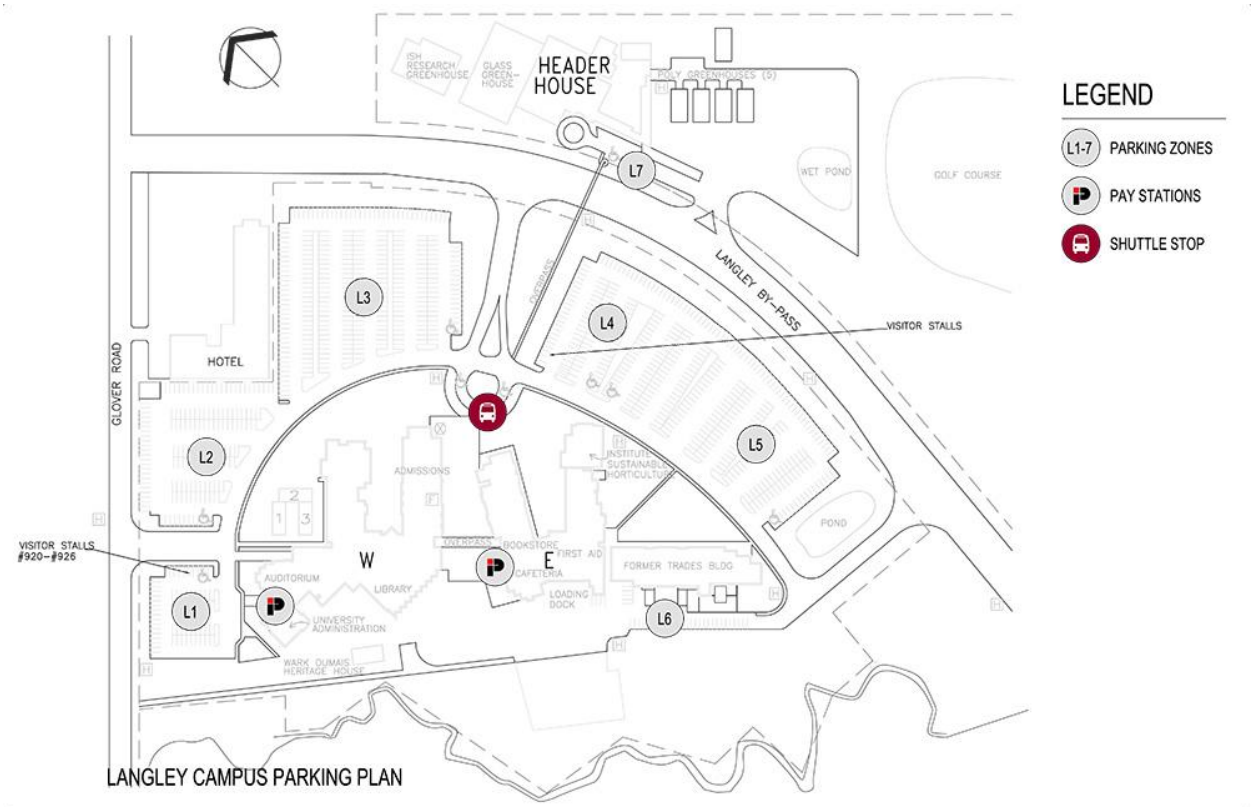
# *IMPORTANT!!!*

# *Tour of Horticulture and Institute for Sustainable Horticulture*

1. **Park at Horticulture Centre on North side of the Bypass** (or weather and your energy level permitting, park on the South side of the Bypass and walk across the Bypass using the Overpass)
2. **<u>To enter parking lot legally you must approach going West on the Bypass.</u>**
3. **Enter building and go to the classroom.**
4. **After the tour, drive to the South side of the campus, park and go to the Institute for Sustainable Horticulture building.**
5. **After tour go to Room 1030 for Board meeting.**



# REMINDER

Board Meeting is at the

## Langley Campus
20901 Langley By-Pass

Room 1030

***Directions to Board Room***:

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

***Directions to Campus:***

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

KWANTLEN POLYTECHNIC UNIVERSITY

# Colour Key for Board Package

**Blue** – Items for decision
- attached documents are on white paper

**Lavender** – Monitoring items
- attached documents are on lavender paper

**Yellow** – For information
- attached documents are on white paper

Effective January 2004

KWANTLEN POLYTECHNIC UNIVERSITY

***A G E N D A***
***BOARD OF GOVERNORS***
***REGULAR MEETING***
***Wednesday 25 January 2012***
***Langley Campus, Room 1030***
***3:00-7:00 pm***

***3:00 pm Tour of Horticulture and Institute for Sustainable Horticulture***
***4:00 pm Regular Board Meeting***
***In camera Board Meeting to follow***

| | | | |
|---|---|---|---|
| **1.** | **Presentation / Sustainable Agriculture, Tour of Greenhouses and Institute for Sustainable Horticulture** / Anne Lavack | | 60 min. |
| **2.** | **Call to Order** | | |
| **3.** | **Approval of Agenda** | | 1 min. |
| **4.** | **Consent Agenda** / Gord Schoberg | | 1 min. |
| | **a. Operational Consent Agenda** | | |
| | **b. Board Consent Agenda** | | |
| | **i. Minutes 23 November 2011** | Page 6 | |
| | **ii. Monitor Policy 1.0, *Global Governance Process*** | Page 11 | |
| **5.** | **New Business** | | |
| | **a. Administration Key Contacts** / Gord Schoberg | Page 14 | 5 min. |
| | **b. RCMP Motion of Support** / John McKendry | Page 15 | 5 min. |
| | **c. Governor General's Message (video link)** / John McKendry **http://www.aucc.ca/about-us/our-history/100-years/video-governor-generals-message/** | Page 16 | 5 min. |
| **6.** | **Finance & Audit Committee** / Shane King | | |
| | **a. Phase 1 Design & Construction, Richmond**/ Gordon Lee | Page 17 | 10 min. |
| | **b. Signing President's Expense Forms** / Shane King | Page 28 | 5 min. |
| **7.** | **Governance Committee** / Gord Schoberg | | |
| | **a. 'Faculty of Arts' Effective Date** / John McKendry | Page 29 | 10 min. |
| | **b. Separate Finance and Audit Committees** / Shane King | Page 30 | 1 min. |
| **8.** | **Human Resources Committee** / Amrik Virk | | |
| | **a. Qualifications for Faculty Members Policy & Procedures – Final Approval** | Page 31 | 5 min. |
| **9.** | **External Relations Committee** / Scott Nicoll | | |
| | **a. Polytechnic Study Tour** | Page 36 | 10 min. |
| **10.** | **Langley Landscape Plan Update** / Gordon Lee | | 10 min. |

| | | | |
|---|---|---|---|
| **11. Assurance of Successful President Performance** | | | |
| **a. Receipt of Monitoring Reports / Compliance Vote** | | | |
| **i. Policy 3.9, *Communication & Support to the Board*** / Gord Schoberg | | Page 39 | 10 min. |
| **ii. Policy 3.6, *Asset Protection* Follow-up** / Gordon Lee | | Page 46 | 5 min. |
| **b. Upcoming Monitoring Reports** | | Page 51 | |
| **12. President's Report** / John McKendry | | Page 52 | 10 min. |
| **13. Senate Report** / John McKendry | | Page 60 | 5 min. |
| **14. Board/Senate Task Force on Bi-cameral Governance Update** / Gord Schoberg | | | 5 min. |
| **15. Next Meeting Agenda Contribution** / Gord Schoberg | | | 1 min. |
| **16. For the Good of the Order** / Gord Schoberg | | | 2 min. |
| **17. Evaluation of the Board as a Group /** Ken Tung | | Page 61 | 3 min. |
| **18. Information Package** | | Page 63 | |

**19. Next Meeting**

**Regular Board Meeting**
**Wednesday 28 March 2012**
**Cloverdale Campus, Room 1853**
**3:00-7:00 pm**

**20. Adjournment**

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***4 b i*** |
| ***Prepared by:*** | ***Sandi Klassen*** |

***B O A R D  I T E M / Consent Agenda***

***Issue:*** **Minutes for Approval**

***For Approval:*** **THAT the Board of Governors approve the minutes of 23 November 2011.**

KWANTLEN POLYTECHNIC UNIVERSITY

**REGULAR MINUTES**
**Board Meeting**
**Wednesday, 23 November, 2011**
**Surrey Boardroom**

| **Present** | **Board** | **University Vice Presidents** |
|---|---|---|
| | Ariana Arguello | Anne Lavack/Provost & VP Academic |
| | Kristan Ash | Gordon Lee/Finance & Administration |
| | Yuri Fulmer | |
| | Shane King | |
| | Kassandra Linklater | **University Community Members** |
| | John McKendry/President | Art Coren/Dean of the Faculty of Business |
| | Rob Mumford | Bob Davis/KFA |
| | Scott Nicoll | Maggie Fung/Executive Director, IET |
| | Suzanne Pearce | Jody Gordon/AVP, Student Life |
| | Kim Richter | Kathy Lylyk/Executive Director, Finance |
| | Gord Schoberg/Chair | Tom Radesh/BCGEU |
| | Launi Skinner | Graham Rankin/Dean of the Faculty of Science & |
| | Ken Tung | Horticulture |
| | Amrik Virk | |

**Regrets** Arvinder Bubber/Chancellor

**Call to Order**

The Chair called the meeting to order at 3:05pm. He welcomed Praneil Johal from IET and George Verghese, the new Dean of the Faculty of Design as well as other guests.

**Approval of Agenda**

The agenda was approved by consensus.

**Consent Agenda**

**Moved by Shane King; seconded by Kristan Ash:**
**THAT the Board of Governors approve the Consent Agenda.**
**MOTION CARRIED**

Items included in the Consent Agenda:

- September 21, 2011 Minutes
- Monitor Policy 2.0, *Global Governance Management*
- Monitor Policy 2.2, *Accountability of the President*
- Monitor Policy 2.3, *Delegation to the President*
- Monitor Policy 2.4, *Monitoring President Performance*
- Monitor Policy 2.5, *Presidential Compensation & Benefits*

**New Business**

**Board Appointee to Kwantlen Foundation**

Ariana Arguello's term as Board appointee to the Kwantlen Foundation is completed. The Chair thanked Ms. Arguello for her service.

**Moved by Ken Tung; seconded by Rob Mumford:**
**THAT the Board of Governors approve Launi Skinner as the Board representative to the Kwantlen Foundation.**
**MOTION CARRIED**

**Assurance of Successful President Performance**

**Policy 3.5, *Financial Condition & Activities***

**Moved by Rob Mumford; seconded by Kristan Ash:**
**THAT the President is in compliance with Policy 3.5, *Financial Condition & Activities.***

**MOTION CARRIED**

**Policy 3.6, *Asset Protection***
The Board discussed the nature of FOIPOP requests received by Kwantlen and the cost to Kwantlen related to the Pacific Carbon Trust. The VP Finance will provide this information to the Board along with information on Kwantlen's carbon footprint relative to other institutions.

**Moved by Kristan Ash; seconded by Shane King:**
**THAT the President is in compliance with Policy 3.6, *Asset Protection* subject to the provision of metrics related to item 5a.**

**MOTION CARRIED**

**Upcoming Monitoring Reports**

The President will submit the following monitoring reports between January and April, 2012.
3.0, *Global Executive Constraint*
3.1, *Treatment of Students and Customers*
3.2, *Treatment of Employees*
3.4, *Financial Planning/Budgeting*
3.5, *Financial Condition & Activities*
3.9, *Communication & Support to the Board*

**Finance & Audit Committee**

**Investment Report**
The Board reviewed the Investment Report. It was suggested that the fund manager sign off that Board objectives have been met and that they had worked within whatever constraints Kwantlen has determined necessary. This will be added to the agenda of the next Board Finance & Audit Committee meeting.

**2nd Quarter Financial Report**
The Board Finance & Audit Committee will review the institution's travel and professional development expenses.

**Facilities Condition Assessment**
The Facility Condition Assessment Executive Summary Report was reviewed. The provincial government is doing these reports for all institutions across the system. This report will be shared with Senate.

| | |
|---|---|
| **External Relations Committee** | **Notice of Position**<br>A Board vacancy will occur as of July 31, 2012. The Ministry of Advanced Education requires an update to the Notice of Position.<br><br>**Moved by Amrik Virk; seconded by Ken Tung:**<br>**THAT the Board of Governors approve the Notice of Position.**<br>**MOTION CARRIED** |
| **President's Report** | The President updated the Board on his recent visit to China and India. The President, Board Chair and Executive Director of External Relations met with area MLAs and the Speaker of the House to discuss Kwantlen's position, funding, new degrees and mandate. |
| **Senate Report** | The President updated the Board on recent Senate activities including the proposed creation of a Faculty of Arts. |
| **Board/Senate Task Force on Bicameral Governance** | Gord Schoberg reported on the Task Force which he believes has helped improve the mutual understanding of Board and Senate. A joint Board/Senate retreat is being planned in the new year. |
| **Next Agenda Contribution** | • Langley Campus Open House<br>• Geoff Dean funding presentation |
| **For the Good of the Order** | Gord Schoberg congratulated Kim Richter on her election for a fifth term as Councilor on the Langley Township Council. He also congratulated John McKendry for his campaign for Langley School Trustee.<br><br>Kwantlen Instructor, Geoff Dean, gave a funding presentation to the Langley Township Council. He is providing similar information to all municipal councils where Kwantlen has a presence. His presentation will be distributed to the Board members and the Board will ask him to attend the next Board meeting.<br><br>Kim Richter and Sandi Klassen thanked the Board for flowers received during their bereavement.<br><br>The Kwantlen Alumni Association held its third AGM. Dr. Kent Mullinix was a speaker.<br><br>Kassandra Linklater represented Kwantlen at the G20 Young Entrepreneur Summit in Nice October 31- November 2, 2011. |
| **Evaluation of the Board as a Group** | Shane King evaluated the Board performance. The meeting started on time. It was well run and efficient. There was a lot of discussion and contributions from the members. This was the first paperless Board meeting and it was very successful. He thanked the Chair for introducing the guests. |

**Next Meeting** The next meeting is on January 25, 2012 at the Langley campus.

**Adjournment** The meeting adjourned at 6:12pm.

_____

**BOARD CHAIR**

| | |
|---|---|
| ***BOARD:*** | ***Regular*** |
| ***MEETING DATE:*** | ***25 January 2012*** |
| ***SCHEDULE NO:*** | ***4 b ii*** |
| ***PROVIDED BY:*** | ***Board Governance Committee*** |

***B O A R D  I T E M / Consent Agenda / Board Self-assessment***

*Issue:* **Policy 1.0, *Global Governance Process***

*For Information:* The Board Governance Committee discussed Policy 1.0 at its January 18, 2012 meeting and recommended that the Board is in compliance with it.

*For Approval* **THAT the Board of Governors is in compliance with Policy 1.0, *Global Governance Process.***

KWANTLEN POLYTECHNIC UNIVERSITY

# Board Compliance Monitoring Tool

***Discussed at the Board Governance Committee meeting on January 18, 2012.***

Board Means Policy being monitored:

**1.0 POLICY TITLE: *GLOBAL GOVERNANCE COMMITMENT***

*Review all sections of the policy listed and evaluate our compliance with policy.*

1. Indicate item by item if you believe we are in strict compliance with the policy as stated?

| | |
|---|---|
| The purpose of the Board of Governors, on behalf of the Government of British Columbia and the residents of the Kwantlen region, is to see to it that Kwantlen Polytechnic University | All Yes ❑ No ❑ Sometimes |
| (a) achieves appropriate results for appropriate persons at an appropriate cost (as stipulated in the Board's Ends policies), and | All Yes ❑ No ❑ Sometimes |
| (b) avoids unacceptable actions and situations | All Yes ❑ No ❑ Sometimes |

2. If you indicated that the Board is not in strict compliance with the policy as stated, please indicate what you notice that gives evidence that we are ***not*** in compliance?

