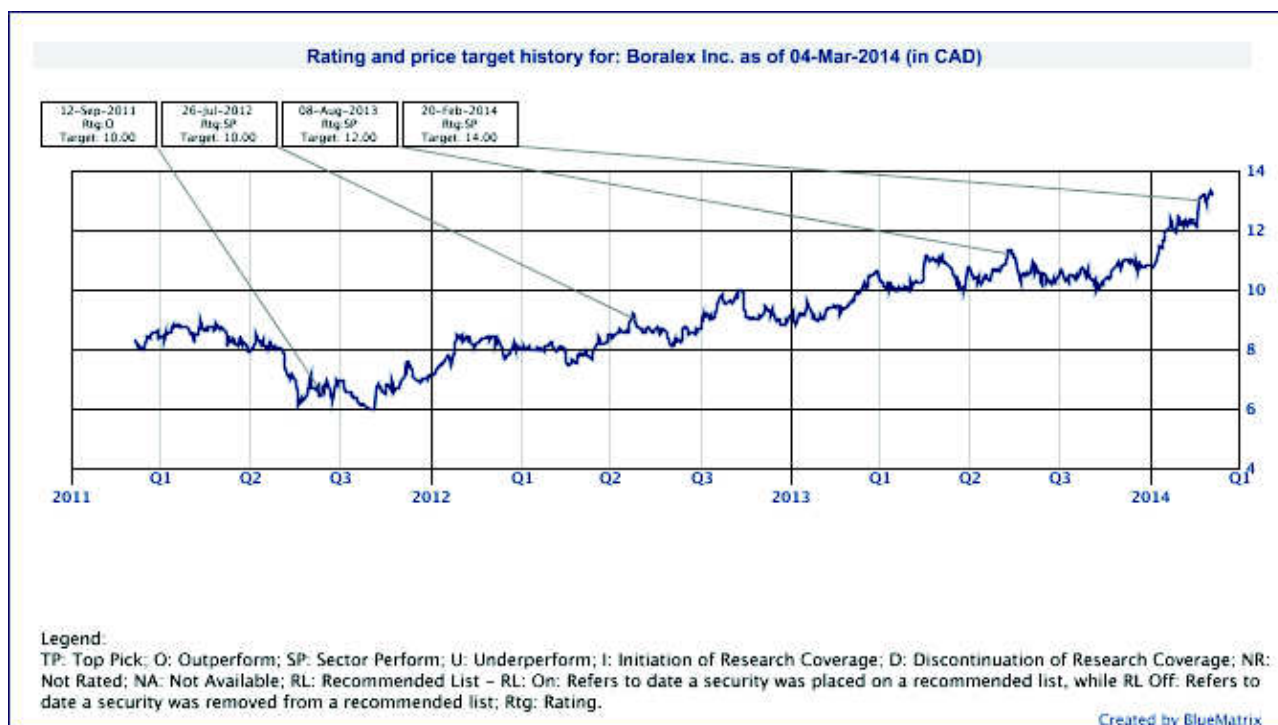
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0 = Insufficient data available to compute TPL value.

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|---------------------|-------|--------------------|-------|---------|
| Rating | Count | Percent | Count | Percent |
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| HOLD [SP] | 521 | 45.03 | 97 | 18.62 |
| SELL [U] | 81 | 7.00 | 5 | 6.17 |



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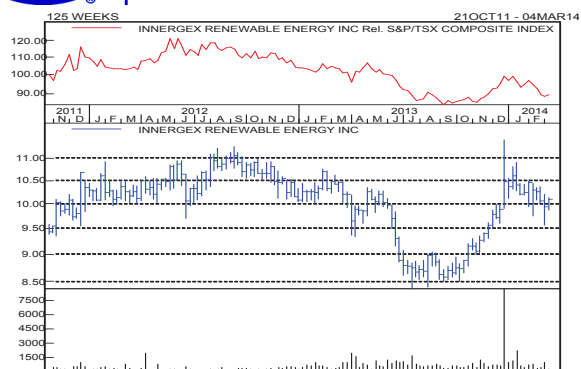
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| | | | |
|------------------------------------------------------|-----------------------|-----------------------------------|--------------|
| Stock Rating: | Sector Perform | Risk Qualifier: | Not Assigned |
| One-Year Target (C\$): | 10.00 | Implied Total Return (%):† | 5.1 |
| Shares O/S (MM): | 95.9 | Mkt. Cap (C\$MM):† | 967.2 |
| Float F.D. (MM): | 95.7 | Mkt. Float (C\$MM):† | 965.2 |
| Year End: | December 31 | Expected Reporting Date: | May 05 |
| Price Momentum Quadrant: | 3 | QuaDS Score: | 0 |
| RBCCM Sector: | Renewable Electricity | 52-Week High/ Low (C\$):† | 11.43/8.37 |
| Three-Year Annual Growth Rates (%) 2012-2015E | | | |
| Revenue | 9.6 | Dividend/Share | 2.1 |
| EPS | n.m. | CFPS | 9.6 |
| Strategic S/Hs: Widely Held | | | |

| | 2012 | 2013 | 2014E | 2015E |
|---------------------------------------------------|--------|------|-------|-------|
| Valuation (C\$ unless otherwise specified) | | | | |
| EPS Basic | (0.19) | 0.38 | 0.18 | 0.19 |
| EPS F.D. | (0.17) | 0.35 | 0.17 | 0.17 |
| Mean EPS Estimates* | | | 0.17 | 0.19 |
| P/E F.D. (X)† | n.m. | 27.3 | 59.4 | 59.4 |
| CFPS F.D. | 0.82 | 0.87 | 1.06 | 1.08 |
| P/CF F.D. (X)† | 12.9 | 11.0 | 9.5 | 9.3 |
| Book Value | 5.19 | 4.79 | 4.43 | 4.09 |
| P/BV (X)† | 2.0 | 2.0 | 2.3 | 2.5 |
| Enterprise Value/EBITDA† | 17.5 | 16.7 | 14.6 | 15.6 |
| Dividend/Share | 0.58 | 0.58 | 0.60 | 0.62 |
| Yield (%)† | 5.5 | 6.1 | 5.9 | 6.1 |

| | 2012 | 2013 | 2014E | 2015E |
|--------------------------------------|-------|------|-------|-------|
| Financial Information (C\$MM) | | | | |
| Income Statement | | | | |
| Revenue | 169 | 181 | 221 | 223 |
| EBITDA | 138 | 149 | 182 | 184 |
| EBITDA Margin (%) | 81.3 | 82.1 | 82.6 | 82.5 |
| Interest Expense | 70 | 13 | 77 | 78 |
| Income Tax Rate (%) | 490.1 | 31.5 | 26.0 | 26.0 |
| Net Income to Common | (16) | 36 | 18 | 18 |
| Net Profit Margin (%) | n.m. | 19.9 | 8.0 | 8.2 |

| | | | | |
|----------------------------|-----|------|------|-----|
| Cash Flow Statement | | | | |
| Cash Flow From Ops. | 74 | 84 | 100 | 103 |
| Capex - Maintenance | (3) | (2) | (2) | (2) |
| Free Cash Flow | 17 | 88 | 58 | 59 |
| Capex - Acquisitions | 360 | 135 | 228 | 277 |
| Cash Flow From Financing | 363 | 31 | 156 | 213 |
| Div./Distr. To Common | 46 | 37 | 45 | 47 |
| Net Free Cash Flow | 19 | (15) | (14) | (5) |

| | | | | |
|----------------------------|-------|-------|-------|-------|
| Balance Sheet | | | | |
| Cash & Equivalents | 52 | 34 | 25 | 25 |
| Total Assets | 2,324 | 2,377 | 2,510 | 2,700 |
| Long-Term Debt | 1,144 | 1,263 | 1,344 | 1,695 |
| Debt Coming Due | 190 | 157 | 236 | 103 |
| Common Equity | 449 | 453 | 426 | 398 |
| Total Liabilities & Equity | 2,324 | 2,377 | 2,510 | 2,700 |

| | | | | |
|-----------------------------------------------------------------------|--------|--------|--------|--------|
| Fixed Income / Financial Ratios (% unless otherwise specified) | | | | |
| EBITDA/Interest Expense | 2.0 | 11.1 | 2.4 | 2.4 |
| Net Debt+Pfds/Tot Capital (%) | 75.9 | 77.0 | 79.8 | 82.7 |
| Net Debt/EBITDA | 9.3 | 9.3 | 8.5 | 9.7 |
| Current Ratio | 0.9 | 0.5 | 0.4 | 0.7 |
| ROA | (0.8) | 1.5 | 0.7 | 0.7 |
| ROE | n.m. | 8.0 | 4.0 | 4.4 |
| Dividend Payout Ratio | n.m. | 152.5 | n.m. | n.m. |
| Industry/Company Specific | | | | |
| ACFFO/Unit | \$0.79 | \$0.85 | \$1.04 | \$0.00 |

Company Profile

Innergex Renewable Energy is a developer, owner, and operator of renewable energy (primarily hydro and wind) facilities mainly in Canada, all of which have long-term PPAs with credit-worthy counterparties. Innergex owns interests in 32 operating renewable energy facilities totalling approximately 672 net MW (economic interest weighted), consisting of 402 net MW of hydro facilities, 236 net MW of wind facilities, and a 33 MW of solar facility. The company has four additional hydro projects and one wind development with PPAs (210 net MW) under development with estimated commissioning dates in 2015-2016. Innergex also has a large development pipeline totaling approximately 2,900 MW, which primarily consists of hydro, wind, and solar developments.

Investment Rationale

We expect Innergex's shares to perform in line with our coverage universe for the following reasons: Fairly Valued. We believe the shares are fairly valued based on our \$10.00 price target, which is based on 13x our forward EBITDA and implies a dividend yield of 6.0%. Strong Organic Growth Supplemented with Accretive Acquisitions. We expect Innergex will grow its 2013 EBITDA by an average of 18% over the next four years through commissioning projects that have been awarded PPAs, with incremental contribution from acquisitions. The strong organic growth profile supports a premium valuation for Innergex shares. Sustainable Dividends Supported by Quality Operating Assets. Innergex's renewable assets generate a reliable source of long-term cash flows. The facilities all have long-term PPAs and the contracted power prices are partially indexed to the CPI.

Valuation

Our \$10.00 price target is based on 13x our forward EBITDA. Our price target implies a dividend yield of 6%. We expect the shares to trade at a premium multiple to its peers due to Innergex's attractive asset base and growth profile. Management expects to grow 2013 adjusted EBITDA by approximately 18% CAGR over the next four years.

Price Target Impediments

Impediments to our price target include the ability to finance, construct, and develop near- and medium-term projects, renew water rights, land leases, and PPAs at reasonable rates upon expiration, and variations in water flows and wind speeds.

Source: Company reports, RBC Capital Markets estimates.
 * Thomson One Mean estimates (as of Mar 05, 2014)
 † As Of Mar 04, 2014

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Stock Rating

Top Pick (TP): Represents best in Outperform category; analyst's best ideas; expected to significantly outperform the sector over 12 months; provides best risk-reward ratio; approximately 10% of analyst's recommendations.

Outperform (O): Expected to materially outperform sector average over 12 months.

Sector Perform (SP): Returns expected to be in line with sector average over 12 months.

Underperform (U): Returns expected to be materially below sector average over 12 months.

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Average Risk (Avg): Volatility and risk expected to be comparable to sector; average revenue and earnings predictability; no significant cash flow/financing concerns over coming 12-24 months; fairly liquid.

Above Average Risk (AA): Volatility and risk expected to be above sector; below average revenue and earnings predictability; may not be suitable for a significant class of individual equity investors; may have negative cash flow; low market cap or float.

Speculative (Spec): Risk consistent with venture capital; low public float; potential balance sheet concerns; risk of being delisted.

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Price Momentum Quadrant

This value monitors long-term cyclical progress of a security and establishes, at a moment in time, the position of any given

financial series in the cycle.

1 = Bottom / Accumulate Phase.

2 = Bull Phase / Top Distribution Phase.

3 = Top Distribution / Bear Phase.

4 = Advanced Bear Phase approaching termination.

0 = Insufficient data available to compute TPL value.

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|---------------------|-------|--------------------|-------|---------|
| Rating | Count | Percent | Count | Percent |
| BUY [TP/O] | 555 | 47.97 | 146 | 26.31 |
| HOLD [SP] | 521 | 45.03 | 97 | 18.62 |
| SELL [U] | 81 | 7.00 | 5 | 6.17 |



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

Regular Meeting
6.4
April 2, 2014
Geoff Dean

Agenda Item: *KPU's Financial Commitment to Sustainability*

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

| | |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recommended Resolution: | <p>Whereas investment in renewable energy development is necessary to minimize climate change dangers and ensure the sustainability of our environment, and</p> <p>Whereas such investment provides much more domestic employment per dollar than investment in further coal and oil energy development,</p> <p>Therefore be it resolved THAT Kwantlen Polytechnic University direct its financial management team to ensure:</p> <p>a) That any future investment of KPU's assets in energy-related companies must be in renewable energy, and</p> <p>b) That by March 31, 2017, KPU shall have no funds invested in companies focused on extraction, transportation and/or sale of coal or oil.</p> |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Key Messages:
[maximum of three]

1. Investment in renewable energy development is necessary to minimize climate change dangers and ensure the sustainability of our environment
2. Investment in renewable energy development provides more domestic employment per dollar than investment in coal and oil energy development
3. Therefore KPU should ensure that its energy-related financial investments focus on renewable energy

Context & Background:

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

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

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

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

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

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

Submitted by: *Geoff Dean*

Date submitted: *March 26, 2014*

KPU's Financial Commitment to Sustainability

Proposed Board Resolution

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

...Conclusion

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

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

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

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

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

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

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

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

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

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

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

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

Fossil fuel divestment movement comes to Seattle to plan next steps

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

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

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

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

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

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

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

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

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

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

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

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

Fossil Free Canada

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

To: President Alan Davis and the KPU Board of Governors

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

Why is this important?

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

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

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

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



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

Regular Meeting
8.0
April 2, 2014
Salvador 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. Draft three of the Academic Plan is under review. Senate will receive it on March 31 with the intention of presenting the final Plan to Senate on April 28, 2014.**
- 2. The Aboriginal Advisory Committee has been reconvened. The position of Elder in Residence will be posted this Spring.**
- 3. Of the approximately 60% of Surrey high school graduates attending post-secondary education, 30% attend KPU.**

Attachments: *Provost's Report*

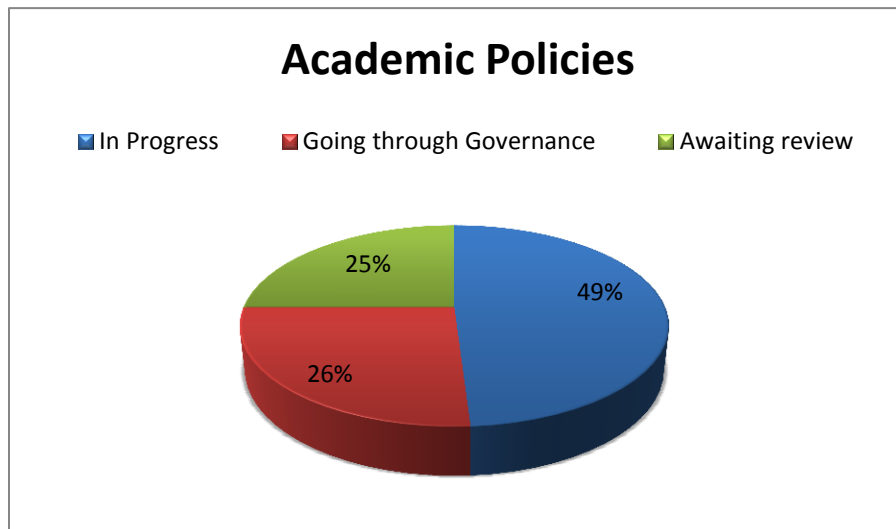
Submitted by: *Salvador Ferreras*

Date submitted: *March 26, 2014*

Office of the Provost

Academic Plan – On March 14th, draft three of the Academic Plan was presented to the Senate Subcommittee on Academic Planning & Priorities (SSCAPP). We have completed, or scheduled, a number of consultations with various KPU stakeholders, including Academic Council, faculty, staff, KFA, KSA, and BCGEU. Draft three will be brought forward for information by SSCAPP to Senate at the March 31st meeting. The Provost office will submit the proposed final draft to the SSCAPP in mid-April with the intention of presenting the plan to Senate on April 28th, 2014.

Update on Academic Policies – Work continues on the development, revision, consolidation and some deletion of academic policies. The chart below indicates the completion status of those policies sponsored by the Provost. The Senate-approved Admissions Framework, now titled Transitions Project, has provided an opportunity to consolidate a number of policies and to develop new ones intended to clarify procedures and guide academic practices.

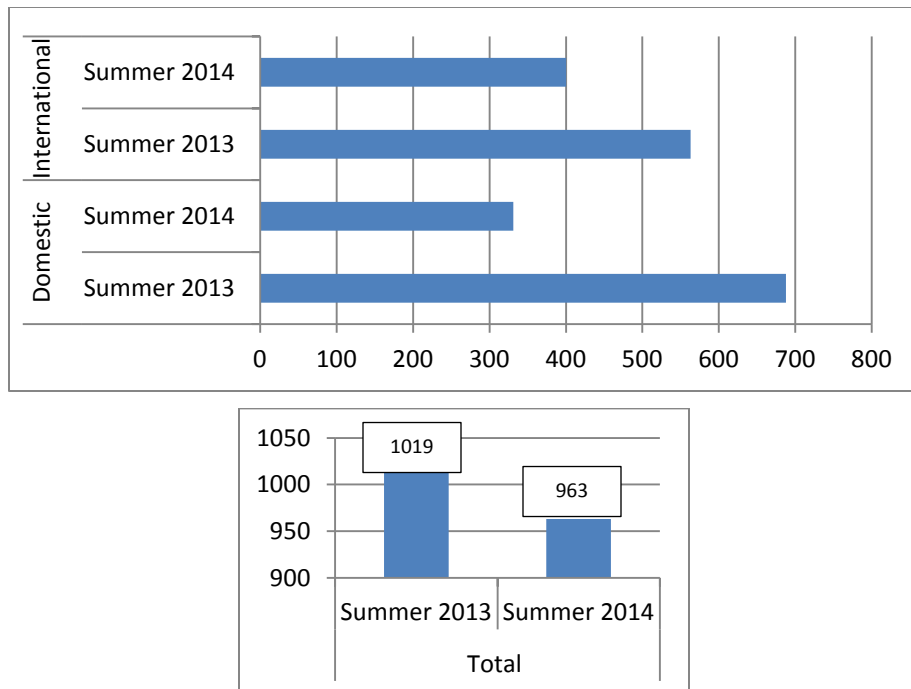


Aboriginal Initiatives – The Provost has reconvened the Aboriginal Advisory Committee, an essential component of our working relationship with our Aboriginal partners. This group will continue to meet on a regular basis and be a significant advisory resource regarding KPU Aboriginal projects and initiatives. The position of Elder in Residence will be posted this Spring with plans for an official appointment by Fall 2014. Pending the assembly of an advisory panel, the Provost's Office and Student Affairs will be posting an RFP for the purposes of commissioning or acquiring a series of First Nations art works for display on KPU's four campuses. On March 4th, members of Senior Administration, Deans, Executive Directors and faculty participated in Bright New Day Reconciliation Circles at the Musqueam Community Centre. This event forms part of the ongoing national dialog on Truth and Reconciliation. The event focused on shared history and explored collaborative activities that will inform and enhance KPU's approach to Aboriginal education and to suggest positive steps the University may take to support survivors and their families.

Program Review – The Senate Standing Committee on Program Review is currently participating in overseeing external reviews for both the English and Music Departments. We anticipate the following Faculties and programs will begin their respective program review processes in May 2014.

- Faculty of Arts – Fine Arts, Journalism, Sociology
- Chip and Shannon Wilson School of Design - Foundations of Design
- School of Business - Combined review of three programs: Entrepreneurial Leadership, Human Resources Management, Business
- Faculty of Trades and Technology - Computer Assisted Design and Drafting

Enrolment update: Current applications



The current total domestic application decline has been affected by a variety of factors that are both common to the sector as well as unique to KPU. The recent funding changes to our ELST program, a general decrease in enrolment evident in the post secondary system and the continuing system challenges under current revitalization have resulted in an overall decline in our current applications.

Surrey School District 36 research indicates that approximately 60% of Surrey high school graduates attend post-secondary education. Of those, 30% attend KPU. We will continue to focus our marketing and recruitment efforts to capture a larger percentage of the total high school graduates moving into post-secondary. KPU's recruitment activities will also focus on reaching the growing number of potential adult students seeking upgrading, trades and other career training. KPU's successful March 1st Open House is a good example of our activities

aimed at increasing our market by reaching out to the local business, community, industry partners, adult learners and families.

KPU's Marketing and Communications team will continue to work closely with Institutional Analysis and Planning (IAP), our Aboriginal partners and the Provost's Office to achieve our projected growth targets.

Athletics - The KPU Eagles men's soccer team hosted three opponents, including a pair of Canadian Interuniversity Sport (CIS) schools, at its inaugural Spring Soccer Tournament March 8th and 9th at Newton Athletic Park. The KPU Eagles badminton mixed doubles duo of Chris Chung and Rosalynn Chong earned a bronze medal at the 2014 CCAA (Canadian Colleges Athletic Association) national championships in Edmonton. KPU finished second overall.



Student Services & KSA – KPU has recently announced to our school district partners that we reached an agreement with the Kwantlen Student Association to waive the ancillary student fees for all high school students concurrently admitted to KPU for the purposes of ACE-IT (Accelerated Credit Enrolment to Industry Training), the Xcel Program or High School on Campus programs. There are ongoing discussions with the KSA regarding a number of facilities projects including establishment of capital manager, installations of bus shelters (City of Surrey), Car2Go designated parking spaces, and Waterfillz locations.

KPU & the Community: Phoenix Kwantlen Learning Centre – KPU has established a community-based adult learning centre in partnership with Vancouver Foundation, Vancity and RBC, that focuses on providing evening adult education programs for Aboriginal learners. These tuition-free programs focus on advancing basic literacy and numeracy skills to improve Aboriginal learners' access to employment and training opportunities.





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

Regular Meeting
8.1
April 2, 2014
Salvador Ferreras

Agenda Item: **Kwantlen Student Association Fees**

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

| | |
|--------------------------------|-----|
| Recommended Resolution: | N/A |
|--------------------------------|-----|

Key Messages: **1. As required under the University Act (see excerpt below), the Kwantlen Student Association is submitting its annual notice of changes to student fees for 2014-15.**
[maximum of three]

Submitted by: *Sandi Klassen*

Date submitted: *March 25, 2014*

The University Act Section 27.1 (1) (2) &(3) states:

- (1) Subject to subsection (2), on annual notice from a student society, the board must collect student society fees and remit them to the student society.
 - a) The board collected fees on behalf of the student society between June 1, 1998 and the June 1, 1992, or
 - b) The student society has been designated by regulation and the amount of the student society fees has been approved by a majority of the members of the student society who voted in a referendum of that student society.
- (2) If a student society referred to in subsection (1) (a) or (b) changes student society fees, the new amount or the rate of change must be approved, before a notice is issued under subsection (1), by a majority of the members of the student society who vote in a referendum of that student society.
- (3) On annual notice from a student society, the board must collect fees on behalf of a provincial or national student organization them to the student society or directly to the provincial or national student organization, as may be agreed by the board and the student society



**KWANTLEN
STUDENT
ASSOCIATION**

**12666 72nd Avenue
Surrey, BC V3W 2M8**

**Reception: 604.599.2126
Facsimile: 604.599.2429
Website: www.kusa.ca**

26 March 2014

**Jane Fee
Vice Provost – Students**

****Via Email*** - EDITED 27 March 2014 -*

Dear Ms. Fee,

Pursuant to section 21 (1) of the *University Act* of British Columbia, please consider this letter as formal notice of the changes to fees of the Kwantlen Student Association for the 2014-2015 year for consideration at the 2 April 2014 Board of Governors Meeting:

1. **Student Health & Dental Plan Fee:**
 - a. Beginning **1 September 2014** for full-time academic students only;
 - b. **\$80.00 per year** for Student Association Extended Health Plan;
 - c. **\$110.00 per year** for Student Association Dental Plan.
2. **SUB Capital Fee:**
 - a. Beginning **1 September 2014**;
 - b. For academic students, \$2.30 per credit;
 - c. For continuous intake students, \$2.10 per week.
3. **Canadian Federation of Students Fee:**
 - a. Beginning **1 September 2014**;
 - b. For academic students, \$0.96 per credit to a maximum of \$8.60 per semester;
 - c. For continuous intake students, \$0.86 per week.
4. **KSA MultiPass Fee:**
 - a. Beginning **1 May 2014** for all eligible students, **\$46.75 per month**;
 - b. Beginning **1 May 2015** for all eligible students, **\$48.00 per month**.
5. All other fees remain at current collection rates.

In accordance with existing practices, when remitting fees to the KSA we would ask that you please continue to provide detailed break-downs of each individual fee, and provide us with separate cheques for each fee category for auditing and accounting purposes.

It is our request that the KSA Health & Dental, SUB Capital, and Canadian Federation of Students fees changes take effect for **1 September 2014**, and that the KSA MultiPass Fee changes take effect on **1 May 2014**, and **1 May 2015** respectively. Thank you, in advance, for your assistance in this matter.

