



REMINDER

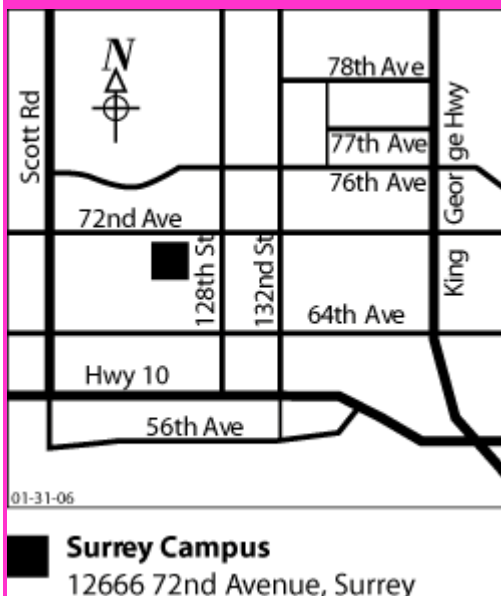
Board Meeting is at the

Surrey Campus
12666 – 72nd Avenue

Cedar Building
Room 2110
(Board Room)

Directions to Campus:

- Park in parking lot off 126 Street for reserved parking. (You may park anywhere you like, but this lot is closest to the Cedar Building).



Directions to Meeting Room

- Cedar Building is the building closest to 72nd Avenue
- Board Room (2110) is on the second floor

3:00 pm Regular Board Meeting
In camera Board Meeting to follow

- | | | |
|--|---------|---------|
| 1. Presentation / Kwantlen Faculty Association / Bob Davis, Vice President Negotiations | | 30 min. |
| 2. Call to Order | | |
| 3. Approval of Agenda | | 1 min. |
| 4. Consent Agenda / Gord Schoberg | | 1 min. |
| 4.1. Minutes 30 January 2013 | Page 4 | |
| 5. New Business | | |
| 5.1 Notice of Election / Gord Schoberg | Page 8 | 1 min. |
| 5.2 Program Concept: BBA Communications / Shane King, Lisa Skakun | Page 10 | 5 min. |
| 5.3 Student Election Results / Gord Schoberg | Page 32 | 1 min. |
| 6 Board/Senate Task Force on Bi-cameral Governance / No report | | |
| 7 Governance Committee / No report | | |
| 8 Finance & Audit Committee / Shane King | | |
| 8.1 Draft University Budget 2013/14 | Page 33 | 30 min. |
| 8.2 Bylaw No. 4, Fees, Revision | Page 78 | 5 min. |
| 9 Student Affairs / Gordon Lee, Ron Maggiore | | |
| 9.1 Student Affairs Report | Page 82 | 2 min. |
| 9.2 Kwantlen Student Association Fees | Page 86 | 8 min. |

10 President's Report / Alan Davis	Page 88	15 min.
11 Senate Report – January 28, February 25, 2013 Budget documents	Follow links	
11.1 President's Senate Update / Alan Davis	Page 96	3 min.
11.2 Interior Design Accreditation / Alan Davis	Page 99	2 min.
12 Next Meeting Agenda Contribution / Gord Schoberg		1 min.
13 For the Good of the Order / Gord Schoberg		2 min.
14 Evaluation of the Board as a Group / Geoff Dean	Page 102	3 min.
15 Kwantlen Faculty & Service Area Reports	Page 104	
16 Information Package	Page 176	
17 Adjournment		

Next Meeting

**Regular Board Meeting
Wednesday June 5, 2013
Cloverdale Campus, Room 1853
3:00-7:00 pm**



Board:
Meeting Date
Schedule No.:
Prepared by:

Regular
3 April 2013
4.1
Sandi Klassen

BOARD ITEM / Consent Agenda

Issue: Minutes for Approval

For Approval: THAT the Board of Governors approve the minutes of 30 January 2013.

**Wednesday, January 30, 2013
Surrey Campus Boardroom 2110**

Present

Board

Kristan Ash
Alan Davis/ President
Geoff Dean
Yuri Fulmer
Iman Ghahremani
Sandra Hoffman
Shane King
Jared Penland
Kim Richter
Gord Schoberg / Chair
Lisa Skakun
Ken Tung
Amrik Virk

University Vice Presidents

Gordon Lee / Provost & VP Academic
Harry Gray / VP Finance & Administration

University Community Members

Arzo Ansary / Kwantlen Student Assn.
Matt Demera / The Runner
Christopher Girodat / Kwantlen Student Assn.
Sandi Klassen / University Secretary
Jeremy McElroy / General Manager, Kwantlen Student Assn.
Ron Maggiore / Vice Provost Students

Regrets

Arvinder Bubber / Chancellor
Launi Skinner

Presentation / Kwantlen Student Association

Christopher Girodat, Director of Student Services and Chair of the Student Executive Council, informed the Board about the services provided to students by the Kwantlen Student Association (KSA), the bylaw changes that occurred recently and the stated values of the KSA. Jeremy McElroy, General Manager, KSA, provided the Board with background to previous discussions proposing a Student Union Building noting that discussions have re-commenced with the University. Arzo Ansari, Director of External Affairs, thanked the Board for their interest in the KSA and for the opportunity to inform the Board about its activities and accomplishments.

Call to Order

The Chair called the meeting to order at 3:35pm.

Approval of Agenda

The agenda was approved by consensus.

Consent Agenda

The Consent Agenda was approved by consensus.

Items included in the Consent Agenda:

- Minutes 21 November 2012
- Political Fundraising Policy
- Campus Planning Policy & Procedures

Board/Senate Task Force on Bi-cameral Governance

No report

Governance Committee***Board Retreat Agenda***

The Board reviewed the Retreat agenda and discussed the purpose of the Retreat. As a key point of consultation, the Board will provide administration with its feedback regarding the draft strategic plan.

Program Discontinuance: Bachelor of Design in Graphic Design for Marketing, Diploma Option

Moved by Yuri Fulmer; seconded by Ken Tung:

THAT the Board of Governors approve the discontinuance of the Bachelor of Design in Graphic Design for Marketing, Diploma Option.

MOTION CARRIED

Maclean's Article "The New Underclass"

A brief discussion occurred. It was noted that there is another perspective to the issue also supported by data and that the article should be read keeping the larger context in mind.

Finance & Audit Committee***Third Quarter Financial Report***

The Third Quarter Financial Report ending December 31, 2012 and a narrative were presented to the Board for information.

Student Affairs Report

Gordon Lee noted that Student Affairs has been re-organized, bringing Student Life and Community into the Student Services Department. They are continuing to integrate those services to provide a more comprehensive service package to students.

Ron Maggiore noted that he meets regularly with the KSA to address its issues. A Student Affairs Council is being formed as an official governance body for students. Items of note were the well-attended student volunteer fair, the development of a co-curricula transcript and implementation of the First Year Experience report. A document showing which courses have the highest failure rates was distributed.

President's Report

The President reviewed his report to the Board which included academic, service and administrative departmental updates. The report will eventually become a community report for posting on the President's web site. He noted that Marlyn Graziano will join Kwantlen as Director of External and Government Relations.

**Senate Report – October 29,
November 26 & December
17, 2012*****President's Senate Update***

The President updated the Board on Senate activities.

**Next Meeting Agenda
Contribution**

The following items were suggested for future meeting agendas:

- A numbers-based report on recruitment and retention by campus and by program
- Providing an executive summary to preface the President's Report
- Regularly include a short written report from the KSA in the Information section of the Board Package

Agenda items may be forwarded to Sandi Klassen.

For the Good of the Order

- Gord Schoberg visited some universities in India recently and laid the foundation for further development of relationships between Kwantlen and the universities.
- Kudos on the choice of honorary degree candidates for the upcoming Convocation

**Evaluation of the Board as a
Group**

Iman Ghahremani observed that members engaged in much discourse and dialogue during the meeting. Having the KSA present was an excellent idea. The report from the President was fulsome, especially regarding the faculty aspects included.

However, there could have been even more dialogue during the meeting.

Changes identified included attaching a quarterly report from the KSA and possibly from the KFA to the Board meeting materials.

Information Package

Information included an updated events calendar.

Next Meeting

The next scheduled meeting is on Wednesday, April 3, 2013 at the Surrey Campus.

Adjournment

The meeting adjourned at 5:40pm.

BOARD CHAIR

BOARD ITEM / New Business

Issue: **Notice of Election for the positions of Chair & Vice Chair of the
Kwantlen Polytechnic University Board of Governors**

For Information:

The term for Chair and Vice Chair is two years. The incumbents have completed two years of their term of office.

An election for Chair and Vice Chair will occur at the June 5, 2013 Board meeting.