_____

_____

3. How do you think we could improve our process to be in full compliance?

_____

_____

4. What do we need to learn or discuss in order to live by our policies more completely?

_____

_____

5. Does this policy remain in compliance with the Policy Governance model in terms of content and format? All Yes ❑ No

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***5 a*** |
| ***Presented by:*** | ***Gord Schoberg*** |

***B O A R D  I T E M / New Business***

***Issue:*** **Administration Key Contacts**

***For Information:*** The following chart shows the alignment between Board committees and contacts in Administration. This would include the business of the respective committees, committee communications, development of committee agenda and supporting documents/reports/studies, etc. and any other matters that need to be addressed at the Board committee level. This simple structure will help Administration provide support to the Board members.

The initial service/support alignment is as follows:

| | |
|---|---|
| External Relations | Mary Jane Stenberg, John McKendry |
| Finance & Audit | Gordon Lee, Kathy Lylyk |
| Governance | John McKendry |
| Human Resources | Harry Gray |
| Student & Academic Experience | Anne Lavack, Jane Fee |
| Board Chair | John McKendry |

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***5 b*** |
| ***Presented by:*** | ***John McKendry*** |

## *B O A R D  I T E M / New Business*

***Issue:*** **Board Commendation to Surrey RCMP**

***For Information:*** In the period from August 2011 to November 2011 in particular and continuing to the present, the Officer in charge of the operations area that includes the Surrey Campus of the University and his colleagues have been of an inestimable value to the University in protecting the safety and security of students, employees, and Campus assets that were at risk due to the nature of activities by the then leadership of the KSA.

Therefore,

***For Approval:*** The Board of Governors of Kwantlen Polytechnic University formally recognizes and expresses its gratitude to the Surrey RCMP for its timely intervention, advice, and overall assistance in helping the University to address and manage circumstances that might otherwise have jeopardized the safety and security of students, University personnel, and University physical assets on the Surrey Campus during the period August 2011 to December 2011.

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***5 c*** |
| ***Presented by:*** | ***John McKendry*** |

***B O A R D  I T E M / New Business***

***Issue:*** **Governor General's Message**

***For Information:*** Please follow the link embedded in the Agenda or the one below.

http://www.aucc.ca/about-us/our-history/100-years/video-governor-generals-message/

John McKendry will speak to this item briefly.

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***6 a*** |
| ***Presented by:*** | ***Gordon Lee*** |

## *B O A R D  I T E M / Finance & Audit Committee*

***Issue:*** **Phase 1 Design & Construction, Richmond**

***For Information:*** The Board Finance & Audit Committee discussed this request at its January 18, 2012 meeting and recommends that the Board of Governors approve the release of $2.5M that is required to tender and construct Phase 1 of the Richmond refurbishment and renovation project.

Background

In Fall 2010, the BOG approved in principle, pending the submission of detailed plans and budgets, $10M of capital support for: 1) the relocation of the Faculty of Community and Health Studies to the Langley campus ($7M), and 2) refurbishments and renovations to the Richmond campus ($3M).

A committee of Richmond-based, front line employees, in consultation with the broader campus community, prepared a list of recommended refurbishments and renovations, giving priority to the areas of the campus that most impact students, specifically:

- a renovation of student services, to conveniently locate all services in one area, and to increase functionality and flexibility
- redesign and relocation of the Bookstore to bring it up to current fire code, and to increase functionality and flexibility
- creation of new, flexible study/gathering spaces on the 1st, 2nd and, possibly, 3rd floors, and
- refurbishment of a maximum of 6 open study/lounge areas around the campus.

See the committee's full list of recommendations at:
https://our.kwantlen.ca/sites/usa/richrefurb/Refurbishment%20Ideas/Forms/AllItems.aspx
See the attached PDF, "Richmond Renovation Placeholder Sketches", to view the areas of the campus proposed for renovation/refurbishment.

In September 2011, the BOG confirmed the scope of the Richmond project and approved in principle, subject to the submission of a detailed plan and budget, a further $2M for capital refurbishments and renovations, increasing the budget to a maximum of $5M.

To minimize the impact on Richmond campus operations and to ensure timely completion, the project will be done in two overlapping phases:

**Phase 1 - To be completed by October 2012**

- Relocate the Bookstore and create a gathering/study space in the vacated Bookstore space.
- Complete an extensive code evaluation with the intention of creating interconnected floors throughout the campus. Remove 1st, 2nd and 3rd floor vestibules off of the rotunda as part of the interconnected floor space redesign.
- Redesign the cafeteria entrance near Tim Horton's.
- Renovate/refurbish rotunda lobby 1000.
- Replace classroom 2565 and offices 2560 with a new student/ gathering space that will allow for physical connection to the atrium.
- Right-size computer labs 2825, 2160, 2165, and classroom 2800 for efficiency and to create additional meeting, office and lab space.
- Right-size classroom 2725, computer lab 2825, and faculty hotel office 2900 for efficiency to and to create one additional classroom.

**Phase 2 – To be completed by March 2013**

- Relocate/redesign all student services (SEM and Student Affairs) and the area behind.
- Redesign/relocation of remaining first floor Atrium spaces (Mailroom, Security Office).
- Redesign/refurbish a maximum of 6 open study/lounge areas around the campus; one on 1st floor, two on 2nd floor, three on 3rd floor.

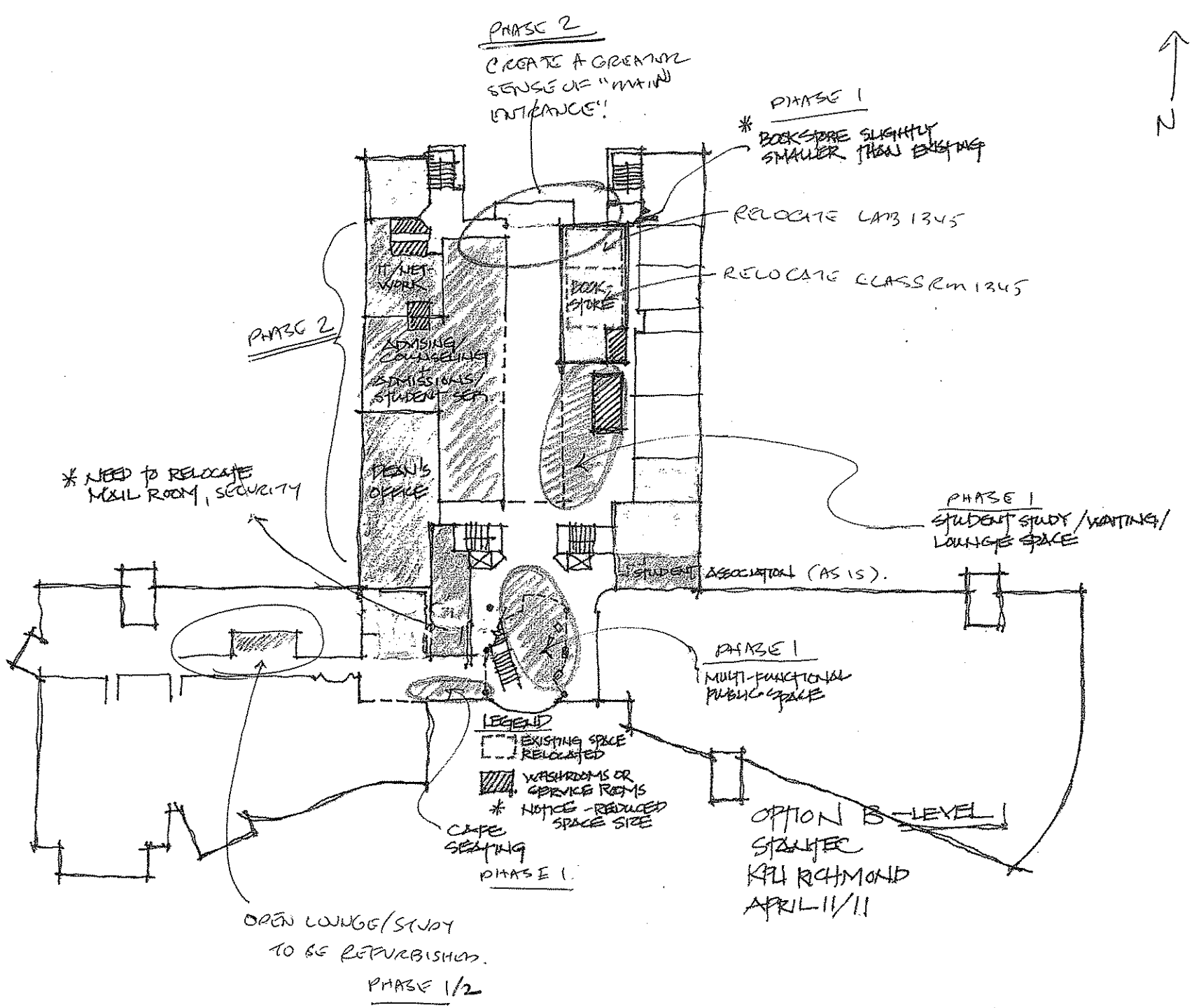
Spending approval for the project will be sought from the Board of Governors as follows:

**Jan. 25, 2012** – Present the schematic design and budget for Phase 1, with the request for approval of the funding required to tender and construct this Phase. The total project value of Phase 1 is $2.5M. Referring to the attached preliminary cost estimate for Phase 1, prepared by professional Quantity Surveyor, Jim Bush, in consultation with Stantec and KPU's Facilities staff, the construction costs for Phase 1 are estimated to be $1,513,000. Jim will provide a detailed construction cost estimate by Jan. 16, 2012. Soft costs are estimated to be $984,000.

**March 28, 2012** - Present the schematic design and detailed budget for Phase 2, with the request for approval of the funding required to tender and construct this Phase. The value of Phase 2 is $2.5M.

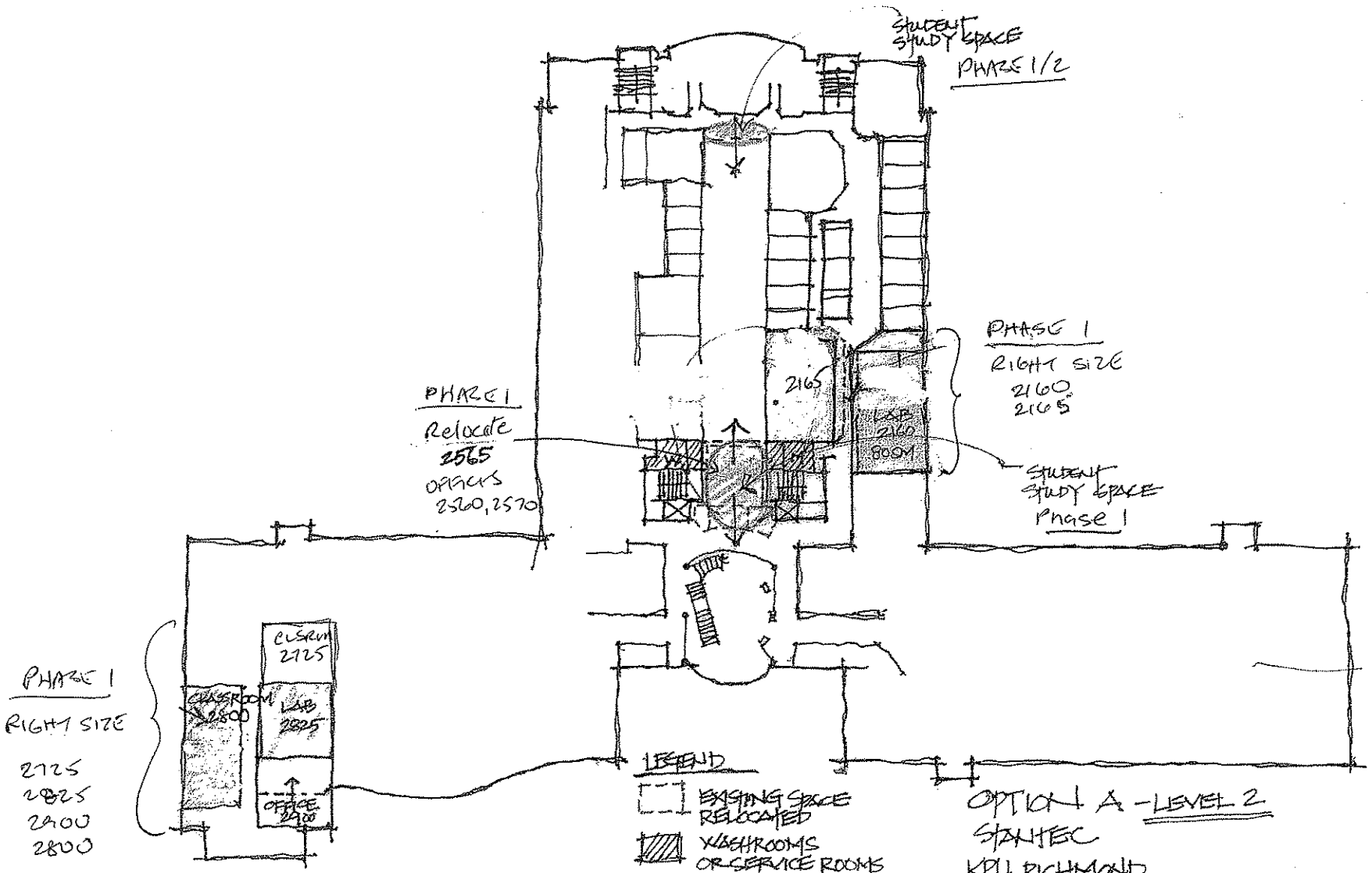
***For Approval:*** **THAT the Board of Governors approve the release of $2.5M that is required to tender and construct Phase 1 of the Richmond refurbishment and renovation project.**

LEVEL 1


PHASE 2
CREATE A GREATER SENSE OF "MAIN" ENTRANCE!
PHASE 1
* BOOKSTORE SLIGHTLY SMALLER THAN EXISTING
RELOCATE LAMB 1345
RELOCATE CLASSRM 1345
IT/NET WORK
BOOK-STORE
PHASE 2
ADVISING/ COUNSELLING + ADMISSIONS/ STUDENT SER.
DEAN'S OFFICE
* NEED TO RELOCATE MAIL ROOM, SECURITY
PHASE 1
STUDENT STUDY / WAITING / LOUNGE SPACE
STUDENT ASSOCIATION (AS IS).
PHASE 1
MULTI-FUNCTIONAL PUBLIC SPACE
LEGEND
EXISTING SPACE RELOCATED
WASHROOMS OR SERVICE ROOMS
* NOTICE - REDUCED SPACE SIZE
CAFE SEATING
PHASE 1
OPTION B - LEVEL 1
STANTEC
KPU RICHMOND
APRIL 11/11
OPEN LOUNGE/STUDY TO BE REFURBISHED.
PHASE 1/2
N

LEVEL 2

N.