Sincerely,

cc: Shane King, Chair KPU Board of Governors
Gordon Lee, Vice President Finance & Administration
Sandi Klassen, University Secretary
Rolando Navarro, KSA Financial Controller



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Steven Button

Chairperson

Kwantlen Student Association

Jeremy McElroy

General Manager

Kwantlen Student Association

cc: Shane King, Chair KPU Board of Governors
Gordon Lee, Vice President Finance & Administration
Sandi Klassen, University Secretary
Rolando Navarro, KSA Financial Controller



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

Regular Meeting
9.1
April 2, 2014
Alan Davis

Agenda Item: **President's Report / Update on Ministry Core Review of Programming**

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

| | |
|--------------------------------|-----|
| Recommended Resolution: | N/A |
|--------------------------------|-----|

Key Messages: N/A
[maximum of three]

Attachments President's Report and Interim Report on the Core Review of Programming

Submitted by: *Alan Davis*

Date submitted: *March 25, 2014*



President's Report to the Board

Alan Davis, PhD

March 31st, 2014

Two major issues have received considerable attention in the last two months.

As per the Senate direction on February 23rd, I called a group of KPU representatives (using SSCUB as the starting point) to discuss ways to provide transition funding for domestic ESL delivery until March 31, 2015. We were successful in finding a solution which goes to the Board for approval on April 2nd. New information from AVED suggests that further transition support for ESL may make this task even easier. The imperative now is to find a sustainable program of offerings in ESL for domestic learners, as we still await news from the federal government on the status of our application to them.

AVED's Core Review process for all institutions reached its next milestone on March 14th with the filing of an interim report. KPU's submission is attached. The final report, which should include some specific goals, is due in May, and we will be coming back to the Board with updates on what key issues we will be including.

In addition to the regular administrative and governance meetings I attend, the following activities were also undertaken since the last Senate meeting:

- On February 6th, I was proud to attend the Trades and Technology Awards night at KPU Tech in Cloverdale. It is always rewarding to see the industry support that KPU receives.
- On February 13th, I attended a special dinner of the Canada-India Business Council, BC Chapter to welcome its new president Amandeep Sandhu and to thank the outgoing president Vivek Sakur.
- On February 14th I was pleased to welcome attendees from across the Pacific Northwest to the AIESEC Coastal Conference, hosted for the first time by KPU's student chapter.
- On February 18th KPU hosted what we hope will be the first of several conversations, with the leader of the federal opposition, Thomas Mulcair. It was a very well attended event, followed by a highly engaging discussion with students, moderated by Christopher Girodat.
- In the last week of February I joined a KPU mission to Uruguay and Brazil to meet with partner universities and Canadian federal government officials in three cities. Memoranda of understanding were signed with each university to explore areas such as student recruitment and exchanges, field schools, research opportunities

and other projects of mutual interest. Program areas of focus were business, design and health studies as well as ways to build on the strong success at KPU of the Science with Borders program with Brazil.

- In addition, a potentially important connection was made with the TechPUC research park in Sao Paulo which is one of the best examples of applied research linked with industry probably anywhere.
- There are already several initiatives being planned for student pathways to KPU and for field schools and faculty visits to the partner institutions, and important links were developed with the Canadian consulates in both countries.
- The KPU Open House on March 2nd was an overwhelming success, with record numbers of prospective students and their parent attending.
- I was pleased to visit with the IDEA 1100 class of Hartley Banack on March 5th to discuss aspects of KPU and of my role here.
- On March 6th I was pleased to attend the Growth gala presented by the Public Relations program at the Vancouver Museum to raise funds for STAND Foundation. It was a very well organized and productive event.
- On March 7th I made a presentation to the administrative group of about 80 at KPU Tech in Cloverdale, and on March 7th, I attended the SUCCESS Gala event in Vancouver.
- On March 10th, KPU was pleased to host an event on open education resources as part of Open Education week, and the event received some international recognition. Representatives from BC Campus were on hand to talk about the open textbook project and other initiatives focused on open education.
- On March 12th I attended a meeting with Mayor Ernie Daykin and representatives of SD 42 to discuss the development of a multi institution learning centre to serve the Maple Ridge/Pitt Meadows region. An event on April 16th will explore this idea with other local post-secondary institutions.
- On March 14th, a meeting with Surrey SD36 was held regarding their plans for a new high school in Clayton, and how KPU might be involved in trades and fine/performing arts education. An MOU is being developed to signal to government that we are interested in such a partnership.
- On March 17th, Dr Ferreras, Board member Gord Schoberg and I met with the CEO and the board chair of the Vancouver Symphony Orchestra (VSO) to consider ways that KPU and the orchestra might partner so the VSO can better meet its mandate to serve the south Fraser region.
- On March 18th I attended by teleconference the BC Campus Strategic Council meeting to approve its 2014/15 budget and plan.
- On March 19th I was able to attend one of the four Resource Planning fairs held that week. I also taped a short video presentation for the upcoming Disability Resource Network of BC meeting in May.

- The last week of March found me in New York taking a couple of days' vacation, interspersed with teleconferences while sitting in Central Park, and was pleased to attend the installation of the new president at Empire State college, and thus to engage with a number of presidents from across the eastern US, and to engage in discussion about various aspects of open education.

Also attached are some highlights from the regular report to the Board from the Faculties and other units, and the full report is included for information in the Board package.



Core Review of Programming, Interim Report

Kwantlen Polytechnic University

February 2014

Recent Major Accomplishments at KPU

In the last 18 months KPU has embarked on institution-wide integrated planning. Vision 2018, the strategic plan, was approved by the KPU Board in June 2013 after wide university and community input. It includes nine strategic goals related to Quality, Relevance and Reputation, and prompted the Academic Plan and a series of other nested plans, including the Resource Plan which is underway.

Current initiatives that flow from VISION 2018 include:

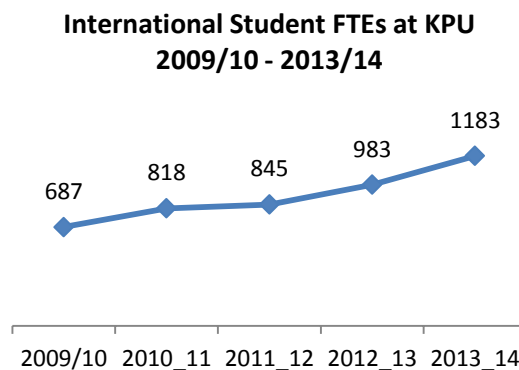
- increasing links to the workplace and international opportunities for students so all graduates will be prepared for global citizenship and rewarding careers (Quality),
- growing learner FTEs by at least 5% annually to 2018 (Relevance),
- continuing to develop learning outcomes and opportunities for experiential learning in all programs (Relevance),
- preparing a blueprint for the evolution of KPU Tech in Cloverdale to develop trades and engineering technologies to meet industry needs locally and provincially (Relevance), and
- increasing focus on the scholarship of teaching and learning (Reputation).

KPU is fulfilling its polytechnic mandate and contributing to the BC Jobs Plan by investing strategically in programming and degree options for students seeking career opportunities in science, technology, engineering, and mathematics, as well as in health and in design.

- The Faculty of Trades and Technology is developing programs in Instrumentation and Control Engineering Technology, Advanced Manufacturing Engineering Technology, Welder Fitter Technician (Co-op) Diploma, and Welding Engineering Technology Advanced Diploma.
- The Faculty of Science and Horticulture has developed new science programs in applied areas that meet workforce needs such as Bachelor of Science degrees in Applications of Mathematics, Physics for Modern Technology, Sustainable Horticulture, and Sustainable Agriculture, Biology, and Health Science. These programs will address BC's low numbers of undergraduate degrees in engineering, math, computer and information sciences, and physical and life sciences relative to other provinces and the Canadian average.
- With the enthusiastic cooperation and support of the brewing industry, KPU will launch a diploma program in Brewing and Brewery Operations in fall 2014.
- The Faculty of Community and Health Studies has opened an online BSc Nursing program. The recent announcement of the School of Traditional Chinese medicine at KPU fulfills one of the BC government's key promises.
- With major investment by the industry, KPU, and the provincial government, the Chip and Shannon Wilson School of Design is creating a world class design education and research centre in Richmond. When the new design building opens in September 2015, it will house all KPU's design programs and include facilities for developing new applications for technical materials. New design programs such as Product Design and Technical Apparel Design, as well as existing design programs, address work force needs in Metro Vancouver and put KPU in the forefront of this growing field.

In addition to these exciting programming developments that take KPU closer to realizing its polytechnic mandate, KPU is pleased to report the following accomplishments.

- Over the past fifteen months, KPU has restructured its international education to provide enhanced recruiting, international student support, and opportunities for student exchanges international field schools. KPU's efforts on recruiting and retaining international students has produced increasing numbers over the past 3 years – from 1,500 to 2,000 international students.



offices
and
focused
steadily
fiscal

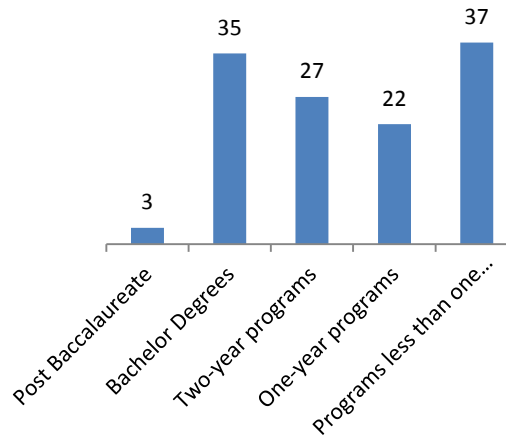
- The focus on the quality of teaching and learning at KPU is supported by the appointment of a Vice Provost for Teaching and Learning and the establishment of the Institute for Innovation and Scholarship in Teaching and Learning (INSTL) in 2013. Through INSTL, KPU will explore and assess the latest in global ideas about teaching to encourage renewal and innovation.
- Working with the Surrey Board of Trade, KPU has explored the need for growth of post-secondary education in the south Fraser region. KPU estimates that it needs an additional 2,500 funded FTE over the next five years to meet the needs of a rapidly growing population and introduce the new programs needed to realize our polytechnic mandate. KPU is therefore developing a joint proposition with SFU for the expansion of funded postsecondary education seats in the south Fraser region, with areas of focus that are complementary and which support the economies of the south Fraser communities.
- KPU received a sizeable grant by the Shastri Indo-Canadian Institute to support the work of the KPU Institute for Sustainable Horticulture. The Shastri Institute promotes the creation of binational links between academia, government, the business community and civil society organizations by funding research and hosting seminars.

Status of Core Review of Programing at KPU February 2014

KPU routinely monitors applications, enrolment trends, seat utilization, credentials awarded and outcomes data for its programs. For the Core Review we are collecting additional information about each program's connection to the economic, social and cultural requirements of the region and the province. Our preliminary analysis of the program data indicates that KPU's programs have solid enrolment trends and appropriate student outcomes, and that a large proportion are designed to meet particular requirements of KPU's region or of the province. The results of our complete analysis will be reflected in KPU's final Core Review of Programming report and action plan to be provided in May.

As of fall 2013, KPU's seven Faculties programs at various credential levels.

Distribution of KPU Programs by Credential Level Fall 2013



Overall, application levels remain strong. Data from the student outcomes surveys and KPU surveys of current students tell us that student satisfaction with their education at KPU is high. In fall 2013 KPU students rated their satisfaction with their educational experiences at a possible 5. In fall 2013, 4.13 out of a

offered 124

strong. Data from internal that student is high. In fall satisfaction 4.13 out of a

Program responsiveness

In recent years KPU has exceeded the enrolment target set by AVED and met targets. Active management of the two underperforming targeted program produced increased enrolments in the past two years.

FTE its ITA FTE

areas has

The student outcomes survey results show that former students from KPU consistently report levels of skill development and employment that achieve or exceed the provincial targets. Employment rates and potential salaries of KPU's arts graduates reflect the applied elements and relevance of KPU programs to the employment market. Eighty-eight percent of recent arts graduates report that the knowledge and skills acquired in their KPU program are very or somewhat useful in their jobs. Many of the students completing developmental, one-year, and two-year programs were still studying a year later either at KPU or at another BC public postsecondary institution and report being well prepared for further study.

Each year, KPU awards close to 2,300 credentials ranging from developmental program credentials to baccalaureate degrees. All of these graduates are better able to contribute to the economy of the region and of the province because of their education at KPU.

Collaborations and Partnerships

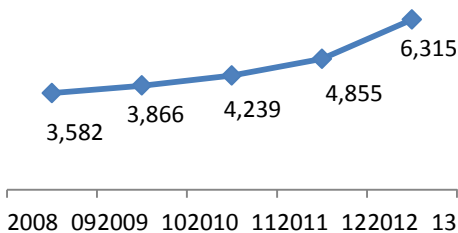
An essential feature of KPU's regional mandate is meaningful engagement with our communities and industry. The university is presently involved with regional law enforcement agencies, municipal governments and non-governmental organizations in a major project supported by the federal Social Sciences and Humanities Research Council to draw attention and provide alternative solutions to the difficult problems of youth violence and gang activity. KPU works with Phoenix House to provide educational upgrading to a disadvantaged population. KPU's Institute for Sustainable Horticulture assists a number of regional horticulture and agriculture firms and organizations to address specific challenges they face. Examples of many other partnerships and collaborations follow.

- In fiscal year 2012/13, nearly one million dollars was received from community partners, industry contributions and granting agencies for research. Research conducted by KPU faculty provides benefits to our region and enriches the learning experience of KPU students.
- KPU is collaborating with the School Districts of Surrey, Richmond, Langley, Delta and Maple Ridge to develop seamless pathways between secondary and post-secondary education. Our collective

aim is to increase our reach into the public school system with on-site programs, dual-credential programs, field projects, common learning strategies and collaborative projects to support learners, reduce student attrition and provide multiple pathways to success in post-secondary institutions and careers. To this end KPU intends to appoint a coordinator for the five districts' activities with KPU that promote pathways to postsecondary programs and joint program delivery.

- In cooperation with the TUV TV NORD GROUP, KPU is now working on the development of a three-level training program in environmental assessment for the Squamish First Nation. KPU's collaboration will extend to academic and research activities in the areas of trades, technology and management education with the Testing, Inspection and Certification fields.
- In October 2012, KPU signed an MOU with Canadian Dehua International (CDI) Mining Group to develop mining sector-related training that will support the expansion of BC's industry. As CDI is persuaded that training should take place where people without training are, Surrey is a preferred location.
- Together with the City of Surrey, Fraser Health, BCIT, Douglas College and SFU Surrey, KPU is a partner in Innovation Boulevard (Heath Tech Connex), a network of health institutions, universities, companies and talented people close to Surrey Memorial Hospital that is designed to improve health care outcomes for patients and be an incubator for the health care technology and services sector.

KPU Student Links to the Workplace 2008/09 _ 2012/13



- KPU has arrangements with numerous agencies and businesses to provide workplace experiences for KPU students, these range from practica, site visits, work experience placements, service learning projects and co-op placements. Over the past 5 years the number of KPU student links to the workplace has increased 76%.

- The Student Transitions Project shows clearly how well the BC postsecondary education system facilitates student mobility providing efficient paths to program completion while avoiding duplication. KPU recognizes its role as part of the system, and, largely through the BC Council on Admissions and Transfer (BCCAT), provides pathways for our students who wish to pursue programs KPU doesn't offer and for students who began at other institutions and wish to take advantage of programs only KPU offers. KPU has 48 block transfer agreements and has agreed to receive credits from 5,537 articulated courses delivered by other institutions.

- Under the umbrella initiative of the BC Agriculture Centre of Excellence (BC-ACE), The Faculty of Science and Horticulture is collaborating with Camosun, Vancouver Island University (VIU), Thompson Rivers University (TRU), UBC, University of the Fraser Valley (UFV), and Okanagan College to create course articulations for our Urban Ecosystems and Sustainable Agriculture programs to ease mobility between institutions and programs. We are exploring the opportunity for articulation with the agriculture diploma program developed by the Aboriginal Agricultural Education Society and course sharing with TRU, particularly in the area of Animal Agriculture.

- KPU has a number of international partnerships, many designed to facilitate the enrolment of international students at KPU. Others provide exchange opportunities for KPU students to study abroad, and still others assist the operation of international field schools. Two of KPU's recent international agreements are with Taiyuan University of Technology and Beijing University of Chinese Medicine to develop cooperative programs of education and research, particularly in the area of traditional Chinese Medicine.
- For the past two years KPU has been collaborating with the Universidad Sancti Spiritus, Jose Marti Perez and the Sanidad Vegetal (Agriculture Department) for Sancti Spiritus province in Cuba in a project to improve the level of food security in the province and limit pesticide use through ecological management. The project involved field trips and internships for KPU students, and opportunities for Cuban researchers to work at KPU. Classes at both universities were connected to study the use of biofertilizers. These projects were funded by the Canadian International Development Agency (CIDA) in cooperation with the Association of Universities and Colleges Canada (AUCC).
- A recent tour of Indian polytechnic institutions and colleges led by the Association of Canadian Community Colleges (ACCC) resulted in tangible opportunities for KPU to offer technical training, teacher training and certification training to select large Indian polytechnic institutes.
- KPU is an active participant in postsecondary education organizations and committees in BC and in other parts of Canada. Through memberships in local, provincial and national advocacy organizations such as the AUCC, ACCC, BCCAT, BC Association of Institutes and Universities (BCAIU), Senior Academic Administrators Forum (SAAF), and BC Association of Trades & Technology Administrators (BCATTA), etc., we work with our colleagues on collaborative initiatives to improve the quality and accessibility of postsecondary education. Other long-standing collaborations have generated efficiencies in areas such as libraries, participation in the Education Cooperative Purchasing Group, and, more recently, with BC Net and bccampus.

Initiatives for Improving Student Success and Administrative Efficiencies

Improving Student Success:

- To ensure that all new KPU programs will lead to graduate employment, new policies require that all proposals for new programs include data demonstrating the expected level of student interest and employer/community demand for graduates. KPU's Program Review process now requires all programs to describe the experiential learning opportunities and links to the workplace provided to students.
- KPU is moving forward with the implementation of the Senate-approved Transitions Project. Aligned with VISION 2018, the Transitions project will streamline how KPU admits students, how it serves them and how it provides the safeguards that will ensure student retention, and engagement. The project will also enhance student mobility, transfer admission, Aboriginal admission and mature admission. New English proficiency requirements and procedures will come into effect in September 2015. This initiative will ensure that the supports students need to be successful throughout their experience at KPU are accessible to them.

- The development of the Academic Plan to guide the academic delivery of the university is well underway with ongoing consultations, feedback, Senate deliberations and presentations with a view to completion in the spring of 2014. Embarking from the themes of VISION 2018, the Academic Plan will identify fundamental educational concepts and assumptions and propose concrete actions that will reinforce and realize our basic themes of Quality, Relevance and Reputation.
- As an indication of the influence of the integrated planning guided by VISION 2018, this past fall KPU's deans identified university-wide priorities that will result in significant resource allocation to the development of Science programs in FY 2014/15.

Administrative efficiencies:

- Internal Audits of administrative processes, including Financial Services, Supply and Business Services, and Information & Education Technology, have been completed with subsequent implementation of recommendations, investment, and policy development. A comprehensive review of the University's printing needs is currently underway with a view to finding cost-effective solutions fitted to the needs of different areas.
- As part of KPU's integrated planning initiatives, each Faculty and Service Unit is, or will shortly be, undertaking a planning process to focus its efforts around the goals of VISION 2018 and to look for efficiencies. In addition, a Resources Plan for the University is currently underway primarily to examine how space is used, how human resources are deployed, and the efficacy of KPU's current budget allocation model. The project will be completed in summer 2014.
- Integral to our on-going initiatives to find cost-savings across the University is an examination of the drivers of program costs. KPU has also implemented a program of Lean Thinking projects that, after just a year, are generating cost-savings and improved efficiency and effectiveness in several areas.
- Strategic enrolment management enables post-secondary institutions to carefully monitor and improve marketing, recruitment and the overall sustainability of its operations. Over the last year KPU has brought together its Registrar's Office, its Marketing and Communication team, and its Office of Student Services into a cohesive strategic enrolment management effort led by the office of the Provost. As the University continues to develop new subject areas, credentials and learning systems, we must manage the distribution of students and student support resources in a balanced and equitable manner. Initiatives such as the Transitions Project, strategic enrolment management, and coordination of student-related support services will aid KPU to expand its reach and thrive through collective planning, growth and good stewardship.

Ongoing Program Quality Assurance Mechanisms

Quality and quality assurance are essential elements of our academic endeavour in keeping with the three themes of VISION 2018: Quality, Relevance and Reputation. At KPU we have embarked on a comprehensive review and revitalization of all academic, operational and governance policies with the express purpose of putting the most current standards, best practices and most fair processes in place to guarantee educational delivery and student success. In addition, KPU is working collaboratively with the Kwantlen Faculty Association to develop and refine present and emerging principles and procedures for performance review and evaluation that will ensure faculty have access to valuable performance

assessments and professional development.

Regular program reviews rely on a robust examination of program elements, output, graduate outcomes, stakeholder, and student feedback. KPU's Program Review team, in conjunction with Institutional Analysis and Planning and the relevant Senate subcommittee, ensures a comprehensive analysis of program data and curriculum to direct academic activity towards ever higher levels of quality and currency. To support the implementation of VISION 2018, the Program Review process now requires programs undergoing review to comment on the ways in which they have incorporated experiential learning and specific steps that ensure that the program graduates achieve the University's learning outcomes and the goal of preparing every KPU graduate for global citizenship and a rewarding career.

As post-secondary institutions facilitate the mobility of students across the local and national sectors, it is imperative that KPU establish and maintain clear standards and qualifications for its range of credentials, credits and competencies. KPU actively participates in national and provincial forums dealing with quality assurance to encourage the professional development of administrators and faculty in matters of academic rigour, institutional outcomes and quality assurance best practices.

KPU's Emerging Roles and Responsibilities

- KPU is planning the development of KPU Tech, primarily at our Cloverdale campus. KPU Tech is envisaged as the place (actual or virtual) where industry and education meet to train and re-train the skilled workforce for the energy and resource sectors as well as for the growing manufacturing industry in the south Fraser region. In 2012, a partnership with industry produced over \$200,000 of equipment and supplies for the 8-week Low Voltage Wiring Program developed at industry's request. Further options for industry investment in KPU Tech such as in the Institute for Mining Technology are being investigated. Work on the development of engineering technology programs, leading eventually to an innovative degree in advanced manufacturing engineering, is underway.
- The School of Business plans to increase its post-baccalaureate certificate programs to be offered where industry requires an undergraduate degree in conjunction with core competency content, for example, Accounting and Supply Chain & Logistics. These programs will allow applicants to build specialized competency in a field that has a professional designation but is unrelated to their undergraduate degree. This will allow individuals to prepare themselves to transition into a new career. These programs will be offered in delivery modes and schedules that allow students to continue their current employment while they study.
- In response to overtures from the City and the Township of Langley and the Langley School District, KPU is pursuing plans to contribute to a Performing Arts Centre in Langley that will provide new space for the School of Music and, perhaps, provide interdisciplinary opportunities for existing programs in Visual and Fine Arts. This will align with the increasing interest in the creative economy south of the Fraser. Fine and Performing Arts facilities in Surrey and Richmond remain longer term possibilities.
- KPU is developing its capacity and participation in open education. KPU is a member of Open Education Resource *universitas* and is active in the BC Open Textbook Project. Discussions with the BC Educational Credit Bank at TRU Open Learning regarding other ways to assess informal and experiential learning, reducing the time to degree etc. for adult learners are underway. Creation of

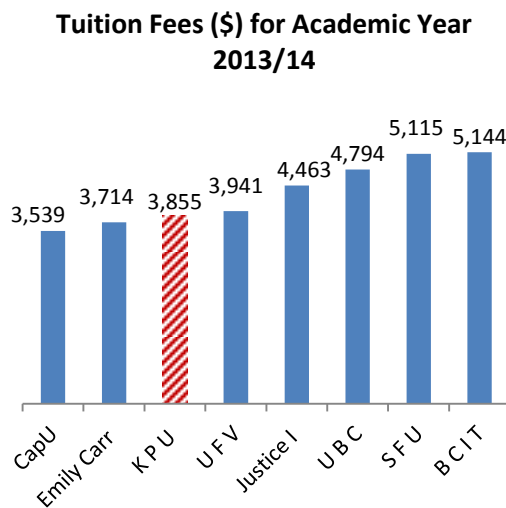
a KPU Office for Open Studies to explore radical alternatives to program delivery is under discussion.

- As the new division of Continuing and Professional Studies develops its offerings to better serve a new student population, we anticipate considerable activity in trades, technology, business, arts, health, design, and sustainability programming designed specifically to meet the needs of students pursuing new, or improving their current, career opportunities.
- KPU remains committed to providing opportunities and support to the rapidly growing Aboriginal population in the lower mainland of BC. We are working to meet the needs of Aboriginal students through in-house Aboriginal support services and activities as well as the establishment of an Elder-in-Residence position. Our revitalized Aboriginal Advisory Committee, a group comprising membership from all local First Nations, local school districts, community organizations and internal stakeholders, will work with the Provost's Office to ensure a steady increase in Aboriginal enrolment, propose new support services for Aboriginal learners and help steer the creation of new programs that may address issues of health, power and social justice in Indigenous local and global contexts.

Conditions for KPU's Ongoing Success

- Implementing the planned upper level science and engineering programs as outlined on page one will require a number of fully equipped laboratories and the space to put them. KPU requests special, one-time funding for a new Science building with the equipment necessary to support the new Science and Engineering programs whose graduates will contribute to the economic development of the region and the province.

- KPU has identified the need for much flexible and market-driven tuition policies provide the support services that many of students need to be successful. We ask government to consider a one-time adjustment that allows all PSIs to adjust tuition fees differentially by program. In particular, KPU asks permission to adjust professional programs, especially those which other institutions have comparable more expensive programs, and for those programs which generate higher than starting salaries for graduates. KPU asks programs not funded by AVED be exempt the tuition policy.