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

6.1 ELECTION AND TERM

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

23.3 ACCOUNTABILITY

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

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

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

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

23.4 PROCESS

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

- a) On an annual basis, the Committee reviews the Board Membership to obtain reasonable satisfaction that there are candidates who could serve in the Board Chair and Vice Chair positions.
- b) When recommending new candidates for the appointment to the Board, the Committee considers the need for Board leadership, including the Board Chair and Vice Chair positions.
- c) When consulting with the Board Chair regarding the recommendation of Board Members to serve as Committee members or Committee chairs, the Committee considers the needs of the Board Chair succession planning process.
- d) When the Board Chair (or Vice Chair, as applicable) position becomes vacant (the unplanned succession situation) or is anticipated to become vacant within the following year (the planned succession situation), the Committee leads the transition process as follows:
 - i) The Committee reviews the current Board Membership and identifies potential Board Chair (or Vice Chair, as applicable) candidates, who, in the Committee's view, match the key skills and experience criteria set forth in this section of the Board Manual. While there is no presumption that the current Vice Chair will become the Board Chair, the Committee may consider that the Board Chair assists the Vice Chair in developing the optimal key skills and attributes required of the Board Chair role by identifying shadowing and training opportunities and providing mentorship over the course of the Vice Chair's term.
 - ii) The Committee ascertains from those Board Member(s) identified as potential Board Chair (or Vice Chair, as applicable) candidates their interest and willingness to serve as Board Chair (or Vice Chair, as applicable).
 - iii) Once ascertaining the interest of the potential Board Chair (or Vice Chair, as applicable) candidate(s), the Committee consults with all Board Members and the President to ascertain their support for one or more of the candidates. The Committee Chair has one on one conversations to facilitate the exchange of views and build consensus.
 - iv) In the event there is immediate consensus on one candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Committee will so inform the Board and seek confirmation from the Board as to the election of the new Board Chair (or Vice Chair, as applicable).
 - v) In the event there is more than one candidate interested in assuming the Board Chair (or Vice Chair, as applicable) position, and there is not immediate consensus among Board Members as to the preferred candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Board shall vote by secret ballot on the new Board Chair (or Vice Chair, as applicable).

BOARD ITEM / New Business

Issue: **Program Concept : Bachelor of Business Administration (BBA) in Communications**

For Information: Senate reviewed the BBA in Communications Program Concept at its February 25, 2013 meeting and recommended it to the Board for approval. Their report is attached.

The Finance & Audit Committee reviewed the Program Concept from a financial perspective at its March 7, 2013 meeting and recommended it to the Board for approval on that basis.

The Governance Committee reviewed the Program Concept to assess links to the University's mission and strategic objectives, as well as looking at the demand for graduates at its March 13, 2013 meeting. It was recommended to the Board for approval.

As agreed by the Board/Senate Task Force on Bi-cameral Governance, a report from Senate is attached summarizing its assessment of the potential success of a program based on its review of the program concept document.

Attachments:

- BBA Communications Program Concept
- Senate report

Wayne Tebb, Dean (pro tem), Faculty of Business and Alexandra Richmond, Instructor, Faculty of Business are available to provide further information as required.

For Approval: **THAT the Board of Governors approve the Program Concept: Bachelor of Business Administration in Communications.**

Program Concept: Bachelor of Business Administration in Communications (BBAC)

Senate reviewed and approved the program concept for the BBAC at the January 28, 2013 meeting. The document was thoroughly reviewed by the Senate Standing Committee on Curriculum before being recommended to Senate for approval.

The BBAC provides students who have completed a two year Business diploma (60 credits) with an additional option to those already available for them at Kwantlen. The program would be open to students who have completed similar Business diplomas at other institutions.

The Applied Communications department undertook extensive consultations with industry to determine the skill sets they were looking for in graduates. Based on those consultations they developed a degree that would prepare graduates with strong written and oral communications and teamwork skills bolstered by a solid base of general business knowledge. The degree by its very nature is applied as it prepares students for a variety of occupations in the communications field. To enhance the applied nature of the program students will undertake research projects and practicum placements within the communities that Kwantlen serves.

Issues

Naming

There was some discussion around naming the degree 'Business Communications' but feedback indicated that this would decrease the value of the degree in the eyes of industry. As currently structured, the degree would allow students to work in business, for the government or in the non-profit sector.

Course and Program Overlap

Comment was made on the potential overlap of courses from Journalism, Public Relations and the new degree. The curricular specifics of the degree are addressed at the Full Program Proposal (FPP) stage and the developers indicated a willingness to look at existing courses to see if they would satisfy degree requirements.

Employment Overlap

Questions were also asked around employment overlap and the fact that students from Journalism, Graphics and Business could be applying for the same jobs. The developer addressed these concerns by stressing the specific outcomes of the degree.

I. MEMORANDUM

To: Board Finance & Audit Committee
From: Terry Han, Chair, School of Business Curriculum Committee
Date: March 7, 2013
Re: BBA, Communications Program Concept

Please accept this concept document for the Bachelor of Business Administration in Communications (BBAC) Degree. This concept document passed through the School of Business Curriculum Committee on May 11, 2012 and the Faculty Council meeting on May 25, 2012. It was passed by SSCC on January 9, 2013. Revisions were recommended by SSCC and those recommendations have been implemented in this document. The concept was recommended by Senate at its February 28, 2013 meeting.

Rationale:

This is a new degree which will allow students with two-year diplomas in the School of Business to complete a degree in Communications.

The Applied Communications department has been offering Communications courses at Kwantlen for 23 years (formerly through the Humanities division and currently the School of Business). This degree is a response to demand from industry partners for highly skilled graduates with a concentration in Applied Communications.

Impact on Students:

This degree will not affect existing students as it does not modify existing programs. Rather, it will provide a new opportunity for students to complete a degree in a field that is in demand in the current workplace.

Proposed Implementation:

The proposed implementation date for the degree is Fall 2014.

Include the following appendices: Appendix A – Internal Consultations; Appendix B – Library Assessment Template; Appendix C - Development & Implementation Timetable. Additional material may also be included as appendices. For information about submitting the completed concept document, please contact the Chair of SSCC.

A. Originating Group

1. Internal Developers

Developers:	Alexandra Richmond Panteli Tritchew	Faculty:	Applied Communications Department Faculty of Business
Dean:	Arthur Coren/Wayne Tebb		Faculty of Business

Date: Jan. 17, 2013

If joint educational offering, name of other institution: N/A

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

B. Basic Information

B.1 Name of proposed program

BBA, Communications

B.2 Proposed credential to be granted

Bachelor of Business Administration (BBA) in Communications (BBAC)

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

Four Years

B.4 Anticipated start date of program:

September 1, 2014

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

Selective entry

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

BBA in Communications				
	Fall 2014	Fall 2015	Fall 2016	Fall 2017
Year One and Two	Students will be enrolled in the business diploma of their choice.			
Year Three, BBA, Communications	20	25	30	35
Year Four BBA, Communications	n/a	20	25	30

In Years One and Two students will be enrolled in the business diploma of their choice. This may be at Kwantlen or another institution. Students will enroll in the BBA Communications in Year Three of their studies after having completed an accredited 60 credit business diploma program. This will enable students to enter the degree program immediately after completing their business diploma or later in their careers after having spent some time in the workplace.

The program will be rolled out by advertising to internal Kwantlen students who are enrolled in Diploma programs as well as to external students in Diploma programs who transfer to Kwantlen.

See Appendix F2 (attached) for an Executive Summary of Student Demand Analysis from the Office of Institutional Analysis & Planning, Kwantlen Polytechnic University (September 2012) .

C. Executive Summary

The **Bachelor of Business Administration in Communications - (BBAC)** will provide graduates with the skill sets identified by business and government as critical to workplace achievement. Skills include written and oral communications, effective use of information technology, leadership and teamwork, strategic media selection and application, applied research and creative problem-solving skills, as well as project- and document-management skills.

The primary objective of the BBAC program is to educate and prepare graduates with outstanding written and oral communications and teamwork skills bolstered by a solid base of general business acumen. We expect that our graduates will take leadership roles in communications for non-profit, profit, and government organizations. Alternatively, graduates who acquire jobs in fields outside of communications will be successful precisely because of their superb communication skills. To accomplish the primary objective, the program will equip participants to think strategically and critically about the contexts, audiences, and purposes of their messages, select and synthesize media strategically, apply solid writing and editing skills, and leverage their sound understanding of business practices, protocols and operational structures.

The BBAC is an applied degree, based on extensive industry consultation, which will prepare graduates to transition seamlessly into the workforce and equip them for ongoing economic and career success.

Institutional Priorities

The BBAC supports Kwantlen's principles and priorities as articulated in Kwantlen's Mission and Mandate (KMM) statement. As an applied degree, this will support and enhance Kwantlen's evolving Polytechnic mission because its structure will "respond to community, regional, industry, and market needs." (KMM) Furthermore, the BBAC touches on each aspect of the institutional Mission: (<http://www.kwantlen.ca/mission/mission-mandate.html>).

Students can enter the program either with one of Kwantlen's business diplomas or a business diploma from another institution. They will have already met Kwantlen's minimum entrance requirement.

School of Business Priorities

The Kwantlen's School of Business mission is "To provide students of diverse ages, backgrounds and aspirations with a quality business education that prepares them for success in the workplace and graduate school."

The BBAC capitalizes on existing School of Business course offerings. Also, the BBAC has a Year Three entry which allows for a broad base of students with different business diplomas to enter our degree. The degree is based on industry and labour market surveys and will prepare students for workplace placement and ongoing success and advancement. The emphasis on listening and speaking, writing, interpersonal skills, research and critical thinking will prepare students for success in the workplace, while the emphasis on academic research, critical thinking, and writing skills will prepare them for graduate school.

Access and Relation to Existing Programs

The BBAC builds on Kwantlen's existing strengths within the School of Business. It is designed to provide a laddering option for students to complete a four- year BBA. Students will enter the program in Year Three of their studies after having mastered a solid foundation of core business studies by completing a business diploma at either Kwantlen or another recognized post-secondary institution.

It is also designed to allow student flexibility. Not only does the degree allow students to enter with varied business diplomas, it provides for electives that will enable students to tailor their degree to their personal strengths and interests.

Student Profile

Students may be either traditional 18 -22 year-old university students or they may be working professionals who are upgrading their skills and completing a degree. Consequently the courses will be offered to allow full-time, part-time, evening and weekend attendance and courses will be offered through various delivery methods.