OPTION 1 A - LEVEL 2

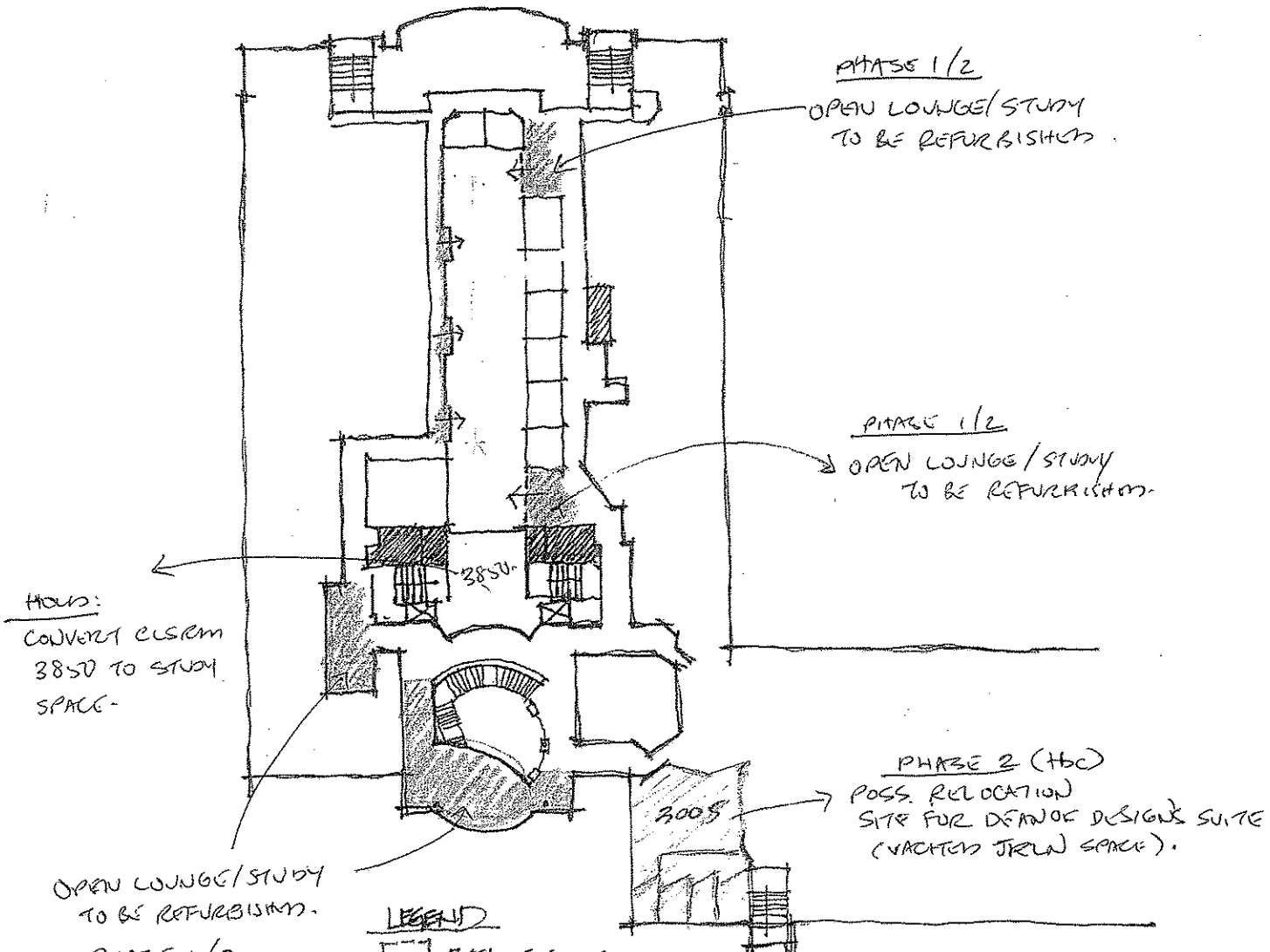
SPANTEC

KPU RICHMOND

APRIL 11/11

LEVEL 3

N




OPTION A - LEVEL 3

STANTEC

KPU RICHMOND

APRIL 11/11

PROFESSIONAL QUANTITY SURVEYORS

VALUE ANALYSTS, CONSTRUCTION COST MANAGERS

LEED™ ACCREDITED PROFESSIONAL

JBA

# Kwantlen Polytechnic University

## RICHMOND CAMPUS - Phase 1 Renovation

## Main & Second Floor

for STANTEC ARCHITECTURE

# Preliminary Cost Estimate

January 11, 2012

James Bush & Associates Ltd., Professional Quantity Surveyors

13657-20A Avenue, South Surrey, BC, V4A 9V7

Phone (604) 535-5800 Fax (604) 535-5836 Email jim @jba.bc.ca

Kwantlen Polytechnic University
**RICHMOND CAMPUS - Phase 1 Renovation**
**Main & Second Floor**
for STANTEC ARCHITECTURE

11-Jan-12

**DRAFT**

## EXECUTIVE SUMMARY OF COSTS

| **Building Construction:** | Main & Second Floor Phase 1 | |
|---|---|---|
| General Contractor's Own Work & Demolition | **$132,900** | $5.14 /SF |
| Drywall/Metal Stud Walls | **$11,100** | $0.43 /SF |
| Millwork & Finish Carpentry | **$302,800** | $11.70 /SF |
| Doors, Frames & Hardware | **$6,300** | $0.24 /SF |
| Floor Finishes | **$163,300** | $6.31 /SF |
| Ceiling Finishes | **$236,000** | $9.12 /SF |
| Wall Finishes - Painting | **$12,900** | $0.50 /SF |
| Security Grilles | **$26,400** | $1.02 /SF |
| Specialties | **$9,200** | $0.36 /SF |
| Electrical | **$154,200** | $5.96 /SF |
| Mechanical | **$288,000** | $11.13 /SF |
| General Contractor Overhead | **$163,800** | $6.33 /SF |
| Cash allowances | **$10,000** | $0.39 /SF |
| Market Escalation to start of construction | **$0** | |
| **TOTAL Reasonable Bid Price Construction** *(SPRING 2012 dollars, excl. HST)* | **$1,516,900** | $58.62 /SF |

| | |
|---|---|
| **SOFT COSTS** - Design & Engineering Fees, KPU Costs, Project Contingencies | By Others |
| **LOOSE FURNITURE & EQUIPMENT** | By Others |

| | |
|---|---|
| *TOTAL: Floor Area (m2)* | *2,405 m2* |
| *TOTAL: Floor Area (SF)* | *25,878 SF* |
| *Unit Cost per SF floor area (CONSTRUCTION)* | *$58.62 /SF* |

**SEPARATE PRICES:** None

**NOTES & CLARIFICATIONS**

This estimate is based on a lump sum, competitively bid form of contract.

Priced in SPRING 2012 dollars, with no allowance for Escalation as the market remains competitive

KPU (Data/Comm), Security Systems Devices & Wiring are included in SOFT COSTS (by Others)

This estimate represents a fair and reasonable construction cost of the work based on an understanding of the work as outlined on the design drawings, reports and details by STANTEC, dated Dec 23, 11

It is assumed that the adjacent areas will be Occupied during the construction. Hoarding & protective measures are included.

The estimate prepared by JBA reflects probable construction costs prevailing at the date of this report and is a determination of fair market value for the construction of this project and should not be taken as a prediction of the lowest bid price. The Construction market is extremely variable and we are still seeing very competitive bidding.

JBA does not have control over the cost of labour, materials, equipment, over a contractor's method of determining bid prices, or over competitive bidding, market conditions. Accordingly JBA cannot and does not warrant or represent that bid prices will not vary from this estimate.

| CONSTRUCTION COST ESTIMATE | | | Phase 1 | |
|---|---|---|---|---|
| Main Floor | | | 1,400 m2 | |
| **General Contractor's Own Work & Demolition** | | | | **132,900** |
| Hoarding & Temporary Protection & Access - Occuped Building | | | 6,000 | |
| Premium for after hours work (demol/cutting/coring/material etc.) | | | Not required | |
| Demolition and Tear Out: | | | | |
| • asbestos & hazardous material | | | Not Anticipated | |
| • demol partitions c/w doors, frames, finishes etc. | 156 m | 105.00 | 16,400 | |
| • demol doors and frames | No. | | | |
| • demol miscell millwork, fixtures, shelving & specialties, | 40 hrs | 48.00 | 1,900 | |
| • demol finishes from walls to remain | 30 hrs | 48.00 | 1,400 | |
| • remove flooring & base | 2,405 m2 | 13.50 | 32,500 | |
| • remove ceilings | 1,425 m2 | 8.50 | 12,100 | |
| • re/re ceilings in adjacent areas for installation of services etc | 32 hrs | 48.00 | 1,500 | |
| • demol drywall/stud feature arch (3 stys incl. use mobile lifts etc) | | Item | 6,200 | |
| • demol interior concrete planters | | Item | 1,800 | |
| • miscellaneous demol | | Allowance | 10,000 | |
| GC Work | | | | |
| • Sawcut /coring for new Washroom fixtures, sink etc | | | No plumbing work | |
| • Material handling demol material & waste removal, Cleanup | 80 Hrs | 45.00 | 3,600 | |
| • Disposal Bins, incl. disposal fee and separate into recycle materials | 4 No. | 780.00 | 3,100 | |
| • Concrete curbs for roof top equipment, cut opening in structure | 3 No. | 3,200.00 | 9,600 | |
| • Cutting & Coring for Mechanical / Electrical | | Item | 1,000 | |
| • GC Work to floors below for mechanical services | | | Not Anticipated | |
| Rough carpentry | | | | |
| • Carpenter - Install doors, hardware, misc, specialties etc. | 24 hrs | 54.00 | 1,300 | |
| • Infill existing cored services holes & restore fire rating, patch floors | | Item | 600 | |
| Exterior Work | | | | |
| • Roofing Trade - Work for new mech equip Curb/flashing, tie in | 3 No. | 1,580.00 | 4,700 | |
| • Retrofit existing entrance glazing for Louvres/operable vents etc. | 6 No. | 1,500.00 | 9,000 | |
| • Retrofit existing exterior wall for Louvres | 2 No. | 1,800.00 | 3,600 | |
| • Screening to roof top mech units - Louver type | 3 No. | 2,200.00 | 6,600 | |
| **Drywall/Metal Stud Walls** | | | | **11,100** |
| Metal Stud & Drywall Typical partition to u/s structure | 60 m | 110.40 | 6,600 | |
| Metal Stud & Drywall - plumbing chase wall or to extg wall | | | 0 | |
| Patch & repair drywall where tie into adjacent walls | 60 hrs | 56.00 | 3,400 | |
| Metal stud and drywall enclosure to security screen | 6 m | 185.00 | 1,100 | |
| **Millwork & Finish Carpentry** | | | | **302,800** |
| Millwork: | | | | |
| • General Counter - cupboards/drawers below, Plam top | 12 m | 1,148.35 | 13,800 | |
| • Built in bench seating | 15 m | 738.23 | 11,100 | |
| • Bulletin Board - Feature Wall FORBO surface | 43 m | 622.50 | 26,800 | |
| • Solid wood wall finish, pre-finished to 2.65m | 160 m | 569.75 | 91,200 | |
| • Solid wood screen wall | 13 m | 1,126.25 | 14,600 | |
| • Operable wall panels - bulletin board on tracks | | | Not Included | |
| • Millwork piece at base of stair | | | Not Included | |
| • Portal - stud/GWB with Trespa wall panel, wood ceiling ~4.5x3m | 4 No. | 21,600.00 | 86,400 | |
| • Display Case - incl. glazed doors/panels/shelves - by Elev | 2 No. | 4,800.00 | 9,600 | |
| • Display Case - incl. glazed doors/panels/shelves - by Student Area | 1 No. | 3,200.00 | 3,200 | |
| • Display Case - incl. glazed doors/panels/shelves - by Bookstore | 1 No. | 5,400.00 | 5,400 | |
| Bookstore | | | | |
| • Wall cabinets/panels | 35 m | 980.00 | 34,300 | |
| • Sales counter | 5 m | 1,280.00 | 6,400 | |

| CONSTRUCTION COST ESTIMATE | Phase 1 | | | |
|---|---|---|---|---|
| Main Floor | | | 1,400 m2 | |
| **Doors, Frames & Hardware** | 3 Lvs | 2,100.00 | | **6,300** |
| Solid core Wood doors - 3x7 single, with Plam finish | 3 No. | 385.00 | 1,200 | |
| Pressed Metal door frame - single | 3 No. | 135.00 | 400 | |
| Finish Door Hardware | | ALLOWANCE | 2,300 | |
| Prep & Paint new doors/frames | 3 No. | 90.00 | 300 | |
| Prep & Paint existing doors/frames to remain | 21 No. | 100.00 | 2,100 | |
| Glazing to doors | No. | 420.00 | 0 | |
| **Floor Finishes** | | | | **163,300** |
| Resilient Sheet Flooring - Marmoleum | 2,405 m2 | 62.00 | 149,100 | |
| Patch & repair extg floors, transition strips tie in to new flooring | 5% | Item | 7,500 | |
| Ceramic Tile | | | 0 | |
| Coved base / perimeter | 448 m | 15.00 | 6,700 | |
| **Ceiling Finishes** | | | | **236,000** |
| Acoustic Tile ceilings | 593 m2 | 65.00 | 38,500 | |
| Acoustic Tile ceilings - small areas/corridors | 109 m2 | 72.00 | 7,800 | |
| Existing Suspended drywall, prep & paint | 1,230 m2 | 9.00 | 11,100 | |
| Paint out structure/services behind wood ceilings | 473 m2 | 18.00 | 8,500 | |
| Framing Vertical face of bulkhead | 109 m | 85.00 | 9,300 | |
| Wood Ceilings - acoustic | 473 m2 | 285.00 | 134,800 | |
| Solid wood to vertical face of bulkhead | 109 m | 220.00 | 24,000 | |
| Reinstate ceilings in adjacent corridor for serivces | | Item | 2,000 | |
| **Wall Finishes - Painting** | | | | **12,900** |
| Paint wall finish (incl. existing walls) | 1,343 m2 | 8.50 | 11,400 | |
| Make good adjacent finishes where disturbed | | Allowance | 1,500 | |
| Ceramic Tile to walls | | | 0 | |
| **Security Grilles** | | | | **26,400** |
| Coiling security grille (entry & Bookstore) | 21 m | 1,258.75 | 26,400 | |
| **Specialties** | | | | **9,200** |
| Miscellaneous Specialties - fire extinguisher cabs | | Item | 500 | |
| Equipment Supports - projector/flat screen monitors etc. | | Item | 1,500 | |
| Whiteboard/Chalkboards/Tackboards | 6 Rms | Item | 7,200 | |
| WC Accessories | | | 0 | |
| Window Coverings - Roller Shades | | | Excluded | |
| Signage | | | Cash Allowance | |