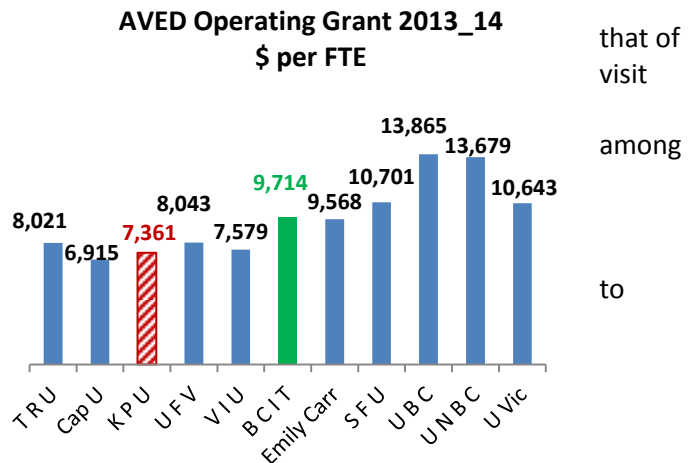


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- Given the recent changes in federal and provincial government policy regarding funding and tuition for English as a Second Language, KPU asks that AVED clarify its intentions with respect to serving the needs of domestic students in ESL, and its expectations of KPU which serves a region where half of the population does not have English as first language.

- As the new teaching universities evolve into their new mandates, their employee and labour relations needs shift, moving ever further from those of the colleges who comprise the majority of the Postsecondary Employers Association’s (PSEA) members. The growing gap increases the potential for the legitimate needs of one group, colleges or new universities, to create precedents that will cause harm to the other group. To reduce this risk KPU requests a reduction in the oversight of KPU operations by the PSEA/PSEC staff and the creation of a new employers grouping for the new universities. Both groups need flexibility with respect to the common issues in their collective agreements in order to address the evolving needs of BC students.
- KPU continues to have difficulties recruiting senior staff in specific positions due to its uncompetitive salary structure. While not all senior jobs would be affected, the current salary structure must be revised to reflect our mandate and the competitive realities of the Canadian post-secondary environment. KPU requests that the salary restrictions placed on KPU by the PSEA/PSEC guidelines be reviewed.
- KPU requests funding from AVED for an additional 2,500 FTE seats for KPU over the next five years, matching the promise to SFU Surrey in a 2006 Memorandum of Understanding with government, to meet growing learner demand in the region, meet our polytechnic mandate, and complement SFU’s proposed new programming.

- As KPU’s program mix moves towards a polytechnic, we ask government to re-fund the funding per FTE that KPU is currently allotted, the second lowest the teaching universities, and significantly lower than BCIT. Maintaining our per/FTE grant at its current level greatly inhibits our ability offer the higher cost science and engineering programs that would contribute to realizing the BC Jobs Plan.



Conclusion

KPU remains focused on its unique polytechnic university mandate and on the opportunities that such a mandate affords in our dynamic and growing region. We fully recognize that this is our time to align ourselves to the major initiatives of our regional, provincial and national economy. Our faculty, KPU’s most valuable intellectual and skills asset, is training, teaching and mentoring a highly adept workforce for a prosperous future in BC. We do this through rigorous programming, high standards of program quality, community interaction and a strong relationship with local industries.

As we assume our role within our mandated region, we do so in full view and in full collaboration with our municipal leaders, our social services and law enforcement partners, our schools, community organizations and regional chambers of commerce. We are driven by our Strategic Plan: VISION 2018, we are guided by our emerging Academic Plan, and are accountable to internal and external stakeholders through the concerted efforts of an energetic leadership team, a committed faculty and staff, an inspired student body and expanding, bridge-building and dedicated alumni. The Interim Core

Review Report has given KPU an opportunity to highlight essential elements of our educational enterprise and to demonstrate the efficiency and economies of our systems.

In the final report and action plan arising from KPU's Core Review of Programming, which will be discussed widely across the University, KPU will elaborate on what we have learned through the process of Core Review and how we will continue to fulfill our mandate, meet the economic and social needs of our rapidly growing and diverse region effectively and efficiently, and contribute to the Province's goals.

Board Report March 2014 Summary

Finance and Administration

KPMG has submitted a draft, concerning the plan to construct residences at one or more of KPU's campuses, for review. A final report will be available for presentation to the Board Finance Committee in April 2014.

The Faculty of Community and Health Studies

Bachelor of psychiatric nursing Licensure Examination in January 2014 resulted in an 84% success rate

Bachelor of psychiatric nursing interdepartmental collaboration with KPU's Horticulture department by developing a catalogue for herb species grown in the KPU herbarium. These herbs have been used in both Traditional Chinese and Ayurvedic Medicine for millennia. This opportunity will benefit the BPN students by becoming familiar with herbs used to treat mental illness in the two medicinal systems. This is an example of the non-traditional approach to nursing education practiced at KPU. This project is a multi-year project, with the 1st phase to be completed by the end of March.

The Office of Advancement

4 new awards

600 elementary school students from Surrey visited KPU Tech in order to "try on a trade." This was a joint project with the Industry Training Authority

Big announcements such as the brewing and brewery operations program and that KPU will be BC's first public institution to host a school of traditional Chinese medicine

Human Resources

Marketing and Recruitment

Open House, held March 1, 2014 saw over 1,100 guests coming into the university. The largest Open House yet. We have received positive feedback from many schools, students, and attendees.

Institutional Analysis and Planning

Student Services

Raised over \$1,200 in the inaugural “Breast Cancer Awareness Night” on Friday, January 28th at the Eagles’ Nest in a basketball doubleheader against the Capilano University Blues.

Career Days hosted 56 employers at the Surrey and Richmond campuses in a trade show format. Over 1200 students attended the events.

All Disability Advisors are attending Mental Health First Aid (MHFA) training.

University Secretariat

Office of Research and Scholarship

To date for the 13/14 Fiscal year we have generated **\$916,750.80** in externally funded projects

Faculty of Arts

15 faculty publications and creative works

18 faculty public presentations

The Institute of Material Innovation

Faculty of Science and Horticulture

Participated in many recruitment events including: Coquitlam District Trade Career Fair, Pacific Agriculture Show, Certified Organic Association of BC Conference, Western Canada Turfgrass Association annual conference and trade event, Golf Course Superintendents Association of America Golf Industry Show, and KPU’s Open House

Celebrated the LEED Gold status for the Institute for Sustainable Horticulture Lab. Architects, KPU staff, faculty and MLA Mary Pollack attended and toured the lab.

Continuing and Professional Studies

KPU International

Trade mission to Univeriteit Gent (UGent) in Belgium and Heriot Watt University in Scotland. UGent shows potential for partnerships with Horticulture and Business. Heriot Watt shows potential for partnerships with Design, Business, and our Brewery program. Both universities are top-ranked in their respective countries.

Trade mission to two universities (Universidad ORT Uruguay and Universidad Católica del Uruguay) in Uruguay and two universities (Pontificia Universidade Católica do Rio Grande do Sul (PUCRS) and Belas Artes) in Brazil with MOUs being signed with all four.

INstitute for INnovation and Scholarship in Teaching and Learning (INSTL)

Hosted Teaching and Learning Socials as faculty events on February 11th and 12th in Surrey, Cloverdale, and Richmond to engage faculty in discussion on KPU Strategic Vision and Principles of Teaching and Learning.

Faculty of Academic and Career Advancement

The Chip and Shannon Wilson School of Design

A 3rd year FASH student, Rosanna Fung, has been selected as a finalist for the “Sporting Life and Canada Goose” Competition. Rosanna submitted an initial sketch, which received votes on the contest Facebook site. As a finalist (1 of 4) she will be receiving a Canada Goose jacket for herself and one to rework into her design. If she wins, she will receive a \$5,000 bursary for our school!

Taylor Anderson, a first year student in the FASN program, was the winner of a contest for designing a goalie mask for Team Canada’s goalie during the recent World Junior Hockey tournament.

Library Services and Learning Centres

20,000 ebooks added to the Library’s collection, bringing it to a total of around 109,000 ebooks

Tutor training for 45 tutors.

The Faculty of Trades and Technology

Announcement of the Ed Schellenberg fund which will annually award one deserving Appliance Service student \$1000.

A field trip funded by the ITA’s Youth Exploring Skills to Industry Training (YES 2 IT) program took place at KPU Tech on Thursday, March 6th. 600 grade 6 and 7 students from the Surrey School District participated in this joint initiative between ITA and the Ministry of Education. In addition to a tour of the campus shops, all 600 students participated in hands-on projects in the Automotive, Appliance Servicing, Carpentry, Electrical and Plumbing shops. The trip’s objective was to expose students at a young age to the countless benefits and opportunities offered by a career in the trades. While targeting younger students, initiatives such as these are designed to increase awareness of the countless career paths into trades and technology to parents, employers, educators and communities.

Information and Educational Technology (IET)

Flexible Registration System went live in February 2014. This system allows self-service online registration for non-academic (professional studies/continuing Education) courses.

Completed the replacement of all 660 first generation thin clients with the latest technology.

Facilities Services

Completed renovation for School of Business' move to Surrey Main, renovation and relocation of Cloverdale Dean of Trades and Technology's new location, and renovations and relocation of Institutional Analysis and Planning.

Langley's Institute for Sustainable Horticulture (ISH) lab at KPU has been awarded LEED Gold status, an internationally recognized achievement of excellent Leadership in Energy and Environmental Design (LEED). While building KPU's state-of-the-art lab, over 75 per cent of construction waste was diverted from landfills and landscape water usage was cut in half. For the first two years, the building was also designed to acquire 50 per cent of its energy from renewable sources.

Financial Services and Bookstore

Supply and Business Services

Partnership with bookstore to deliver course packages through an online Campus E-Textbook Service. This pilot project is set to start in May. This move will provide a more sustainable delivery of academic materials, and better serve KPU students expecting to have convenient e-reader options available to them.

School of Business

Overall fill rate of 89.6%

The Public Relationship diploma program's fundraising event on March 12, 2014 for the Stand Foundation raised a total of \$14,000 the highest amount raised by this annual student driven and led capstone course project.

Office of the Provost

Posting for an Elder in Residence will be posted this spring with plans for an appointment by Fall 2014.

Executive Directors and faculty participated in Bright New Day Reconciliation Circles, an event that is part of the ongoing Truth and Reconciliation process held at the Musqueam Community Centre.

This open dialogue with our Aboriginal partners focused on shared history and explored collaborative activities that will inform and enhance KPU's approach to Aboriginal education.

KPU has recently announced to our school district partners that we reached an agreement with the Kwantlen Student Association to waive the ancillary student fees for all high school students concurrently admitted to KPU for the purposes of ACE-IT (Accelerated Credit Enrolment to Industry Training), the Xcel Program or High School on Campus programs



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

Regular Meeting
10.1
April 2, 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 |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | |
|--------------------------------|-----|
| Recommended Resolution: | N/A |
|--------------------------------|-----|

Key Messages: N/A
[maximum of three]

Attachments Notes from Senate for January 25 and February 24, 2014

Submitted by: *Alan Davis*

Date submitted: *March 25, 2014*



Notes from Senate

The following items were approved at the January 27, 2014 Senate meeting:

- BA Minor in Policy Studies
- Program Revision to the Fashion Marketing Diploma
- Program Revision to the Computer Aided Design and Drafting Diploma
- Revisions to the Faculty of Academic and Career Advancement Bylaws

Senate approved the following faculty members to the Resources Planning Task Force:

- Carol Stewart, Faculty of Business
- Jerry Murphy, Faculty of Academic and Career Advancement
- Kathy Dunster, Faculty of Science and Horticulture
- Norm Chamberlain, Faculty of Trades and Technology

Revision to appointments to Search Advisory Committee for Dean, Faculty of Academic and Career Advancement:

- Ronnie Skolnick, Department of Academic and Career Preparation

Appointment of Don McGonigal as Chair of the Senate Nominating Committee

Approval of Graduates to January 27, 2014

These items were dealt with at the February 24, 2014 Senate meeting.

The Senate Standing Committee on University Budget brought the following motion to Senate:

That Senate considers the proposed budget and allocation plan as presented consistent with the Strategic Plan of Kwantlen Polytechnic University.

The motion was defeated.

Various motions were proposed and defeated. Ultimately the following motion was approved.

Be it resolved that Senate asks the President to convene a summit with appropriate stakeholders to rethink the budget in order to sustain domestic ESL for a period of one year starting April 1, 2014.



The following program revisions were approved:

- Diploma in Accounting
- Diploma in Horticulture Technology
- Bachelor of Horticulture Science
- Variance to Policy C.18 Admission to the University for the Brewing and Brewery Operations Diploma

The following as members of Senate Standing Committees:

Senate Standing Committee on Program Review

Sayed Haeri, Student Representative

Lori McElroy, Representative, Institutional Analysis & Planning

Senate Standing Committee on Tributes

Jas Parmar, Dean

Debbie Musil, Faculty at Large

Senate Standing Committee on the Library

Elaine Samwald, Librarian

Denise Dale, Librarian (*Effective September 1, 2014*)

Caroline Daniels, Librarian (*Effective September 1, 2014*)

Senate Standing Committee on Academic Planning & Priorities

Arthur Fallick, Professional Support Staff

Senate Standing Committee on University Budget

Leah Coray, Professional Support Staff

Appointments to Subcommittees of the Resources Planning Task Force:

Budget Modelling Working Group

Faith Auton-Cuff, Faculty of Arts

Tru Freeman, Faculty of Community and Health Studies

Appropriate Workforce Subcommittee

David Harvey, Faculty of Business

Approval of Graduates to February 24, 2014



Board of Governors

Agenda Item: #

Meeting Date:

Presenter(s):

Regular Meeting

14

April 2, 2014

Richard Hosein

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: Richard Hosein is assigned to evaluate the Board's own performance at the April 2, 2014 Board meeting.
[maximum of three]

Attachments: *Evaluation Form*

Submitted by: *Sandi Klassen*

Date submitted: *March 26, 2014*

Board Meeting Evaluation

Date: April 2, 2014

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



Board of Governors
Agenda Item: # 15
Meeting Date: April 2, 2014
Prepared by: Sandi Klassen

Agenda Item: Information package

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

Attachments:

1. Kwantlen "Upcoming Events / Activities 2014"
2. Report to the Board of Governors / March 2014

KWANTLEN UPCOMING EVENTS / ACTIVITIES 2014

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

| <i>Date</i> | <i>Time</i> | <i>Event/Activity</i> | <i>Location</i> |
|------------------------------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| <u>2014</u> | | | |
| Monday 31 March | 4:00 – 7:00 pm | Senate | Surrey Campus, Cedar Room 2110 |
| Wednesday 2 April | 3:00-7:00 pm | Board meeting | Cloverdale Campus, Room 1853 |
| Wednesday 9 April | 4:00-6:00 pm | Governance Committee Meeting | Cloverdale Campus, Room 1853 |
| Saturday to Tuesday 12-15 April | Various | Association of Governing Boards Conference on Trusteeship | Orlando, Florida |
| Thursday 24 April | 1:00, 3:00 and 7:00 pm | KPU Fashion Show – tickets may be purchased \$18 and \$38 http://www.kpu.ca/theshow2014 (follow link) | River Rock Theatre 8811 River Rd Richmond |
| Monday 28 April | 4:00-7:00 pm | Senate | Surrey Campus, Cedar Room 2110 |
| Thursday to Saturday 1-3 May | Various | Canadian University Boards Association Conference (Board Chair & University Secretary attend) | Ottawa, Ontario |
| Thursday 8 May | 4:00-6:00 pm | Human Resources Committee Meeting | Cloverdale Campus, Room 1853 |
| Wednesday 14 May | 4:00-6:00 pm | Governance Committee Meeting | Cloverdale Campus, Room 1853 |
| Thursday 15 May | 4:00-7:00 pm | Finance & Audit Committee Meeting | Cloverdale Campus, Room 1853 |
| Monday 26 May | 4:00-7:00 pm | Senate | Surrey Campus, Cedar Room 2110 |
| Wednesday-Friday 28-30 May | 10:00 am 3:00 pm | Convocation | Surrey Campus Gymnasium |
| Wednesday 4 June | 3:00-7:00 pm | Board Meeting | Cloverdale Campus, Room 1853 |

| | | | |
|----------------------------------|--------------|------------------------------|-------------------------------------|
| Wednesday 18 June | 4:00-6:00 pm | Governance Committee Meeting | Cloverdale Campus, Room 1853 |
| Monday 23 June | 4:00-7:00 pm | Senate | Surrey Campus, Cedar Room 2110 |
| Thursday-Friday, October 2, 3 | TBD | Fall Convocation | Surrey Campus Gymnasium |
| Tuesday 18 November | 6:00 pm | 2014 General Awards Dinner | Ricer Rock Show Theatre Richmond |

Typically, no meetings in July and August

Report to the Board of Governors

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Finance and Administration

During the past 2 months the VP Finance & Administration has been engaged in a number of projects and ongoing tasks. These have included the following:

Fiscal 2014-2015 Proposed Budget

The VP Finance & Administration along with the Provost, AVP Administration and the Executive Director Financial Services drafted the fiscal 2014-2015 proposed budget for the President and then consulted with the Senate Standing Committee on the University Budget (SSCUB).

- a. Over \$28 million in budget requests were received for ongoing, one-time and capital funding. Financial Services projected that approximately \$2.75 million in incremental funding would be available based on growth of 5% in both domestic and international student enrolments. If this growth is not achieved budget adjustments will be required.
- b. We developed proposed budget allocations based on strategic plan and draft academic plan priorities and presented these to the SSCUB. Capital budget allocations will be finalized after year-end and presented to Senate in May and the Board in June. Except for a proposed \$1.35 million reduction in ESL instruction (based on Ministry information that these funds would not be available in KPU's 2014-2015 grant), University Administration proposed maintaining status quo allocations for all Faculties and Departments. Incremental funds were split between the academic areas, academic services and administrative support.
- c. The proposed budget was presented to SSCUB in January and the VP Finance & Administration, the Provost, the AVP Administration and the ED Finance Services attended a number of SSCUB meetings to respond to questions from the committee and to clarify budget asks and draft allocations.
- d. Although the entire budget was presented to SSCUB, the Committee chose to focus only on the proposed incremental budget allocations. A number of members of the Committee expressed concerns about the planned reduction in funding to ESL, and at least one member suggested that research funding should be reduced and reallocated to ESL. However, in the end, SSCUB passed a motion, which stated that the proposed budget to Senate addressed the academic priorities of the University. The Committee also reiterated comments made previously to the Board about what SSCUB believes are shortcomings in the current budget process.
- e. This motion was presented to Senate at its February meeting. At that meeting, Senate did not pass SSCUB's motion. In the end, it asked the President to convene a meeting to find a way to address the proposed cut in ESL funding on a one-time-only basis.

ESL Instruction

- a. In response to Senate's concerns about cuts to ESL instruction in the proposed budget, the VP Finance & Administration worked with the Provost, the AVP Administration, the

ED Financial Services and the Dean and Associate Dean from the Faculty of Academic Career Advancement to develop one-time-only funding options to address these cuts.

- b. The VP Finance & Administration presented 3 options to a meeting attended by members of SSCUB and KPU's Senior Executive. These options included allocating \$803,000 in one-time-only Ministry funding for ESL transition to ESL instruction in 2014-2015 and reallocating \$547,000 in existing operating budgets or proposed incremental funding to address the proposed \$1.35 million budget reduction on a one-time-only basis. In subsequent years, the \$803,000 from the Ministry funding will not be available, and KPU will have to develop other strategies if it chooses to continue to offer domestic ESL instruction. A long term strategy for ESL instruction should be based on some combination of larger class sizes, student tuition fees, innovative programming that supports students to move into trades, certificate, diploma and degree programs, CE courses, international student language camps, etc.
- c. This meeting recommended adopting Option 1, which included the reallocation of \$547,000 in uncommitted funds in the Academic and Career Advancement (developmental course) budget on a one-time-only basis. This recommendation has been incorporated into the proposed budget that was presented to the Board Finance Committee on Thursday March 13.

Tuition Fee Revisions

- a. Consistent with Provincial Government tuition controls, KPU is proposing a 2% increase in domestic tuition fees.
- b. In addition, another tuition fee category is being put forward for new programs in Brewing and Brewery Operations and Traditional Chinese Medicine.
- c. Finally, no increase in international tuition fees is envisioned for fiscal 2014-2015. However, we are considering a 4% increase for 2015-2016.

Budget Consultations with Stakeholder Groups

- a. During the month of March, the VP Finance & Administration and the Executive Director Financial Services will present the KPU's proposed budget to the Kwantlen Student Association, the Kwantlen Faculty Association and the BCGEU staff local.
- b. The proposed changes to the Tuition Fee Bylaw will also be discussed.

Provincial Shared Services Initiative

- a. Meetings and consultations on the Post-Secondary Administrative Service Delivery Transformation (ADST) Project are ongoing.
- b. Specific initiatives related to procurement, information technology, shared digital resources, institutional repository network are in the works. Travel management, office supplies, employee recruitment, P-Cards, Banking Services, Hazardous Waste, and natural gas share services are ready to launch and may, in the long-term generate savings to the sector.

Capital Projects and Capital Budgets

- a. Work continues on capital projects including the Chip and Shannon Wilson School of Design and the Brewing and Brewery Operations Building. The former is on schedule and budget. However, the Brewing and Brewery Operations project costs have increased and management will be challenged to meet the schedule for September 2014 program launch. Currently, strategies are being evaluated to address these scheduling problems.
- b. Given current level of resources provided to Facilities, Supply & Business Services, and IET, these departments cannot support additional projects. New projects will either have to wait until they can be addressed, or the KPU Executive will have to find new monies for these departments so that the incremental work can be accommodated.
- c. Current capital commitments are significantly reducing KPU's current capital reserves and if nothing is done to correct this, the University's ability to fund new capital projects will be severely restricted. The VP Finance & Administration is working to identify additional sources of capital and is encouraging other members of the Executive to find new funding and/or to avoid making new commitments that KPU will not be able to afford.

Residence

- a. KPU has asked KPMG to develop a report on organizational structures that may allow Kwantlen to develop one or more residences at its campuses. KPMG has submitted a draft for review. A final report will be available for presentation to the Board Finance Committee in April 2014.
- b. KPU and KPMG plan to meet with the Deputy Minister and the Assistant Deputy Minister in April to review the residence organizational structure options.

Fossil Fuels Investments

- a. The Board passed a motion at its January meeting asking its Finance Committee to review the Board's investment policy with respect to 'fossil fuels' investments.
- b. The VP Finance & Administration has asked KPU's investment managers to respond to a number of questions on this issue. A report will be presented to the Finance Committee at its March meeting.

Faculty of Community and Health Studies (CAHS)

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

1. Bachelor of Psychiatric Nursing (*BPN*)
2. Bachelor of Science in Nursing (*BSN*)
3. Bachelor of Science in Nursing – Post Baccalaureate (*BSN-PB*)
4. Critical Care Nursing Certificate (*CCNG*)
5. Graduate Nurse: Internationally Educated Re-Entry Certificate (*GNIE*)
 - Graduate Nurse Qualifying Certificate (*GNQU*) – *on hold*
6. Graduate Nurse: Re-Entry Citation (*GNUR*)
7. Health Care Assistant Certificate (*HCAP*)
8. Health Unit Coordinator Certificate (*HAUC*)
9. Professional Studies (*IEN*)
10. Special Education Teacher Assistant Certificate (*SETA*) – moving to Faculty of Arts, April 1, 2014
11. School of Traditional Chinese Medicine (*TCM*) – Coming soon.

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

Program:

- Since January 6th 2014, BPN held several faculty meetings regarding program recognition for the College of Registered Psychiatric Nursing of BC (CRPNBC) for completion by May 2014. This remains a work in progress.
- Established new placements for semester 1, 2, 6 & 7 in the Langley area for the academic year 2015/16.
- Licensure Examination in January 2014 resulted in an 84% success rate.
- BPN has started new community projects in March 2014, to be completed by end of March, at Surrey Urban Mission, Surrey Food Bank, Pacific Riding for Developing Abilities and Marine View Housing Society, West Vancouver, BC. The BPN contributions to these projects will make a difference in the community and reduce the stigma regarding mental illness, raise awareness on social justice, increase conflict resolution skills, improve health promotion among marginalized groups and for service delivery.
- BPN continues with its interdepartmental collaboration in education to provide BPN students with a broader overall knowledge through meaningful projects with the KPU's Horticulture department by developing a catalogue for herb species grown in the KPU herbarium. These herbs have been used in both Traditional Chinese and Ayurvedic Medicine for millennia. This opportunity will benefit the BPN students by becoming familiar with herbs used to treat mental illness in the two medicinal systems. This is an

example of the non-traditional approach to nursing education practiced at KPU. This project is a multi-year project, with the 1st phase to be completed by the end of March.

- Non Violent Crisis Intervention (NVCI) Course offered by Professional Studies taught by 2 BPN instructors. This course has been recommended to all BPN students as a preferred training to meet the challenges in the practice environment and to assist with eventual employment. NVCI may be made part of the curriculum at some point.
- BPN held Info sessions as planned to promote student recruitment and plans to continue throughout the year on every second Monday at various KPU campuses.

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

Students:

- Two students have left the program, one decided that nursing was no longer their career of choice; and another was not successful based on the outcomes of a learning contract.