Degree Outcomes

This rigorous degree will require both traditional academic and applied community-based research, and encourage creative and innovative problem-solving approaches through both case-based and real research projects. The degree culminates in a community-based, practicum course that integrates the key learning outcomes from all of the BBAC courses and allows students to apply those skills in a workplace setting.

Educational Effectiveness

The degree will offer effective use of resources by utilizing existing diploma programs and elective options. It will also allow students to re-enter postsecondary education after having spent time in the workforce and build on previously completed two-year business diplomas.

The degree has an applied focus which ensures that students apply theory to practical business case studies. In addition, a six-credit capstone practicum course is offered in the final semester to allow students to apply their skills in an employment setting.

Further study and Employment Options

The degree program has been designed to reflect the needs articulated through industry consultation and labour market analysis. The new courses have been designed to take advantage of the Applied Communications faculty's educational and occupational expertise and to incorporate the skills that have been prioritized by employers across a broad range of industries. This will ensure that students' skill sets will enable them to both enter the labour force quickly, and maintain employability and mobility across the labour market.

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

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

Students will enter the BBAC in Year Three of their studies.

YEAR THREE ENTRY:

Students may enter the program in Year Three provided they meet the following requirements:

- Any Kwantlen School of Business Diploma that includes a minimum GPA of 2.7 and a minimum grade of C+ in both English 1100 and Communications 1140 or equivalent.
 - A 60 credit business-related diploma (from a recognized post-secondary institution) with a minimum GPA of 2.7, a minimum grade of C+ in both English 1100 and Communications 1140 or equivalent, and the following courses or equivalent (with a minimum GPA of 2.7 in each course) :
 1. ACCT 2293 Introduction to Financial Accounting (or ACCT1110 and 1210)
 2. ECON 1250 Principles of Macroeconomics
 3. MRKT 1199 Introduction to Marketing
 4. BUSI 1110 Fundamentals of Business in Canada
- 2. Will the structure of the program allow for full-time, part-time, evening, weekend, on-line, mixed-mode delivery methods, or a combination of any of these? (Identify each as appropriate).**

Yes, the BBAC will provide structures allowing students to attend either full- or part-time. The new courses to be developed for this degree will be offered through weekend, on-line and mixed mode delivery methods as well as in traditional classroom and workplace environments.

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

use flow charts for clarity)

Entry Points

Year One - Students study options for years one and two will vary depending on which business diploma they choose to complete.

Year Three- Students will qualify to enter the program by completing a Kwantlen Business Diploma or a two-year, business-related diploma from a recognized post-secondary institution that meets Kwantlen's minimum general entry requirements and meets the requirements listed above.

Year Four Exit Point -Students who complete the required 60 credits in third and fourth year and meet other university minimum requirements for graduation will graduate with a BBAC.

E. Student Profile

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

Target Students

The following profiles describe the potential student recruitment base:

- Kwantlen graduates who have a business diploma who wish to continue their studies in the field of Communications and graduate with a Bachelor's degree
- Non-Kwantlen business diploma graduates who wish to continue their studies in the field of Communications and graduate with a Bachelor's degree
- High School graduates who wish to pursue a Bachelor of Business Administration degree in Communications
- Mid-level working professionals who wish to upgrade with specialized courses related to Communications
- International students who wish to pursue a Bachelor of Business Administration degree in Communications
-

Plan to Recruit and Attract These Students

With the assistance of Kwantlen's recruitment offices, we will promote this program directly to the high schools as well as internally to existing Kwantlen students and through Kwantlen's open house events.

Furthermore, we plan to network closely with the Society for Technical Communications, the BC Securities Commission, the Canadian Investor Relations Institute, the Canadian Evaluation Society, and the International Association of Communications to receive referrals to the program.

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

We would direct interested students who do not meet the entrance requirements to the Faculty of Academic and Career Advancement programs (e.g., Qualifying Year) in order for them to upgrade their qualifications as necessary. Students who have not yet completed their business diploma requirements would be referred to the School of Business degree advisors.

E.3 How will the program address equity by decreasing systemic barriers? Is this type of program traditionally or historically underrepresented in specific cohort groups? (e.g., gender

and/or age imbalance, First Nations) How will the program address these issues?

Applied programs in Communication Studies are relatively recent in academia. As such, there is not a historical basis for underrepresentation.

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

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

GENERAL PROGRAM OUTCOMES

The BBAC program aims to provide the skill sets identified by business, government and academic advisory boards as critical to workplace achievement. It builds on demand for existing courses and programs and is developed to meet feedback from industry on priority skills for new hires.

In a broad sense, our students will develop and demonstrate critical thinking and analysis skills, oral and written communication skills, teamwork and interpersonal skills, moral and ethical frameworks, and a solid understanding of core business concepts, structures and processes. Upon graduation, students will have

- Knowledge of advanced communication concepts and an ability to communicate successfully, orally and in writing.
- An ability to develop messages in a variety of media, including digital and print.
- An ability to communicate effectively, negotiate and manage conflict in a variety of situations. The ability to use electronic technology to find, retrieve, store, organize and disseminate information.
- A broad understanding of media and trends in digital technology.
- Knowledge of business organizations and structures and the impact of information and communication on these
- An ability to think critically and problem solve.

SPECIFIC PROGRAM OUTCOMES

In addition to the above general academic skills, the program will provide the following core (specialized) outcomes for our graduates. Graduates of the BBAC will be able to perform the following:

Critical Thinking and Problem Solving

- Use critical thinking and analysis skills to effectively evaluate, analyze and solve complex written and oral communication problems.
- Adapt message(s) and media to changing audience and context conditions to achieve new objectives.
- Strategically select a variety of media to create cohesive and integrated communications solutions, taking into account multiple stakeholder interests and perspectives. Communicate effectively, verbally and in writing, with individuals and groups in a variety of business contexts.

Written Communications

- Integrate concise language with visual design components to convey increasingly complex messages for a variety of audiences and purposes.
- Revise and edit documents for correctness, clarity and accuracy.
- Develop and deliver rhetorically powerful and effective oral presentations.
- Use conventional and new media tools to develop and implement a broad range of communication plans.
- Apply project planning and document management tools, skills and processes to define appropriate implementation strategies for communication as well as monitor and evaluate communication strategies and respond appropriately.
- Extract, outline and summarize essential material from both written and oral sources.

Research

- Research and analyze data from primary and secondary sources, and evaluate data for relevance and accuracy to facilitate and inform communication strategies.
- Conduct and coordinate research and evaluation processes to develop and implement communication plans and strategies.
- Select and use contemporary electronic and web tools appropriate to specific research projects. Communicate effectively with a broad range of functional units and diverse stakeholders within the organization to solve or resolve complex communication problems and issues.
- Apply knowledge of corporate and business organizational theories, structures and mechanisms to support strategic decision making.

Teamwork and Interpersonal

- Take a leadership role on teams by using teamwork, conflict resolution and mediation skills within a variety of contexts.
- Take a leadership role in negotiations by using teamwork, conflict resolution and mediation skills within a variety of contexts.
- Apply ethical, moral and legal principles to communication-related challenges and problems
 - individually and in teams.
- Discuss the legal, moral and ethical parameters of business decisions or actions.
- Apply and use intercultural and multicultural skills to take on leadership and facilitation roles within teams.

Information Design and Management

- Design, develop, implement and evaluate sound communication policies and procedures within an organization.
- Apply critical path and documentation management methodologies, and human resource management and conflict resolution techniques to team and multi-authored documentation projects.
- Coordinate and contribute to strategic website design and implementation.
- Write effective user-guides and training manuals.
- Design, develop, write, implement and test a broad range of policies and procedures suitable to advance organizational goals.
- Understand and strategically use digital media to achieve and advance organizational goals.

Ongoing Industry Preparation and Community Stakeholder Engagement

In the development of the degree, the Applied Communications department has engaged in a survey and consultation process to gain industry feedback and is currently soliciting applications to join an industry advisory committee to provide ongoing feedback to inform the degree courses and program.

For a comprehensive list of the skill-sets identified as critical by our Industry Contacts, please see Appendix F3—External Consultations.

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

The BBA in Communications will provide a degree option for business diploma students from other institutions as well as from Kwantlen. This degree will assist with institutional recruitment and retention by providing an innovative, industry driven, skills-based degree unlike any other Communications degree in the region. Not only does the degree utilize current diploma offerings, it integrates existing advanced core business courses in the third and fourth years.

Furthermore, the proposed program supports existing programs at Kwantlen as students will be taking courses from arts, design and other faculties to fulfill their elective requirements of the degree.

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

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

The BBAC supports Kwantlen’s mission and core values as articulated in Kwantlen’s Mission and Mandate (KMM) statement.

1. **Access**, with a Year Three entry point accessible to students with a broad range of two-year business diplomas.
2. **Scholarship**, with a rigorous set of new and existing courses that require traditional and community-based research, creative and innovative problem solving, writing-intensive courses, and a workplace-based, capstone course that integrates the key learning outcomes from all of the BBAC courses.
3. **Community**, with community-based research and practicum requirement options that will require students to engage the broader community (local, provincial and global) in a variety of contexts.
4. **Mentorship**, with mentorship opportunities from degree instructors and industry contacts in practicum placements.
5. **Stewardship**, with courses in Ethics, as well as ethics competencies that will be woven into the curriculum throughout the degree.