| CONSTRUCTION COST ESTIMATE | | | Phase 1 | | |
|---|---|---|---|---|---|
| Main Floor | | | | 1,400 m2 | |
| **Electrical** | 2,405 m2 | | 64.12 | | **154,200** |
| **Distribution** | | | | | |
| Permit & site set-up | | | Item | 3,000 | |
| Modifications to existing main panel - breaker mod's, etc | | | Item | 2,000 | |
| **Lighting** | 2,405 m2 | | 44.41 | | |
| New lighting - Classrooms | 702 m2 | | 63.00 | 44,200 | |
| New lighting - Wood Ceilings | 473 m2 | | 98.00 | 46,400 | |
| Re/re existing lighting remaining | 1,230 m2 | | 5.00 | 6,200 | |
| Demol existing | 80 hours | | 58.00 | 4,600 | |
| Exit signs LED | 12 No. | | 450.00 | 5,400 | |
| **Power** | | | | | |
| Duplex receptacle | 30 No | | 200.00 | 6,000 | |
| Duplex receptacle - wiremold | | | | 3,000 | |
| Miscellaneous conduits | 1 | | 1,000.00 | 1,000 | |
| Mechanical power supplies - 3 Fans | 3 No. | | 3,000.00 | 9,000 | |
| Remove existing power outlets, etc to areas | 25 hours | | 58.00 | 1,500 | |
| Miscellaneous power & devices contingency - allowance | | | | 1,500 | |
| **Fire Alarm** | 2,405 m2 | | 1.80 | 4,300 | |
| **Tel /Data** | | | | | |
| Telephone/data outlets, conduit and wiring | 20 No. | | 350.00 | 7,000 | |
| Back-bone cabling, patch panels - comm's room | | | | existing | |
| T.V. / monitor outlets - conduit rough-in only | | | | 300 | |
| Telephone / data wiring, equipment & hand sets - By Owner | | | | By Owner's Forces | |
| Remove existing outlets, etc | | | | 300 | |
| Miscellaneous tel / data / cable TV contingency - allowance | | | | 1,000 | |
| **Security** | | | Allow | 5,000 | |
| **Public Address** | | | Allow | 2,500 | |
| **Mechanical** | 2,405 m2 | | 119.75 | | **288,000** |
| **Plumbing & Drainage** | | | | No Work | |
| **Sprinklers** | 2,405 m2 | | 8.50 | 20,400 | |
| re/re existing sprinklers | | | | | |
| modify & upgrade existing sprinkler system | | | | | |
| provide additional / new fire extinguishers | | | | | |
| strip-out existing redundant sprinkler heads | | | | | |
| drain, re-fill & test & commission existing sprinkler system | | | | | |
| **HVAC** | | | | | |
| Air Handling | | | | | |
| re/re existing VAV's, add new as required | 1,175 m2 | | 80.00 | 94,000 | |
| New VAV's in renovated areas | | | | included in above | |
| re-balance existing air-handling & HVAC equipment | l/s | | | 5,000 | |
| provide new Atrium roof top exhaust fans 35,000CFM | 3 No. | | 20,000.00 | 60,000 | |
| Ductwork | | | | | |
| modifications including strip-out of existing ductwork systems | 1,175 m2 | | 55.00 | 64,600 | |
| new ductwork for atrium exhaust | 3 No. | | 3,500.00 | 10,500 | |
| clean existing ductwork systems - allowance | l/s | | | 3,500 | |
| site set-up/test & commission/balancing, manuals, etc | l/s | | | 5,000 | |
| **CONTROLS** | | | | | |
| modify & upgrade existing & allow for sole source Siemen's controls premium | l/s | | | 25,000 | |

| CONSTRUCTION COST ESTIMATE | Phase 1 | | |
|---|---|---|---|
| Main Floor | | 1,400 m2 | |
| **General Contractor Overhead** | | 12% | **163,800** |
| Direct Site Overhead *(office, privies, cleanup, garbage etc.)* | | 100,700 | |
| Superintendent, foreman, Supervision | | INCL | |
| Insurance, Bonding & Permits | | 29,500 | |
| Construction Manager Fee or Contractor Markup/Profit | | 33,600 | |
| **Cash Allowances** | | | **10,000** |
| Signage - Wayfinding | Allowance | 10,000 | |
| Furniture | | NIC | |
| **Contingency for CHANGE ORDERS** | | | **see Soft Costs** |
| **Reasonable Bid Price - CONSTRUCTION** | 2,405 m2 | $630.73 | **$1,516,900** |

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***6 b*** |
| ***Presented by:*** | ***Shane King*** |

***B O A R D  I T E M / Finance & Audit Committee***

***Issue:*** **Signing President's Expense Forms**

***For Information:*** This issue arises out of the implementation of the new signing authority policy. Currently, under the authority of the Board, the Vice President Finance & Administration has been signing the President's expense claims.

The Finance & Audit Committee examined this issue at its November 15, 2011 meeting and recommends that the Board approve the following.

***For Approval:*** **THAT the Board of Governors approve the Chair of the Finance & Audit Committee as the approving signatory for the President's expense claims.**

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***7 a*** |
| ***Presented by:*** | ***Gord Schoberg*** |

***B O A R D  I T E M / Governance Committee***

***Issue:*** **'Faculty of Arts' Effective Date**

***For Information:*** The Board approved the creation of the new 'Faculty of Arts' (name yet to be determined) on September 21, 2011.

At its January 18, 2012 meeting, the Governance Committee determined that, for the purposes of clarification, the Board should confirm the date of April 1, 2012 as the date when the new 'Faculty of Arts' becomes operational.

Effective April 1, 2012, there will be one budget and one dean. Mazen Guirguis completes his interim deanship on March 31, 2012. As a practical accommodation to Senate composition, the four sitting senators will continue their Senate membership until August 31, 2012.

***For Approval:*** **THAT the Board of Governors confirm April 1, 2012 as the date when the new 'Faculty of Arts' (final name to be determined) becomes operational.**

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***7 b*** |
| ***Presented by:*** | ***Shane King*** |

***B O A R D  I T E M / Governance Committee***

***Issue:*** **Separate Finance and Audit Committees**

***For Information:*** At the December 14, 2011 Governance Committee meeting, it was noted that about half of Canadian universities have separate Finance and Audit Committees. The Committee determined that until an internal auditor is in place the Board should continue with a joint committee with an agenda that addresses Finance items first and then addresses Audit items, with internal Committee members leaving after the Finance section.

The Finance & Audit Committee will re-visit this item in the Fall of 2012 after the internal auditor is in place.

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***8 a*** |
| ***Presented by:*** | ***Amrik Virk*** |

## *B O A R D  I T E M / Human Resources Committee*

***Issue:*** **Qualifications for Faculty Members Policy and Procedures – Final Approval**

***For Information:*** This Policy and its Procedures have completed the entire policy development cycle. At the final stage, Notice of Motion, which was posted for two weeks, no comments were received. The Human Resources Committee reviewed and recommended this Policy and its Procedures to move forward to the Notice of Motion stage. Since there were no changes made following that posting, the Board must now determine if it will give final approval to the Policy and Procedures.

***For Approval:*** **THAT the Board of Governors approve the Qualifications for Faculty Members Policy and Procedures.**

| | Policy History |
|---|---|
| **Policy No.**<br>BD013 (G7) | Revised: |
| **Approving Jurisdiction**<br>Board of Governors | Reviewed: |
| **Signed By** | Effective: 12 01 25 |
| **Administrative Responsibility**<br>Senate / Administration | Approved: 12 01 25 |

# Qualifications for Faculty Members Policy

## CONTEXT AND PURPOSE

This Policy exists in order to guide Kwantlen Polytechnic University in the appointment of faculty with the appropriate credentials, scholarly records and experience commensurate with the academic and professional standards of their disciplines, and the educational programs, courses, research activities, and / or services of which they are comprised.

## SCOPE AND LIMITS

This Policy applies to the appointment of all faculty at Kwantlen Polytechnic University.

## STATEMENT OF POLICY PRINCIPLES

(1) The University is committed to the continuous assurance of program quality and the success of its students through graduation and mobility into areas of further study.
(2) The credibility and sustainability of the University's programs require faculty who are appropriately qualified and who possess the necessary scholarly preparation and currency to meet external peer expectations of accreditation, program approval and program review bodies.
(3) Faculty qualification standards will vary in accordance with the academic and professional expectations appropriate to the University's diverse disciplines and departments, and the specific educational program, course, research, and / or service responsibilities of any particular faculty appointment.

## DEFINITIONS

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

# RELATED POLICIES & LEGISLATION

B12 Program Review
L10 Principles of Program Prioritization

University Act RSBC 1996 Chapter 468
Section 35.2 (6) "The senate of a special purpose, teaching university must advise the board, and the board must seek advice from the senate, on the development of educational policy for the following matters:

(i) the qualifications for faculty members"

Section 40 "A Faculty has the following powers and duties:

(e) subject to an order of the president to the contrary, to prohibit lecturing and teaching in the faculty by persons other than appointed members of the teaching staff of the faculty and persons authorized by the faculty, and to prevent lecturing or teaching so prohibited

(f) subject to the approval of the senate, to appoint for the examinations in each faculty examiners who, subject to an appeal to the senate, must conduct examinations and determine the results;"

# RELATED PROCEDURES

Refer to Qualifications for Faculty Members Procedure BD013 (G7)

| | Procedure History |
|---|---|
| **Procedure No.**<br>BD013 (G7) | Revised: |
| **Approving Jurisdiction**<br>Board of Governors | Reviewed: |
| **Signed By** | Effective: 12 01 25 |
| **Administrative Responsibility**<br>Senate / Administration | Approved: 12 01 25 |

# Qualifications for Faculty Members

# Procedure

## DEFINITIONS

**Educational administrative division**: Any unit of activity within the University which offers either teaching or research activities: for example, Faculties, departments, schools, colleges, institutes.

## PROCEDURES

(1) In keeping with appropriate academic and professional standards of their disciplines, all departments and programs within an educational administrative division will recommend the qualifications required for faculty appointments.

(2) For educational administrative divisions operating under the authority of a Faculty Council, these recommendations will be reviewed by the Faculty Council. If endorsed by the Faculty Council, the Dean's office will send the recommendations to the Senate for approval.

(3) For educational administrative divisions not operating under the authority of a Faculty Council, these recommendations will be reviewed by the educational administrative division authority and administrative head that normally deal with such matters.

(4) Each educational administrative division or its Faculty Council will review its list of qualifications for faculty positions within its area of jurisdiction on an annual basis and present any changes to the Senate for its consideration. Information to be provided should include, but is not limited to, the following:
- Name of Educational administrative division
- Name of Department
- Name of Program
- Qualifications Required

(5) Lists of general qualifications for all initial appointments to faculty positions within any educational administrative division require Senate approval; however, determinations of required credentials, scholarly experiences and areas of expertise necessary for specific faculty appointments and assignments are the purview of the educational administrative divisions and their search committees.

(6) The Human Resources Department will make the current list of qualifications for faculty members in each educational administrative division available for viewing on the University's web-site. (link to HR document)

# RELATED POLICY

Refer to Qualifications for Faculty Members Policy BD013 (G7)

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***9 a*** |
| ***Presented by:*** | ***Scott Nicoll*** |

## *B O A R D  I T E M / External Relations Committee*

***Issue:*** **Polytechnic Study Tour**

***For Information:*** The External Relations Committee considered recommendations for a Polytechnic Study Tour at its January 19, 2012 meeting and recommend the attached tour outline to the Board for approval.

***For Approval:*** **THAT the Board of Governors approve the Polytechnic Study Tour as suggested by the President.**

From: John McKendry January 16, 2012

To: Board Committee on External Affairs

Re: Polytechnic Study Tour

Institutions have been identified in Canada having characteristics and a history of development that most closely resembles the polytechnic and technical institute models of postsecondary education. Decisions remaining include: (1) the makeup of the delegation, (2) the timing and duration of the tour, and (3) cost.

The Canadian institutions are:

- Southern Alberta Institute of Technology (SAIT), Calgary
- Ryerson Polytechnic University, Toronto
- University of Ontario Institute of Technology (UOIT), Oshawa
- Humber College/University of Guelph at Humber, Toronto

These institutions have evolved over a long period of time and are well established in terms of identity, program breadth and depth, organizational design and infrastructure, academic quality and reputation, and institutional stability and leadership. It is at UOIT that the movement in Ontario to provide the CAAT's established in 1964 with an applied degree and advanced science and technology mission and mandate. The history, academic reputation, and status of Ryerson speak for itself in Ontario and Canada. The Humber-Guelph model is truly a unique blend of institutional academic depth, breadth, quality, and diversity with these partner institutions holding membership in both ACCC and AUCC.

It is proposed that a tour of these institutions occur first and consist of the following:

- Two Governors
- Two Faculty Council Chairs
- Two faculty members
- Vice Provost

In terms of pre-trip preparation, delegates would be expected to familiarize themselves with each of the institutions on the itinerary. This is a relatively straightforward learning task given the abundance of accessible information on each institutions website. It would also guide participants in identifying important points of inquiry to be addressed during the visit.

In terms of United States institutions, a number of universities were considered in the western most states with the list coming down to California Polytechnic State University (Cal Poly) located in San Luis Obispo to the north of Santa Barbara. Science, agriculture/horticulture may be of greatest significance to selected Kwantlen visitors, however, this is an extraordinary example of a polytechnic university and is considerably beyond current realities and the sense of vision and

mission within Kwantlen. It is recommended that this visit follow the visit of Canadian institutions. The delegation would be of a similar size with different participants.

The delegations proposed would be expected to provide a summary seminar for the Board, Senate, Senate Committees, and the University community.

The preferred schedule would be in the second half of March and April. Costs would be confined largely to air travel, hotels, sustenance, and ground transport. The Canadian visits would come in at around $25K with point of origin and return being Abbotsford International.

In addition to the proposed visits, it is proposal also to bring an 'expert' speaker from the United Kingdom to Kwantlen to address the evolution of polytechnics and there conversion to universities in 1992 with a continuing emphasis on applied studies and sciences and technologies. Professor/Dr. John Pratt who has a great deal of expertise and experience in this area of higher education is the primary candidate. There are other qualified individuals in the UK who would be suitable and meet Kwantlen's current interests. This option is much more economical than sending a delegation to the UK.

Study Tour Objectives Item 9a

This study tour is designed as a comparative and analytical examination of the institutions selected for visitation in Calgary and Toronto. The institutions selected possess similar backgrounds to Kwantlen, i.e., Humber College, Durham College/University of Ontario Institute of Technology. These two colleges began as CAAT's (Colleges of Applied Arts and Technology) in 1964. Ryerson was selected for its history as a 'polytechnic', one of only two historical examples in Canada. The Southern Alberta Institute of Technology was selected as one of the finest institutions of its type and also because it has defined itself as a polytechnic in recent years. Each of these institutions presents unique histories, evolutionary patterns, and programmatic characteristics.

The membership of the study group has been selected to provide a breadth of perception relative to the overall characteristics of the selected institutions. The characteristics to be examined include but are not confined to the following:

- ✓ Historical evolution
- ✓ The record of innovation
- ✓ The nature of academic operating units, i.e., structure, administration, leadership
- ✓ Faculty members, i.e., qualifications, experience, demographic
- ✓ Program profile and credentials
- ✓ Teaching/learning designs and presentation options, e.g., blended learning systems, distributed learning systems, unique design features
- ✓ Market focus and student body profile
- ✓ Continuing Education and Contract Training, e.g., organizational structures, market focus, financial model, net revenue
- ✓ Corporate partnerships
- ✓ International Education
- ✓ Institutional organizational structure and Administrative structure
- ✓ Governance model, i.e., Board, Senate or Senate-like body
- ✓ Institutional leadership
- ✓ Physical plant
- ✓ Budget and Finance profile; revenue profile

A context analysis will be essential following the collection of information as these institutions operate in quite different geographic, governmental, economic, demographic, and industrial environments. In this regard, programs, innovations, and structures may be feasible at Kwantlen only through an adaptive process of implementation.

The members of the group will be expected to use the above factors as guidance in conducting a workup for each institution on the itinerary prior to departure. There will be a pre-departure orientation session.