Update on Research and Scholarship:

- **Balbir Gurm** was on the Coordinating Committee for the NEVR (Network to Eliminate Violence in Relationships) Conference: On the Path to Justice: Learning from Various Violence in Relationship Court Models. They conference was held on February 5.
- The following is a media release on the conference: <http://www.kpu.ca/news/province-unveils-domestic-violence-plan-kpu-conference>
- Balbir has just submitted a SSHRC partnership stage 1 letter of intent. It is a cross-sector multi-disciplinary application with 12 researchers and seven collaborators on Violence in Relationships.
- **Amandah Hoogbruin** - Canadian Institutes of Health Research (CIHR) Approved Research Grant (2014-16) \$143,086 *Utility of a culturally relevant or standard exercise program to reduce visceral adipose tissue and cardiovascular risk in abdominally obese South Asian women.* Principal Investigator- Dr. Scott Lear, Prof., SFU, Faculty of Health Sciences. Co-investigators- Dr. Amandah Hoogbruin, KPU; Dr. Peter Katzmarzyk, Prof., Pennington Biomedical Research Center; and Dr. Joel Singer, Prof., UBC, School of Population and Public Health, and Theme Leader, Epidemiology and Biostatistics.
- Amandah accepted an oral presentation, *The Impact of Yoga Education among Postmenopausal South Asian Women at Risk for Cardiovascular Disease: A Family Affair* at the Sigma Theta Tau International's 25th International Nursing Research Congress: July 24-28, 2014, Hong Kong.

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

Students:

- Semester 2 (2015 Graduating Cohort) is now 33. Semester 5 (2014 Graduating Cohort) is now 30.

Curriculum Development:

- Semesters 6 and 7 courses being developed.
- Semester 3 course outlines were revised and approved at SCC to clarify prerequisites and corequisites.
- Laurel Tien, Arleigh Bell, Sherilyn Sweeney and BSN PB students held a blood pressure clinic and SIMs demonstrations during KPU Open House on March 1st. Laurel also facilitated a seminar on “Careers in Health” and another on “What is nursing really about”.
- BSN-PB faculty attended a workshop with Diane Salter and Meg Goodine on February 14 focused on on-line teaching and learning tips.

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

Students:

- The GNIE program currently has semester 2 and semester 1 in session. One student in semester 1 is at risk of failure in two separate classes. This student has had an Early Alert generated. The Pharmacology for Nurses course in semester 1 has an overload of one student. The other students in semester 1 are progressing satisfactorily.
- There have been two students who have been unsuccessful in meeting the learning outcomes of Professional Nursing Theory 2 in the second semester. These students are continuing to attend the lab and nursing theory classes, but will be unable to progress into semester 3 in May.

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

Students:

- 19 Students registered in the workshops and labs course (GNUR 1180).
- 17 students registered in the Pharmacology course (GNUR 1104).
- Four students are currently completing their preceptorship.
- We have been unable to place one student requiring accommodations and have talked with the Work Accommodation Advisor/Disability Management Consultant regarding assisting this student to secure a placement.

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

Students:

- 28 students from September intake move into semester 2.
- January intake 23 students, one student withdrew to date.

Faculty:

- Faculty and students dealing with sudden death of a classmate.
- Secured two new placements for Special Care Practicum.
- Exploring collaboration with Aboriginal community for additional intake.

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

Program:

- The HAUC program commenced the review of their entire curriculum of courses in March 2014.

8. **SPECIAL EDUCATION TEACHER ASSISTANT (SETA):**

Students:

- Two sections of students completed their first practicum, one to be completed as of March 14.
- The move of the first year part-time group of students to the Surrey campus for fall 2014 has been submitted to scheduling.

Program:

- The program has been approached by Langley School District to begin discussions about partnering to provide Aboriginal Support worker training.
- The program has been asked by the Surrey School District to have our students help host their Educational Assistant conference.
- The SETA program is moving to the Faculty of Arts, effective April 1, 2014. New offices secured for regularized faculty; move to Arts is underway.

9. **Professional Studies (IEN):**

- Nothing new to report.

10. **Traditional Chinese Medicine (TCM):**

Program:

- On January 24, 2014, the Ministry of Advanced Education (AVED) announced that KPU was selected as the host of the first public School of Traditional Chinese Medicine (TCM).
- Minister Amrik Virk made this announcement at KPU-Richmond.
- The first meeting with the Parliamentary Secretary, Richard Lee (liaison to AVED) occurred on February 5, 2014.
- Currently in the process of soliciting membership for the TCM Program Advisory Committee.

The Office of Advancement

Development Office

Major Donations Jan 31 – Feb 24, 2014

We are on track to set a record for donations for the 7th consecutive year with total gifts at \$5.5M.

New Awards

- Pink Orchid Studio: Created an entrance award for a 1st year student entering the BBA in Entrepreneurial Leadership.
- Tejpar Legacy Award: In support of BA Entrepreneurial Leadership program.
- DiscountHawaiiCarRental.com Award: In support of BA Entrepreneurial Leadership program.
- Coastal Grounds Maintenance Award for Excellence and Leadership: In support of Horticulture McCue Environmental Contractors, Environmental Protection Technology Diploma students.

Event Sponsorship Updates:

The Show: 95% of target raised

- \$38,000 to date raised in sponsorship for the fashion show, \$23,500 from new donors (Tamoda, KPMB, Canadian Direct Insurance, E. Mathers Bulldozing and Leone Fashions).
- New media sponsorship valued at \$58,000, offering community engagement and promotion of The Fashion Show in Black Press community newspapers from the Richmond Review to Abbotsford News; videos developed with students and Black Press which will stream across Black Press BC websites and Breakfast TV with Rogers and Fairchild TV as well as editorial coverage and a photo feature in the Richmond Review.

Golf Tournament: 53% of target raised

- \$7,500 Presenting: Ricoh
- \$5,000 Dinner: The Basran Wealth Management Group
- \$5,000 Cart: Kwantlen Student Association
- \$3,000 Lunch: Coca Cola
- \$14,000 hole sponsorships confirmed

Major Projects:

Several major capital projects have been identified for fundraising work for 2014 and beyond. Given the size and scope of these projects they will be a fundraising focus for the next 18-30 months, and will help support the continues success and growth of KPU.

Staffing:

For the first time in nearly 18 months development will have all positions filled. This will allow us to more aggressively pursue new supporters, and put in place a system of metrics to more accurately track the results of fundraising work.

External and Government Relations

Many of the activities for this reporting period resulted in opportunities to significantly increase awareness of KPU among key influencers, including politicians, business and media. These included:

- Pacific Northwest Aerospace Alliance networking event, held at our Cloverdale campus jointly with the City of Surrey and the Ministry of International Trade.
- School of Traditional Chinese Medicine announcement: Held at KPU Richmond. Attended by Ministers Amrik Virk and Teresa Wat, Speaker of the House Linda Reid and Parliamentary Secretary Richard Lee. Media coverage is detailed below.
- LEED Gold celebration for the Institute for Sustainable Horticulture lab: Held at KPU Langley. Guest of honour was Environment Minister Mary Polak, who delivered the keynote speech and participated in a tour of the lab.
- Launch of the Provincial Domestic Violence Action Plan: Held at KPU Surrey in conjunction with KPU Dr. Balbir Gurm's NEVR conference. The launch featured Attorney General Suzanne Anton, Minister for Children and Family Development Stephanie Cadieux and Surrey Mayor Dianne Watts.
- Federal Opposition leader Thomas Mulcair was the featured guest of the inaugural event in the President's Dialogue Series. This was held at KPU Richmond.

Other significant events:

- KPU Tech presentation to the City of Surrey Innovation and Investment Committee.
- Participation in the Surrey Regional Economic Summit. KPU was a sponsor, and Deputy Vice-Chancellor Gordon Lee was given the opportunity to speak briefly about KPU. In addition, KPU economics instructor Don Reddick facilitated the panel on European Free Trade. KPU Tech promotional material was distributed to all attendees.
- Yes to IT – a joint project by the Industry Training Authority, Surrey Schools and KPU – saw 600 elementary school students visit the Cloverdale campus to “try on a trade.

Communications

KPU Media Coverage – January-February 2014

January and February saw several big media announcements, including the unveiling of KPU’s brewing and brewery operations program, and announcement that the university will be BC’s first public institution to host a school of traditional Chinese medicine.

So far this year, KPU has been covered by each local community paper in the areas KPU serves, as well as Metro News, the Georgia Straight, The Province, the Vancouver Sun, Globe and Mail, Business in Vancouver, BC Business, JoyTV, Shaw TV’s *The Rush*, Global News, Global Morning News, CTV BC, CBC, Huffington Post Canada, Yahoo! Canada, Vancity Buzz, the Ottawa Citizen, the Times Colonist, Virgin Radio, Sonic Radio, RedFM, as well as local ethnic media outlets, and several international publications.

KPU distributed a total of 22 news releases:

| | | |
|----------------|----------|------------------|
| Month-by-month | January | 9 news releases |
| breakdown: | February | 13 news releases |

During these months, coverage was received on approximately 450 occasions:

279 mentions in January 2014

171 mentions in February 2014

A sample of KPU’s most relevant and newsworthy stories:

| | | |
|------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| 26/02/2014 | People trust you more if your name is easy to say, study finds [highlights KPU researcher]. | The Province |
| 12/26/2013 | KPU student brings together over 600 students for anti-bullying flash mob. | Surrey Leader, Surrey Now, Ottawa Citizen, Indo-Canadian Voice, Vancouver Desi, Vancity Buzz |
| 24/02/2013 | KPU to host traditional Chinese medicine school. | Canadian Press, Globe and Mail, GlobalBC, CBC, News 1130, Huffington Post Canada, MSN |

| | | |
|------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | Canada, Richmond Review, Richmond News, Singtao Daily, Ming Pao Daily News, Indo-Canadian Voice, the Vancouver Sun, The Province, +20 other publications across Canada and in China |
| 03/02/2014 | Minister of Environment unveils LEED Gold lab at KPU Langley. | Langley Times, Langley Advance |
| 09/01/2014 | On tap at KPU: the science of brewing. | The Province, Business in Vancouver, BC Business, Langley Times, Langley Advance, Metro News, GlobalBC, CTV, Global Morning News, Drinks Business Magazine, American Banking & Market News, +50 television stations in the U.S. |

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

- KPU researcher part of new study that finds ‘truthiness’ in people’s names
- KPU student brings together over 600 students for anti-bullying flash mob
- New business career expo expected to draw 1,000 students
- KPU to open doors for its 4th annual open house
- Mulcair joins KPU president Dr. Alan Davis for inaugural President’s Dialogue Series
- First Sikh RCMP officer to wear turban will receive honorary degree from KPU
- \$20,000 donation to KPU creates endowment in memory of Ed Schellenberg
- 17th annual Fraser Valley Acoustic Guitar Festival at KPU Langley
- Province unveils domestic violence plan at KPU conference
- Minister of Environment unveils LEED Gold lab at KPU Langley
- KPU to host traditional Chinese medicine school
- Meet KPU’s new director of development
- On tap at KPU: the science of brewing
- KPU Eagles hoopsters raising cash to fight breast cancer

In addition to the above, the communications/media team managed internal and external communications regarding the reduction to the university’s budget due to the cancellation of the Canada-BC Immigration Agreement and the resultant impacts on domestic ESL delivery.

Human Resources

Employee Services & Employee Relations

Developed and delivered an interactive training session for faculty search committees. This session builds on our introductory faculty search session. Faculty members learn the importance of developing well-rounded hiring criteria and learn how to create behavioural-based interview questions that assess not only subject matter expertise and teaching abilities but also “fit” with institutional and departmental goals and culture. HR co-facilitated our first session with the Associate Dean, Arts. The session was well-received and we plan to expand delivery in future.

Delivered a Faculty Workload training session to Dean’s office support staff in various Faculties and new HR staff. The session is designed to provide a foundational understanding of faculty workload including annualized salary implications and related calculations. The interactive session was well received and considered to be an important part of orientation for new staff. We will be looking at expanding delivery to other Faculties as the need arises.

Delivered training session to Service Area “A Supervisor’s Guide to Delivering Performance Assessments for Support Staff Employees”. Information was well received, participants included some new supervisors, the group was well engaged and appreciated the information as they move forward with planning the annual performance evaluations for their employees.

Health and Benefits

The Health & Benefits Team scheduled a ½ day session which took place on February 14, 2014 for Bookstore and Payroll employees called “Thriving Under Pressure: Resiliency at Work” . This interactive and dynamic session was facilitated by Shepell-fgi.

Resilience is often described as the ability to bounce back from adversity. Being resilient is an important building block of individual and organizational health and well-being. This session teaches the participants how to identify and maintain healthy levels of stress, improve self-awareness, strengthen and develop their abilities to be resilient in the face of change and to quickly recover from challenging situations.

The session was very well received and employees reported that they walked away with new tools that they can use in building their own resilience beyond the ½ day session.

Occupational Health and Safety

The Occupational Health and Safety Office is responsible for coordinating fire drills at each campus. Fire drills were conducted at the Langley and Surrey campus January 8th and January

10th respectively. The drills involved complete evacuation of the buildings and involved participation of both employees and students.

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

As required by legislation annual training was provided to Joint Occupational Health and Safety Committee members .The topic for the workshop was "Workplace Violence Prevention ".

Risk Management

Quality - Improving Accountability

As part of our continuing efforts to improve accountability, the Risk Office:

Completed risk assessments for the following:

- Preliminary risk assessment for the Diploma in Brewery Operations
- Phase 2 – Design Phase of the Chip & Shannon Wilson School of Design project.
- Office of the Registrar (In Process)

Reputation - Expanding Understanding of Risk Management in the Post-Secondary Sector

- Begun work on sharing risk management practices with a group of post-secondary institutions in Ontario.

Relevance – Operational Risk Processes & Procedures

- Developed guidelines and procedures for off-campus experiential learning trips

Developing a policy framework for HR policies.

Security

Security arranged to have 2 officers attend the NaBITA training to ensure succession planning on the KPU BIT (Behavioral Intervention Team)

Security has finished the first phase of the security data bank "PERSPECTIVES". Phase one is the mapping of ALL four campuses by individual building and room numbers and the logging and categorizing of the incidents that will be put into the data bank.

Security has met with many of the community partners IE: RCMP and Gateway of Hope officials. These meetings have strengthened the partnership and good neighbor agreements between KPU and others in the community.

Marketing and Recruitment

Coordination of Marketing and Recruitment efforts is a priority for the departments moving forward and will be crucial to meeting our enrolment targets in the coming years.

Processes in the future students' office are currently being reviewed and revised so the department is able to function at a much higher level. A system is being put together so prospective students will receive scheduled emails from KPU with information on their areas of interest, important dates for registration, as well as monthly newsletters etc. There will also be a process to track prospective students and the relationship we have with them with the goal of analysing the number of new KPU students resulting from our efforts.

A fully integrated CRM system is being researched and this tool will be necessary in order to build on recruitment and strategic enrolment management.

2 KPU Alumni were hired as recruitment coordinators recently. They are busy visiting high schools, telling their personal success stories from KPU. As well, they are researching and planning for the many community, family and business events to attend to promote KPU.

We are in the process of hiring 2 more recruitment coordinators to fill vacant positions and look forward to completing the team as we work together to develop new strategies and set goals to meet the Vision 2018 targets.

Open House

KPU Open House was held on Sat March 1. It was a lively, engaging and dynamic display of community engagement that fostered many positive connections. A tremendous amount of energy and organization goes into Open House, our largest on-campus event. This success would not be possible without the involvement of so many areas throughout the University and collaborations between departments.

The campus was steadily abuzz all day long with guests coming and going. Over 1,100 guests participated - a record-breaking number! We received positive feedback from high school students, parents, and other guests who enjoyed the day and were duly impressed with KPU.

We were so fortunate to have students, faculty, and staff who are passionate about showcasing all that KPU has to offer, and who understand the value of community building. It is a testament to our institutional energy, talent and dedication that such a large group can plan and execute an event of this size and scope.

Open House Highlights

Marketing and Recruitment

- A showcase of KPU's diverse programs, people and services
- Interactive exhibits and activities such as flame blowing, pottery, optical illusions, dangerous critters, a rocket launch and more
- Engaging mini-lectures and presentations
- Campus tours
- Family-friendly activities: henna design, airbrush tattoo, photo booths, magic shows
- Sonic Radio 104.9 fm– on location remote with DJ Russell Spinning/broadcasting live and candy floss machine, mini wraps for all visitors
- A scavenger hunt with exciting prizes up for grabs: \$500 tuition waivers, Canucks tickets, an iPad mini and more!



Mini-Lectures

Engaging mini-lectures showcased the diverse KPU programs! Topics included forensic security, careers in health, negotiating from a win/win perspective (Business), international opportunities, quick tips for university success...

Faculty & Program Activities

Physics

LCD response to infra-red beams, Line Follower robots, cool illuminations with black lights and virtual flames.



Design

Marketing and Recruitment

Mannequin design and portfolio review! Fashion design displayed work of talented KPU students.

Math

Fun and interesting demonstrations about fractal making and robots.

Chemistry

Ice cream making with liquid nitrogen and a chemistry magic show!



Science

Popsicle bridge building

Anthropology

Playing with skeletal bones to try and win the Skeleton game

History

A Step Back in Time Photo Booth. Visitors had photo taken as a famous historical figure.

Interdisciplinary Expressive Arts

Interactive drum circle. Channelling inner energy and learning collaboration skills and connectedness by learning drumming and rhythm skills.



Fine Arts

Fine arts department showcased the creativity of our student artists in the Arbutus Gallery.

Marketing and Recruitment

Athletics

Active visitors played soccer and bean bag toss games!

Music

Melodies of wandering minstrels of the jazz variety performed on campus at various locations.

Horticulture

Bugs and building places for bogeys: demonstrations on horticulture techniques and cultivation.

Biology

A 100 million year old fossil, sensational sea-stars, dangerous critters and more.



Criminology

Learning about fingerprinting and getting a mug shot taken with KPU Criminology!

Journalism

Be a reporter for a day.

Asian Studies

Tea time – a taste of the Orient.

Trades and Technology

Welding simulator and motor control electrical board.

Community & Health Studies

Learning about various health fields and get free testing at KPU's blood pressure clinic.



Marketing Services

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

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

Marketing and Recruitment Summary

With a common goal and coordinating campaigns and resources, the marketing and recruitment department is preparing to serve KPU and future students through consistent, professional messaging, promotion and brand awareness internally and within all the communities we reach out to. Adding regular attendance at schools, community, business and family events will increase visibility of KPU and our ability to reach out to our target audiences.

With new processes and strategies being developed and implement, the department will work towards the Vision 2018 goals of increased enrolments for the coming years.

Institutional Analysis and Planning (IAP)

- FALL STUDENT SATISFACTION SURVEY
 - Data analysis and draft report completed in early February.
 - Review and editing to be completed in March.

- REPORTS POSTED TO THE IA&P WEBSITE IN JANUARY AND FEBRUARY:
 - Fall 2013 Grade Distribution Reports
 - Fall Term Summary Reports

- SURVEYS ADMINISTERED BY IA&P
 - Library survey of all KPU employees in field Feb. 20 - Mar. 6, 2014
 - NSSE Survey – NSSE was launched in February; it will be in the field until the middle of March. Results will be available in the summer, 2014.

- STUDENT APPRAISAL OF INSTRUCTION SURVEY
 - Spring term appraisals are underway.
 - This will cover 615 instructors, including 228 probationary

- STRATEGIC PLAN FOLLOW UP

Providing support to the development of the Academic plan and unit plans including:

 - Facilitating consultation sessions on the draft Academic Plan
 - Planning session with Facilities
 - Visioning Session with IAP
 - Assistance in the development of the IET strategy, including consultations with the Teaching and Learning Task Force and other groups

- DATA ANALYSIS AND OTHER SUPPORT PROVIDED FOR:
 - Resources Planning Project
 - Core Review
 - Transitions Project

- NEW PROGRAM PROPOSAL PLANNING ASSESSMENT REPORTS FOR:
 - The Certificate in NGO and Nonprofit Studies
 - Revised the report for the proposed B.A.Sc. in Industrial Engineering degree program

- ENVIRONICS
 - This study will produce information on target markets for recruitment
 - IAP is managing this project on behalf of Recruitment and Continuing Education to ensure project will meet their needs

Institutional Analysis and Planning

- Extraction and preparation of data for Environics
- MINISTRY OF ADVANCED EDUCATION REPORTS
 - DACSO/DEVSO/APPSSO: cohorts sent to the Ministry;
 - DACSO/DEVSO/APPSSO: student notices about surveys sent out
- UCASS DATA

2013 UCASS data and sign-off have been submitted. Institutions may now request data from the National Faculty Data Pool (NFDP).
- PROGRAM REVIEW
 - 5-year plan for reviews throughout KPU was developed following one-on-one consultations with the Deans.
 - English: Self-study report was approved by SSCPR
 - Music: Self-study report was approved by SSCPR
 - Action Plan funding approved for History, Criminology and Political Science
 - Legal Administrative Studies working with Alumni survey results, and drafting Industry survey
 - Fashion Design & Technology Faculty survey completed and results delivered; drafting Industry and Alumni surveys
- AD HOC DATA INTERNAL REQUESTS TO IA&P FILLED
 - January: 6 requests for data and information
 - February: 8 requests for data and information
- CDW SUBMISSION:

Preparation for submission is underway; this includes regular meetings with IET and the Registrars office
- KBIT TRAINING:
 - Delivered to a group of 5 employees
 - One-on-one training for one employee
- IAP VISIONING
 - Held first meeting with all staff
- IAP STAFF PARTICIPATED ON THE FOLLOWING COMMITTEES:
 - Transition Advisory Group
 - CDW Working Group
 - Academic Council
 - Administrative Council
 - Standing Committee on Academic Planning and Priorities
 - Standing Committee on Program Review (3 people)
 - SEM Summit
 - Academic Plan Work Group
 - Resources Planning Task Force

Institutional Analysis and Planning

- MOVED IAP OFFICE FROM SURREY MAIN TO THE FIR BUILDING

Student Services

The division includes the departments of *Aboriginal Student Services, Admissions and Student Enrolment Services, Assessment and Testing, Athletics and Recreation, Co-operative Education and Career Services, Counselling, Educational Advising, Records and Graduation, Registration and Student Information Systems, Services for Students with Disabilities, Student Awards and Financial Assistance, Student Life and Development, and Transfer Credit. Also included is an update on the University Transitions Project.*

ATHLETICS AND RECREATION

Women's Basketball

- Raised over \$1,200 in the inaugural "Breast Cancer Awareness Night" on Friday, January 28th at the Eagles' Nest in a basketball doubleheader against the Capilano University Blues.
- The team qualified for the 2014 PACWEST basketball championship tournament, finishing in sixth place in the conference.
- Amber-Lee Kavanagh was named the PACWEST Female Basketball Athlete of the Week on February 11.
- Shilpa Khanna was named the PACWEST Female Basketball "Rookie of the Year" (a school first major award recipient) and named to the 2014 PACWEST All Rookie Team.

Men's Basketball

- Ali Bosir was named the PACWEST Male Basketball Athlete of the Week on February 25. He led the PACWEST Conference in total rebounds for a second straight year with 205 for a 10.25 rebound per game average.

Men's & Women's Badminton

- The team earned the overall PACWEST Silver Medal at the 2014 Badminton Championships hosted by KPU Eagles. Eight of the Nine Eagles earned provincial medals and five were named PACWEST All-Stars.
- Five Eagles earned berths in the 2014 CCAA National Championships in Edmonton. Mixed Doubles duo Chris Chung and Rosalynn Chong won the 2014 CCAA National Bronze Medal.

Men's Soccer

Student Services

- The Eagles hosted the 1st Annual Spring Soccer Tournament the weekend of March 8-9 at Newton Athletic Park for KPU, TRU, UFV and UBC.

KPU Eagles Varsity Banquet

- The annual KPU Eagles varsity banquet will be held on Wednesday, March 26 at the Langley Convention Centre.

Recreation

- Recreation hosted the 3 on 3 Basketball League and the Coed Volleyball League from the end of January through the end of March.
- The Indoor Soccer Tournament and the March Madness Basketball Tournament took place in March.

CENTRE FOR COOPERATIVE EDUCATION AND CAREER SERVICES

Career Services - Events and Employer Engagement

- Career Connection (online job postings) hosted 318 new jobs, 116 new employers, and 371 new students.
- 9 Work Study students were placed on campus. The program designed for students on financial aid.
- Volunteer Expo hosted 24 not-for-profit employers on campus in a trade show format. This year's event coincided with the Student Leadership Conference to further encourage students to get engaged in their community.
- Career Days hosted 56 employers at the Surrey and Richmond campuses in a trade show format. Over 1200 students attended the events.
- Branching Out: Careers in Horticulture was a one day conference on the Langley campus, involving panel speakers, keynote speakers, and roundtable discussions with 23 employers. 43 students attended the event.
- Ready, Set, Hire! Business Career Expo was a business focused career fair at the Richmond Olympic Oval, co-hosted in partnership with Langara, VIU, and Camosun. 43 Employers and 244 KPU students attended the event.
- Six 3135 HRMT Students went to LA Matheson High School to conduct Mock Interviews with grade 12 students, establishing a new partnership to be continue each semester. Princess Margaret has also reached out and interviews will take place in April. Not only great practical

experience for KPU 3rd year HR students but also a chance to increase enrolment from these two feeder schools.

Co-operative Education – Work-integrated Learning

- Spring 2014 Co-op placements increased 23% over Spring 2013, including 4 new employers: Amica Mature Lifestyles Inc., Ritchie Bros. Auctioneers, Saxon Aerospace, and Semiahmoo Arts

OFFICE OF THE REGISTRAR

Admissions

- The Summer 2014 conversion rates are up from last summer, with 71% of applicants converting to offers of admission.
- Apprenticeship services was successfully transitioned to an enrolment model and moved into Apprenticeship Services within the Dean of Trades office. This transition provides apprentices with flexibility and choice of the intake they wish to pursue and paves the way for Apprenticeship Services to utilize the Flexible Online Registration system.:
- Applications for KPU's new Brewery and Brewery Operations Diploma program launched for the Fall 2014 intake with 14 applications received in the first two weeks.

Graduation

- 157 graduates were processed and put forward to Senate for approval at the February meeting
- The department is embarking upon a large systems project with Ellucian to review business practices related to CAPP (degree audits) and how best to utilize the system for long term sustainability.
- Preparation is currently underway for our Spring 2014 ceremonies. The deadline to apply to attend Convocation is March 14, 2014.