Strategically, as a degree with a heavily applied focus, the BBAC will support Kwantlen's evolving Polytechnic mission because its structure will "respond to community, regional, industry, and market needs." (KMM)

Furthermore, as the majority of research projects will require active research in Kwantlen's communities (industry, not-for-profit, and government), students participating in research projects and practicum placements will be Kwantlen ambassadors to our local communities and diverse stakeholders.

The BBAC supports Kwantlen's academic priorities by providing a degree which reflects community and labour market needs, and which is in keeping with Kwantlen's values and mandate as a Polytechnic University.

F.4 How will the program ensure educational effectiveness (e.g., retention rates, completion rates, success rates for progression)?

Does the program create opportunities for students to ladder from current programs?

The program will ensure educational effectiveness by developing clearly defined program and course outcomes. The course sequence will be based on a careful analysis and strategic integration of course outcomes, as well as appropriate prerequisites that will help ensure that students are adequately prepared for each course as they progress through the degree requirements.

Each course will have assessment techniques appropriate to the outcomes. Appropriate assessment will be built into the degree to ensure that students are prepared for higher-level courses, which will help to ensure retention and completion.

In terms of success and completion rates, students will be able to avail themselves of an array of institutional resources, including but not limited to financial aid, counseling, career counseling, program advising, and the Early Alert program.

Courses in this degree will be offered across the timetabling matrix, including in-class, online and mixed-mode format. Since students can choose to study full- or part-time, as well as self-select timetables and classroom modes suitable to their learning styles, this range of registration options will have a positive effect on student achievement and retention.

The degree is uniquely designed to allow students from a variety of business diploma programs to ladder into a degree program.

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

Virtually all of the BBAC courses, including core BBA courses, require that students complete applied business-based research projects as an outcome of the course.

In addition, the BBAC's practicum course is a capstone project that provides students with an opportunity to integrate the knowledge and skill-sets of the degree and apply them in a workplace setting.

The BBA in Communications will not incorporate a co-op. Because students will be completing only four study terms in the Communications department, we will not be able to meet the co-op's new requirement of three co-op terms.

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

Yes, the BBAC will adhere to Kwantlen’s Policy B.14 for Prior Learning. The applied nature of the degree ensures that BBAC courses will be accessible for PLA options, particularly for working professionals who need to upgrade their skills or credentials for career advancement. This group is on

All new courses in the program, with the exception of the Communication Practicum, will include PLA options utilizing any one or combination of the following: Interview, Portfolio, Project or Exam.

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

The degree has been developed based on industry demand and with recognition of the department’s core strengths. The existing faculty is able to deliver the program. The Applied Communications Department has an applied focus and demanding qualifications for faculty expertise. Specifically, the Minimum Qualifications to teach in the Applied Communications department are as follows:

Academic Requirements	Teaching Experience	Industry experience
Master’s in English, Communications, Journalism or equivalent field	Post-secondary teaching	3 years directly related work experience. Familiarity with current communications technology.

<http://www.kwantlen.ca/policies/G-HumanRes/g07b.pdf>

G. Outcomes

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

Describe bridging, or post-credential continuation of education.

Students who complete the BBA in Communications degree will be able to continue their education by enrolling in a variety of Master’s programs. The two most likely destinations for our graduates would be Master’s of Business Administration and a Master’s in Communication programs.

This four-year baccalaureate program will provide students with the 120 credits that are required to enter a Master’s program.

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

Graduates of the BBAC program will find employment in a broad spectrum of industry sectors, all of which require superb communication, mastery of multiple media applications, and a strategic, integrated approach to solving communication problems. They will integrate emerging theories of audience/situational analysis, visual and information design, research, critical thinking and interpersonal communications to provide “integrated communications” solutions that can improve human performance in the workplace in order to advance the organization’s mission and vision.

Employment Prospects

This degree has been developed based on a thorough industry consultation and labour market demand analysis. It has received support from leaders in a broad range of industries. The demand for graduates with this skills set is supported by a number of key business surveys including the BC Skills Survey 2010 which ranks our core communications skills – listening/speaking, writing, team work, problem solving, and critical thinking - as five of the top ten skills consistently in demand from industry (See Appendix I Business Council of BC page 11)

Please also see the research compiled from the Office of Institutional Analysis and Planning (Appendix F2—separate document).

In addition to preparing students to enter the workforce in a variety of industries, the degree will provide students with the skills set to advance within their places of employment.

Finally, the following table, taken from the Labour Market Assessment from the Office of Institutional Analysis and Planning in Appendix E (attached as a separate document), shows solid employment demand in the communications field projected over the next 7 years.

Projected Growth in Employment Demand by Selected Occupations in Business, Finance, and Administration, BC and Lower Mainland/Southwest, 2009 – 2019

	Occupation Title	NOC Code	Projection Period 2009-2019
Total openings (Expansion + Retirement)	BC Overall		1,126,420
	Managers in Communication (except broadcasting)	013	920
	Sales, Marketing, and Advertising Managers	061	11,340
	Policy and Program Officers, Researchers, and Consultants	416	11,720
	Writing, Translating, and Public Relations Professionals	512	6,510
	Mainland/Southwest Overall		679,540
	Managers in Communication (except broadcasting)	013	660
	Sales, Marketing, and Advertising Managers	061	8,850

Policy and Program Officers, Researchers, and Consultants	416	7,550
Writing, Translating, and Public Relations Professionals	512	4,510

Source: British Columbia Labour Market Outlook 2009-2019

Please note that each 3-digit National Occupational Code can be further divided in 4-digit occupations; however, no projections for the period 2009-2019 are available at the 4-digit level.

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

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

INTERNAL STAKEHOLDERS—ACADEMIC DEPARTMENTS		
DEPARTMENT	NAME (Chair)	RECEIPT STATUS
English	Paul Tyndall	Attached
Journalism	Beverly Sinclair	Attached
Human Resources	Duane Radcliffe	Attached
Entrepreneurial Leadership	Paul Leigh	Attached
Marketing	Paul Leigh	Attached
Accounting	Carol Stewart	Attached
Bachelor Technology Computer Systems	Andy Law	Attached
Business	Ron Shay	Attached
Economics	Sigrid Ewender	Attached
Legal Admin Assistants	Pam Galea	No response
Business Quantitative	Ulrieke Birner	Attached
Business Quantitative	Ali Hassanlou	Attached
Terri Smolar	Public Relations	As this is 136 pages. This is attached as a separate document
Ange Frymire Fleming	Public Relations	Attached

INTERNAL STAKEHOLDERS—ACADEMIC SUPPORT DEPARTMENTS			
DEPARTMENT	TITLE	NAME/ LOCAL	RECEIPT
Counselling	Director, Student Development and Success	Lyn Benn 2467	Attached
Registrar Services (Admission Records & Graduation)	Director, Registrar Services	Zena Mitchell 2463	Attached
Enrolment Services	Director, Enrolment Services (Student engagement)	Josh Mitchell 2474	Attached
Enrolment Support & Retention	Director, Enrolment Support & Retention	Warren Stokes 3230	Attached
Information & Educational Technology (IET)	Manager of User Support	Paula Hannas 2390	Attached
INTERNAL STAKEHOLDERS—ACADEMIC SUPPORT DEPARTMENTS continued			
Institutional Analysis &	Director	Kathleen Bigsby	Attached

Planning		3127	
Library Services	Librarian	Elaine Samwald 3066	Attached.
School of Business	Advising	Jane Gray 3280	Attached
Awards	Director Financial Awards	Julia Denker 2336	Attached
Enrollment Services	Director New Student Programs	Craig Brown 3019	Attached
Co-operative education	Director Co-operative education	Shawn Ericksen 2013	Attached
Registrar	Manager Registration Systems	Kathy Wainman 3225	Via Warren Attached

Please see Appendix F2(separate document)for the Degree Proposal Review Report prepared by the Office of Institutional Analysis & Planning for the BBAC.

(Note—previous titles were BBA, Business Communications and BBA Communications Management, but the credential name was changed based on feedback from various stakeholders.)

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

The table below lists external contacts that have been consulted.

External Contacts		
NAME	TITLE	ORGANIZATION
Bowles, Patricia	Director, Communications and Education,	BCSC (BC Securities Commission)
Dayson, Lily	Manager, Evaluation Programs & Liaison	Certified General Accountants Association of BC
Dickson, Ellsworth	Co-Publisher/Editor-in-Chief	Resource World Magazine
Freimond, Chris	Principal Partner, Former President	Freimond Public Relations Inc International Association Business Communications, BC
Gauthier, Charles	Executive Director -	Downtown Vancouver Business Improvement Association (DVBIA)
Guterres, Tracy	Manager, Human Resources	BC Hydro
Herringer, Michael	Manager, Programming,	Shaw Cablesystems
Keeling, Chuck	General Manager Vice-President, Racing Operations,	Fraser Downs Racetrack & Casino Great Canadian Gaming Corporation
Kehler, Connie	Executive Director Program Manager	Canadian Herb, Spice, and Natural Products Coalition Canadian On-Farm Food Safety Working Group
Keigher, Tom	Distribution Centre Manager	TDL Group (Tim Horton's)
Kidd, Kevin	Store Manager	The Brick
External Contacts Continued		
Kirkbride, Maureen	Governmental Affairs	Telus
Lee, William	Business Analyst	Ivanhoe Mines and Southgobi Resources, Vancouver. BC
Leonard, Pierrette	Senior Advisor,	Canadian Patient Safety Institute

APR, FCPRS	National President,	Canadian Public Relations Society (CPRS)
McClanaghan, Dale	Consultant	Clients include: Granville Island Trust, City of Vancouver Planning Commission, Dr. Peter AIDS Foundation, Katherine Sanford Housing Society
O'Reilly, Lisa	Professional Program Evaluator	Canada Evaluation Society
Plottel, Loren	Communications Manager Former President	Faculty of Arts – UBC Canadian Public Relations Society, -BC,
Seed, Darren	President, BC Chapter,	Canadian Investor Relations Institute
Trenaman, Bill	Manager of Investor Relations	Ivanhoe Mines
Tsui, Sophia	VP, Risk Management	HSBC
Vercaigne, Darhl	Proprietor and Consultant	Keystone Marketing Services (Risk management and commodity trading)

Please see Appendix F3 for a summary of the feedback received from our list of External Stakeholders.