January 22, 2012/pres

# Proposed Institutions for Tour of Polytechnics

***Credential for each major listed is a Bachelor's degree unless othewise noted**
****Institutions are inconsistent in their reporting form for student enrollment numbers. Numbers cannot be confirmed as FTE unless specifically noted.**

| Institution | Location | Colleges/Faculties | Departments/Majors | KPU Related Interest | Institutional History |
|---|---|---|---|---|---|
| **Ryerson University** | Toronto, Ontario | 1. Arts | Arts and Contemporary Studies | | Founded as Ryerson Institute of Technology in 1948. |
| http://www.ryerson.ca | | | Criminal Justice | | Became Ryersom Polytechnic Institute in 1964 |
| | | | English | | Given the authority to grand degrees in 1971 |
| Highest Credential: | | | Environment and Urban Sustainability (2012) | | Granted full university status in 1993 as Ryerson Polytechnic University |
| Ph.D | | | Geographic Analysis | | 2002, Provincial Government gave the University a mandate to grant |
| | | | History (2012) | | advanced degrees, engage in research and use the new name of |
| | | | International Economics and Finance | | Ryerson University |
| | | | Politics and Governance | | Approx. 31800 Undergraduate ** |
| | | | Psychology | | Approx. 2170 Graduate |
| | | | Public Administration and Governance | | |
| | | | Sociology | | |
| | | 2. Communication and Design | Fashion Communication | | |
| | | | Fashion Design | | |
| | | | Graphic Communication Management | | |
| | | | Film Studies | | |
| | | | New Media | | |
| | | | Photography Studies | | |
| | | | Interior Design | | |
| | | | Journalism | | |
| | | | Radio and Television | | |
| | | | Theatre Performance Acting | | |
| | | | Theatre Performance Dance | | |
| | | | Theatre Performance Production | | |
| | | 3. Community Services | Child and Youth Care | | |
| | | | Disability Studies | | |
| | | | Early Childhood Education | | |
| | | | Midwifery | | |
| | | | Nursing (4 year) | | |
| | | | Nursing (post diploma degree completion) | | |

| | | | | | |
|---|---|---|---|---|---|
| | | | Nutrition and Food | | |
| | | | Occupational and Public Health | | |
| | | | Social Work | | |
| | | | Urban and Regional Planning | | |
| | | 4. Engineering, Architecture and Science | Aerospace Engineering | | |
| | | | Biomedical Engineering | | |
| | | | Chemical Engineering | | |
| | | | Civil Engineering | | |
| | | | Computer Engineering | | |
| | | | Electrical Engineering | | |
| | | | Industrial Engineering | | |
| | | | Mechanical Engineering | | |
| | | | Biology | | |
| | | | Chemistry | | |
| | | | Contemporary Science | | |
| | | | Mathmatics and its Applications | | |
| | | | Medical Physics | | |
| | | 5. Ted Rogers School of Management | Accounting and Finance (2012) | | |
| | | | Business Management | | |
| | | | Business Technology Management | | |
| | | | Health Information Management | | |
| | | | Health Sciences Management | | |
| | | | Hospitality and Tourism Management | | |
| | | | Retail Management | | |
| | | 6. Chang School of Continuing Education | Degree, Professional/Personal Advancement | | |
| | | | | | |
| **Southern Alberta Institute of Technology (SAIT)** | Calgary, Alberta | 1. Business | Administrative Information Management | | Founded in 1916 as the Provincial Institute of Technology and Arts, |
| | | | Bachelor of Business Administration | | the first publicly funded technical institute in Canada. |
| | | | Business Administration Diploma | | Renamed the Southern Alberta Institute of Technology in 1960, with the art |
| | | | Bachelor of Applied Business Adminstration | | department splitting off to form the Alberta College of Art. |
| http://sait.ca/ | | | Legal Assistant (coming soon) | | Residences built in 1972. |
| | | 2. School of Construction | Bachelor of Science Construction Project Mgt | | In 1982, SAIT, along with a number of other institutions, became an |
| Highest Credential: | | | Bachelor of Applied Technology | | autonomous board-governed institution. (Previously directly under |
| Baccalaureate | | | Geomatics Engineering Technology | | the control of the Ministry of Advanced Education.) |
| | | | Mechanical Trades | | 2004, institution was rebranded as SAIT Polytechnic. |
| | | | Electrical Trades | | |
| | | | Building Trades | | |
| | | | Technology Diploma Programs | | |

| | | | | | |
|---|---|---|---|---|---|
| | | 3. Hospitality and Tourism | Hospitality Management | | |
| | | | Professional Cooking | | |
| | | | Travel and Tourism | | |
| | | | Baking and Pastry Arts | | |
| | | | Meat Operation and Management | | |
| | | 4. McPhail School of Energy | Wide Variety of Programs for Oil and Gas Industry | | |
| | | 5. School of Health and Public Safety | **Diplomas** | | |
| | | | Diagnostic Medical Sonography | | |
| | | | Paramedic | | |
| | | | Health Information Management | | |
| | | | Medical Lab Technician | | |
| | | | Medical Radiology Technician | | |
| | | | Nuclear Medicine Technology | | |
| | | | Rehabilitation Therapy Assistant | | |
| | | | Respiratory Therapy | | |
| | | | **Certificates** | | |
| | | | Dental Assisting | | |
| | | | EMT | | |
| | | | Health Inforation Office Assistant | | |
| | | | Medical Lab Assistant | | |
| | | | Medical Transcriptionist | | |
| | | | Nutrition for Healthy Lifestyles | | |
| | | | Pharmacy Assistant | | |
| | | | Sterile Processing Technician | | |
| | | 6. Information and Communication Technologies | Bachelor Applied Information Systems Technology | | |
| | | | **Diplomas** | | |
| | | | Broadcast Systems Technology | | |
| | | | Electronics Engineering | | |
| | | | Exploration Information Technology | | |
| | | | Graphic Communications and Print Technology | | |
| | | | Information Technology | | |
| | | | Film and Video Production | | |
| | | | Journalism | | |
| | | | Library Information Technology | | |
| | | | New Media Production and Design | | |

| | | | | | |
|---|---|---|---|---|---|
| | | | Radio, Television and Broadcast News | | |
| | | | Wide Variety of Continuing Education Programs | | |
| | | 7. Manufacturing and Automation | **Diplomas** | | |
| | | | Automated Systems Engineering Technology | | |
| | | | Mechanical Design Technology | | |
| | | | Mechanical Engineerig Technology | | |
| | | | Welding Engineering Technology | | |
| | | | **Apprenticeships** | | |
| | | | Machinist | | |
| | | | Millwright | | |
| | | | Welder | | |
| | | | Variety of Certificate and Con Ed Programs | | |
| | | 8. School of Transportation | **Diplomas** | | |
| | | | Aircraft Maintenance Engineers Technology | | |
| | | | Aircraft Structures Technician | | |
| | | | Automotive Service Technology | | |
| | | | Avionics Technology | | |
| | | | Business Administration Automotive Mgt. | | |
| | | | Diesel Equipment Technician | | |
| | | | Railway Conductor | | |
| | | | **Apprenticeships** | | |
| | | | Auto Body Technician | | |
| | | | Automotive Service Technician | | |
| | | | Heavy Equipment Technician | | |
| | | | Materials Technician | | |
| | | | Parts Technician | | |
| | | | Recreation Vehicle Service Technician | | |
| | | | Transport Refrigeration Technician | | |
| | | | Variety of Certificate and Con Ed Programs | | |
| **University of Ontario Institute of Technology (UOIT)** | Oshawa, Ontario | 1. Faculty of Business and Information Technology | Commerce | | In 2001, Government of Ontario announced plans for the first new university in the Province in 40 years - UOIT |
| | | | Information Technology | | |
| | | 2. Faculty of Education | Adult Education and Digital Technology | | UOIT officially established on June 27, 2002 as part of the Durham University Centre with Durham College |
| http://www.uoit.ca/ | | | Bachelor of Edicatopm | | FTE approx. 6500 |
| | | | Bachelor of Science and Education | | |
| Highest Credential: Ph.D | | 3. Faculty of Energy Systems and Nuclear Science | Bachelor of Engineering | | |
| | | | Bachelor of Engineering and Management | | |
| | | | Bachelor of Science | | |
| | | | Bachelor of Applied Science | | |

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|---|---|---|---|---|---|
| | | 4. Faculty of Health Science | Bachelor of Allied Health Sciences | | |
| | | | Bachelor of Health Science | | |
| | | | Bachelor of Science in Nursing | | |
| | | 5. Faculty of Science (BSc degrees) | Biological Science | | |
| | | | Chemistry | | |
| | | | Computing Science | | |
| | | | Digital Media | | |
| | | | Energy and the Environment | | |
| | | | Forensic Science | | |
| | | | Life Sciences | | |
| | | | Pharmaceutical Chemistry | | |
| | | | Physical Science | | |
| | | | Physics | | |
| | | 6. Faculty of Social Sciences and the Humanities (BA degrees) | Communication | | |
| | | | Community Development | | |
| | | | Criminology and Justice | | |
| | | | Forensic Psychology | | |
| | | | Legal Studies | | |
| | | | Public Policy | | |
| **Humber College/University of Guelph at Humber** http://www.humber.ca/ | Toronto, Ontario | 1. Design Program | Bachelor of Applied Arts, Interior Design | | |
| | | | Bachelor of Applied Technology - Industrial Design | | |
| | | | **Diplomas** | | |
| | | | Design Foundation Building Technology | | |
| | | | Interior Decorating Coop | | |
| Highest Credential: Baccalaureate | | 2. Engineering Technologies Programs | Civil Engineering Technology Coop | | Established in 1967. |
| | | | **Diplomas** | | Following provincial Ministry consent, Humber began offering the University of New Brunswick-Humber collaborative Bachelor of Nursing degree in 2001. |
| | | | Computer and Network Support Technician | | Inaugural class of the University of Guelph¬-Humber, offering integrated degree-diploma programs through a partnership between the University of Guelph, and Humber College Institute of Technology & Advanced Learning in 2002 |
| | | | Computer Engineering Technology | | |
| | | | Electrical Engineering Technology Control Systems | | |
| | | | Electromechanical Engineering Technology | | |
| | | | Electronics Engineering Technology | | |
| | | | Mechanical Engineering Technology Coop | | In 2003 the provincial Ministry of Training, Colleges and Universities designated Humber College as an Institute of Technology and Advanced Learning. This designation enabled Humber to develop and offer bachelor degrees. |
| | | | Project Management | | |
| | | | Supply Chain Management | | |
| | | | Sustainable Energy and Building Technology Coop | | 25000 Full tme students |
| | | | Wireless Telecommumications | | 60000 part time students |
| | | | **Certificates** | | |

| | | | | | |
|---|---|---|---|---|---|
| | | | CompTIA A+ | | |
| | | 3. Apprenticeship and Skilled Trades | Arborist | | |
| | | | Cabinet Making | | |
| | | | Construction Boilermaker | | |
| | | | Electrician Construction and Maintenance | | |
| | | | Electrician Industrial | | |
| | | | Facility Maintenance Mechanic/Facilities Systems | | |
| | | | Heating, Refrigeration and Air Conditioning Tech | | |
| | | | Horticultural Technician Apprenticeship | | |
| | | | Home Renovation Technician | | |
| | | | Computing Science | | |
| | | | ndustrial Woodworking Technician | | |
| | | | Energy and the Environment | | |
| | | | Landscape Technician Co-op | | |
| | | | Life Sciences | | |
| | | | Network Cabling Specialist Apprenticeship | | |
| | | | Urban Arboriculture Tree Care | | |
| | | | Plumber Apprenticeship | | |
| **Cal Poly**<br>**San Luis Obispo, Ca**<br><br>http://www.calpoly.edu/<br>Highest Credential:<br>Ph.D | | 1. Agriculture, Food and Environmental Sciences | *Agribusiness | | Cal Poly Established in 1901 with first classes held in 1903. |
| | | | Animal Science | | In 1940, The State Board of Education grants collegiate status to the California Polytechnic School. |
| | | | Bioresource and Agricultural Engineering | | |
| | | | Dairy Science | | In 1947, The California Polytechnic School is renamed the California State Polytechnic College and begins offering graduate programs in education.. |
| | | | Earth and Soil Science | | |
| | | | Food Science and Nutrition | | |
| | | | Horticulture and Crop Science | | In 1960, control of Cal Poly and all other state colleges is transferred from the State Board of Education to an independent Board of Trustees. |
| | | | Military Science | | |
| | | | Natural Resources Management | | 19,325 FTE students |
| | | | Recreation, Parks and Tourism Administration | | |
| | | 2. Architecture and Environmental Design | Architectural Engineering | | |
| | | | Architecture | | |
| | | | City and Regional Planning | | |
| | | | Construction Management | | |
| | | | Landscape Architecture | | |
| | | 3. Orfalea College of Business | Accounting and Law | | |
| | | | Economics | | |
| | | | Finance | | |
| | | | Industrial Technology | | |
| | | | Management | | |
| | | | Marketing | | |
| | | 4. College of Engineering | Aerospace Engineering | | |
| | | | Biomedical and General Engineering | | |
| | | | Civil and Environmental Engineering | | |
| | | | Computer Engineering | | |
| | | | Computer Science and Software Engineering | | |
| | | | Mechanical Engineering | | |
| | | | Electrical Engineering | | |
| | | | Industrial and Manufacturing Engineering | | |
| | | | Materials Engineering | | |
| | | 5. College of Liberal Arts | Art and Design | | |
| | | | Communications Studies | | |
| | | | English | | |
| | | | Ethnic Studies | | |
| | | | Graphic Communication | | |
| | | | History | | |
| | | | Humanities | | |
| | | | Journalism | | |
| | | | Liberal Arts Engineering | | |
| | | | Modern Languages | | |
| | | | Music | | |
| | | | Philosophy | | |
| | | | Political Science | | |

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|---|---|---|---|---|---|
| | | | Psychology and Child Development | | |
| | | | Social Sciences | | |
| | | | Theatre and Dance | | |
| | | | Women's and Gender Studies | | |
| | | 6. College of Science and Mathmatics | Biological Science | | |
| | | | Chemistry and Biochemistry | | |
| | | | Kinesiology | | |
| | | | Liberal Studies | | |
| | | | Mathmatics | | |
| | | | Physics | | |
| | | | Statistics | | |
| | | | School of Education | | |
| | | 7. Continuing Education | Degree, Professional/Personal Advancement | | |
| | | | | | |

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| ***BOARD:*** | ***Regular*** |
| ***MEETING DATE:*** | ***25 January 2012*** |
| ***SCHEDULE NO:*** | ***10 a i*** |
| ***PRESENTED BY:*** | ***Gord Schoberg*** |

***B O A R D  I T E M / Assurance of Successful President Performance***

*Issue:* **Policy 3.9, *Communication and Support to the Board* – Compliance Vote**

*For Information:* The Board Governance Committee reviewed the President's monitoring report at its December 14, 2011 meeting and determined that the President is in compliance with the policy.

It was noted that John McKendry has done a stellar job, coming into the position under difficult circumstances. The Board has received superior information since he took office.