Student Enrolment Services

- Flexible Registration has been launched and SES staff were trained.
- SES staff participated in the Refugee Myth Busting Campaign by Immigration Services Society to help build capacity for service to this student population.

Student Awards and Financial Assistance (SAFA)

- The SAFA Office is in the process of adjudicating the following awards:

- Student Educational Enhancement Fund
- Student Life and Development Awards – ceremony Student Leadership Conference – April 3, 2014
- Horticulture Awards – ceremony March 27, 2014
- Athletic Awards – Athletic Banquet - March 26, 2014
- The following awards are now open for students to apply:
 - Leaders of Tomorrow High-School Entrance Awards - deadline April 10,2014
 - General In-Course Awards – deadline March 27, 2014
 - Graduation Awards – deadline April 15, 2014
 - KPU Bursary Program – online application available March 14 - deadline – April 14, 2014
- There are currently 6 Work-Study placement hires for the Spring 2014 term. The value of the hires to-date = \$5557.
- Training has finished for the AdvisorConnect software and we are now ready to launch the service to students with a “soft’ launch in April 2014 at the Richmond campus followed by an institution wide roll-out and promotional campaign in the Summer term.
- Upgraded the Banner Awards Module to the 8.4 Release which includes a needs assessment engine similar to the Modern Standard of Living (MSOL) model being used by StudentAid BC when assessing Canada/BC student loans. The needs assessment will now calculate financial need in three variations: the student’s identified need, the institutional identified need, and the StudentAid BC identified need. This comparative feature allows the SAFA Office to conduct a more comprehensive needs assessment when assigning those awards and/or bursaries that stipulate financial need as a criterion.
- Disbursements to-date:

| | | | |
|-------------------------|----------|------------|-------|
| Canada/BC Student Loans | \$4.060M | ABESAP | \$26K |
| Part-Time Loans | \$51K | Work-Study | \$6K |
| Part-Time Grants | \$66K | | |

Records & Registration

- Spring semester headcount currently 13,948 students enrolled in 45,471 seats. Session Two enrolment included 81 domestic students enrolled in 128 English Language Studies (ELST) seats.
- There were 395 grades processed for students in Session One (January – February).
- Produced 2658 official transcripts, including 273 EDI and 464 XML in January and February.

Scheduling

- Summer 2014 semester timetables published with 696 sections offered, including 99 Session One sections and 34 Session Two sections.

Reporting and Systems

- Went live with XML transcript exchanges with UBC. Sending transcripts to UBC is a benefit to KPU students as it is fast and “all-Canadian.” Receiving transcripts from UBC creates a workload reduction for KPU.

STUDENT ENGAGEMENT

Educational Advising

- Hired 2 student assistants to be trained in Peer Advising roles to begin in the Summer 2014 semester, located at the Surrey and the Richmond campuses. The initiative is intended to increase the accessibility of advising services - particularly during periods of peak demand - and to encourage the use of advising and other student services through peer-to-peer engagement.

Student Life and Development

- Registration is now open for New Student Orientation for summer semester students at the end of April.
- Recruitment for orientation volunteers and leaders for Fall 2014 New Student Orientation is now fully underway with interviews and selection occurring across the spring.
- Hosted the 6th annual KPU Leadership and Service Conference, with slightly more participants compared to previous years (180 students and alumni). The new a one-day format was held in conjunction with the KPU Volunteer Expo. We also saw increases over the previous year in: the number of Arts students attending (increase to 32% from 27%), first year students attending (increase to 24% from 15%) and attendees identifying Langley as their home campus (increase to 18% from 12%). Participant feedback has been excellent.

Student Services

- Following Fall 2013's leadership challenge, Student Life and Development continues to offer leadership development opportunities during the Spring 2014 semester with sessions on *Assertive Communication* and *Creative Thinking For Problem-Solving*.

U-Pass

- The anticipated Compass Card "go-live" date from Translink remains tentative, but planning is taking place for a potential implementation in Fall 2014.

Aboriginal Student Services

- On the heels of the Aboriginal Student Services and Faculty of Arts partnership to deliver a jointly funded section of IDEA 1100 targeted at grade 12 and 1st year Aboriginally-identified students during the Fall 2013 semester, additional interest and positive feedback from grade 12 participants from that cohort has resulted in an additional 7 enrolments from Aboriginally-identified grade 12 students from regional high schools in a section of IDEA 1100 during the Spring 2014 semester.

Assessment and Testing Services

- Preliminary work has now begun using test data in the recently launched Flex-Reg system to enable online registration for Assessment and Testing clients for Fall 2014 which will result in vastly improved service to KPU students and other clients, in addition to a significant reduction in administrative workload.

SERVICES FOR STUDENTS WITH DISABILITIES

- All Disability Advisors are attending Mental Health First Aid (MHFA) training.
- SSD faculty and staff are attending a full day workshop at SFU on legal issues in accommodating students participating in Study Abroad and Exchange programs at KPU, and accommodation for international students. The workshop is for all British Columbia Disability Service Providers to remain current on legal issues.
- Two SSD faculty and staff attended NABITA training for working with students in crisis and students of concern as part of Kwantlen BIT team in Judicial Affairs. Two more faculty will be trained in the coming months.
- SSD participated in the open house on March 1, 2104 at the Surrey campus - 24 participants expressed interest in Disability Services.
- The SSD department participated in vendor training, in the use of Dragon speech-to-text software for students with mobility disabilities and exam accommodations.
- The Director is participating on the newly formed Scholarships Advisory Committee for Student Finance Services, and will provide expertise on funding for students with disabilities.

UNIVERSITY TRANSITIONS PROJECT

During this past quarter, the Transitions Advisory Group (TAG) has focused their discussions around:

- Establishing Faculty-level admission requirements for Fall 2015 that will replace the existing model of credential-level admission requirements
- Program declaration scenarios and requirements
- Upgrading pathways that will accommodate students who do not meet Faculty-level undergraduate admission requirements

POLICY

Development of the following two policies (and associated procedures) has been identified as a priority to informing the necessary business processes in support of KPU's new admissions model:

- **Admission Policy** (this new policy will combine existing policies C.1, C.2, C.18, C.32 and L.1)
- **Transfer Credit & Advanced Standing Policy** (new policy will combine existing policies B.15, B.15a, B.8 and B.9)

Drafts of these new policies and associated procedures will be posted for public review and comment later this month. Authoring these policies has been essential to solidifying the scope and direction of KPU's new admissions model. In addition, the process has served to clarify the nomenclature that has historically conflated the language and thereby the processes between admission and registration.

ADMISSION REQUIREMENTS

Faculties have been actively engaged in discussions around the establishment of Faculty-level admission requirements. Under the new model, undergraduate admission to KPU will be streamlined to include only 6 admission streams (one for each Faculty offering undergraduate-level programs).

Part of the reform includes consistency in the way KPU recognizes English language proficiency for admission. A sub-committee of TAG has been working to provide recommendations that will serve all undergraduate applicants in a consistent fashion.

CONSULTATIONS

The project team wants to ensure consultation and communication happens throughout the Transitions Project as it involves such a broad range of stakeholders. Consults to date have occurred with:

- Senate Standing Committee on Curriculum
- Academic Council
- Council of Deans
- University Secretary
- Senate Vice Chair
- Department Chairs and Coordinators
- Central Advising Team
- Faculty of Community and Health Studies Faculty Council
- Faculty of Science and Horticulture Curriculum Committee
- Department of Educational Studies
- Labour Management Relations Committee
- Coop and Career Services

Student Services

- Admissions and Transfer Credit Team
- Continuing and Professional Studies
- Information and Education Technology (IET)

WEBSITE: kpu.ca/transitions

The first step in what is a comprehensive communication plan has been the launch of the Transitions website. Information about the Transitions Project can now be found online at ***kpu.ca/transitions***. The website includes an online contact form that will enable us to collect feedback and comments throughout the duration of the project.

University Secretariat

During the period covered by this report (November 4, 2013 – March 17, 2014) General Counsel supported the work of each of the units of the University Secretariat (University Governance and Policy Group, Student Risk and Judicial Affairs, and Freedom of Information and Protection of Privacy) and provided legal advice to the Board and senior administration at KPU. Detailed reporting of such legal advice is not included, given the public nature of this report.

A brief outline of the work undertaken by each of the units within the University Secretariat during the reporting period follows.

University Governance and Policy Group

The University Governance and Policy Group welcomed Maggie MacKenzie (Board support) and Olu Akinwumi (Senate support) to its ranks. The Group has organized, supported and followed up on at least 26 Board and Senate meetings and committee meetings during the reporting period, has attended a number of other meetings and has organized a number of other events.

Several policies have been posted for University comment, with feedback received being provided to the policy sponsor for consideration. The new University policy site development has begun and all policies will be re-organized and re-numbered with the ability to sort and search the policies in a number of different ways. A master list of current University policies was created and will be updated as revisions occur and new policies are created.

Board and Senate elections were facilitated culminating with the elections to be held March 20-23, 2014. Results of the elections will be reported at the respective Board and Senate meetings following the elections.

Student Risk and Judicial Affairs

Cases

The Office of Student Risk and Judicial Affairs (OSJA) received 13 new conduct cases during the reporting period. One of those cases was referred to the Behaviour Intervention Team (BIT). In addition to the 13 new cases OSJA was consulted on another 12 incidents which did not constitute code violations but required OSJA's assistance.

Ongoing work continues on previous cases.

Administration

Work continues on the revision of Policy C.21 (Student Conduct). A draft revision of Policy C.21 was completed and reviewed by an external consultant and the working group. Further revisions to the draft are underway.

Work continues with other BC Post-Secondary administrators on the High Risk Student Symposium which is now set to take place on April 11, 2014 in Vancouver.

BIT

Ongoing monthly team meetings and development of the BIT continues. New members were added to the team from the Department of Organizational Risk and the Department of Services for Students with Disabilities .

In February KPU hosted a three day training course for Behavioural Intervention Teams taught by the National Behavioural Intervention Team Association (NaBITA). This was the first training of its kind in Canada with approximately 70 participants and 11 different institutions represented.

Student Risk Management

In collaboration with KPU's Organizational Risk Department and the Ministry's Risk Management Branch an annual Risk Management conference was held on November 28 & 29th at KPU's Richmond Campus.

Office of Research and Scholarship

Research Chairs

- CRC in Sustainable Agriculture; position has been advertised and is awaiting candidates.
- CRC in Teaching and Learning in Higher Education; a position description has been prepared in conjunction with the Faculty of Arts (where the Chair will reside). Timeline has posting ASAP, with selection to be made by end of June, and submission to CRC in October.

Internal Funding Programs

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

Research Impact (RIR)

- The RIR Kiosk Event in Ottawa on February 24th 2014, organized by Senator Ogilvie was a phenomenal success. Dr Gira Bhatt, Jordan Buna (a 2nd year student) and Rob Rai from SD36 represented the *Acting Together* team. Over 100 Senators, MPs and government staff attended the event.

Revenue to date for FY13-14

- To date for the 13/14 Fiscal year we have generated **\$ 916,750.80** in externally funded projects.
- Awards are pending with NSERC (CCI-ARD Lvl 2), SSHRC (Insight Grants, Partnership Grants, Aid to Small Universities) and WorkSafeBC (research contract). A CFI proposal is also being developed.

Research Ethics Board

- No issues to report.

Policy Development

- A working group has developed a draft for a new *Research Centres and Institutes* Policy. This will be finalized in March 2014.

Office Issues

- REB Administrative Assistant position has been filled; we welcomed Dr. Megan Meredith-Lobay to ORS.

- Recruitment of the Knowledge Mobilization Officer to meet our RIR commitment remains an issue; without an identified “Director of Community Engagement” to support research activities in the community we are unable to go ahead with hiring. The issue of funding has yet to be clarified; a budget request was made, and not funded.

Closing Comments

- As this is my last report to the Board, I would like to thank all the members of KPU who have supported Research and Scholarship over the period of my appointment at this institution; the Board for recognizing the importance of funding core activities, Senate for encouraging all levels of the institution to engage in scholarly activity, the Administration for creating my position and funding various initiatives, the faculty for engaging in research, and last but not least, our ever enthusiastic undergraduate body of students – without them much of the research would never have happened, and most of it would have been pointless; it is always for their benefit!

Faculty of Arts

Faculty of Arts Initiatives:

Students and faculty were involved in many initiatives this Spring, including:

The **Faculty of Arts Speaker Series** Spring session was kicked-off with Andrea Eidinger's "Lovely Gal from North: How a Jewish Girl Won, then Lost the 1962 Miss Canada Pageant" (February 26)

On March 1, the **Faculty of Arts** participated in the KPU Open House with 124 faculty, staff, and student volunteers with interactive booths and tours from all departments, including:

- Ceramics, molding, and printing by the **Fine Arts** department along with Fine Arts lab tours led by students
- **Journalism** students leading potential students to participate in live Open House coverage
- Drum circle with **IDEA**
- Mug shots taken by the **Criminology** department and a photo booth of historic figures by the **History** department
- Tour of the **Psychology** lab with mind distortion activities

The **Fine Arts** department hosted and conducted workshops for the Surrey Art Teachers Association (SATA) as part of the Surrey high school art teachers PD day (February 21):

- Self Portraits – Selfies – Portraits with Dana Cserepes
- Ceramics demonstration with slump molds with Stephanie Jonsson
- Photography workshop with Kira Wu

The Dean's Office hosted the second annual **Research and Scholarship Celebration** event to recognize the performed, exhibited, published, and awarded research and scholarship of the Arts faculty. (January 30)

John Rose, Geography, incorporated the 2014 Metro Vancouver Homeless Count into GEOG 3130, Society and Urban Space, for students to participate in, followed by an in-class discussion. (March 11-12)

Creative Works and Scholarly Publications:

- **Francis Abiew** (Political Science): "Article 4(h) intervention: Problems and Prospects" Dan Kuwali and Frans Viljoen eds., *Africa and the Responsibility to Protect: Article 4(h) of the African Union Constitutive Act* (New York: Routledge Publishers, 2014), pp. 109 -126. (January)
- **Aaron Bushkowsky** (Creative Writing): "Stranger Among Us" was produced by Lithuania's largest professional theatre (February)
- **Daniel Bernstein** (Psychology): Newman, E.J., Sanson, M., Miller, E.K., Quigley-McBride, A., Foster, J.L., Bernstein, D.M., & Garry, M. (2014). "Names promote truthiness of claims." *PLoS ONE* 9(2): e88671. doi:10.1371/journal.pone.0088671.
- **Sibeal Foyle** (Fine Arts): completed a series of paintings for a new body of work dealing with memory, poetry, and moments in time (February)
- **Noemi Gal-Or** (Political Studies): published two papers:
 - "We Are in There Together with Germany: Observations by a Canadian", *The Current Colum of 21.02.201*, Bonn: German Development Insitute Deutsches Institut für Entwicklungspolitik (DIE) (February 24)
 - "The WTO Bali Package: Does it make the resurgence of trade multilateralism?" *Global Governance Spotlight*, 1/2014, SEF (March)
- **Mazen Guirguis** (Philosophy): published "In Search of a Principled Stance on Tolerance and Acceptance" *The Chronicle of Higher Education* (February 21)
- **Jane Hayes** (Music): performed with Ballet BC and Turning Point Ensemble for three performances as part of the Ballet BC subscription series, Queen Elizabeth Theatre (February 20-22). Jane performed at the Yarilo

Contemporary Music Society concert with saxophonist Julia Nolan. (January 26)

- **Tracey Kinney** (History): edited monograph published by Oxford University Press. "Conflict & Cooperation: Documents on Modern Global History, 3rd edition" (February 1)
- **Greg Millard** (Political Science): "The Jealous God: A Problem in the Definition of Nationalism." Published by *Sage, Ethnicities* Volume 14 Issue 1 (February)
- **Billeh Nickerson** (Creative Writing): three poems were published in *PRISM International* (52:2) (January 27)
- **Brian Pegg** (Anthropology): co-authored with alumni students of the 2013 Applied Anthropology Field School "Just Over the Mountain: Gold Rush History in the Fraser Canyon" published in the ASBC Journal, *The Midden*. (February)
- **Diane Purvey** (Dean): co-authored with Patricia J. Neufeld, "Educational Leadership, School Organization, and Student Diversity," in *Diversity Education: Understanding and Addressing Student Diversity*, Jac J.W. Andrews and Judy Lupart, eds. Nelson Education, 2014, pp. 163-186.
- **Susan Thompson** (Psychology): "Adolescence" First Canadian Edition (January)
- **Daniel Tones** (Music): Performed "Cloud over Water" and "Two Songs without Words" as a guest artist with Vancouver's Novo Ensemble in concert dedicated to the music and contributions of Canadian composer Owen Underhill at the Orpheum Annex. (January 26)

Public Presentations:

- **Daniel Bernstein** (Psychology): presented two posters in February at the 38th Annual International Neuropsychological Society, Seattle, WA.:
 - Coolin, A., Erdfelder, E., Bernstein, D.M., Thornton, A.E., Thornton, W.J.L. *Modeling individual differences in cognitive functions underlying hindsight bias in older adults*,
 - Nassehi, K., Thornton, A. E., Bernstein, D. M. *A Meta-Analysis: alcohol abuse negatively affects social cognition*.
- **Shelley Boyd** (English): "Food on Stage: Dramatizing the Canadian Breadbasket" at the International Food Studies Conference, University of Adelaide, Australia (February 18)
- **Greg Chan** (English): "What's on your iPod, Norman Bates?": A&E's *Bates*

Motel and the Narratological Retconning of a *Psycho*, his research paper presented as part of an Alfred Hitchcock panel, “*Psycho* is for *The Birds*” at the Southwest Popular/American Culture Association’s (SWPACA) 35th annual conference in Albuquerque, NM (February 21)

- **Wade Deisman** (Criminology): interviewed on CTV-BC news @ 6:
 - Missing Malaysian airliner and the possibility that Islamic elements in China are involved (March 10)
 - Passport checking protocols in Canada and use of the Interpol Stolen/Missing Forged Passport Database (March 11)
- **Noemi Gal-Or** (Political Science): “The (Ir)Responsibility of the Non-State Actor”, paper presentation at Fellow’s Colloquium, Centre for Global Research, University Duisburg-Essen (March 18)
 - Participated in a public lecture and closed seminar by French sociologist Prof. Alain Caille “The Convivialist Manifesto”, KWI/Institute for Advanced Study in the Humanities in Essen and GRC Centre, University Duisburg-Essen (February 3-4)
- **Ranbir Johal** (Modern Languages): presented “Performing the Komagata Maru” at a seminar at Delhi University. The paper was also printed in “Punjab Today” (February 7)
- **John Martin** (Geography): presented “The water balance of a small coastal headwater lake” at the WDCAG (Western Division of Canadian Association of Geographers) **conference** in Victoria (March 7-8)
- **Keiron McConnell** (Criminology): Keynote Speaker, “Structure of Gangs in BC” at the BC Crime Prevention Association (February 8) and presenter, “Gangs in BC: Thugs & Victims” at the Surrey Safe Schools Gangs and Guns (February 28)
- **Lisa Monchalin** (Criminology): conference paper “Sexualized Depictions of Native Women: Raising Awareness and Preventing Victimization” at the 41st Annual Western Society of Criminology Conference, Honolulu, Hawaii (February 8)
- **Billeh Nickerson** (Creative Writing): commissioned to write and perform a poem for *Mashed Poetics*, Vancouver (January 24), gave a featured reading at the *Love Slam* (February 12)
- **Diane Purvey** (Dean): presented at the Vancouver Public Library, Central Branch, “‘Malcolm Woolridge Driven to Kill Wife’: Lessons on How to Get Away with Murder,” as part of the Helen Lawrence and Vancouver Noir event (March 4)
- **Diane Purvey** (Dean): was a panelist at “Community” session at the “Truth

- be Told Symposium” (February 27)
- **Chuck Reasons** (Criminology): organized a panel and presented “Critical criminology: Then and Now” at the Annual Academy of Criminal Justice Sciences meetings, Philadelphia, PA (February 19)
 - **Roger Tweed** (Psychology): was the speaker for the Positive Psychology and Violence talk presented by the Kwantlen Psychology Society (March 7)
 - **Katie Warfield** (Journalism): presented as part of a call-in show with Pamela McCall on CFAX Radio to discuss selfies, Bieber, and the cult of celebrity in news. (January 10)

Awards and Appointments:

- 18 Arts faculty members were recipients of the February **0.6% Faculty Professional Development Fund**.
- **Noemi Gal-Or** (Political Science): Senior fellow, researcher affiliated with the Governance Unit, Centre for Global Cooperation Research, University Duisburg-Essen (January)
 - Editor-in Chief, *Bulletin*, newsletter of the National International Law Section, Canadian Bar Association (CBA), (February)
- **Paulo Majano** (Fine Arts): Received Humanities and Social Sciences Research Grants Program (HSS) for research and production of works using photography and augmented reality for an exhibition in 2015 (February)
- **Lisa Monchalin** (Criminology): profiled as one of the Aboriginal Leaders for the Recognizing excellence program for the Aboriginal Professional Association of Canada (APAC) (March 6)
- **Billeh Nickerson** (Creative Writing): part of the selection jury for the Writers’ Trust of Canada Berton House Residency, Dawson City, Yukon (February)
- **Daniel Tones** (Music): appointed to the Board of Directors, National Youth Orchestra of Canada (February 26)

Community Engagement:

- **Gira Bhatt** (Psychology): Public forums for BC Ministry of Justice and Prevention, participated as an AT-CURA panelist:
 - “Gang Violence, Awareness & Prevention Forum: The Reality of Gang Violence in BC” (February 8)

- “Identifying Priorities for Youth Gang-Prevention: Youth Criminal Justice and Literacy Forum” (February 20)
- **Sue Ann Cairns** (English): Humanities 101 volunteer class presentation at Phoenix House, Surrey “Telling Our Stories.” (March 3)
- **Erling Christensen** (Sociology) and Russel Ogden (Criminology): featured in the Post-show talkbacks following “Whose Life Is It Anyway?” at The Clutch (March 13)
- **Wade Deisman** (Criminology): represented KPU, along with Balbir Gurm from FCHS, at the Blue Ribbon Panel on Crime Reduction in British Columbia Surrey Consultation Meeting, Surrey City Hall (February 28)
- **Sibeal Foyle** (Fine Arts): donated a water painting for a fundraising event at the Vancouver Museum, organized by KPU Business students (March 6)
 - As part of the second year courses, students took part in engaging conversations about the exhibits at the Vancouver Art Gallery as a community building initiative in Fine Arts (March 11)
- **Bob Fuhr** (History): “Changing North American Borders, 1763-1903.” Elder College lecture (February 21)
- **Aaron Goodman** (Journalism): Digital storytelling workshop with Providence Health Care for 10 participants of a heroin-assisted treatment program, Vancouver (March 3 - 5)
- **Colin Green** (History): “Sun Tzu’s *Art of War*” was part of a day long public seminar, hosted by UBC (March 8)
- **Kevin Hamilton** (Psychology): developed training protocol with BC Forest Safety Council based on research results for WorkSafe BC concerning hazard recognition with coastal manual tree falling (February)
- **Jane Hayes** (Music): Adjudicator for the BCRMTA Provincial Piano Competition, Richmond (February 15) and the Chilliwack Lions Club Festival (March 3 – 8)
- **Toni Latour** (Fine Arts): Head Coordinator for the Artist Residency Program for the Vancouver Biennale at Emily Carr and mediator for a panel discussion of Brazilian artists at the event. (March 12)
- **Amir Mirfakhraie** (Sociology): organized the 6th Annual Middle East Islamic Consortium (MEICON) BC Student Conference, KPU. This year undergraduate and graduate students from SFU, UBC, UVic, University of Manitoba, U of T, Western Washington University, and University of Exeter, U.K presented research from across disciplines in seven sessions. (March 15)
- **Daniel Tones** (Music): hosted and presented at the VCC “Day of

Percussion.” The day-long event celebrated the world of percussion with educational clinics and performances. Participants included high-school and post-secondary students along with performances from students from KPU, UBC, Trinity Western, and Douglas Collage. (February 15)

- **Kira Wu** (Fine Arts): hosted and conducted several events:
 - Kwantlen Art Collective Exhibition with the Fine Arts Students Collective at the Newton Cultural Centre (February 8-15)
 - “SOFIA Collective Film Night: Navigating our Shared Canadian Identity” co-hosted by the Fine Arts department, filmmakers Elaine Briere and Lisa Jackson were in attendance to discuss their films. (March 7)

Institution-Wide Initiatives:

- **Aaron Goodman, Nicola Harwood, Billeh Nickerson, Cathy Stonehouse, and Katie Warfield** were members of the planning committee of the “Truth Be Told Symposium” on behalf of the Journalism and Creative Writing departments. Renowned Canadian writers, artists, journalists and filmmakers were invited to examine the challenges and rewards of using print and film to tell the truth with students, faculty, staff and KPU community. (February 27)
- **Heather Harrison** (Philosophy & POST): initiated presentations by Tomas Mulcair as part of the President’s Dialogue series with KPU and the community. (February 18)
- **Don Hlus** (Music): organized the 17th annual Fraser Valley Acoustic Guitar Festival to entertain and inspire the Fraser Valley music community, and to give high school and post-secondary music students the opportunity to work with, and learn from, internationally and locally distinguished artists. The event included a master class for KPU music students and a sold out concert for the community. (February 15)
- **Jeff Shantz** (Criminology): organized and hosted the 5th Annual North American Anarchist Society Network (NAASN) International Conference. (January 16-18)
 - **Chris Howell** (Criminology student) presented a conference paper “Marginalization of Anarchist Criminology: A Content Analysis of Introductory Criminology Textbooks” at the NAASN

Student Success:

- **Jordan Buna (AT-CURA)**: student research assistant attended the Social Innovation & Research Impact Kiosk, hosted by Hon. Sen. Ogilvie for parliamentarians, Ottawa. (February 24)
- **Bonnie Chi and Yvonne Steward**: Educational Studies students were accepted to Masters in Counselling at Trinity Western (February 20)
- **Fine Arts Student Collective** put on an Anonymous Art show and sale in Surrey Main (February 27)
- Students from **FINA 3111** Professional Practices hosted a Guest Speakers talk series with Waler Quan, BC Arts Council and Vanessa Kwan, Vancouver-based artist and programmer (March 10)
- **Leah Godin, Chris Howell, and Priscilla Reddy (Criminology)**: Honour students, with the help of funding from the KSA, attended the 41 Annual Western Society Criminology Conference representing KPU in workshops, student socials, presentations, and discussions (February 8)
- **Hanrick Kumar (Big Love) and Calvin Tiu (Kalvonix)**: English students completed a collaborative multimedia project for Children's Literature including an album of original rap songs and essay responding to texts of Children's literature. "To a Rapper's Delight: An In Depth Look at the construction of a Musical Collaboration." was published in *The Jump: The Undergraduate Journal for Online Multimedia Projects* (issue 5.1) out of the University of Texas. Includes instructor reflection and editors' responses. This publication has been followed by a radio ad for KPU English department at Sonic Radio 104.5 F.M. (January)
- **Cindy Parry (Psychology)**: a Bachelor of Applied Arts in Psychology graduate, received the President's Outstanding Graduate Award (March)
- **Puneet Sooch (History)**: accompanied Dean of Arts, Diane Purvey, to lunch with the Lieutenant-Governor, the Canadian Club, and members of the Ismaili community. (March 1)

The Institute of Material Innovation

The following points are an abbreviated list of activities undertaken by the Institute of Material Innovation at KPU:

- During this period, an official contract to formalize the role of the Executive Director was made. Pervious to this point it was understood that the role was for a two-year secondment from that of the Dean, Faculty of Design to a new role entitled Executive Director, Institute of Material Innovation. The role was established to develop trans-disciplinary research with materials as a focus. The seconded role began on December 7, 2012 at the announcement of the \$36 million funds awarded to KPU for the new school of design.
- As trans-disciplinary research is key to the role of IMI, efforts were made to work across disciplines. The following joint research papers with other Marcelo Machado (School of Business) were completed, or are in the process of editing comments from reviewers who have accepted the papers.
 - 1 Co-authored refereed conference paper presentation in the 8th International Conference on Design Principles and Practices – Design as Collective Intelligence, Organized by Common Ground with Emily Carr University of Art and Design, and Carlton University, Vancouver, Canada (January, 2014).
 - 2 Co-authored refereed conference paper for Culture and Change in Organizations — The On the Organization Knowledge Community. Saïd Business School, University of Oxford, UK (August, 2014).
 - 3 Co-authored refereed conference paper in the PICMET 14 – Japan Chapter (JAIST- Japan Advanced Institute of Science and Technology), Kanazawa, Japan, (July, 2014).
 - 4 Co-authored refereed conference paper in the PICMET 14 – Japan Chapter (JAIST- Japan Advanced Institute of Science and Technology), Kanazawa, Japan, (July, 2014).
- Individual research has also continued with an abstract accepted to the *Interior Educators (IE) Conference – the Body and Space*, Middlesex University, London, UK (September, 2014); and, an abstract has been submitted to the *International Association for the Study of Traditional Environments 2014 Conference* organized by the University of California.
- Several discussions to collaborate with an innovation consultancy and work with organizations in Columbia and Mexico were undertaken. An invite to be a guest speaker at a Google Business Summit in Medellin, Colombia was postponed in the last minute with change of government funding for the trip.
- Decisions to move the Executive Director to Surrey were agreed upon and the library space co-allocated to IMI in Richmond was re-assigned to the School of Design. The move will occur on March 21, 2014.