I.1 Institutional Resources (Degree FPP section 8. Program Resources

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

The BBA in Communications is designed to leverage from the many courses currently offered within the School of Business and is within the scope of equipment, faculty and library resources that are already available within the university.

Recent new hires within Applied Communications have been selected with an eye to the requirements of the BBA, so faculty resources and expertise have already been largely met. Some contract faculty may need to be hired to teach specialized courses.

Other resource requirements to support this degree are incorporated into this program proposal. Please see section J.

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

The only specialized space or equipment that may be required is electronic classrooms which the Applied Communications Department already requires for existing courses.

J. Budget

School of Business - Bachelor of Business Administration in Communications

Costs and Revenue: (to be prepared by Dean/Associate Dean in consultation with developer). Budgetary requirements are provided for information purposes only. Program approval does not ensure budgetary support.

Non-Recurring Costs

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

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

Item	No. of items	Yr 1	Yr 2	Yr 3	Yr 4	Total
Program development.						
Curriculum development						
Faculty recruitment						
Staff PD/enrichment						
Marketing and promotion		\$2000	\$1000			\$3000
Sub-total						\$3000

Capital costs (Equipment, Renovations)

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

Item	No. of items	Yr 1	Yr 2	Yr 3	Yr 4	Total
Academic Non-Recurring						\$3000
Capital Costs						

J. Costs and Revenue continued

Ongoing Costs

Operating Costs

Item	No. of items	Yr 1	Yr 2	Yr 3	Yr 4	Total
Faculty	1 fte			105,600	105,600	211,200
Required service courses	.25 fte			26,400	26,400	52,800
Administrative support	.125 fte			13200	13200	26400
Advisor						
Specialized IET						
Specialized IT Support						
Library (see Library Assessment Template)				8815	0	8815
Lab operating costs – Salary						
Lab operating costs – non-salary						
Ongoing research costs						
Other Advisory Committee Meetings				200	200	400
Sub-total						\$299,615

Revenue

Item	No. of courses	Yr 1	Yr 2	Yr 3	Yr 4	Total
Tuition (est. 20% international)	10			210,840	210,840	\$421,680

* summarize costs identified in Appendix A Internal Consultations, not including Library costs

** explain required service courses

Signature of dean submitting concept document

Date

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

Date

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

Funding for the development of the BBAC will be obtained through Kwantlen's budgeting process as administered and coordinated through the Faculty of Business.

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

Funding for the development of the BBAC will be obtained through Kwantlen's budgeting process as administered and coordinated through the Faculty of Business.

List of Appendices

Appendix Number	Appendix Name
A	Program Structure Model
B	Analysis of Skills Demand Correlated with New Courses
C	Selection of Job Postings Descriptions of Skill Areas
D	Calendar Descriptions of New Courses
E	Job Titles of Postings Analyzed
F1	Internal Consultation: Academic Departments and Academic Support Departments
F2	Internal Consultations: Institutional Analysis and Planning Degree Proposal Review Report Available as a separate document
F3	External Consultations: Industry Survey, List of Contacts, and Collation of Responses
G	Library Impact Assessment Report Available as a separate document
H	Business Council of BC Skills and Attributes Survey Report Available as a separate document

Costs (to be prepared by Dean/Associate Dean in consultation with developer)

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

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

Item	Estimated cost	No of items	Total
Time release required for program & curriculum development.		.25 FTE	26,325
Faculty recruitment with research	N/A		
Service courses (if applicable)	N/A		

b) capital costs (facilities)

Item	Estimated cost	No of items	Total
			N/A

c) operating costs

	No. of	Estimated cost	Total
Faculty FTE	2.375	105, 300/fte	250,087.00
Coordination	.25 FTE	105, 300/fte	26, 325.00
Technical support	N/A		
Administrative support	.125 FTE	56, 126/fte	7015.00
Service support*	.125	59,300/fte	7408.00
Library (see Library Assessment Template - Appendix B)			8815.00
Lab operating costs	N/A		
Required service courses**	N/A		
Other			
Grand total			\$299, 650

*** summarize costs identified in Appendix A Internal Consultations, not including Library costs**

**** explain required service courses**

Signature of dean submitting concept document

Date

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

Date

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

The remaining development for this program will be funded out of existing budgeted FTE allocations. Much of the work has already been completed on past time release allocations.

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

This program will be funded initially out of existing budgeted FTE allocations. In fiscal year 2014/15 we will have our first intake of 3rd year students. The section requirements for this first year will be minimal (5 new courses), new students can be absorbed into existing sections of the ENTR courses, which are required for this program.

In Fiscal 2015/16 we will be fully operational with a total of 20 additional courses (2.375 faculty FTE). The funding for the additional sections comes from the assumption that there will be an international revenue sharing model in place by this time. Statistically, on average School of Business courses attract 11% international student enrolment in each class. Based on this formula the tuition revenues that will be realized from this new program will be as follows:

20 new sections @ 35 students/section – statistically, average fill rate is for School of Business courses is 29 students which consists of 25 domestic students and 4 international students.

International student tuition revenue realized from this new program (based on 4 international students/section - \$6000/section

Total international student revenue for 20 new sections - \$120,000

The domestic tuition (\$378) realized from this new program (based on 25 domestic students/section) \$9450/section.

Total domestic student revenue for 20 new sections – \$189,000

We intend to fund the new program through a combination of reallocation of existing budgeted sections, sharing of international revenues and budget request to fund the balance based on the domestic tuition revenues that will be realized (2015/16 fiscal).



**KWANTLEN
POLYTECHNIC
UNIVERSITY**

**Board:
Meeting Date
Schedule No.:
Presented by:**

**Regular
3 April 2013
5.3
Gord Schoberg**

BOARD ITEM / New Business

Issue: **Student Election Results**

For Information: An election of students for the Board of Governors was held March 8-11, 2013, with the following results.

Christopher Girodat and Richard Hosein were elected for a term of office from September 1, 2013 to August 31, 2014.

Issue: **Draft University Budget 2013-2014**

For Information: The University Act, section 62(2) states that “The president must prepare and submit to the board an annual budget in consultation with the appropriate standing committee of the senate.”

At its February 8, 2013 meeting, the Senate Standing Committee on University Budget (SSCUB) recommended the University Budget 2013-14 to Senate for approval. Senate subsequently passed the following motion at its February 24, 2013 meeting:

THAT Senate considers the allocation of funds to asks, as stated in the Proposed 2013/2014 Operating Budget, consistent with the Mission, Mandate and Vision of Kwantlen Polytechnic University.

The Chair of SSCUB sent a report (attached) to Senate on February 24, 2013 outlining the concerns and reservations that SSCUB has related to reviewing the budget, and recommending approval to the Board with recommendations as shown in Appendix I of the attached report.

The Board Finance & Audit Committee reviewed the Draft 2013/2014 University Budget at its March 7, 2013 meeting and recommended it to the Board for approval.

As requested at previous University Budget presentations, a link to the Accountability Plan & Report 2011/12 is provided.

Attachments:

1. Draft Budget 2013/14
2. SSCUB Report to Senate
3. [Accountability Plan & Report 2011/12](#)

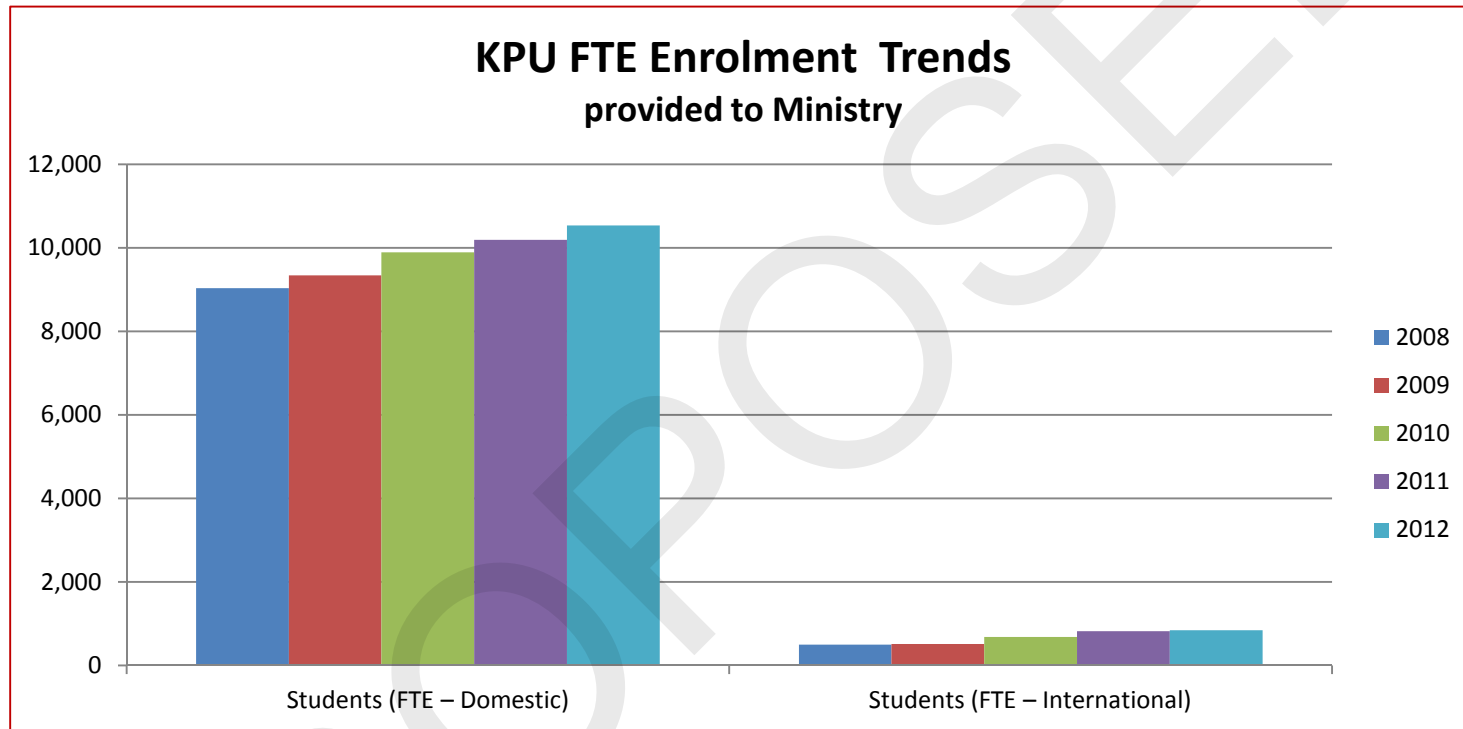
For Approval: **THAT the Board of Governors approve the University Budget 2013-2014.**