Attached:

1. President's Monitoring Report
2. Evaluation Form

*For Approval* **THAT the President is in compliance with Policy 3.9, *Communication & Support to the Board.***

KWANTLEN POLYTECHNIC UNIVERSITY

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| **Appendix:** | **D** |
| **Appendix Title:** | **Board Direct Monitoring Tool for Policy 3.9** |
| **Approved by:** | **Board of Governors** |
| **Effective:** | **21 January 2004** |
| **Revised:** | **16 January 2008** |

***P O L I C Y***

# Board Direct Inspection Monitoring Tool for Policy 3.9

**3.9 POLICY TITLE:** ***COMMUNICATION AND SUPPORT TO THE BOARD***

| | |
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| **The President shall not permit the board to be uninformed or unsupported in its work**<br><br>***President's Interpretation***<br><br>The Board must be informed of any event or circumstance that might have a negative impact on the institution. This usually entails direct conversation between the President and the Board Chair.<br><br>The President must ensure that adequate information is provided to Board members, and must recognize that such communication is key to enabling individual Board members to fulfil their responsibilities. Board members must receive information to allow for the creation of effective policy and reports which indicate compliance with established Board policy. Further, the Board must have a broad appreciation of the activities, achievements, challenges, and problems of the University. Accordingly, a written Presidential Report is included in a Board package. The President will continue to report on confidential matters to the Board during the in camera session. | |
| a. *Have you at any time been insufficiently informed on an issue(s) by the President to the extent that it interfered with your ability to fulfill your role as a member of the Board of Governors?* | Yes<br>All No<br>Sometimes |
| *b. Have you at any time been insufficiently supported in your efforts to fulfill your function as a member of the Board of Governors?* | Yes<br>All No<br>Sometimes |
| **Further, the President shall not:**<br>**1. Neglect to submit monitoring data required by the board (see policy on Monitoring President Performance) in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored.**<br><br>***President's Interpretation***<br>Monitoring reports must be on time, complete, and drafted in a way that allows the Board an opportunity to evaluate the University's progress. This requires that, where | |

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| appropriate, there be consistent, understandable performance indicators that adequately measure institutional performance over time. Developing such indicators is a current priority, and has required that some monitoring reports be delayed. | |
| a. *Have we received all monitoring reports when due?* | All Yes<br>No<br>Sometimes |
| *b. Has the data provided been accurate?* | All Yes<br>No<br>Sometimes |
| *c. Have the data and interpretations provided been readily understandable?* | All Yes<br>No<br>Sometimes |
| *d. Have the data and interpretations provided concisely and accurately addressed the issues intended to be monitored by the policies in question?* | All Yes<br>No<br>Sometimes |
| **2. Let the board be unaware of relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material external and internal changes, particularly changes in the assumptions upon which any board policy has previously been established.**<br><br>***President's Interpretation***<br><br>The Board must be kept aware of external issues and circumstances that might influence the University's operations, have an impact on its reputation, or require an adjustment in the administrative or policy directions of the institution This is especially so at present, as Kwantlen moves from being a university college to a university. Issues of institutional mandate, system integrity, and governance are a high priority, and the Board must be cognizant of these in the larger context of government policy and intention. | |
| a. *Has there been a relevant trend that you believe the Board should have been informed about sooner than it was, or at all?* | Yes<br>All No<br>Sometimes |
| *b. Has there been adverse media coverage that you believe the Board should have been informed about sooner than it was, or at all?* | Yes<br>All No<br>Sometimes |
| *c. Has there been litigation that you believe the Board should have been informed about sooner than it was, or at all?* | Yes<br>All No<br>Sometimes |
| *d. Have there been any material external or internal changes, particularly changes in assumptions upon which Board policy has previously been established, that you believe the Board should have been informed about sooner than it was, or at all?* | Yes<br>All No<br>Sometimes |
| **3. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the board.** | |

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| ***President's Interpretation***<br>The President must advise the Board of any actual or anticipated non-compliance of board policy, to the extent possible determined by time and circumstances. | |
| a. *Has the President ever failed to report any non-compliance with Board policy, actual or anticipated, in a timely manner?* | Yes<br>All No<br>Sometimes |

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| **4. Fail to advise the board if, in the President's opinion, the board is not in compliance with its own policies on Governance Process and Governance Management Connection, particularly in the case of board behavior which is detrimental to the work relationship between the board and the President.**<br><br>***President's Interpretation***<br><br>The President must inform the Board Chair or the Board as a whole if it is not acting according to its own Governance policies, and in particular if Board actions are having a negative impact on the institution, or if they intrude into the proper responsibilities of the President. | |
| *a. Do you believe the Board has ever failed to comply with its own policies on Governance Process or Board-President Linkage?* | Yes<br>All No<br>Sometimes |
| *b. If "Yes", then did the President ever fail to advise the Board in a timely manner of that breach of Board policy?* | Yes No<br>Sometimes |
| **5. Fail to marshal for the board as many internal and external points of view, issues and options as needed for fully informed board choices.**<br><br>***President's Interpretation***<br><br>The President must ensure that the Board receives the range of viewpoints necessary for its decision-making. In this connection, the President must ensure that the Board has an understanding of union positions (as per KFacts), of the excluded employee group (non-unionized), and the Kwantlen Students Association. As well, the President must ensure that the Board is aware of and understands government policy as it impacts on Kwantlen's operations. This includes municipal, provincial, and federal policy. | |
| a. *Has the President ever failed to present an adequate cross-section of internal and external points of view when presenting policy questions for decision by the Board?* | Yes<br>All No<br>Sometimes |
| *b. Has the President ever failed to present all relevant issues and possible options when presenting policy questions for decision by the Board?* | Yes<br>All No<br>Sometimes |

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| **6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.**<br><br>***President's Interpretation***<br><br>While the President must ensure that the Board receives adequate information, he must also ensure that it is in a form useful to the Board. The President must avoid providing needlessly complex reports, and must distinguish among matters requiring monitoring, those requiring action, and those provided for information only. | |
| a. *Has the President ever provided information to the Board in an unnecessarily complex or length form?* | Yes<br>All No<br>Sometimes |
| *b. Has the President ever provided information in a form that failed to differentiate between the following three types of information: monitoring, decision preparation and other?*<br>***Note:*** *for example – the colour-coded Board package, indicating these types of information.* | Yes<br>All No<br>Sometimes |
| **7. Allow the board to be without reasonable administrative support for official board, officer or committee communications**<br>**a. The President may not fail to employ a staff member to serve as a Board Resource, who, while serving in such capacity, shall be responsible to the Board of Directors for development and distribution of Board meeting agenda packages within the established deadlines; taking the Minutes of Board meetings, and provision of administrative support for Board functions, as well as providing advice to the Board.**<br><br>***President's Interpretation***<br><br>The President must ensure that there is sufficient administrative staff to ensure a smooth information flow to the Board, and that the administrative and logistical needs of the Board are met. In this regard, the Office of the University Secretary (the University Secretariat) is now responsible for both Senate and the Board, a model typical in most Canadian universities. Staff formerly in the Education Council Office will now report to the University Secretary, and an additional clerical position has been added to the office to ensure that a high quality of service is continued in the future. Board members must also have access to Kwantlen's various communications elements (e-mail, FAX, etc.) to ensure timely and effective communication. | All Yes<br>No<br>Sometimes |

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| **8. Fail to deal with the board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.**<br><br>***President's Interpretation***<br><br>The President must respond to requests and directions from the Board as a whole, and not from individual Board members, except when those Board members have been designated by the Board to give instructions or to take responsibility for a particular initiative. At the same time, the President must understand that, from time to time, individual Board members might request information that would enhance their ability to perform Board functions. In meeting such requests, the President must consider any expenditure of University resources, as well as the commitment of time and energy by University employees. He may determine that these are prohibitive, and decline a request. Some information relating to Human Rights and Human Resources may be available to the Board on a "need to know" basis only. A Board member retains the right to take any matter to the Board where there is a disagreement between the President and that member. With the introduction of committees, this item needs consideration by the Board. | |
| a. *Has the President ever selectively communicated with one or more Board members regarding a Board matter, rather than with the Board as a whole, and other than when communicating with respect to individual, Board officer or Board committee requests?* | Yes<br>All No<br>Sometimes |
| **9. Fail to supply for the consent agenda, all items delegated to the President yet required by law or third-party to be board-approved, along with the monitoring assurance pertaining thereto.**<br><br>***President's Interpretation***<br><br>The President must bring to the Board all matters that are the proper responsibility of the Board, as determined by the British Columbia University Act (or other applicable laws). This includes matters that might be deemed "operational" by Policy Governance practice. The President must inform the Board as soon as reasonably possible of any noncompliance with Board policy. With the introduction of committees, this item needs consideration by the Board. | |
| a. *Has the President always provided for the consent agenda all items required by law or contract to be Board-approved, but which have been delegated to him?* | All Yes<br>No<br>Sometimes |
| *b. If "Yes", was all necessary monitoring assurance also provided therewith?* | All Yes<br>No<br>Sometimes |

After reflecting on all policies, do you believe the President is in compliance with each provision of this policy? All Yes No

If no, what in particular needs to be addressed by the full board?  What evidence do you have to support your claim?

Return to Bylaws & Policies Homepage
Return to Kwantlen's Home Page

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| ***BOARD:*** | ***Regular*** |
| ***MEETING DATE:*** | ***25 January 2012*** |
| ***SCHEDULE NO:*** | ***10 a ii*** |
| ***PRESENTED BY:*** | ***Gordon Lee*** |

***B O A R D  I T E M / Assurance of Successful President Performance***

*Issue:* **Policy 3.6,** ***Asset Protection Follow-up***

*For Information:* At its November 23, 2011 meeting, the Board discussed the cost to Kwantlen related to the Pacific Carbon Trust. The VP Finance was asked to provide the Board with information on Kwantlen's carbon footprint relative to other institutions.

Attached is a comparison of energy consumption and carbon offsets in response to this request.

KWANTLEN POLYTECHNIC UNIVERSITY

**MAILING ADDRESS**
12666–72 Ave, Surrey, BC
Canada V3W 2M8

# Comparison of Energy Consumption and Carbon Offsets

## Kwantlen Polytechnic University versus Other Post-Secondary Institutions

Pacific Carbon Trust was established in 2008 as a Crown corporation to provide greenhouse gas offsets and to support the growth of BC's low-carbon economy. In the same time period government organizations were required to begin to track and record their greenhouse gas emissions using a software program (SMARTTOOL) which was developed by the provincial government. The Climate Action Secretariat also requires the preparation of the Carbon Neutral Action Report which identifies plans for the future and organizational activities completed in the year to reduce carbon emissions.

The chart below identifies the direct expenditures related to carbon reporting and purchase of carbon offsets.

| Date | Expenditure | Amount |
|---|---|---|
| 2009 | SMARTTOOL AVED one time discretionary grant | ($ 7,000) |
| 2010 | SMARTTOOL start-up | $12,626 |
| 2010 | Pacific Carbon Trust - Offsets Purchase | $69,439 |
| 2011 | Cost recovery for SMARTTOOL April 2010 – March 2011 | $10,278 |
| 2011 | Pacific Carbon Trust – Offsets Purchase (half year) | $44,486 |
| 2009 to 2011 | Natural gas carbon tax | $106,775 |
| | **TOTAL** | **$236,604** |

In addition to the financial expenditures of $15,904 for SMARTTOOL; $113,925 including taxes for the purchase of carbon offsets, and $106,775 for the carbon tax on natural gas there also has been approximately 0.25 full time equivalent of Facilities personnel time used for the new tracking and reporting requirements. Additional capital funding and personnel time support the planning and implementation of emission reduction projects which have resulted in an 11% reduction in $CO_2$ emissions at Kwantlen in 2010.

Compared to other post-secondary institutions in the province for which we have information the cost of our carbon offset purchases is low. The following table reflects two comparable lower mainland post-secondary institutions.

Prepared by: Karen Hearn, Executive Director Facilities January 2012

KWANTLEN POLYTECHNIC UNIVERSITY

**MAILING ADDRESS**
12666–72 Ave, Surrey, BC
Canada V3W 2M8

| Institution | Buildings Size in Sq. Meters | Stationary Fuel Tonnes of $CO_2$ | Cost for offsets/ metre sq. | Total cost of offsets excluding taxes |
|---|---|---|---|---|
| Kwantlen | 100,313 | 2,065.13 | $0.62 | $61,998.50 |
| Lower Mainland | 233,812 | 9,364.27 | $1.05 | $246,184.25 |
| Lower Mainland | 44,856 | 2,046.66 | $1.21 | $54,267.25 |

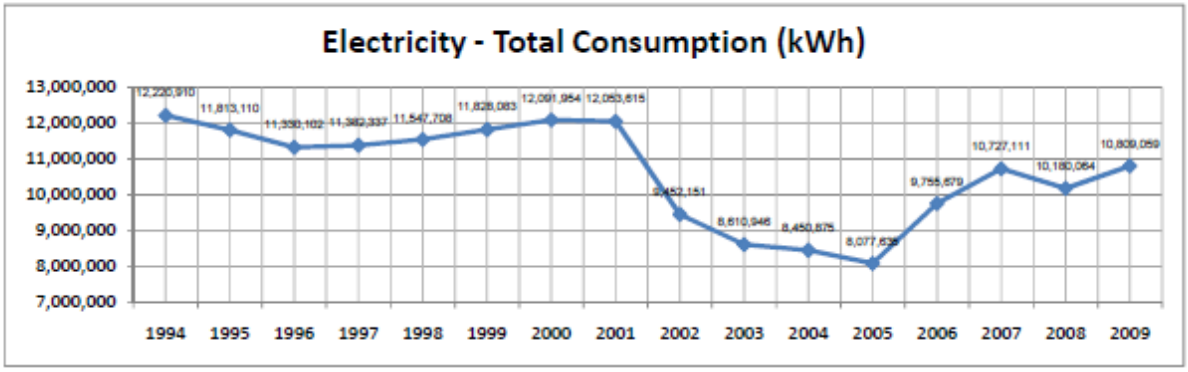
The continuous commitment to reducing energy consumption and avoiding energy costs has resulted in lower energy consumption in 2010 than in 1994 despite growth in student population; hours of operation and building area (see Appendix A).

Comparatively our energy consumption is approximately 50% less than the average across North America as per Association of Physical Plant Administrator's Facilities Performance Indicators 2010 which represents 388 post-secondary institutions in North America (see Appendix B).

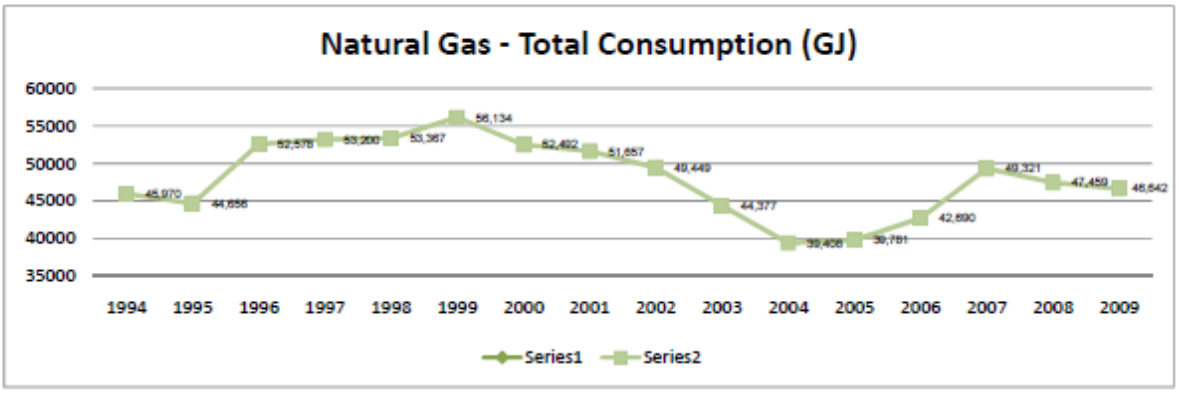
While Kwantlen's efforts to reduce energy consumption and greenhouse gases have been very successful the continued organizational growth will result in increased carbon offset costs.