The Institute of Material Innovation

- During this period, numerous committees for the new building were attended, and the Executive Director handled the role of co-chair for the Project Management Committee.
- Discussions regarding post-graduate programs with the School of Business occurred. Also interested academics met about establishing a Masters of Interdisciplinary Studies.
- Intense activity was undertaken in collaborating across disciplines to develop a Notice of Intention for the Canadian Foundation of Innovation Grant. IMI worked with an industry partner who has First Nation connections to the project, faculty in Science, Business, and Community Health, together with the Director of ISH, so that strong NOI dealing with fish skin innovation could be readied for submission.

The Faculty of Science and Horticulture

Faculty-wide Activities:

- KPU Open House –The entire faculty participated with various activities across campus. Highlights included the Chemistry magic show, dancing flames exhibit, DNA extraction, making slime and bath bombs, and Mathematics department card tricks. Representatives from APEGBC put on the annual popsicle stick bridge building competition in the library. This event challenges students in grades 5 to 9 to build a bridge using only popsicle sticks and white glue, and design it to be capable of holding heavy loads.
- Other recruitment events: Coquitlam District Trade Career Fair, Pacific Agriculture Show, Certified Organic Association of BC Conference, Western Canada Turfgrass Association annual conference and trade event, Golf Course Superintendents Association of America Golf Industry Show.
- Science Rendezvous planning is under way with many departments across KPU developing fun, hands-on activities. We are very excited to have Telus World of Science partner with us this year, organizing a variety of interactive activities.
- Brewing and Brewery Operations Program – Admissions opened February 28. We are in discussion with Heriot Watt University in Scotland regarding degree completion options. Dean Betty Worobec and Suzanne Pearce (Chemistry) visited University of California-Davis Brewing program facilities and met with [Charles Bamforth](#), the “Pope of Foam”, program coordinator and Anheuser Busch Endowment Chair.
- Celebrated the LEED Gold status for the Institute for Sustainable Horticulture Lab. Architects, KPU staff, faculty and MLA Mary Pollack attended and toured the lab.
- The School of Horticulture hosted the annual ‘Branching Out’ Horticulture Career Fair. Students met with 20 employers from the industry at this networking event.
- Faculty, staff and students from the School of Horticulture, led by Carol Barnett, Betty Cunnin and Shelley Murley, teamed up with their counterparts in the Chip and Shannon Wilson School of Design on the production of the ‘Living Green Wall’ backdrop for the inaugural President’s Dialogue Series with Thomas Mulcair.

Awards:

- Jim Matteoni (Horticulture) was named as the recipient of the ‘KPU Distinguished Teaching Award’ in the Full-time Faculty Category. This award recognizes the immense contribution Jim has made and is in honor of his long-standing service to KPU.
- Poonam Singh (Horticulture): Received the Shastri Indo Canadian Seed Partnership Grant for project entitled "Plant breeding for organic farming systems: A collaborative approach to sustainability".
- Dawn Morrison (Institute for Sustainable Food Systems) was nominated for the Remarkable Woman 2014 Year of Reconciliation Award.
- The Great Canadian Landscape Co. and Coast Grounds Maintenance donated new scholarships for Horticulture students; McCue Engineering Contractors provided a new scholarship for students in the Environmental Protection Technology (EPT) program.

Faculty, Staff and Student Activities:

- Two EPT students are currently in Sancti Spiritus, Cuba, for their co-op work term as part of our partnership with Jose Marti University.
- Part-time EPT faculty member and lab instructor Chris Hauta recently completed his Masters of Science in Environment and Management.
- Don Mathewson (Physics) held workshops on electric circuit analysis for grade 6 science students and teachers. Don also organized a tour of Harvest Power BC's new composting facility in Richmond for the APEG BC (Association of Professional Engineers and Geoscientists) Richmond-Delta branch.
- Takashi Sato (Physics) gave the invited talk entitled, "Implementation of Remotely Controlled Science Experiments", at the Remote Web-based Science Laboratory Open House.
- Takashi Sato (Physics) was featured in the Open textbook Video <http://vimeo.com/84977181>
- Faculty from Physics and Math visited Langara College and VCC to discuss laddering of their students into our new Physics and Math Degrees.
- The *Richmond Farm School* is celebrating its 5th year of operation.
- Sustainable Agriculture has launched the '[Collaborate with Us' Partnership portal](#)
- Members of Institute for Sustainable Food Systems (ISFS) gave presentations to external groups at the Certified Organic Association of BC Conference, Pacific Agriculture Show, Musqueam Elder and Working Group, and the City of Whitehorse. They also met with representatives from several Thai universities to discuss research and student exchange collaborations.
- The main research and outreach endeavor of ISFS, the SWBC Bio-Regional Food System and Plan Project, is garnering much support including from:
 - [The Surrey/White Rock Food Action Coalition](#)
 - [Whistler Centre for Sustainability](#)
 - White Rock and Surrey Naturalists Society
 - [Invest North Fraser](#)
 - [Farm Folk City Folk](#)
 - The New Westminster Community Food Action Committee
 - Fraser Health
 - Corporation of Delta
- School of Horticulture hosted teachers from the Langley School Division for a Pro-D Workshop on the benefits of school gardens.
- Gary Jones (Horticulture) met with BC Ministry of Agriculture to discuss program offerings and possible liaison.
- Carol Barnett, Gary Jones, Rebecca Harbut, Paul Richard and Betty Worobec met with their University of the Fraser Valley counterparts to plan collaborations under the BC Agricultural Centre of Excellence initiative.
- Gary Jones met with Surrey Economic Development representative Stephen Wu and John Gibeau from the Honey Bee Centre regarding the development of a commercial bee-keeping program.
- Gary Jones led tours for a group of UK greenhouse producers, consultants and industry partners.
- Michelle Molnar and Triona King attended the BC Science Outreach Conference at the Telus World of Science. They networked with various science educators and outreach groups to discuss collaboration opportunities and learn best practices.

Continuing and Professional Studies

Initiatives:

First Nations Partnerships

- We are currently working with KPU Science faculty and TUV Nord to develop programming for our First Nations Partnership with Squamish First Nation. Our first piece of programming will focus on Environmental Assessment.
- Working with HPO/ BC Housing on a housing inventory and training up program for repairs needed on First Nations housing stock.

New Programming

- Working with the Surrey Board of Trade to develop & offer programming to meet the needs of the unemployed in Surrey. Some programs they have expressed interest in are Restoration, Data Tech and Low voltage. These programs will have a practicum piece built in which will meet industries' needs and funding requirements.
- In early talks with Southern China Rail for welding training & certification.
- In development with Liard Birmingham MD and the Teaching & Learning Center to deliver an online Eating Disorders program
- In renewed discussions with BC Hydro Southern California Edison to develop training for retrofitting of residential, commercial and institutional buildings with energy-saving LED lighting to respond to impending regulatory changes and reduce energy consumption.
- Moving forward with the plumbing department to launch a cross-connection re-certification course for the City of Surrey
- Working with the KPU Math department to develop programming for high school instructors.
- Undertaken market research to assess the viability of a Beekeeping program for the Fraser Valley.
- Working with Faculty of Business to deliver courses specifically focused on the Construction industry.

Strategic Partnerships (upcoming)

- Woodfibre LNG (Petronas owned)
- Bank of China
- Ocean University (with Stuart McIlmoyle/KPU International)
- Shanxi University of Finance & Economics
- Squamish First Nation

Office of Continuing & Professional Studies

- FlexReg (the CE online registration system) is up and running. More courses will be added in the near future.
- CPS website has been created: www.kpu.ca/cps
- Working towards publishing a catalogue of CPS offerings in early August
- SharePoint site to assist faculties wanting to create CPS programming will be launched in the coming weeks.
- Met with Chi Fui Chong (Director of Finance - SAIT/Okanagan College) and Finance to build a costing model for CPS

KPU International

Winter 2014 proved to be a busy period marked significantly by the addition of International recruitment and marketing portfolios, the announcement of the TCM program, the addition of new staff, and numerous important trade missions.

EXPANSION OF KPU INTERNATIONAL STAFF

In January, KPU International welcomed Alex Dimas from FSO (formerly ONSP) to become International's Recruitment Coordinator.

This winter, Alex has represented both departments in various events such as Surrey Schools' Post-Secondary Education Fair, Aldergrove Secondary International Fair, Sands Secondary Post-Secondary Information night, and ILAC's Post-Secondary Orientation.

She also conducted drop-in sessions and campus tours for prospective students at both the Surrey and Richmond campus. Alex also created reference material and trained OISS' staff to be able to answer international prospective students' most frequently asked questions which FSO was formerly responsible for answering.

Alex has also played an integral part in coordinating recruitment trips and events for KPU International including Imagine Fair in Mexico, IECHE 2014 in Saudi Arabia, BCCIE's US Familiarization Tour of BC Institutions, Charms Education Fair in India, Blaine High School's Trades and Technology Fair in Washing State and various fairs in China.

More positions in International Recruitment/Admissions and Marketing are opening up and currently being posted internally and externally. KPU International aims to fill these positions by late April.

JANUARY 2014: TRADE MISSION TO BELGIUM/SCOTLAND

In January, Stuart McIlmoyle and Senior Research Associate Corentin Dandrimont flew to Europe to meet different potential partners, notably Univeristeit Gent (UGent) in Belgium and Heriot Watt University (HWU) in Scotland.

UGent is ranked the best or second best university in Belgium and in the Top 85 in the world. There are many areas of potential partnerships between UGent and KPU, particularly in Horticulture and Business. Follow-up is being internally coordinated with Elizabeth Worobec and Wayne Tebb. Moreover, KPU is expecting to host the Dean of the School of Business of UGent during a visit in Summer 2014.

A fruitful meeting with the Canadian Embassy in Belgium was also held during this trip. Counsellor Anouk Lamarre and Trade Commissioner Mrs. Fabienne De Kimpe showed much interest in our institution and shared ideas for potential partnerships with Belgian Industry.

Wayne Tebb joined the KPU International Delegation in Edinburgh. The aim of this trip was to meet the International Office as well as Deans of different Faculties at Heriot Watt University (HWU). HWU has been named Scottish University of the Year - the same week as being voted by students as best university in Scotland. During its visit, the KPU delegation had the chance to meet the managing staff and visit different facilities: The School of Textiles & Design - internationally leading researcher in various related fields; the School of Business- providing one of the best distant learning MBAs; and the School of Life Sciences, to focus on Brewery and Distillery programs considering the opening of our new program next fall. Again, meetings were extremely productive.

Again, follow up is being coordinated to pursue the discussion of partnerships within three faculties. Moreover, a non-legal binding MOU will soon be signed between both institutions.

FEBRUARY 2014: TRADE MISSION TO URUGUAY/BRAZIL

At the end of February, a delegation from KPU left for Uruguay and Brazil to learn more about prospective exchange programs and sign new MOUs.

The Delegation members were:

- President and Vice-Chancellor Alan Davis
- AVP International Stuart McIlmoyle
- Dean of the School of Business Wayne Tebb
- Dean of the School of Design Carolyn Robertson
- Dean of the School of Community & Health Tru Freeman

The following schools were visited:

- Universidad ORT Uruguay (Uruguay)
- Universidad Católica del Uruguay (Uruguay)
- Pontificia Universidade Católica do Rio Grande do Sul (PUCRS) (Brazil)
- Belas Artes (Brazil)

MOU signings were done for all four universities.

ORT offers strong Communications and Design programs, areas of study that aligns well with KPU. ORT offers a particularly strong Interior Design program.

At Universidad Católica del Uruguay, there is potential for partnerships in Business as well as Agro-Business, which could lead to interesting collaborations at KPU between the Faculty of Business and the Faculty of Science and Horticulture.

KPU has worked out a 3-way partnership agreement that has both Uruguayan schools working together with KPU to develop marketing materials to successfully recruit students.

In Uruguay, MOUs were signed with the presence of staff from the Canadian Embassy in Uruguay notably the Ambassador Ms. Claire Poulin and Trade Commissioner Patricia Wilson. Ambassador Poulin noted that KPU is the first Canadian university to sign these types of agreements in Uruguay.

At PUCRS, there is potential for partnerships in Science and Nursing programs where internships could be created for KPU students. PUCRS also offers an interesting Nutrition program and there is potential for future collaboration in developing a similar 4-year Nutrition program at KPU as part of an exchange.

Belas Artes offers strong alignment with KPU's Design programs so much so that four Design Faculty members will be sent to meet with school officials in the coming weeks. Belas Artes offers many post-graduate degrees or specializations in such fields as landscaping or exterior architecture. There is room for growth and development in KPU's own Design programs and the aim will be in expanding post-graduate offerings at KPU. KPU will also explore cross-faculty collaborations, specifically between the Faculties of Design and Horticulture.

As a whole, this trade mission was a successful trip and proved that there are many opportunities in South America.

MARCH 2014: TRADE MISSION TO CHINA

Director of Partnerships & Pathways, Anita Hamm, will travel to China together with International Student Affairs Coordinator, Isabel Chan, from March 7th-22nd. A number of important meetings will take place with current/potential partners in China. Cities visited will include Hangzhou, Beijing, Shanghai, Qingdao, Zhengzhou, Xinxiang and Guangzhou. The visit will also be used to attend agent fairs and visit high schools (including BC offshore high schools) in order to recruit students to KPU.

FEBRUARY/MARCH 2014: TRADE MISSION TO MEXICO

International Recruitment Coordinator Alex Dimas travelled throughout Mexico visiting Monterrey, Mexico City, Toluca, Leon, Guadalajara and Puebla. She represented KPU International at Canadian Embassy's Imagine Fairs and networking events. There, she signed and trained three new agents, captured 700 leads and fostered new relationships with Universidad de Monterrey (UDEM), Universidad Autonoma de Estado de Mexico (UAEM), Secretaria De Educacion Publica (SEP), Education First, Mundo Joven, and Tec. De Monterrey.

Alex also conducted onsite visits at various private high schools and universities, including Colegio Columbia, American School Foundation (AFS) and Trozmer. During these visits, Alex met with the principals and counselors of the schools and presented to their students. On a related note, Alex is now also responsible for managing our email account (international@kpu.ca) where international prospective students send their inquiries.

DELEGATION VISITS TO KPU

On January 17th a delegation from the Chinese Chain Store and Franchise Association (CCFA) visited KPU. A meeting between the CCFA delegation, School of Business Dean Wayne Tebb, Continuing Studies Executive Director Jim Pelton, AVP International Stuart McIlmoyle, and Director of Partnerships & Pathways Anita Hamm was held in Surrey to discuss potential areas for collaboration. A non-profit organization, CCFA is looking to form partnerships with business schools in North America in order to provide training to students and faculties back in China wishing to learn from North American business practices. The CCFA is already working with hundreds of major/reputable businesses in China with the

aim of helping provide ideas and training related to helping businesses grow, thrive, and compete in the 21st century.

TRADITIONAL CHINESE MEDICINE: WORKING WITH PARTNER UNIVERSITY BUCM

A formal announcement regarding KPU being the chosen public post-secondary institution to host a School of Traditional Chinese Medicine (TCM) took place on January 24th at the Richmond Campus. KPU International will continue to work closely with Community and Health Studies (CAHS) in regards to this initiative. We are currently setting up a visit with President Xu Anlong and other key contacts from the Beijing University of Chinese Medicine (BUCM) in May in order to discuss our next steps in regards to our intent to collaborate in the area of TCM in the near future.

OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS UPDATES

OISS welcomed 254 new international students to KPU in January 2014 and held a one day Orientation in both Surrey and Richmond that saw over 155 students in attendance across both campuses. OISS is particularly pleased that there continues to be sharp increases in the number of students attending orientation (now at over 60%) now that a systematic communication system has been put in place and the orientation is listed as mandatory.

Orientation delivery is also evolving with special break out group sessions being delivered to ELST students in conjunction with the ELST Department, for new incoming international undergraduate students and for incoming exchange and visiting students as well. There are also break-out sessions for our sponsored students which include the Science without Borders Brazil and Saudi Scholarship students to address specific requirements of these groups as well. Orientation continues to become more sophisticated in terms of information delivery and international student engagement but we are also pleased that we have an active international volunteer student corps that participated in Orientation and support OISS in answering concerns and questions from students.

INTERNATIONAL STUDENT ACTIVITIES

There have been lots of great activities for students in the past few months at OISS. In conjunction with KPU Rec, OISS hosted and promoted Dodgeball Tournaments and the recent and extremely well attended KPU World Cup Soccer Tournament which saw a large number of international students participating alongside our Canadian students. Other recent memorable events include a Chinese celebration event at the Richmond campus, skating, games event and a community clean up.

OISS also had a representative from the BC Government give two very well attended information sessions on the BC Provincial Nominee Program at both the Surrey and Richmond campuses.

INTERNATIONAL EXCHANGE AND FIELD SCHOOLS

The OISS has been going to classroom visits, conducting information sessions, setting up information tables at KPU campuses over the past several months to promote the international Field Schools and Exchange opportunities available to KPU students.

We were very pleased to receive a great response to our Ghana Field School and Amazon Field School and both will be running this summer. We will also be sending several School of Business students to partner summer programs in Switzerland and Germany. Currently in progress is a Nursing faculty Professional Development trip to Thailand and a Habitat for Humanity project in Brazil. OISS is currently reviewing and recommending students to go on international exchange and look forward to announcing the selections shortly.

PARTNERSHIPS AND SPONSORED STUDENTS

Kathleen Haggith and OISS International Advisor Hilary Sun went to China to complete the testing and assessment of our China partnership students from Fuyang No 2 High School in early March. There will be 17 Fuyang students joining us in May 2014 for ELST studies. KPU does this trip annually to do the English Language Assessment and Placement of the students as part of our partnership agreement. Last summer, we welcomed 14 Fuyang students which was our smallest cohort in recent years and we are pleased to see this numbers bounce back to past levels with the larger intake.

Hilary Sun also travelled to visit and advise 12 new incoming students from our partnership in Guangzhou with the Guangdong University of Foreign Studies International College. The 12 students will also be taking some ELST courses before transitioning into the School of Business as third-year students. There are currently 28 students from GDUFIS registered at KPU and 38 students from Fuyang.

In January, we welcomed 22 new Brazilian scholarship students to KPU and we have just completed a round of applications from the Science without Borders Brazil Scholarship and in the process of admitting 11 new students for summer 2014 bring the total number of SWB students KPU has received in the past 18 months to 85 students.

We are currently busy with finding internship placements for 36 students from Brazil across a number of different disciplines as a part of the scholarship requirements.

Our other main sponsored student program with the Government of Saudi Arabia saw 20 new scholarship students join KPU in January 2014. This brings the number of Saudi Government Sponsored students at KPU to 158, with 48 students in the intensive ESL program and 110 in KPU's undergraduate studies.

Current sponsored and partnership students make up approximately 20% of the international students attending KPU in January 2014.

Institute for INnovation and Scholarship in Teaching and Learning (INSTL)

General

Newsletter

INSTL published its first newsletter, Learning Matters @ KPU, in January. Learning Matters @ KPU is a newsletter for the KPU community published three times a year. The goal of the newsletter is to share information on KPU teaching and learning activities.

KPU Workshops/Seminars for Academic Development

Teaching and Learning Socials

INSTL hosted Teaching and Learning Socials as faculty events on February 11 and 12 in Surrey, Cloverdale, and Richmond to engage faculty in discussion on KPU Strategic Vision and Principles of Teaching and Learning. There were twenty-one participants from thirteen different departments and faculties. Participants rated the usefulness of the information presented 4.3 out of 5.

Research Interest Group

A Research Interest Group was formed by INSTL to provide a forum for the KPU community to discuss educational research being done by KPU faculty/staff/administrators completing PHDs and Masters. Twenty people expressed an interest in participating in this group. The first meeting was held on January 21. At the second meeting on February 27, two members gave presentations on their research projects. Radhika Kumar discussed her project on Learning and Technology and the question of 'How teaching and learning online is affected by a culturally diverse learning environment'. Joel Murray discussed his research question of 'How do we respond when our values are in conflict/how do we stay true to our values'.

Bachelor of Science Nursing Post Baccalaureate (BSN-PB) In-service Seminar

An in-service session for BSN-PB was held on February 14 on the topic of ‘Engaging students in Online Group Work and Assignment’.

Moodle

A VoiceThread workshop was held on February 12. Nineteen faculty attended to learn how to incorporate this interactive collaboration tool into their Moodle courses.

KPU Activities

Task Force on Teaching and Learning

The Task Force on Teaching and Learning, chaired by the VPTL, met on January 22. Some issues being considered by the Task Force include the creation of a Technology Sub-Committee, ePortfolios, and Teaching and Learning Governance.

Design Project Management Committee

VPTL is a member of the Design Project Management Committee and participated in meetings on January 9, January 23, February 6, and February 20.

Other Committee Involvement

SSCUB (VPTL participated as a guest)

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| <p>IKPU (VPTL) – ongoing discussions with the President and Provost</p> |
| <p>Academic Council (VPTL participated as a committee member)</p> |
| <p>IT Governance Executive Committee (VPTL) met on January 9 and February 3</p> |
| <p>Wilson School of Design Project Management Committee (VPTL participated in design Charrettes and Architects’ meetings, and advising on technology space needs)</p> |
| <p>Faculty of Science and Horticulture (FSH) Space Committee (VPTL participated as a committee member on project investigating space needs/labs for growth of the Faculty of Science)</p> |
| <p>PLAR working group (VPTL participated as a committee member). Meetings were held on January 14 and February 26.</p> |
| <p>Technology pilots/projects</p> <ul style="list-style-type: none">Exploring MediaCore as a potential media repositoryAssisting with BCcampus’s exploration of Big Blue Button as a potential shared service for web conferencingDeveloping measures for assessing impact of technology projects |

External Events/ Seminars and Conferences

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| <p>Educational Developers Caucus (EDC)</p> <p>VPTL attended the EDC February 18-21 in Calgary; presented a workshop entitled ‘Approaches to, and Perceptions of, the Role of Academic Development Units’.</p> |
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Teaching and Learning Conference

VPTL participated in Vice Provosts of Teaching and Learning pre-conference meeting for the national group of VPTL's. Meeting was hosted by University of Calgary on February 18.