**KWANTLEN
POLYTECHNIC
UNIVERSITY**

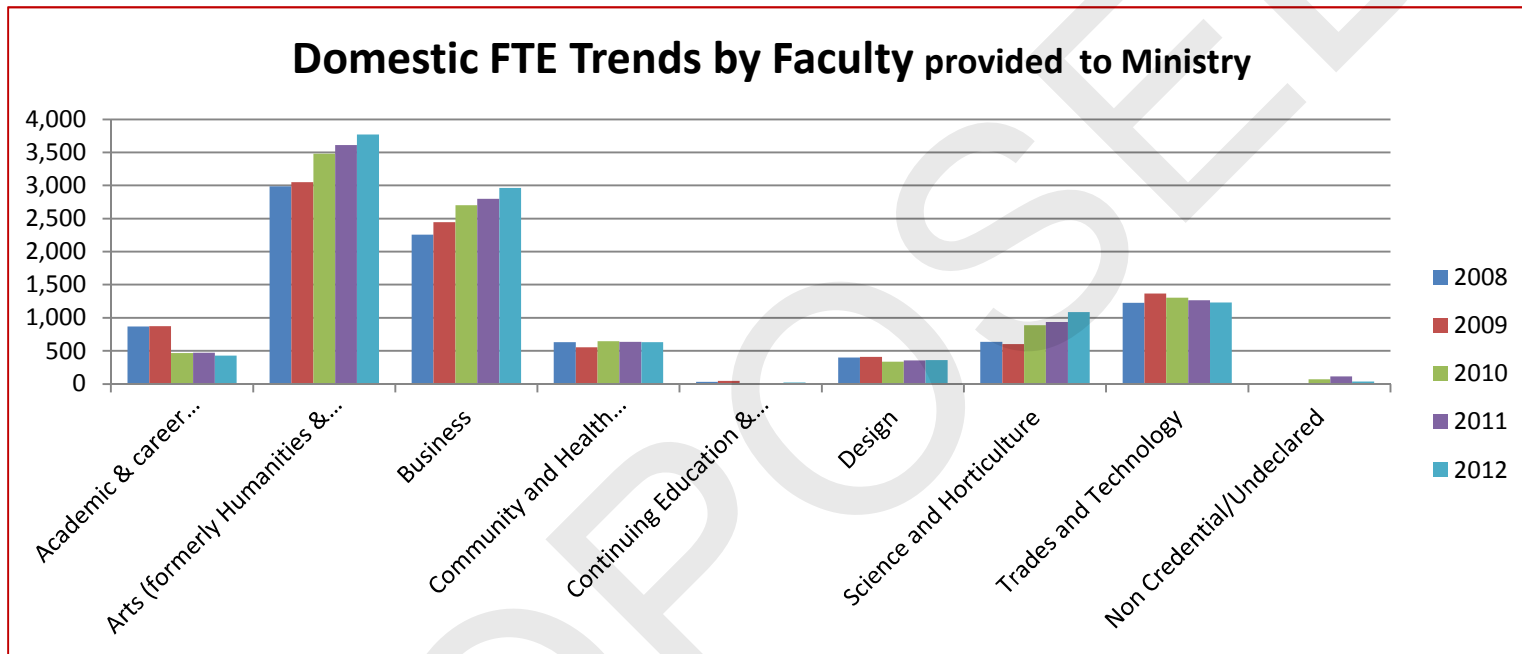
**CONSOLIDATED
BUDGET
2013-14**

KPU Aggregate Enrolment Information



Total Student FTE's	Year Ended March 31				
	2008	2009	2010	2011	2012
Students (FTE – Domestic)	9,038	9,346	9,890	10,195	10,538
Students (FTE – International)	501	518	687	818	845

KPU Faculty Enrolment Information



Domestic Student FTE's by Faculty	Year Ended March 31				
	2008	2009	2010	2011	2012
Academic & Career Advancement	870	871	468	474	428
Arts (formerly Humanities & Social Sciences)	2,987	3,051	3,480	3,611	3,773
Business	2,256	2,447	2,701	2,799	2,965
Community and Health Studies	633	553	644	637	630
Continuing Education & Professional Studies	31	46			24
Design	400	410	335	358	360
Science and Horticulture	637	600	887	935	1,088
Trades and Technology	1,225	1,367	1,303	1,267	1,233
Non Credential/Undeclared			72	116	37

KPU Budget to Actuals by Fund

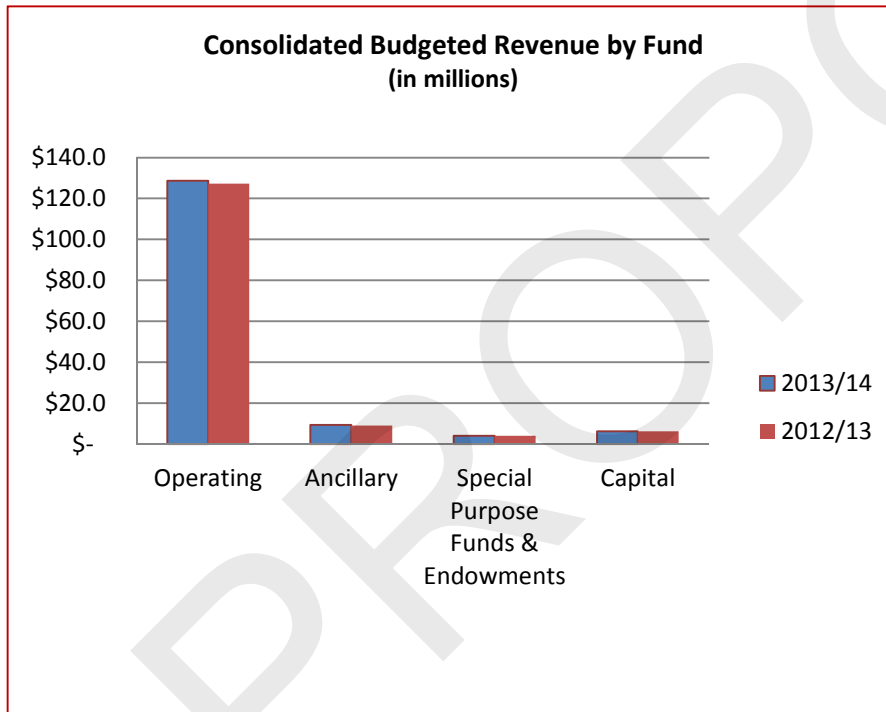
(in millions \$)

	Fiscal Year 2011-2012 - All Funds									
	<u>Operating Budget</u>	<u>Operating Actuals</u>	<u>Ancillary Budget</u>	<u>Ancillary Actuals</u>	<u>Special Purpose Budget</u>	<u>Special Purpose Actuals</u>	<u>Capital Budget</u>	<u>Capital Actuals</u>	<u>Consolidated Budget</u>	<u>Consolidated Actuals</u>
Revenue										
Ministry grant	\$ 71.2	\$ 70.8	\$ -	\$ -	\$ 2.2	\$ 2.3	\$ -	\$ -	\$ 73.4	\$ 73.1
Domestic Tuition	35.0	35.3							35.0	35.3
International Tuition	8.9	11.1							8.8	11.1
	43.9	46.4							43.8	46.4
Other revenues	3.6	5.1			2.6	0.6	7.4	6.9	13.6	12.6
Application & other fees	3.8	4.8							3.8	4.8
Ancillary			8.9	8.3					8.9	8.3
Total Revenue	122.5	127.1	8.9	8.3	4.8	2.9	7.4	6.9	143.5	145.2
Expenses										
Salaries	84.3	81.5							84.3	81.5
Benefits	18.3	17.5							18.3	17.5
Non Salary Expenses	17.5	17.8							17.5	17.8
Ancillary Operations			7.1	6.8					7.1	6.8
SPF Operations					4.8	3.4			4.8	3.4
Capital Operations							0.5	2.5	0.5	2.5
Capital Asset Amortization							11.0	10.1	11.0	10.1
Total Expenses	120.1	116.8	7.1	6.8	4.8	3.4	11.5	12.6	143.5	139.6
Allocations										
Transfer in	(0.7)	(4.4)		(2.4)		(4.3)	(4.4)	(7.6)	(5.1)	(18.7)
Transfer out	4.4	12.7	0.7	3.4		2.1		0.5	5.1	18.7
Total Allocations	3.7	8.3	0.7	1.0	-	(2.2)	(4.4)	(7.1)	-	-
Total Expenses & Allocations	123.8	125.1	7.8	7.8	4.8	1.2	7.1	5.5	143.5	139.6
Excess of Revenues over Expenses and Allocations	\$ (1.3)	\$ 2.0	\$ 1.1	\$ 0.5	\$ -	\$ 1.7	\$ 0.3	\$ 1.4	\$ -	\$ 5.6