**Appendix A**

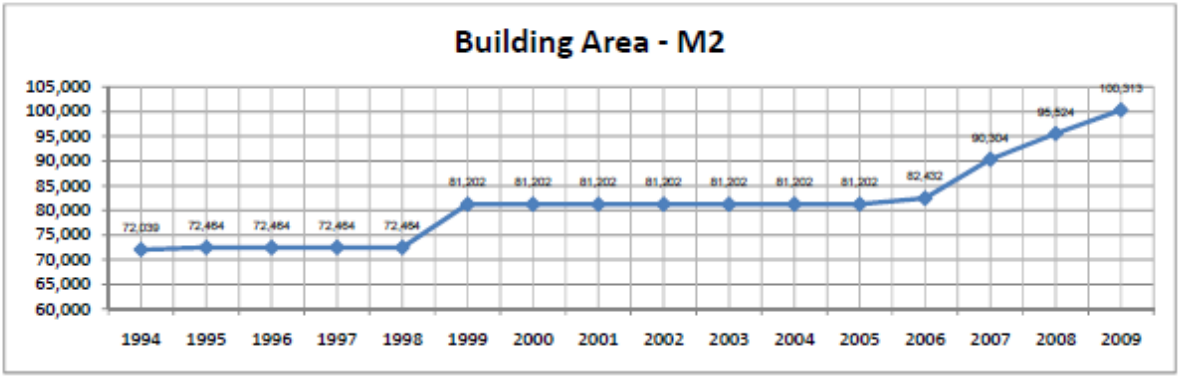
Annual comparision of electrical consumption




Annual comparision of natural gas consumption

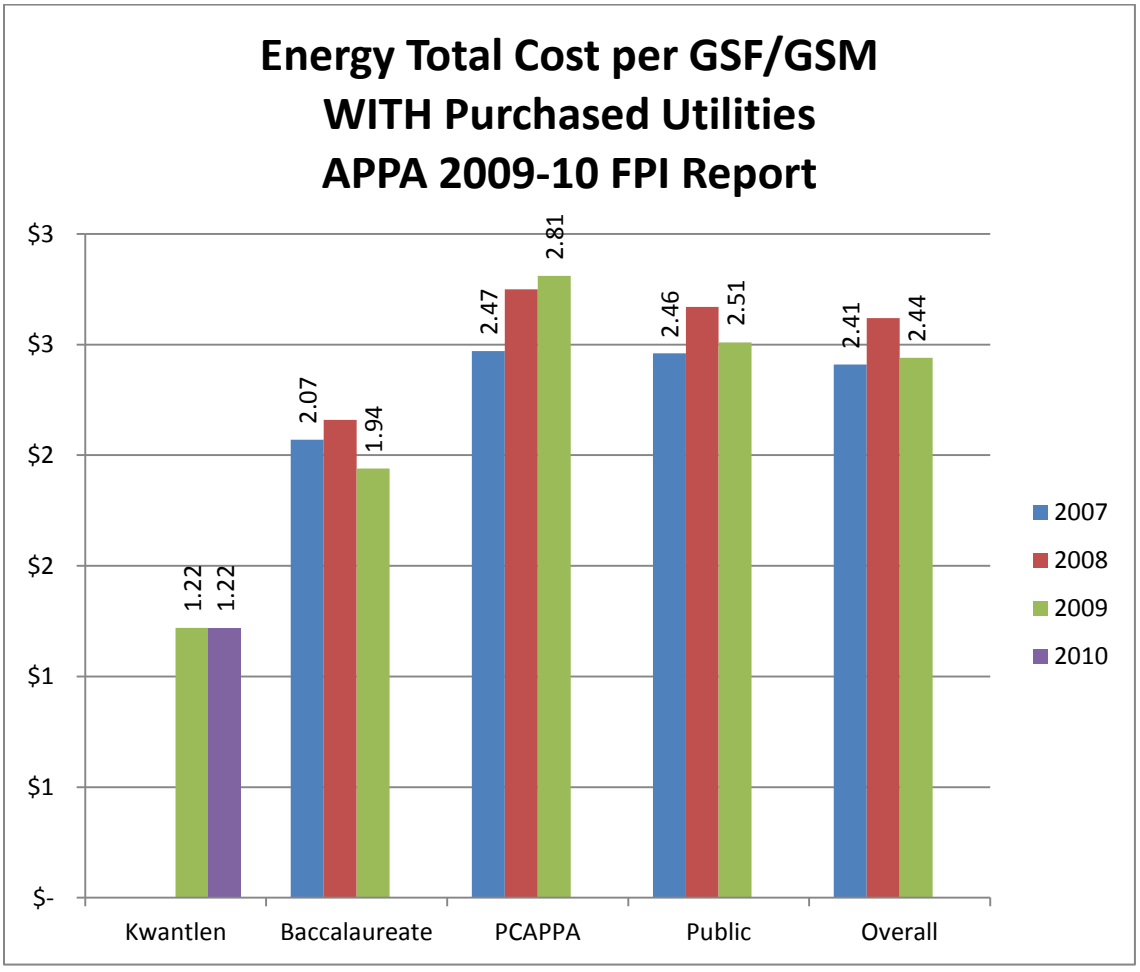



Changes in building size - m2




Source: Kwantlen Energy Consumption Records, March 2011

**Appendix B**




Source: Association of Physical Plant Administrators, Facilities Performance Indicators 2010. Surveys nearly 400 post-secondary institutions in North America.

KWANTLEN POLYTECHNIC UNIVERSITY

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| ***BOARD:*** | ***Regular*** |
| ***MEETING DATE:*** | ***25 January 2012*** |
| ***SCHEDULE NO.:*** | ***10 b*** |
| ***PREPARED BY:*** | ***Sandi Klassen*** |

***B O A R D  I T E M / Assurance of Successful President Performance***

*Issue:* **Upcoming Monitoring Reports**

*For Information:* The President will submit the following monitoring report between January and April 2012:

3.0, *Global Executive Constraint*
3.1, *Treatment of Students and Customers*
3.2, *Treatment of Employees*
3.4, *Financial Planning/Budgeting*
3.5, *Financial Condition & Activities*
3.9, *Communication & Support to the Board*

Following Board process, the monitoring report will go to committee first and then to the Board for final approval.

| | |
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| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***11*** |
| ***Presented by:*** | ***John McKendry*** |

***B O A R D  I T E M***

***Issue:*** **President's Report to the Board of Governors**

January 2012

This report begins the calendar year with a brief summation of the academic year to date beginning with the summer of 2011 when the University welcomed our new *Provost* and Vice President Academic, Dr. Anne Lavack, and our new *Vice Provost* and Associate Vice President Academic, Dr. Jane Fee. This marked the first time in over a year that the Office of the Provost was fully staffed in preparation for the upcoming 2011 – 2012 academic year.

The commencement of these two appointments served as a reminder of the very significant changes that have been occurring in *University leadership* over the past two and a half years, dating more or less to mid-2009. In reviewing the roster of Deans, Associate Deans, Associate Vice Presidents, other administrative positions, as well as faculty and staff, there has been a substantial introduction of new people with quite diverse backgrounds to the University. These appointments and the diversity of experiences that they represent will bring new synergies that will play a major role in determining the University's strategic directions in the next decade and beyond. September 2008 undoubtedly marked the beginning of Kwantlen's new polytechnic university mandate and ushered in a period of substantial change that we sense every day.

Speaking of change, perhaps the most significant change ever to occur in Kwantlen's academic structure occurred between May 2011 and September 2011 when the Senate and Board of Governors respectively approved the establishment of a new *Faculty of Arts*, subject, of course, to the selection of an appropriate and descriptive name. This is one of the most profound academic and organizational changes in Kwantlen's 30 year history. It is a change that presents the potential for untold, significant and positive academic developments in the long term.

The University also began the academic year with a mandate from the Board to begin work on *strategic planning* following the conclusion and final approval of the Vision and Commitments. With this beginning and given the accelerating pace of change, the volatility of the global environment, and the uncertainties that seem to arise on a daily basis, it was agreed to introduce a new and important dynamic component to the planning effort – *scenario planning*. The addition of this component represents the difference

between being prepared and being adaptable as the future unfolds and defaulting to crisis management.

A group consisting of Jane Fee, Gordon Lee, Wade Deisman, Ariana Arguello, has begun work on the development of scenarios that will look toward 2040, thereby giving the University a background against which to test the feasibility and sustainability of its preferred strategic direction. This approach will be introduced systematically throughout the University. While this work proceeds, the academic areas and professional support areas in the University that are not in the midst of searches for new Deans, University Librarians, Associate Deans, and Directors now can begin the initial documentation of strategic plans beginning with statements of mission, vision, statements of strategic direction(s), and statements of intent.

With the issuance of the strategic planning mandate, the process began with an overall description of the *State of the University* in September 2011 (see attachment), declaring that the commitment in fiscal 2011 – 2012 to capital improvements and the commitment to 14 new degrees would carry the University to 2014 – 2015 based on projected enrollment growth, revenue growth, and the rate of Government funding. Essentially, this represents the plan that the University is now committed to execute over the next three fiscal years subject of course to changes in the environment, e.g., the economy, funding, enrollments.

During the now completed first semester of the academic year, progress was made in a number of areas and a series of *new developments unfolded* that drew the University in several new directions.

- ✓ The Board – Senate Task Force settled into its mandate and began to make positive progress in sorting through joint working relationships, statutory responsibilities that both join and separate the two key bodies, policy, and a host of procedural matters
- ✓ The AUCC celebrated its 100th Anniversary on the campus of McGill University where it began with an address by the Governor-General, David Johnson; this address is available online to the University
- ✓ Premier Christy Clark introduced the *BC Strategy on International Education* and hosted a Trade and Education delegation to China and India in which Kwantlen played a supporting role while making new and important connections for the future
- ✓ Premier Clark also introduced the *BC Jobs Strategy* that addressed both economic development and the serious challenges of labour market replacement, both of which call on the involvement of the University based on its new mandate
- ✓ The University advanced its commitment to *civic engagement* through its participation in the *City of Surrey Economic Summit* that brought two former United States Presidents to an open dialogue facilitated by a former Kwantlen student and faculty member in the School of Business

While most of the preceding activities were initiated externally, the University has undertaken work that will have a long-term influence on the learning environment, the quality and nature of education available to the students who attend Kwantlen, and our relationships with the surrounding education community and the community in general.

- ✓ A new kind of relationship is being sought with *Regional School Districts* that addresses the transition of Grade 12 graduates to university, the recruitment of international students, and Aboriginal education
- ✓ A relationship has been established with Andrew Petter, the *President of SFU* and is addressing transfers and articulation between the Universities and a concept being developed between the University Presidents and the *Superintendent of the Surrey School District* that is intended to bring more secondary school students into the university environment sooner and with more transitional support
- ✓ A development is underway that will see significant support for *new and advanced designs in teaching and learning* as well as academic development for our faculty members, including enhanced connectivity
- ✓ A concentrated effort will be made to develop *solutions to the challenges of attrition and retention*
- ✓ The development of learning supports will give new meaning to *access with a destination*
- ✓ The effort will continue to re-position Kwantlen as a polytechnic university
- ✓ The development of new and enhanced education pathways for Aboriginal students is underway
- ✓ New opportunities are being sought for some of our Faculties, e.g., Trades and Technology; Design
- ✓ New and enhanced measures to ensure campus *safety and security* are being developed
- ✓ Infrastructure improvements are being made to support the central mission of the University, e.g., IT, communications, HR

Efforts of this kind are ongoing and bring us to the present state of affairs in January when the budget process is beginning to reach a more refined state and will appear on the Board agenda in March. The budget is a reflection of the scenarios derived from the local, regional, national, and global levels and is somewhat conservative in nature when compared to the current budget which included a significant infusion of base funding. It was the conclusion of the University Executive that the University was in sound financial condition and, with the widespread economic volatility, it was prudent to exercise a degree of caution to protect our fiscal state of health. The March budget will include a three-year budget projection.

The academic year will move toward the final semester and the tabling of planning documents and the big annual Convocation on May 31st at the Langley Events Centre.

President's Report: Board of Governors
September 2011

## Planning, State of the University, and the 2011-12 Work Agenda

University planning is at a very formative stage with attention first being directed to the State of the University and ongoing commitments that outline the 2011-12 academic year work agenda. This agenda and the fiscal outlook will carry the University through to 2015 as the implementation of 14 new degrees and approved capital projects reach completion. The following exemplify the substantial nature of a work agenda requiring a schedule that can accommodate ongoing prior commitments as well as planning.

- ✓ Office of the Provost: It is realistic to assume that it will take a period of time for this Office to fully engage the transitional realities of the University, including its culture, ongoing operations, prior commitments, and planning.
- ✓ Faculty of Design: The Dean elect will arrive October 1st, placing this Faculty and the Dean in a different planning time frame following the orientation to new academic leadership.
- ✓ Faculty of Science: This Faculty, to which the University committed extraordinary attention and support, has begun a decanal search. In addition, special attention is required for the proposal to consider a new Faculty of Horticulture and Sustainable Agriculture commissioned by the former President. This includes the establishment of a definitive home, direction, leadership, and, ultimately, responsibility for the Institute for Sustainable Horticulture. In terms of planning and beyond the development and implementation of four new degrees, there are significant long-term academic questions to be addressed by this Faculty, all central to Kwantlen's polytechnic mandate.
- ✓ Faculty of Trades and Technology: This Faculty has begun a decanal search. This Faculty and the University have large challenges relative to its Provincial status with the ITA and TTBC for which solutions are not yet forthcoming. These factors go directly to the long-term role of this Faculty within the polytechnic model.
- ✓ Faculty of Arts and Social Sciences: This academic year will begin one of the most significant changes in academic structural alignment in the University. This transition will take 18 to 24 months with the appropriate level of planning and support. This new structure will account for about 40% per cent of the current student population.
- ✓ Campus Improvements: Capital projects at Langley and Richmond are well underway.
- ✓ Budget Process, 2012-13FY: The process 'officially' began at the President's Council meeting on September 13th and, given the fiscal outlook, will offer a series of challenges that extend the next fiscal year.

- ✓ Student Retention: This is an immediate challenge for the University that must be addressed immediately as a central issue to the conversion of Kwantlen to full degree program status. This speaks directly to the changed role of Kwantlen from a transfer institution to a destination institution.
- ✓ Access/Recruitment: This will be the focal point of significant discussions and planning this year and include the related implication of overall University capacity.
- ✓ Infrastructure Developments: Aside from items that might be included in plans to 2015, there are a number of infrastructure changes that either have been identified or begun across a number of areas in professional support services, principally, Finance, HR, IET, Facilities, Bookstore operations, and Procurement. This work needs to continue in the new academic year without interruption and is significant in nature and scope.
- ✓ International Education: Provincial policy within AVED has changed and the University must reconsider its current status and where it is going with International priorities and initiatives without delay in order to pace the Ministry's initiative. It is clear that the Ministry is linking this to BC's economic development and to labor market replacement. This is a matter that goes directly to the University's limited ability to drive significant amounts of earned revenue.
- ✓ Continuing Education and Contract Training: Like International Education, this is an area that has limited the University's ability to connect with different student market segments and also to generate earned revenues.
- ✓ Policy: There is a backlog of policy work that must be cleared in this academic year.
- ✓ KFA Bargaining: It is anticipated that the current round of bargaining will be concluded in the first half of the academic year. The contract ends March 2012.