COHERE)

VPTL serves on the board of COHERE and participated in monthly teleconference board meetings.

Society for Teaching and Learning in Higher Education (STLHE)

VPTL serves on the board of the STLHE and participated in monthly teleconference board meetings.

Simon Fraser University (SFU)

Learning Technology Manager attended SFU seminar on 'E-Textbooks, Adaptive Platforms, and Open Education Resources: Uncovering New Possibilities for Teaching and Learning' held on January 27.

Learning Technology Manager attended the Herman Miller Future of Learning Workshop held on February 5.

Faculty of Academic and Career Advancement

A number of personnel changes have occurred in the Faculty of Academic and Career Advancement's Dean's Office since the last Board report. After two weeks in the position of Dean pro tem Judie Phillips went on a medical leave. Jas Parmar, current Divisional Business Manager for the Faculty of Arts, was appointed as Dean pro tem as of February 3, 2014. Joel Murray accepted the position of Associate Dean with the Faculty of Science and Horticulture and started this term on March 3, 2014. Kim Rose, current Instructional Associate Coordinator for the Access Programs for People with Disabilities Department, was appointed to the interim Operations Manager position. A search for a Divisional Business Manager is currently underway. As well, the Dean's Office welcomed Shelley Strimbald into the role of Administrative Assistant on February 18, 2014.

As previously reported, a budget reduction of 1.35 million dollars, due to reduced provincial funding for domestic ESL (English as Second Language) programs in 2014/15 is planned for the Faculty of Academic and Career Advancement. The Ministry of Advanced Education informed KPU in February 2014, that the University will receive one-time only transition funding of \$803,000 to provide ESL programming for domestic students until the end of the summer semester. Furthermore, the one-time transition funding provided by the Ministry has enabled KPU to extend the layoff notice period for affected employees until the end of summer 2014. Over the course of the next few months, the ACA Dean's Office will work with an ELST working group to explore and conceptualize future sustainable ESL programming for domestic students at KPU.

Programs – New, Revised, Reviewed

Academic and Career Preparation (ACP)

ACP continues with curriculum revisions to ensure that courses, both English and math, are articulated provincially and clearly scaffold for student understanding and choice.

The ACP English group held a retreat during reading week and identified a number of general initiatives: including a plan for developing discipline-specific qualifying courses.

The ACA Faculty Council Standing Committee on Assessment and Testing, of which there are several members from ACP, has been working on messaging to students regarding the English Placement Test available at Kwantlen.

Access Programs for People with Disabilities (APPD)

Curriculum Revisions: The twenty-one new course outlines are on hold in the approval process as discussions are currently underway regarding changes in workload mode. Once this is clarified the revised program's course outlines will continue through the approval process with an intention to deliver in September 2014.

Faculty of Academic and Career Advancement

Adult Special Education (ASE) Program-Specific Transfer Guide: After considerable work by the ASE Articulation Committee, and financial support from BCCAT, the ASE program-specific transfer guide is now posted on the articulation committee's webpage.

Career Choices and Life Success (CCLS)

The revised CCLS course outlines are on the March ACA Curriculum Committee meeting agenda, with a proposed implementation of September, 2014.

CCLS is in the process of expanding their qualified faculty list.

English Language Studies (ELST)

Three faculty lay-off notices have been rescinded due to a retirement and reassignment.

A limited number of sections are being offered in Summer, 2014 only in the Accelerated mode to provide for continuing and new international students as well as continuing students in the Diploma level. All sections will be offered on Richmond campus to maximize student enrolment and ensure student accessibility to available sections and seats.

Our Faculty & Staff

Faculty Achievements

JJ Hill (APPD staff) has been accepted into a PhD Program at SFU in Graduate Liberal Studies.

Arthur Ling (ELST faculty) and *Susan Saint (ELST faculty)* are visiting the KPU China partnership school in Fuyang, China in March, 2014 to carry out language testing.

ELS Faculty attended departmental workshops during the reading week which addressed the topics of "Best Practices when working with students from Saudi Arabia" and ELS Placement Testing.

Joanna Daley (ELST faculty) facilitated a workshop for Learning Centre personnel on the topic of "Best Practices when working with students from Saudi Arabia."

Our Students

APPD

Colton Turner, a Job Preparation student at Langley campus, was seen at KPU's Open House on March 1st posing for pictures as Kwinten, KPU's Eagle mascot. Colton's job as a mascot is another way that APPD students are involved in university activities.

Special Events

Miss Representation Action Group Event — How to Survive a Plague: A Conversation with David France

Approximately 40 students, faculty, staff, alumni, and community members lead a rousing discussion with filmmaker David France on February 26th at the Richmond Campus, about his award-winning documentary.

APPD Department: Community Events/Presentations involving the Department

Faculty of Academic and Career Advancement

- Orientation & Tour at Richmond Campus for University Hill Secondary students and staff
- Tours at Surrey Campus for students, teachers and staff from LA Matheson Secondary, North Delta Secondary and Earl Marriot Secondary.

KPU Open House

ACA once again participated in the KPU Open House, with four tables, including interactive presentations about our departments.

The Chip and Shannon Wilson School of Design

Building Update

The vision of innovation, beauty, simplicity and function continues to manifest in the design of the Chip and Shannon Wilson School of Design building. Working together, architecture firms KPMP of Toronto, and PUBLIC of Vancouver, are refining the building's design while incorporating feedback from KPU faculty and students.

To engage the students, the School of Design hosted a *Dare to Dream Building Challenge* on February 3, 2014, inviting all design students to share ideas for the new Wilson School of Design building. Students were asked to share their views on the social spaces, graphics, amenities, furniture and more. Current plans of the building were available and interior design students helped lead the discussions.

Construction is on track, with site works including vibro-densification, pre-loading, and loading dock construction well underway. Completion of this stage is anticipated for the end of May depending on geotechnical reports. Site works tender was approximately 20% over the Quantity Surveyor's budget estimate, but has been absorbed by the contingency allowance, and all other budget requirements are being met at this time.

Key Dates:

- Nov 2013 - E. Mathers Bulldozing Co. Ltd. selected as General Contractor for Site Works.
- Dec 2013 - Vibro-densification for site commenced.
- Jan 2014 - Vibro-densification completed.
- Jan 2014 - Design Development completed.
- Feb 2014 - Pre-load of site.
- Feb – April 2014 - Prepare tender documents and drawings.
- May 2014 - Pre-loading removed from site.
- May 2014 - Tender for General Contractor for building construction.
- June 2014 - Construction to commence.
- July 2015 - Substantial completion.

Interior Design Major Field Study

Third year interior design students will engage in an intensive field study in Barcelona for nine days from May 3-12, 2014. They will assimilate design theory and knowledge, considering the context of site, culture, climate, and geography. They will attend and participate in scheduled activities at

The Chip and Shannon Wilson School of Design

design and architecture firms, buildings and interior spaces, design schools and programs, museums and galleries, and other significant locations of the region.

Amazon Field School (May 2014)

Students from the Wilson School of Design and the Faculty of Arts, along with faculty members Lucie Gagne (IDSN) and Ross Laird (IDEA), are returning to the Calanoa Field School in the Amazon in May 2014. Last years' experience proved to be a deep and enriching experience for students and faculty. The field study site, Calanoa Natural Reserve, is committed to the conservation of the biological and cultural diversity of the Amazon rainforest and has initiated long-term community development projects with six Indigenous villages that share their traditional territory with the Amacayacu National Park in the Colombian Amazon. These projects, which are interdisciplinary by nature, are focused on issues such as education and cultural memory, identity and arts revival, community health, materiality, traditional uses of medicinal plants, food security and alternative ways of sustainable use of diversity, and innovative design solutions for sustainable livelihoods.

During the two-week international field school experience, students will visit many ecological, cultural, and historic sites. Guest lectures by local instructors and experts in the host country will complement lectures by KPU faculty. The onsite hosts and guides will be the founders of the Calanoa Project, Marlene and Diego Samper, who will facilitate all the visits and activities.

Fashion New York Trip

Fashion program faculty and staff will be joined by 40 students from May 1-10th, 2014 on a tour of New York City's fashion industries. Fashion Immersion is a voluntary, non-credit, participant funded international educational tour.

During 8 days in NYC, the students meet and network with a wide variety of people from many different types of fashion companies. They learn about different fashion career possibilities and see the inner workings of these companies. In the past, we have had students who networked an internship with a company in NYC through the people they met. Possible visits/tours may include:

- The Metropolitan Museum of Art
- The Fashion Institute of Technology
- Fashion companies such as: a textile design/print studio
- Fashion illustration studio
- Stylesight fashion forecasting company
- Trade shows
- Minimum of 3 designer studios
- Costume company
- An accessory showroom
- Specialty boutiques
- Itinerary may include the Empire State Building Observatory and a boat cruise of Manhattan, and general sightseeing.

Fashion and Technology Graduation Show

The Show 2014 will be held on Thursday April 24, 2014 at the River Rock Casino and Resort in Richmond, B.C., offering audiences a daytime and evening show. The Show 2014 will be attended by over 2,700 people. The event attracts two specific audiences-daytime show draws high school students, aspiring designers, and industry professionals, while the evening show attracts media, dignitaries, alumni and business leaders. Exposure to this dynamic audience creates an unparalleled opportunity for students.

Targeted towards niche markets, each collection showcases the best of Canada's emerging designers. The Show is a celebrated event which highlights the talent of these graduating designers as they transition into the fashion industry. KPU's students are known for their attention to technical details, functionality, craftsmanship, and surface design skills. This year features a diverse array of collections.

Graphic Design for Marketing Graduation Show

Graphic Design for Marketing (GDMA) will be hosting its annual graduation show on May 1st, 2014 at the Museum of Vancouver. The graduation show will feature the current work of graduating students from GDMA, which graduates graphic designers who have well-developed design skills, understand the connection between design and marketing, and have a wide range of complementary and interdisciplinary knowledge and abilities.

Guest Speakers

“Design for Sustainability” Presentation by Stuart Walker (Lancaster University, UK) – November 6, 2013

Stuart Walker was invited to lecture to a packed audience of Wilson School of Design students in November, 2013. The lecture raised questions about the the meaning and interpretation of 'sustainability' and discussed practice-based design research for sustainability. Examples of academic design objects from research for sustainability were also shown.

“Design for an Ageing Population” Presented by Glen Hougan (Associate Professor, Product Design, NSCAD University) - February 17, 2014

Glen Hougan lectured to a full house of students and faculty on 'Design for an Ageing Population'. Glen Hougan is an industrial/product designer whose background is in the area of human factors, product development, health care design, cultural ergonomics, design research and design thinking.

Awards

Rosanna Fung: Canada Goose Finalist

A 3rd year FASH student, Rosanna Fung, has been selected as a finalist for the “Sporting Life and Canada Goose” Competition. Rosanna submitted an initial sketch, which received votes on the contest Facebook site. As a finalist (1 of 4) she will be receiving a Canada Goose jacket for herself and one to rework into her design. If she wins, she will receive a \$5,000 bursary for our school!

FASN Student Wins Team Canada Hockey Mask Design Contest

Taylor Anderson, a first year student in the FASN program, was the winner of a contest for designing a goalie mask for Team Canada's goalie during the recent World Junior Hockey tournament.

<http://www.theprovince.com/sports/Team+Canada+goalie+will+stopping+style+with+mask+designed+Langley+teen/9311992/story.html>

IDSN Student Wins NEWH scholarship

4th year IDSN student Mojgan Issaei was the recipient of the 2013 NEWH Vancouver Regional scholarship . NEWH, INC. (The Hospitality Industry Network) and its chapters are tasked with fundraising to provide scholarship dollars for eligible students wishing to enter the Hospitality Industry.

Telio 2014 Canada's Breakthrough Student Fashion Design Competition

Three KPU Fashion & Technology students showed at Montreal fashion week in February, 2014, as finalists in the annual Fashion & Technology student competition.

Capri Phillips – 3rd Year

Angela Huang – 3rd Year

Nicole Boyer – 2nd Year

Nicole Boyer, a second year fashion design student at Kwantlen Polytechnic University was awarded one of five grand prizes in the TÉLIO National Design Competition in Quebec. Nicole's design won on technical merit a \$2,000 scholarship.

KPU Alumni Awards

Maryanne Mathias was a recipient at the 2013 distinguished alumni awards. Osei-Duro was founded by **Maryanne Mathias** and Molly Keogh as an experiment in design and production in Ghana. The company - which has offices in Los Angeles and Acra, Ghana - is dedicated to creating socially responsible and sustainable clothing that's fashionable. Osei-Duro uses small-scale manufacturing and works with local Ghanaian seamstresses, tailors, and factories, providing them with training to increase the quality and marketability of their products. Many of Osei-Duro's garments are hand-dyed and feature a variety of artisanal pieces such as hand-crocheting and hand-cast brass. Mathias has a bachelor's degree in Fashion Design and Technology from KPU, and an MBA in sustainability and strategic management from the University of British Columbia.

The Chip and Shannon Wilson School of Design Scholarship and Design Awards

The Chip and Shannon Wilson School of Design held its annual Scholarships and Awards Ceremony on November 21st at the John M.S. Lecky UBC Boathouse. Thirty-six students were the recipients of scholarships provided by design community ranging from \$500-\$2000. Scholarships donated by the local industry go to deserving students on an annual basis. Award recipients are recognized for their academic standing, volunteer work in the community and industry, and contribution to KPU. The

The Chip and Shannon Wilson School of Design

scholarships and awards ceremony is a celebration of the achievement of students, the faculty that teach them, and community that supports them.

Canadian Arts & Fashion Awards (CAFA)

Andhra Goundrey, Faculty and Coordinator, Fashion and Technology, served as a member of the Nominating Committee for the Canadian Arts and Fashion Awards (CAFA) among other representatives from the fashion industry, media, and design education. She also attended the inaugural CAFA™ event held on Saturday, February 1, 2014 at the Fairmont Royal York in downtown Toronto.

"CAFA was created to recognize and celebrate outstanding achievement and emerging talent in Canadian fashion design. In doing so, we hope to encourage the economic development of the Canadian fashion industry and endorse Canadian cultural sovereignty".

Y.P. Heung Award

Fashion Marketing was the recipient of Y.P. Heung Foundation \$10,000 grant for "Enhance Computer, Visual, Information, media and Digital Literacy Program". The Foundation considered the initiative to be an important opportunity for the Fashion Marketing program to experiment with new technology and enhance the value of the program. This gift will allow the Fashion Marketing department to purchase a 2D and 3D software product called Optitex. Optitex develops 3D virtual prototyping and 2D CAD/CAM pattern and fashion design software that is innovative and easy-to-use.

Industry and Community Engagement

Pecha Kucha Richmond

Organized in conjunction with the City of Richmond, PechaKucha was held at the Richmond campus on February 20, 2014. PechaKucha events provide a platform for individuals to share ideas, network, and show work in public. This event provided an opportunity for the community to meet and engage in conversations about the arts and culture on the theme of "What's Your Story?". The event was well attended (over 110) and extremely well organized by members of Design's Student Experience Committee.

Apparel Affinity Group Annual Conference

The Chip and Shannon Wilson School of Design will host the National 'Apparel Affinity Group' Annual Conference in June 2014. The AAG is made up of post-secondary fashion faculty from colleges and universities from across Canada from Vancouver to St. John's. Michael Pope, a fashion faculty member, is the newly appointed co-chair of the 6 member coordinating committee for the group.

Graphic Design for Marketing lululemon Athletica Project

The Chip and Shannon Wilson School of Design

The Wilson School of Design Graphic Design for Marketing Program incorporates experiential, project based learning into course content. Second year students of the four year degree program are introduced to the realities of client expectation through a project for lululemon Athletica. The Introduction to Marketing Communications Course includes an assignment to research, design, fabricate and install a window display for the lululemon retail store in Vancouver's, Oakridge Centre Mall. Student teams work with lululemon personnel to conduct a discovery session, present design concepts, and coordinate installation of the window display. Three designs were selected by lululemon merchandizing experts. The three different window displays will be fabricated at Kwantlen's Richmond Campus for installation at lululemon's Oakridge store, in March, April and May.

Holt Renfrew Partnership

[Holt Renfrew](#), a leading Canadian department store chain that specializes in luxury goods and higher-end fashion, teamed up with KPU's Fashion Marketing Students to create two window displays and two wall displays. The design inspiration came from the client's vision of impressionist and abstract paintings of spring and the students developed the conceptual vision. Beginning with a hand painted backdrop, Fashion Marketing students added photographs and picture frames to incorporate both digital and artistic mediums. The striking spring colours and pixelated images reflect the landscapes of Vancouver incorporated with our digital lifestyles.

The displays were unveiled on February 21st, 2014 and will be running for a six weeks.

High School Teachers Pro-D Day Session

The School of Design hosted 20 high school teachers on February 21, 2014. High school teachers were on campus to network, receive program information and participate in some mini-workshops. This was led by graduates Heather Clark (2009 Grad) and Robyn Ummard (2003 Grad). They did some design exercises, drafting, fabric dyeing (with Heather Young, Lab Assistant) and a brief info session with Andhra Goundry, Coordinator Fashion Design and Technology. The session allowed the Fashion department the opportunity to distribute Show posters, info sheets and continuing education brochures, and some prizes courtesy of the Stylesight session from Fall 2013.

Faculty Feature

Keith Martin- Canada Post Beneficial Insects Stamps

March will see 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 an insect and joins eleven others that make up 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 this information is thoughtfully processed to guide the completion of an original work of art that becomes the primary stamp visual. All twelve insects can be found on Canadian soil and reflect the broad variety and diversity of species that inhabit our borders. Additionally, all are considered to have a beneficial aspect to Canadians such pollination, pest control, invasive plant species management and silk production, to name a few.

Keith has been involved in developing and producing stamps for Canada Post since 1988 and to date has 24 stamps to his credit. Most have featured nature themes as per the Beneficial Series, notable others being a series of four stamps commemorating whales that inhabit the three oceans that define the shape of Canada, and pair of stamps that were produced and issued by both Canada and China bringing focus to the cougar and snow leopard. Designing stamps for Canada is a labour of love for Keith as it combines three personal passions - art, design and education.

Library Services and Learning Centres

Library Services

Digital Commons selected for KPU's Institutional Repository

- The Institutional Repository (IR) will be an online collection of works produced by Kwantlen scholars. These materials will be made openly-accessible to the public, and will be readily-discoverable on the web by interested readers around the world. The Library is currently developing the policies and workflows for this institutional repository which will address issues such as copyright clearance. Librarians will be meeting with faculty, students and staff from across the institution this spring for input and to answer questions. Our goal is to launch the new institutional repository at the Research & Knowledge Mobilization Days in November.

Library survey report:

- A Library survey for all employee groups of KPU was completed in early March. 398 usable surveys were submitted which is up over the last employee survey response of 291. We'll be working with Institutional Analysis and Planning on a timeline for compiling the survey results as it will be useful for upcoming Library Strategic Planning.

KPU Open House

- The Library jointly with The Learning Centres established a booth at the recent KPU Open House. The display theme was Lego Building Blocks - Let Us Build Your Future. The theme including a "Toss a Lego & Win a Prize" game was used as a hook to get passers by to stop to learn about Library and Learning Centre support for students. It worked well as there was as we were very busy most of the day with people lining up to play. Kudos to Angela Ryan (Library) and Nancy Dhillon (Learning Centre) for arranging the game and display.

Collection News

- **KPU adds 20,000 ebooks through ebrary's Academic Complete Collection**
Through the Library's ebrary subscription an additional 20,000 ebooks were added to the collection bringing the number of ebrary titles to around 109,000. ebrary has titles across many disciplines from over 500 imprints including 70+ university presses and hundreds more scholarly publishers.

Learning Centres

January brought with it another round of tutor training (Foundation, Writing and ESL training) for 45 tutors, along with further exploration of the development of online portfolios for the level 3 (Master level) tutors. Online tutor training is carried out throughout the semester... online. We are very pleased to have faculty mentoring subject area tutors for high volume areas such as math, accounting, writing, English and ESL.

The January and February Sensational Saturday Study Skills Workshops were well attended with over 80 students coming out for topics that include time management, reading effectively, note-taking, motivation and avoiding procrastination etc. Our Academic Boost Camp provided support for 42 students and our booth at the Open House attracted a range of guests who were interested in our August summer transition program "It's About U" that we are promoting at the moment.

In February 13 volunteer tutors from KPU were placed in four of the five Surrey School District Learning Centres to assist high school students with their independent learning modules and to work with students around transitioning into university for those who aspire to head in that direction. These tutors were trained by the Learning Centre staff but came from a range of classes that have experiential, practicum or service learning requirements. The Learning Centres introduced this initiative.

The Trades and Technology Learning Advisor (KPU Tech) is on the advisory committee for the consortium that is looking at introducing an e-tutoring component to the WriteAway Initiative that has served over 144 students at KPU alone. Issues with funding may affect our ability to move forward if BC Campus is not able to provide funding equal to previous levels. The drive will be on to attract new members to the consortium once we know that we have at least basic levels of funding. This will involve an expense to participants, so the more members we have as part of the consortium the more affordable the services will be.

Work on an investigation into regional learning centres (Ike Barber funding) is continuing as we engage and train student researchers. We are slightly behind our schedule but look forward to having the students in action after their exams.

We are conducting a pilot program with student athletes to boost their academic success.

The Faculty of Trades and Technology

APPLIANCE SERVICE TECHNOLOGY

- The announcement of the new “Ed Schellenbeg” fund for a deserving Appliance Service student. This is a legacy fund designed to generate an annual \$1,000 award.
- We are working with some of our industry supporters to see if we can do a collaborative project such as having a manufacturer supply some returned appliances to a needy school with a lunch program. Our students would repair or test the product and arrange delivery to the schools to help defray costs.

PUBLIC SAFETY COMMUNICATIONS

- October 2013 – in conjunction with KPU’s United Way Campaign, faculty and students of the PSCM program collected non-perishable food items to be donated to the Cloverdale Food Bank. Rising to the challenge, the class together with students from the Appliance Servicing Program collected the most food, filling three large boxes.
- December 2013 – PSCM students spent an afternoon filling hampers for the Cloverdale Christmas Hamper program at the Pacific Community Church. This program supported a large number of area families through the holiday season.
- January 2014 – PSCM students hosted a class from Surrey Campus Access Programs for People with Disabilities (APPD) program. The purpose of the visit was to have the visitors learn how to use 9-1-1 and to participate in a simulated lab where they have the chance to practice calling 9-1-1 in a safe environment. This is part of the APPD program safety week.
- February 2014 – As an assignment for their Practicum course, PSCM students are required to teach a community group about access to 9-1-1. A wide variety of groups benefited from this education including: elementary school students, kindergarten, secondary school students, as well as a Beavers group. The information provided by the PSCM students goes a long way to dispel any misconceptions about access to 9-1-1, and what the limitations to technology can be. Many community groups have benefited from this assignment over the years.
- February 22, 2014 – A small group of faculty members and their families from Cloverdale Campus (The Kwantlen Kruzers) participated in the Coldest Night of the Year Walk in aid of the Cloverdale Community Kitchen. The KPU community contributed \$555.00+ towards the over \$58,000 raised for this local kitchen.

OFFICE OF THE DEAN

- The Dean was part of the Governor General’s mission to India to promote Education, Innovation and Partnerships. Many contacts were made. We are currently working with Jindal Steel and Power in the delivery of its educational programs.
- “Apprenticeship Services” was launched in the Office of the Dean providing direct support to apprentices through post registration qualifications, registration, payment, dedicated email address and assistance with ITA and EI issues. We anticipate the online registration system, Flex Reg to be available April 2014.

CLOVERDALE CAMPUS – SKILLS CANADA/YES2IT EVENTS

- KPU Tech hosted the Regional Skills Competitions for the Lower Fraser Valley on Friday March 7th. Students competed in Automotive, Carpentry, CADD Technologies and Welding programs, as well as in junior competitions such as Gravity Car and Sumo Robot. The 20th annual BC Skills Competition is taking place on Wednesday, April 9th, 2014 at TradeX in Abbotsford, followed by the National Competitions in Toronto June 4-7, 2014.

ACE IT programs provide high school students dual credit toward both their high school diploma and their technical training programs before graduation. Many students attending the regional competitions either as a competitor or as a spectator were ACE IT/CTC students - demonstrating a strong connection with community and the success of these partnerships.

- A field trip funded by the ITA’s Youth Exploring Skills to Industry Training (YES 2 IT) program took place at KPU Tech on Thursday, March 6th. 600 grade 6 and 7 students from the Surrey School District participated in this joint initiative between ITA and the Ministry of Education. In addition to a tour of the campus shops, all 600 students participated in hands-on projects in the Automotive, Appliance Servicing, Carpentry, Electrical and Plumbing shops. The trip’s objective was to expose students at a young age to the countless benefits and opportunities offered by a career in the trades. While targeting younger students, initiatives such as these are designed to increase awareness of the countless career paths into trades and technology to parents, employers, educators and communities.

Surrey Superintendent Jordan Tinney and the Ministry’s Superintendent of Trades and Transitions Larry Espe were on hand to witness the day of events. As well, a number of people from the ITA (Gary Herman, CEO and Erin Johnston, Director, Training Delivery) and other corporate sponsors were in attendance.

The Faculty of trades and Technology

Events such as these require the contributions of many people – faculty, staff and students – behind the scenes preparing beforehand as well as providing hands-on assistance and supervision during the event.

We received great feedback from many people. The students (and their parents) had a great opportunity to really see some of what we have to offer and will be better prepared when the time comes to make course selections.

Information and Educational Technology (IET)

1 Strategic Initiatives

1.1 Student Experience

1.1.1 Flexible Registration

The new Flexible Registration System went live on schedule and on budget in February 2014. The new Flexible Registration system enables online self-service registration for non-academic (professional studies/continuing education) offerings.