Consolidated Budgeted Revenue by Fund

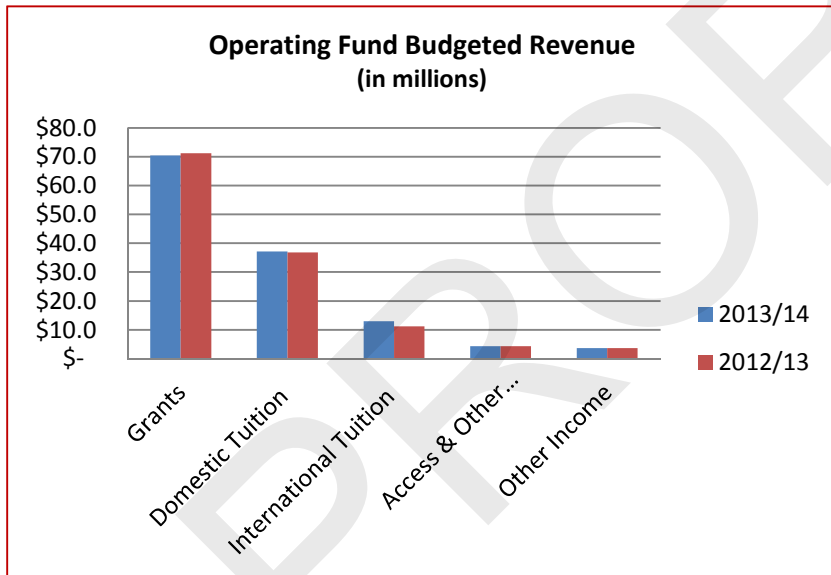
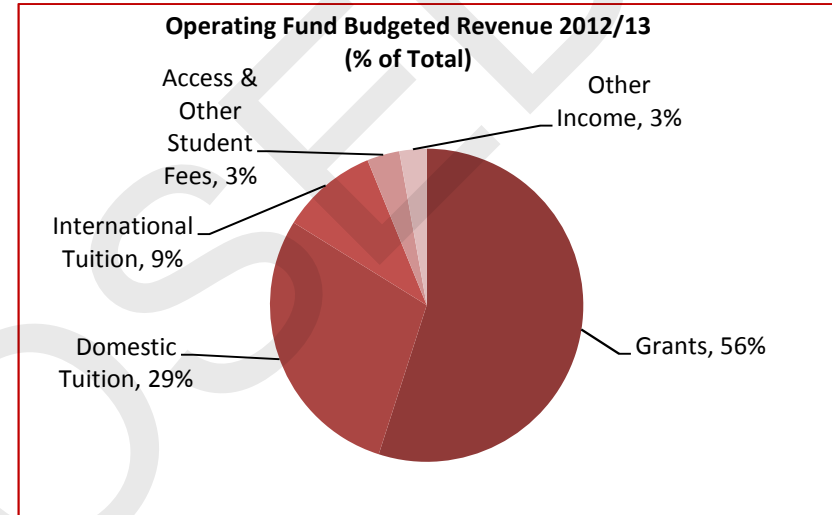
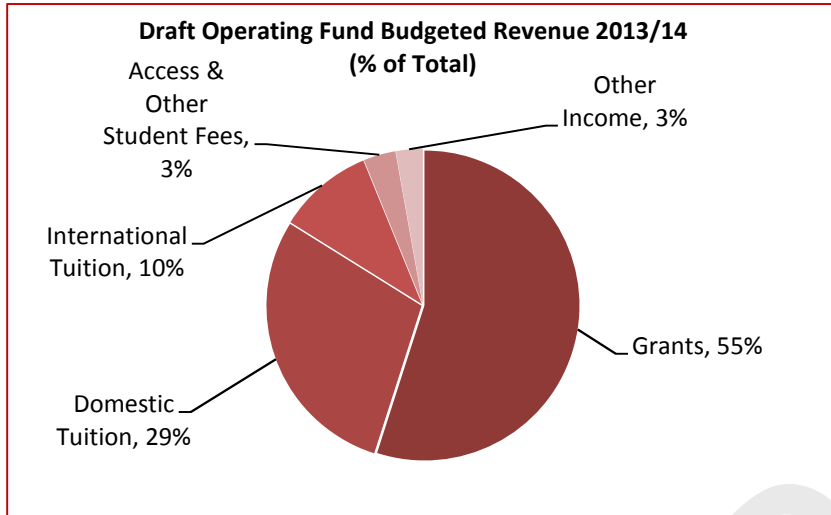
Focus of the 2013/14 budget presentation is the Operating Fund:

- major Fund for KPU
- the majority of both the revenue (and expenses) are recorded in this fund
- other Funds are not of a significant nature
- for the most part non-operating funds are restricted in how the revenue is spent.



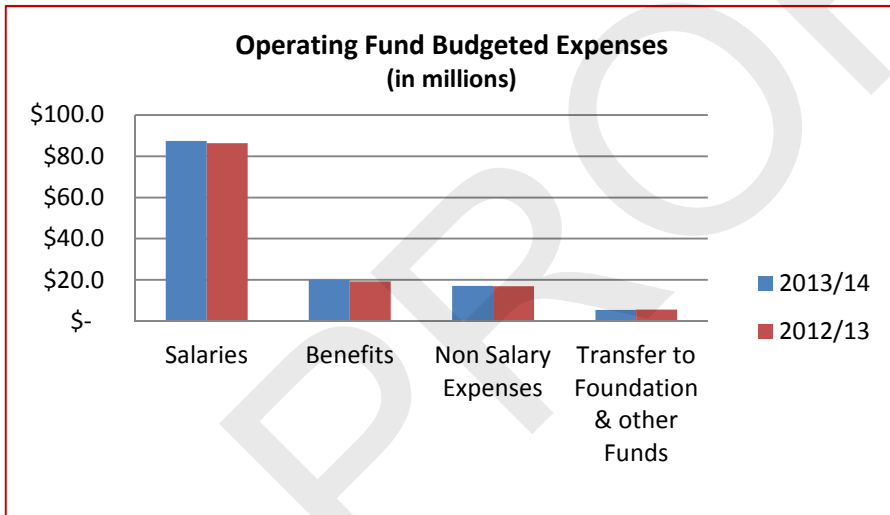
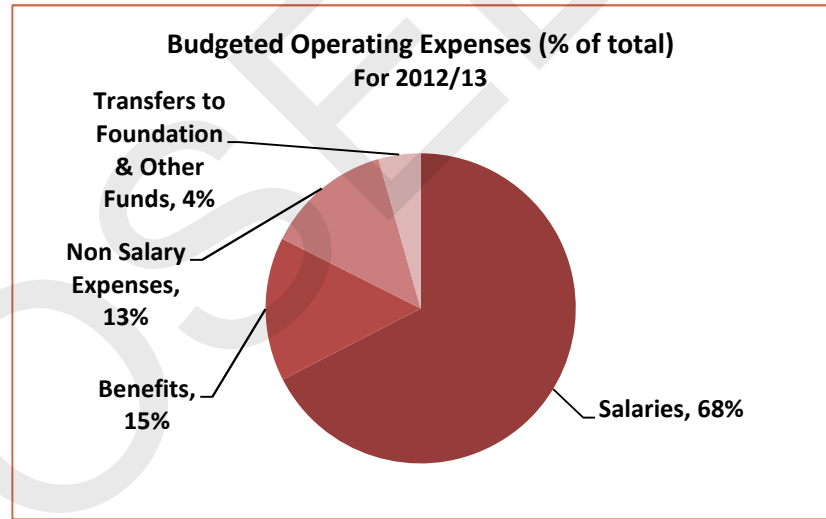
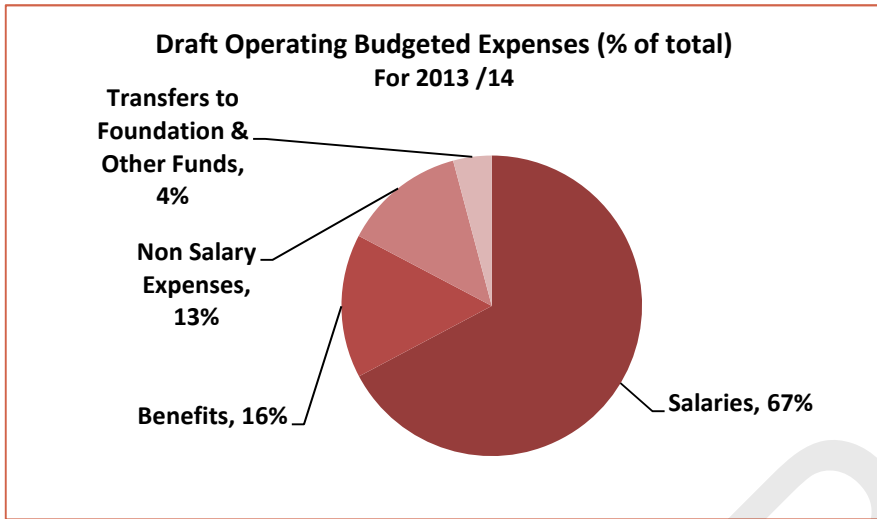
	Draft	Approved
	2013/14	2012/13
Operating	\$ 128.6	\$ 127.2
Ancillary	9.4	9.0
Special Purpose & Endowments	4.0	4.0
Capital	6.2	6.2
Total	<u>\$ 148.2</u>	<u>\$ 146.4</u>