This agenda (the list is not exhaustive) demonstrates that not all areas of the University, whether academic or professional support, are at a state of readiness to plan in a definitive manner. There are areas within the University that can move forward with substantial if not definitive planning; however, planning progress will not be in unison hence it is essential for the University to see the big picture that takes the University beyond the 2011-2015 time frame. This is based on the reality that decisions taken in this time frame will determine the long-term direction of the University. This time frame looks outward toward 2030 and will involve scenario planning or strategic foresight. Placing this in perspective, 2020 is two-degree cycles, or graduating degree classes, beyond 2011 while 2030 is four-degree cycles beyond this academic year. This is a short time span in the life cycle of any university.

To focus attention at the outset, there are two principal and complex questions that, generally, will inform planning processes in all University areas from the inception stage. The first is specific to the University and the second is specific to areas of the

University whether academic or of a professional support nature. Respectively, they are:

> What kind of polytechnic university is Kwantlen to be in 2030?
> Where will your field or operation be in 5 to 10 years and beyond?

The foregoing current circumstances of the University give rise to the question of planning design, implementation, and time frame. The following steps have been set in motion.

1. The State of the University Document: A recognition of the commitments already on the 2011-12 work agenda and associated decision to take the initial planning task around this work in order to avoid interruptions of any type.
2. The development of a Strategic Foresight Team that can begin work in 2011-2012 with an initial outlook to 2015 and beyond to 2030.
3. The commencement of planning with areas at a state of readiness (to be defined) and under specific terms of reference unique to the University and to each operating area as requested by the Board.

This approach offers assurances that:

- ✓ The circumstances of the University in 2011-2012 will be recognized.
- ✓ University commitments through 2015 will be recognized.
- ✓ In the context of planning, any additional latitude or capacity identified and available through 2015, i.e., opportunities/resources will be recognized and in this way University-wide expectations will be managed in a reasonable way.
- ✓ The ways and means for a progressive and effective approach to continuous planning with an orientation to strategic foresight and 'legacy' will be imbedded on a permanent basis.

The results arising from this framework will position the University in such a way that it will be capable of responding as appropriate to future changes arising from internal and external environments.

<u>President's Council (PC) Meeting</u>

President's Council met on September 13th and addressed the fiscal outlook for the next three to four years, the budget development process and time frame for the 2012-13FY, the State of the University as the initial step toward planning, and a dialogue around issues central to University planning: 1) positioning the University as a polytechnic, 2) student retention, and 3) access and recruitment.

University Executive Team (UET)

The former President's Group (PG) has transitioned into the UET. This is a conventional management configuration in university organizational structures. Membership includes the following University officers:

President (Chair)
Provost and Vice President Academic
Vice President, Finance and Administration
Associate Vice President Academic
Associate Vice President, Human Resources
Executive Director, Finance
Executive Director, University Advancement and Communications
Special Advisor to the President on External Relations

Sandy Kuzyk, Executive Assistant to the President provides ongoing support to UET.

Convocation 2012

The University's major convocation has been moved to the Langley Events Centre (LEC) following Board agreement and will occur on May 31st, 2012. The event will involve two ceremonies in one day as opposed to five ceremonies over three days as was the case in June 2011. Consideration will be given to future convocation sites and schedules.

Search Processes

The Office of the Provost has begun search processes with Odgers-Berndston for the Dean of Trades and Technology, the Dean of Science and Horticulture, and the Chief Librarian. It is anticipated that these searches will conclude early in 2012 unless complications arise.

Transfer Agreements

In order to enhance educational and transfer opportunities for students and in keeping with the BC transfer and articulation system, a block transfer agreement was signed with Royal Roads University. This Agreement facilitates the transfer of students into that University's Bachelor of Arts in Professional Communication. The transfer arrangement will be posted to the websites of both Universities to accommodate access by students.

Memorandum of Understanding

On August 19th an MOU with the Canadian International Training & Education Corporation was signed with Ashwant Dwivedi, the President and CEO of CITREC. This MOU is exploratory in nature at this stage and recognizes the growing

relationship between Island Nations, specifically the Solomon Islands, in the South Pacific and the Government of Canada. The focus is on postsecondary education capacity building. The University and Board of Governors will be apprised of developments in the months ahead.

| | |
|---|---|
| ***Board:*** | ***Regular*** |
| ***Meeting Date*** | ***25 January 2012*** |
| ***Schedule No.:*** | ***12*** |
| ***Presented by:*** | ***John McKendry*** |

***B O A R D  I T E M***

***Issue:*** **Senate Report**

***For Information:*** Please follow the link on the Agenda, Item #12 or click http://kwantlen.ca/senate/agenda.html

To read the most recently approved Senate minutes, click December 12 in the 2011 column and scroll down to the minutes.

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***BOARD:*** | ***Regular*** |
| ***MEETING DATE:*** | ***25 January 2012*** |
| ***SCHEDULE NO.:*** | ***16*** |
| ***CONDUCTED BY:*** | ***Ken Tung*** |

***B O A R D  I T E M / Evaluation of the Board as a Group***

*For Discussion:*

**Ken Tung** is assigned to evaluate the Board's own performance at the 25 January 2012 Board meeting.

Policy 1.4, *Agenda Planning & Board Meeting Conduct* states:

"At every meeting the Board will discuss its own performance against the standards identified in *Evaluation of the Board as a Group* (Appendix G). During the meeting a pre-assigned Board Member will monitor the work of the Board and complete Appendix G, leading the discussion at the end of the meeting. This member will submit the completed form to the Executive Administrator of the Board. Other Board Members are welcome to do so as well.

In preparation for the Annual Retreat, these forms will be compiled and provided to the Board to facilitate discussions on Board Performance."

Kwantlen POLYTECHNIC UNIVERSITY

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|---|---|
| **Appendix:** | **G** |
| **Appendix Title:** | **Evaluation of Board as a Group** |
| **Approved by:** | **Board of Governors** |
| **Effective:** | **16 November 2005** |
| **Revised:** | **29 November 2006** |

***POLICY***

# Evaluation of Board as a Group

To be completed at the end of each meeting by an assigned Board Member and a copy provided to the University Secretary.

**SA Strongly agree A Agree D Disagree SD Strongly Disagree**

| **CRITERIA** | **SA** | **A** | **D** | **SD** |
|---|---|---|---|---|
| 1. We made decisions and behaved in a way which is consistent with our values. | | | | |
| 2. We referred to our vision, mission or ends in discussions and decisions. | | | | |
| 3. We followed our own policies (monitored the EL's, and conducted Board Business consistent with Governance Process and Board-President Linkage policies). | | | | |
| 4. We initiated policy, not just reacted to staff initiatives. | | | | |
| 5. We critiqued and provided constructive feedback to Management initiatives. | | | | |
| 6. We considered community input for decisions. | | | | |
| 7. We encouraged diversity of viewpoints during discussions. | | | | |
| 8. We spent our time with strategic leadership more than administrative detail. | | | | |
| 9. We are clear about the distinction of Board and President roles. | | | | |
| 10. We focused more on future than the past or present. | | | | |
| 11. We considered long term impacts of policy decisions on our stakeholders. | | | | |
| 12. We supported each other to be successful Board Members and the President to be successful in his work. | | | | |

**At this meeting we did the following really well:** _____

_____

**We could improve our performance as a Board by:** _____

_____

KWANTLEN POLYTECHNIC UNIVERSITY

| | |
|---|---|
| ***BOARD:*** | ***Regular*** |
| ***MEETING DATE:*** | ***25 January 2012*** |
| ***SCHEDULE NO.:*** | ***17*** |
| ***PREPARED BY:*** | ***Sandi Klassen*** |

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1. Kwantlen "Upcoming Events / Activities 2012 (attached)

2. Minutes, Board Governance Committee / December 14, 2011 (attached)
   Released from in camera

3. Third Age Learning At Kwantlen / Spring 2012 – to be distributed

4. Kwantlen 2012 Calendar – to be distributed

5. Board Leadership / November-December 2011 – To be distributed

KWANTLEN POLYTECHNIC UNIVERSITY

## *KWANTLEN UPCOMING EVENTS / ACTIVITIES 2012*

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

| *Date* | *Time* | *Event/Activity* | *Location* |
|---|---|---|---|
| **2012** | | | |
| Monday 16 January | 4:00-6:00 pm | Board meeting (if needed) | Langley Campus Room 1030 |
| Wednesday 18 January | 4:00-6:00 pm | Governance Committee meeting | Cloverdale Campus Room 1853 |
| Thursday 19 January | 4:00-6:00 pm | External Relations Committee meeting | Cloverdale Campus Room 1853 |
| Wednesday 25 January | 3:00-6:00 pm | Board meeting | Langley Campus Room 1030 |
| Monday 30 January | 4:00-7:00 pm | Senate meeting | Surrey Campus, Cedar Bldg Rm 2110 |
| Monday 27 February | 4:00-7:00 pm | Senate meeting | Surrey Campus, Cedar Bldg Rm 2110 |
| Wednesday 15 February | 4:00-6:00 pm | Governance Committee meetin | Cloverdale Campus Room 1853 |
| Thursday 1 March | 8:00-10:00 am | Human Resources Committee meeting | Cloverdale Campus Room 1853 |
| Thursday 8 March | 4:00-6:00 pm | External Relations Committee meeting | Cloverdale Campus Room 1853 |
| Wednesday 14 March | 4:00-6:00 pm | Governance Committee meeting | Cloverdale Campus Room 1853 |
| Tuesday 20 March | 4:00-6:00 pm | Finance & Audit Committee | Cloverdale Campus Room 1853 |
| Monday 26 March | 4:00-7:00 pm | Senate meeting | Surrey Campus, Cedar Bldg Rm 2110 |
| Wednesday 28 March | 3:00-6:00 pm | Board meeting | Cloverdale Campus Room 1853 |
| Wednesday 11 April | 4:00-6:00 pm | Governance Committee meeting | Cloverdale Campus Room 1853 |
| Monday 30 April | 4:00-7:00 pm | Senate meeting | Surrey Campus, Cedar Bldg Rm 2110 |
| Thursday 10 May | 4:00-6:00 pm | External Relations Committee meeting | Cloverdale Campus Room 1853 |

| | | | |
|---|---|---|---|
| Wednesday 16 May | 4:00-6:00 pm | Governance Committee meeting | Cloverdale Campus Room 1853 |
| Thursday 17 May | 4:00-6:00 pm | Finance & Audit Committee meeting | Cloverdale Campus Room 1853 |
| Thursday 24 May | 8:00-10:00 am | Human Resources Committee meeting (tentative) | Richmond Campus Room 1420 (Board Room) |
| Monday 28 May | 4:00-7:00 pm<br>6:30 pm | Senate meeting<br>Chancellor's Dinner | TBA<br>TBA |
| Thursday 31 May | All day | Convocation<br>Honorary Degree Dinner | Langley Conference Centre<br>TBA |
| Wednesday 13 June | 4:00-6:00 pm | Governance Committee meeting | Cloverdale Campus Room 1853 |
| Wednesday 20 June | 3:00-6:00 pm | Board meeting | Cloverdale Campus Room 1853 |
| Monday 25 June | 4:00-7:00 pm | Senate meeting | Cloverdale Campus Boardroom 1853 |
| Wednesday 19 September | 3:00-6:00 pm | Board meeting | Ricfhmond Campus<br>Conference Centre |
| Wednesday 21 November | 3:00-6:00 pm | Board meeting | Surrey Campus<br>Board Room, Cedar Bldg Rm 2110 |

KWANTLEN POLYTECHNIC UNIVERSITY

**Released from in camera: MINUTES**
**Board Governance Committee Meeting**
**Wednesday 14 December 2011**
**Room 1853, Cloverdale Campus**

| | | |
|---|---|---|
| **Present** | **Board**<br>Shane King<br>John McKendry / President<br>Kim Richter<br>Gord Schoberg / Chair<br>Amrik Virk | **University Community Members**<br>Sandi Klassen / University Secretary |
| **Regrets** | Arvinder Bubber<br>Scott Nicoll | |

**Call to Order**

The Chair called the meeting to order at 4:15 pm.

**Approval of Agenda**

**Moved by Shane King; seconded by Amrik Virk:**
**THAT the agenda is approved with the addition of "Board Member Remuneration".** **MOTION CARRIED**

**Approval of Minutes**

**Moved by Kim Richter; seconded by Amrik Virk:**
**THAT the minutes of 7 September 2011 were approved by consensus.** **MOTION CARRIED**

**Governance Workshop Report**

The Committee reviewed the recommendations of Watson Inc. made as a result of the governance session at the recent Board Retreat.

Concern was raised about the first recommendation regarding Senate governance. Discussion moved to the structure of the upcoming Board/Senate retreat. A shorter timeframe of 4:00-6:00 pm with socializing time provided following was agreed to.

The President is planning to hold a workshop with Senate to help it understand the university legislation – its intent, how it is interpreted – and to help Senate define what it should expect of itself. His intent is to follow that session with a review of parliamentary procedure.

**Action:**

- **Sandi Klassen and Gord Schoberg to draft email to Board/Senate Task Force outlining the workshop plans**
- **John McKendry to arrange Senate session on legislation**
- **John McKendry to arrange observation of Senate by a parliamentarian**

The Governance Workshop Report recommended holding an in camera without the president at every Board meeting. The Committee determined that this could occur when the Board discusses items directly related to presidential evaluation and compensation. Since this is the Board's current practice, no change needs to occur.

**Action:**

- **Sandi Klassen will send the Governance Workshop Report to the Board**
- **Gord Schoberg will ask Liz Watson to begin thinking about a proposal for the next phase of the project**
- **Sandi Klassen will arrange a meeting with Gord Schoberg and John McKendry to build a work plan**
- **Sandi Klassen will draft the initial work plan for development at the meeting**
- **Submit the work plan to the January Board/Senate Task Force for information**

**Separate Finance and Audit Committees**

Shane King noted that about half of Canadian universities have separate Finance and Audit Committees. The Committee determined that until an internal auditor is in place the Board should continue with a joint committee with an agenda that addresses Finance items first and then addresses Audit items, with internal Committee members leaving after the Finance section.

**Action:**

- **Report this discussion at the January Board meeting.**
- **Re-visit this item next Fall after the internal auditor is in place.**
- **Shane King will follow up with Gordon Lee regarding the Board's role in appointing an internal auditor.**

**Monitoring Policy 3.9, Communication and Support to the Board**

**Moved by Amrik Virk; seconded by Shane King:**
**THAT the Governance Committee recommend to the Board of Governors that the President is in compliance with Policy 3.9*, Communication and Support to the Board.***

It was noted that John McKendry has done a stellar job, coming into the position under difficult circumstances. The Board has received superior information since he took office.

**Board Member Remuneration**

Gord Schoberg reported that the Treasury Board issued a directive in March 2011 with a classification list of remuneration for board members. Kwantlen is classified at level 3 and there is a classification grid at point 5.8 showing the maximum compensation board members may receive for their service. The Board was under the assumption that board members could receive no remuneration. It is a budget item and therefore must be costed out.

**Moved by Kim Richter; seconded by Amrik Virk:**
**THAT board member remuneration be referred to the Finance and Audit**

**Committee.** **MOTION CARRIED**

**Action:**

- **Sandi Klassen will draft a spreadsheet at the maximum level to see what the cost would be. Previous practice will be included.**
- **Shane King will review and refine the spreadsheet.**
- **The costing spreadsheet will be referred to the Finance Committee to develop a recommendation to the Board.**
- **Sandi Klassen will include the Treasury Board Directive, the spreadsheet and excerpt portions of the letter to the Chair in the January Board package**

**Issues and Concerns** Nothing to report

**Release of Minutes from In Camera** The minutes were not released from in camera.

**Adjournment** The meeting adjourned at 5:45 pm.