1.1.2 Transitions Project

IET's planning, development and analysis work associated with the Transitions Project is underway with multiple endeavors of work in progress for project management, process improvement, environmental preparation, curriculum restructuring, advising and program planning (CAPP).

2 Operational Initiatives

2.1 Process Improvements

2.1.1 Lean Thinking

Amy Ditchburn (Division Manager, Trades and Technology) is attending Lean Greenbelt training. Lean consultants have been engaged to facilitate Lean Customer Value Innovation kaizens to engage stakeholders in the process to transform the student experience (from recruitment to first year) by breaking down the silos and integrating the processes from end-to-end. KPU Lean Greenbelts will apply their skills to facilitate kaizens focused on processes in specific functional areas.

2.2 Infrastructure Renewal/Upgrade

2.2.1 eClassroom Upgrade

Replaced 10 data projectors in eClassrooms.

2.2.2 Thin Clients Upgrades

Completed replacement of all 660 first generation thin clients (SunRays) with the latest technology. There are a total of 1368 thin clients deployed which accounts for 50% of all desktop computers.

2.3 Regulatory and Compliance

2.3.1 PCI-DSS (Payment Card Industry-Data Security Standard) Compliance

Completed segregation of the Bookstore Point of Sales network from the main administrative network. This enhanced the KPU's network security and reduces the scope for the PCI compliance. This is a critical step in enabling KPU to attain compliance. The PCI report completed on schedule and submitted to Moneris (KPU's payment card providers) by end of February.

Facilities Services

Facilities Services Accomplishments December 22, 2013 to March 10, 2014



| PROJECT | COMMENTS |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Capital Development (includes renovations and new buildings) | |
| CSWSOD | <i>Site Works – vibro densification completed. Detailed design development completed with project within budget and on schedule.</i> |
| Brew Lab | <ul style="list-style-type: none"> ▪ <i>Developed criteria and retained a brew lab consultant, mechanical consultant, and architects.</i> ▪ <i>Finalized Donated Equipment agreement with Newlands Systems Inc., one of the premier brewing supply companies in North America.</i> |
| <i>Campus Renovations and Alterations.</i> | <ul style="list-style-type: none"> • <i>Renovations and relocation of Institutional Analysis and Planning to Fir 248 are complete.</i> • <i>Renovation work in Surrey Main for the School of Business is complete.</i> • <i>Design, specifications and drawings completed for the Future Students Office, Surrey Main, providing a new high profile presence to the main lobby.</i> • <i>Renovations and relocation complete for Cloverdale Dean of Trades and Technology new location.</i> • <i>Completed purchase and installation of collapsible shelving for new finance storage room in Langley 1631. Sorted 500 boxes and coordinated 100 for offsite storage.</i> • <i>Completed purchase and installation of 6 new work stations and meeting room in Institute for Sustainable Food Sources/Services.</i> • <i>New CAHS (Community & Health) workstation plans provided and approved by the user group</i> |
| <i>Surrey Sidewalk installation at 70B Ave</i> | <i>Design, specifications and drawings are complete for the new section of sidewalk intended to align with new crosswalk being built by the City on 128th Street and 70B</i> |

Facilities Services

| | |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Ave. |
| <i>Sustainability Presentation</i> | <i>Presentation to Policy Studies Advisory Board on Environmental Sustainability at KPU.</i> |
| LEED Gold achieved for ISH Lab | Langley's Institute for Sustainable Horticulture (ISH) lab at KPU has been awarded LEED Gold status, an internationally recognized achievement of excellent Leadership in Energy and Environmental Design (LEED). While building KPU's state-of-the-art lab, over 75 per cent of construction waste was diverted from landfills and landscape water usage was cut in half. For the first two years, the building was also designed to acquire 50 per cent of its energy from renewable sources. |
| Environmental Activities | |
| <i>BCHydro Energy Manager Contract</i> | <i>Third Quarter Presentation to BC Hydro for continued funding for KPU Energy Manager. Electrical energy use for 2013: Cloverdale – 3% reduction, Langley – 11% increase, Langley Horticulture – 12% reduction, Richmond – no change, Surrey – 1 % reduction.</i> |
| <i>Energy Efficiency, Success Stories</i> | <i>Wrote ten new energy efficiency success stories and updated success story booklet. Information is available on the Facilities website, http://www.kpu.ca/sustainability/success-stories</i> |
| <i>Energy Efficiency</i> | Participated in "Energy Manager Assessment" session with BCHydro to evaluate the success of KPU's energy management program. |
| <i>Energy Efficiency</i> | "Green Team" established with Facilities Operations. Green Teams are established to partner the expertise within front line workers with the technical experts to look for new ways to improve on energy efficient operations. |
| <i>Carbon Emissions</i> | Submitted energy, paper and fuel data to Climate Action Secretariat and submitted payment for carbon transfer fee for 2013. |
| Campus Renewal and Safety | |
| <i>Emergency Generators</i> | <i>Emergency Generator fuel polishing completed for all campus locations. This work is required to meet BCFire code requirements.</i> |
| <i>Boiler Controls</i> | <i>Modify boiler controls at Surrey Campus to improve system reliability.</i> |
| <i>High Voltage Electrical Maintenance</i> | <i>Completed high voltage electrical maintenance at Surrey Campus to ensure continued safety and reliability of the campus main electrical service.</i> |
| <i>Welding and Millwright Electrical Maintenance</i> | <i>Completed thermographic imaging and servicing of buss duct electrical system in the welding and millwright shops at Cloverdale Campus</i> |

Facilities Services

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| <i>Carpentry Electrical Maintenance</i> | <i>Completed preventative maintenance and cleaning of electrical panels at Cloverdale Campus.</i> |
| <i>Roof Safety</i> | <i>Painted safety lines were added to the roof at Surry Campus to identify safe work zones.</i> |
| <i>Fire Safety Drills</i> | <i>Participated in the annual planned fire drills at the Surrey and Langley campuses in January; front line Facilities Support Generalists (FSGs) play a lead role as Technical Fire Safety Directors coordinating the evacuation response.</i> |
| <i>Snow Removal</i> | <i>Facilities Operations and Landscape contractors responded to multiple snowfall events and icy conditions on all campuses, ensuring parking lots and sidewalks were safe for campuses to remain open.</i> |
| <i>Hazardous Tree Removal</i> | <i>Following up on recommendations from a Hazardous Tree Risk Assessment report for the Langley campus, contractors removed a large broad leaf maple, significantly pruned another, and removed dangerous limbs on a cotton wood all identified as imminent risks to pedestrian or vehicles on the site.</i> |
| Facilities Operations | |
| <i>Furniture Supplier</i> | <i>Have undertaken an 18 month performance review of Holmes & Brakel and Heritage Office, KPU's furniture providers.</i> |
| <i>Campus Wide Signage Supplier - Competitive Bid</i> | <i>Completed the tender process and selection of KPU's signage tender; signage contract has been awarded to Superior Signs of Port Coquitlam.</i> |
| <i>Richmond Learning Centre</i> | <i>Redesigned layout to improve sightlines and reduce theft of office supplies after hours.</i> |
| <i>All Campuses Signage Updates</i> | <ul style="list-style-type: none"> <i>Surrey Campus signage was enhanced with 50+ new directional, directory and identification signage.</i> <i>Cloverdale campus signage was updated to correspond with Office of the Dean's renovation and relocation.</i> <i>Richmond Campus exterior signage was modified to correspond with Wilson School of Design site work.</i> |
| <i>KSA (Student Association) project support</i> | <ul style="list-style-type: none"> <i>KSA lockers Cloverdale quoted and ordered.</i> <i>KSA Office space reconfiguration plan finalized.</i> |
| <i>Room Booking Support</i> | <p>Room Bookings assisted in the planning and coordination of several major events on campus:</p> <ul style="list-style-type: none"> <i>We have a tent erected in the Atrium for the Surrey Museum</i> <i>Open House (Surrey Camp)</i> <i>Career Days (R and S)</i> <i>NABita Conference – Threat Assessment and National Behavioural Intervention</i> <i>“Langley's Got Talent” event.</i> |
| <i>Co-Op student Support; KPU Solid Waste Audit</i> | <i>Environmental Protection Technology student Sherise Chin has joined Facilities as a Spring semester Co-Op student to conduct an audit and make recommendations on KPU's solid waste management program.</i> |

Facilities Services

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| Richmond Campus Power Outages | The Richmond campus experienced a series of unexpected power outages during the past 3 weeks, both after hours and during classes. Replacement of a series of 600V relays has corrected the interruptions. |
| Operable Partition Wall Replacement, Surrey Conference Center | Replacement of the 20ft high operable partition wall in the Surrey conference center was completed. Failure of the previous wall was imminent and had the potential of restricting multifunctional use of the space. |

Financial Services and Bookstore

Financial Services' focus has been on producing 2013 T4s, completion of the FY14 budget allocations, and budget requests for FY15. As we move forward into the next fiscal year, all areas within Financial Services will be busy assisting the auditors with current year-end reports.

Financial Reporting and Systems and Budget and Assurance

With the continued vacancy of the Manager, Budgeting and Payroll, position, cross-portfolio work has been required by the Manager, Financial Reporting and Systems. The Manager, Budget and Assurance, position has been posted and we hope to have the vacancy filled shortly.

Budget staff have been busy working on status quo budget reviews and meetings and on the implementation of FAST Budget. The Manager, Financial Reporting and Systems, has also been working closely with the Executive Director, Finance, on various budget issues. The fiscal 2014/2015 budget is being presented to the Finance and Audit Committee on March 13, 2014 and to the Board for approval on April 3, 2014.

Due to an unexpected circumstance, the FAST Upgrade was postponed from the week of January 13th to the last week of February. Taking advantage of this delay, Financial Reporting staff, in conjunction with IET, performed additional testing to move the upgrade from the original planned 4.0 upgrade to a 4.2.04 upgrade. Substantial work has begun preparing for fiscal year end reporting including training and the launch of a collaborative SharePoint audit site to address file sharing, information security, version control, and email quotas.

Close discussions have also taken place with Continuing and Professional Studies on project costing and profit sharing and related processes.

Accounting Services

During the past several months, the Manager, Accounting Services, has participated in a number of key initiatives including the finalization and submission of the PCI Self-Assessment Questionnaire, assisting in the implementation of Banner Flex Registration, involvement in the recent MFD selection process and as a member of the Transitions Advisory Group.

Accounts Payable has recently had one of the AP Clerks move into a payroll position. This is being used as an opportunity to make some organizational changes within Accounts Payable, including the recruitment of an AP Supervisor.

Financial Services and Bookstore

The Accounts Receivable unit continues to face challenges on a regular basis due to growth in student enrollment, especially sponsored and International students, and recent turnover within the Student Services unit. Despite these challenges, Spring billing and refund deadlines have been met; clean-up and planning is currently taking place in preparation for fiscal year end.

Payroll

The end of the calendar year is always a busy time for Payroll and it was exceptionally challenging this year with a shortage of staff. We did meet the deadlines required for year-end and the T4s were distributed on-time. The Finance Storage room was moved into a smaller area, so space was found for Payroll to retain our files within the Payroll work unit. We've been busy reviewing the archives; noting items that can be shredded and re-designing our labelling system to ensure future reviews are easier. Fiscal year-end is fast approaching and with it a new set of challenges and deadlines.

Bookstore

The Bookstore has recently started an initiative in cooperation with Pearson to participate in the resale of textbook access codes. Publishers realized early on that the used-book market would seriously impact their bottom line, so they developed access codes which allow students to access online portals that give them additional course material and extra quizzes. Students are able to log into the site through the KPU website and purchase the access code (e-text) they need for their course; the code is delivered to them by e-mail. This site has all the built-in protections around copyright, allowing publishers to set how much of the e-book can be printed. This has been the biggest obstacle for offering KPU course manuals in a digital version. The Bookstore is currently working with the printshop and the group at CEI (Campus e-Books) to put digitized copies of KPU course manuals on the website. The goal is to do a pilot project so we can do a test run in May with the idea of adding more in September 2014.

Restricted and Revenue Generating Funds

We compiled and submitted to CRA approximately 1,200 T4As for payments made to students for awards, scholarships, and bursaries, as well as for payments made to individuals (non-employees) for contracted services. We met the February 28th legislated deadline for issuing these tax slips.

External financial reports were compiled, verified, and submitted to various funders for the following projects:

- Low Voltage program
- Several projects undertaken by the Institute of Sustainable Horticulture
- Internationally Educated Health Professionals
- Students for Development – final report
- Wilson School of Design capital project – Q3 Ministry of Advanced Education report

Supply and Business Services

Print Services:

With leadership from the KPU Campus Bookstore, Print Services is pleased to support a transformational initiative to begin delivering Academic Course-Packs through an online Campus E-Textbook Service.

Starting in May a pilot project is planned for Print Services to assemble and upload a series of KPU Program Course Packs to the site currently being accessed by KPU Students to purchase electronic versions of published text books.

With over 100 titles printed and sold in KPU Campus Bookstores each semester, representing 100,000's of printed pages, the transition to this new delivery model will not only provide for a more sustainable delivery of academic materials, but will better meet the needs of future KPU students expecting to have the convenience of e-reader technology available to them.

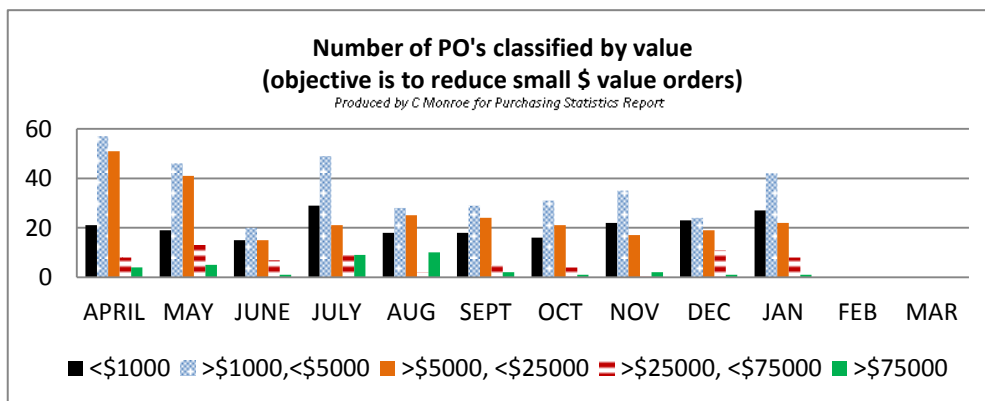
Campus Shuttle Bus:

Work is underway with the Kwantlen Student Association and KPU Student Engagement to upgrade the current Campus Shuttle Bus service with a new long term contract for September that will provide newer wheelchair accessible buses with transit bike-racks and KPU promotional graphics.

Over the next few weeks, the KSA, working with Supply & Business Services, will be completing an open competitive bid process with qualified Shuttle Bus Service Contractors with the proven experience, capability and capacity to provide a Campus Shuttle Service for a three year period with an option to extend for two additional years to provide transit for students and employees between Cloverdale, Langley, Richmond and Surrey Campuses.

Purchasing Services:

As KPU approaches Fiscal Year End, the Supply Team has been working to complete contracts and purchases with our suppliers to ensure goods and services can be received by March 31 for the last day of the University's 2013/14 fiscal year to ensure these transactions meet government imposed reporting deadlines.



School of Business

Spring Term Demand

The School of Business offered 448 sections in the spring term, finishing with 249 sections at 100% full and a final overall fill rate of 89.60%.

Summer Term Initial Demand

The School of Business will be offering 203 sections in the summer terms and as of March 17, 2014 there are 63 sections 100% Full. Based on demand within our 3 and 4 yr courses in the BBA programs we have rebalanced our course offerings to meet wait list demand in 5 courses.

Faculty and Programs

The School of Business held the first annual mid year strategic and academic plan faculty review meeting on February 11, 2014. The full day session had an attendance level of approximately 70%. The morning comprised of a professional development workshop on story boarding messages and digital delivery, while the afternoon comprised of 6 concurrent breakout sessions: 2 focused on reviewing the School of Business Strategic and Academic Plan, 2 Focused on School of Business product planning with regards to graduate and post baccalaureate programming, 2 professional development sessions titled Reward and Risk – A Walk Through the Financial Headlines were also held.

The Economics faculty continued their 2013/2014 ECON Café series. The faculty invited Nadeem Esmail, Director of Health Policy Studies, Fraser Institute to speak on the topic of “The Economics of Health Care: Why Canadians should be concerned about their system”. Shauna McAuley-Bax faculty member will be presenting on the topic of “The Economics of Bride Kidnapping: The Case of Kyrgyzstan and Kazakstan today”.

The School of Business ACBSP accreditation quality assurance 2014 interim report was submitted, this was our final report before our re-accreditation in 2016.

Along with Career Services the School of Business sponsored the Ready, Set, Hire Business Career Fair on March 5, 2014. A big thank you to Nicole Poole and the team in Career Services for a very successful event.

Students and Student in the Community

The Public Relationship diploma program’s fundraising event on March 12, 2014 for the Stand Foundation raised a total of \$14,000 the highest amount raised by this annual student driven and led capstone course project.

Accounting program students Natasha Smith and Matilda Chiu made the final round of the CPA Case Competition held on March 28 and 29, 2014 in Regina.

The Kwantlen (Student) Marketing Association’s KMA Cares initiatives raised \$800 for Covenant House Vancouver in February.

Nabila Jaffer a BBA Human Resources student represented KPU at the Enactus Western Regional Exhibit Calgary on February 27 and 28, 2014.

School of Business

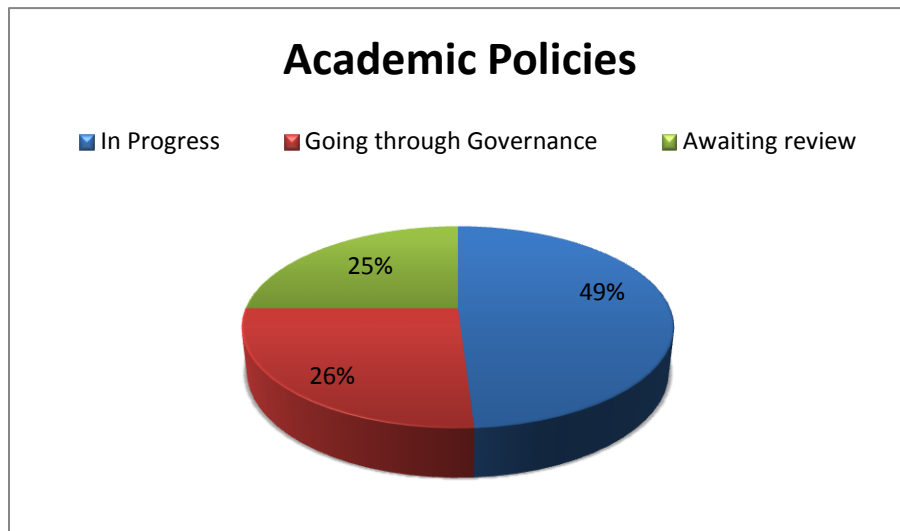
The following School of Business Students will be receiving Student Life awards at the Celebration of Leadership & Service on April 3, 2014.

- Akshdeep Gill -BBA Accounting
- Yu Chen Liu -BBA Accounting
- Natasha Smith -BBA Accounting
- Khuong Vu-BBA Accounting
- David Koyanagi – BBA – Entrepreneurial Leadership
- Tabitha Swanson – BBA Marketing
- Noelia Kostur – BBA Human Resources
- Moeed Ahmad – BBA Human Resources
- Andrew Blair – BBA Human Recourses

Office of the Provost

Academic Plan – On March 14th, draft three of the Academic Plan was presented to the Senate Subcommittee on Academic Planning & Priorities (SSCAPP). We have completed, or scheduled, a number of consultations with various KPU stakeholders, including Academic Council, faculty, staff, KFA, KSA, and BCGEU. Draft three will be brought forward for information by SSCAPP to Senate at the March 31st meeting. The Provost office will submit the proposed final draft to the SSCAPP in mid-April with the intention of presenting the plan to Senate on April 28th, 2014.

Update on Academic Policies – Work continues on the development, revision, consolidation and some deletion of academic policies. The chart below indicates the completion status of those policies sponsored by the Provost. The Senate-approved Admissions Framework, now titled Transitions Project, has provided an opportunity to consolidate a number of policies and to develop new ones intended to clarify procedures and guide academic practices.



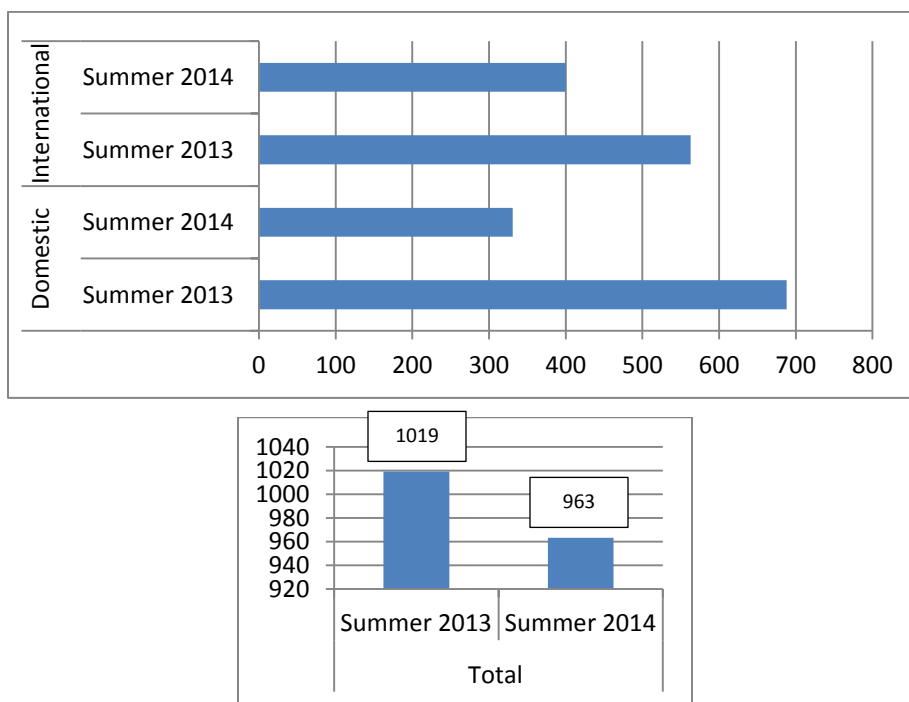
Aboriginal Initiatives – The Provost has reconvened the Aboriginal Advisory Committee, an essential component of our working relationship with our Aboriginal partners. This group will continue to meet on a regular basis and be a significant advisory resource regarding KPU Aboriginal projects and initiatives. The position of Elder in Residence will be posted this Spring with plans for an official appointment by Fall 2014. Pending the assembly of an advisory panel, the Provost's Office and Student Affairs will be posting an RFP for the purposes of commissioning or acquiring a series of First Nations art works for display on KPU's four campuses. On March 4th, members of Senior Administration, Deans, Executive Directors and faculty participated in Bright New Day Reconciliation Circles at the Musqueam Community Centre. This event forms part of the ongoing national dialog on Truth and Reconciliation. The event focused on shared history and explored collaborative activities that will inform and enhance KPU's

approach to Aboriginal education and to suggest positive steps the University may take to support survivors and their families.

Program Review – The Senate Standing Committee on Program Review is currently participating in overseeing external reviews for both the English and Music Departments. We anticipate the following Faculties and programs will begin their respective program review processes in May 2014.

- Faculty of Arts – Fine Arts, Journalism, Sociology
- Chip and Shannon Wilson School of Design - Foundations of Design
- School of Business - Combined review of three programs: Entrepreneurial Leadership, Human Resources Management, Business
- Faculty of Trades and Technology - Computer Assisted Design and Drafting

Enrolment update: Current applications



The current total domestic application decline has been affected by a variety of factors that are both common to the sector as well as unique to KPU. The recent funding changes to our ELST program, a general decrease in enrolment evident in the post secondary system and the continuing system challenges under current revitalization have resulted in an overall decline in our current applications.

Surrey School District 36 research indicates that approximately 60% of Surrey high school graduates attend post-secondary education. Of those, 30% attend KPU. We will continue to focus our marketing and recruitment efforts to capture a larger percentage of the total high school graduates moving into post-secondary. KPU’s recruitment activities will also focus on reaching the growing number of potential adult students seeking upgrading, trades and other career training. KPU’s successful March 1st Open House is a good example of our activities aimed at

Office of the Provost

increasing our market by reaching out to the local business, community, industry partners, adult learners and families.

KPU's Marketing and Communications team will continue to work closely with Institutional Analysis and Planning (IAP), our Aboriginal partners and the Provost's Office to achieve our projected growth targets.

Athletics - The KPU Eagles men's soccer team hosted three opponents, including a pair of Canadian Interuniversity Sport (CIS) schools, at its inaugural Spring Soccer Tournament March 8th and 9th at Newton Athletic Park. The KPU Eagles badminton mixed doubles duo of Chris Chung and Rosalynn Chong earned a bronze medal at the 2014 CCAA (Canadian Colleges Athletic Association) national championships in Edmonton. KPU finished second overall.



Student Services & KSA – KPU has recently announced to our school district partners that we reached an agreement with the Kwantlen Student Association to waive the ancillary student fees for all high school students concurrently admitted to KPU for the purposes of ACE-IT (Accelerated Credit Enrolment to Industry Training), the Xcel Program or High School on Campus programs. There are ongoing discussions with the KSA regarding a number of facilities projects including establishment of capital manager, installations of bus shelters (City of Surrey), Car2Go designated parking spaces, and Waterfillz locations.

KPU & the Community: Phoenix Kwantlen Learning Centre – KPU has established a community-based adult learning centre in partnership with Vancouver Foundation, Vancity and RBC, that focuses on providing evening adult education programs for Aboriginal learners. These tuition-free programs focus on advancing basic literacy and numeracy skills to improve Aboriginal learners' access to employment and training opportunities.