Operating Fund – Budgeted Revenues



Operating Fund Budgeted Revenue (in millions)		
Revenue	2013/14	2012/13
Grants	\$ 70.1	\$ 71.2
Domestic Tuition	37.5	36.8
International Tuition	13.0	11.2
Access & Other Student Fees	4.7	4.3
Other Income	3.6	3.6
Total	\$ 128.9	\$ 127.1

Operating Fund – Budgeted Expenses



Operating Fund Budgeted Expenses (in millions)		
Expenses	2013/14	2012/13
Salaries	\$ 87.6	\$ 86.3
Benefits	20.0	19.2
Non Salary Expenses	17.0	16.9
Transfer to Foundation & Other Funds	5.4	5.6
Total	\$ 130.0	\$ 128.0

Pressures 2013-14 and Beyond

1. Government Grants:
 - 0%, 0% for the past two years
 - Expect grant decreases over the next two years
 - (-1.0%) and (-1.5%) announced

2. Tuition & application and other fees;
 - Tuition increases typically based on inflation rate
 - Budget assumption is tuition fee increase of
 - 2% domestic
 - 5% international

Pressures

2013-14 and Beyond

3. Cost Drivers continue to rise:
 - Salaries and Benefits are KPU's major cost:
 - Last two years, i.e. 2009/10 & 2011/12,
 - 0% & 0%
 - Mandate from Ministry for 2012/13 & 2013/14,
 - % TBD
 - BUT cost pressure still exist:
 - Progression through steps of salary grid
 - Benefit Premiums
 - Promotion through the ranks
 - Non Salary expenses rise ~ 1.5% to 3% depending on services

Pressures 2013-14 and Beyond

4. Ministry mandates:
 - Increase of Intern'l FTE's by 50% over next 4 years
 - Meet Developmental targets over next four years
 - Meet Nursing program targets over next four years
5. No increase to Routine Capital Funding
 - Impact on Deferred Maintenance

KPU Situation

Better news!!

1. Domestic enrolment continues to increase slightly
2. International enrolment continues to increase
3. Fiscal Year Results for 2012-13
 - Projected to have a small surplus
4. Institutional Contingency
 - Board mandate to increase contingency from 5% to 6% of Operating Budget
5. KPU in better fiscal shape than many other colleges and new universities.

Budget Development Strategies

1. Estimated new program revenue
2. Investigate alternative revenue opportunities
3. Streamline processes and Lean Initiatives
4. Identify institution-wide savings
5. Fund negotiated salary increases through administrative savings and incremental revenue
(Cooperative Gains Savings Plan)
6. Faculty, school, divisional savings
7. Faculties/Units to identify a 1% decrease to operating budget for reallocation purposes

Budget Presentations

- Open Presentations held Nov. 2, 5 & 6, 2012
- Presentations from all Academic and Administrative areas
- Senate representatives attended
- December '12 to January '13 senior administration developed recommendations

Funding Sources for 2013-14 Allocations

Options available for funding allocations:

• Tuition from New Programming	\$ 600,000
• No longer fund @ top of scale	\$ 400,000
• Faculties/Units - 1% decrease	<u>\$1,200,000</u>
Total Available	<u>\$2,200,000</u>

2013/14 Criteria for Budget Review

Criteria for Ongoing Funding:

1. New and newly-launched degrees that meet the polytechnic mandate; with a priority given to Academic programs
2. Provincial Government mandates for 2013/14 and on
3. Enhancement of support and experience for students
4. Growth of student base in selected faculties to establish viable upper year offerings

2013/14 Ongoing Funding Recommendations for Consideration

Academic Career & Advancement

Plan approved by the Ministry for meeting KPU's developmental FTE targets

- Academic & Career Prep - 1.75 instructional FTE to achieve growth of 23 developmental FTE's \$184,275
- Career Choice & Life Success – 0.60 instructional FTE to achieve growth of 15 developmental FTE's \$ 63,140
- English Language Studies – 3.0 instructional FTE to achieve growth of 40 domestic ESL FTE's \$ 315,800
- Program Support – 1.125 instructional FTE to develop with other faculties new developmental programs for delivery \$ 118,412

2013/14 Ongoing Funding Recommendations for Consideration

Faculty of Arts – Upper Level Courses

- 0.375 instructional FTE - Bachelor of Music \$31,800
- 0.25 FTE instructional FTE – Bachelor of Fine Arts \$21,200

Faculty of Design – Product Design

- 1.50 instructional and coordination FTE \$157,000
- 2.50 program assistant and technical support \$118,250
- Non salary program support \$ 48,500

2013/14 Ongoing Funding Recommendations for Consideration

Faculty of Science

- Supplies for upper levels labs \$ 55,000
- B.Sc. Sustainable Agriculture Degree - farm manager & assistant (2 FTE) to have a fully functional laboratory farm by Fall 2014 \$131,500
- B.Hort. Plant Health, Urban Ecosystems Degree – instructional & course development (2 FTE), admin staff (2 FTE) to support students in labs, and lab supplies \$361,160
- Instructional (0.25 FTE), Lab Instructor (0.58 FTE) & Admin support (1 FTE) for Langley campus biology laboratories \$100,653

2013/14 Ongoing Funding Recommendations for Consideration

Faculty of Science – cont'd

- B.Sc. Biology Major Degree – faculty support (1 FTE) for program development \$105,300
- B.Sc. Health Science Degree – instructional (1 FTE) to teach 1000 level courses & develop upper level courses \$ 52,100
- Support for 4 additional lab sections to accommodate increased enrolment for new Biology and Health Science \$ 24,800
- Support for ongoing service contract for GC/MS \$ 4,600

2013/14 Ongoing Funding Recommendations for Consideration

Student Affairs

- Decision was made to provide a guarantee for funding if required in support of hosting the CCAA Women's Soccer Championships
- Faculty (0.1 FTE) & auxiliary (0.1 FTE) coverage for the area that supports students with disabilities \$19,400
- Aboriginal outreach & student recruitment activities \$25,000
- Support for Aboriginal student assistants \$17,000

Institutional Analysis & Planning

- Support for the Student Appraisal of Instruction process \$39,950

2013/14 Ongoing Funding Recommendations for Consideration

Library

- Library resource funding to support new degrees \$35,000
- Joint initiative for an Institutional Repository \$39,100

Human Resource Services

- Administrative support to the Risk Group \$62,500

Information & Educational Technology

- Extension of service desk hours for students & staff \$55,800

Summary of Ongoing Recommendations for Consideration

Breakdown of Recommendations by area (rounded):

• Support for Faculties	\$1,893,500	86.6%
• Other support for faculties & students		
• Student Affairs	\$ 61,400	2.8%
• Library	\$ 74,100	3.4%
• IAP	\$ 39,900	1.8%
• IET	\$ 55,800	2.6%
• Support for administrative areas	<u>\$ 62,500</u>	2.9%
• Total Recommendations	<u>\$2,187,200</u>	

2013/14 Capital Recommendations

- Recommendation to continue to provide the same level of support in the Capital Fund for:
 - Library acquisitions \$ 500,000
 - IET technology \$ 800,000
 - IET infrastructure renewal \$ 500,000
 - Facility infrastructure renewal \$1,000,000
 - Major capital \$2,000,000

2013/14 Furniture, Fixture & Equipment (FF&E)

- Recommendation to continue to provide the same level of support for FF&E (\$625,000):
 - VP Academic & Provost \$ 500,000
 - VP Finance & Administration \$ 125,000

2013/14

One Time Only Requests (OTO)

Recommendation

- all requests for One Time Only funding be re-evaluated once the 2013 fiscal year end numbers are available and funded from operating surpluses if available.

Focus for Fiscal 2013-14 and Beyond

As provincial funding decreases, the University needs to explore and develop:

- Alternative revenue streams:
 - Revenue Generating
 - Professional and Continuing Studies
 - Contract Training
 - International Tuition

In addition, the University needs to keep its focus on:

- Students
- Quality
- Efficiencies
- Streamlining of processes

Alternate Revenue Streams

Revenue Streams

- Strategic Plan Goal
 - Hiring of AVP International
 - Search for Executive Director, Continuing Education and Professional Studies
 - Development of revenue sharing process for KPU
 - Seed funding processes

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

<u>Revenue Source</u>	<u>April 1, 2012 Operating</u>	<u>Mid Year Allocation International</u>	<u>Revised 2012/13 Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Revised Consolidated 2012/13</u>
Ministry grant	71,215,000		71,215,000	-	2,191,000	-	-	73,406,000
Tuition fees:								-
- Domestic	36,808,800		36,808,800					36,808,800
- International	10,168,000	1,013,400	11,181,400					11,181,400
	46,976,800	1,013,400	47,990,200	-	-	-	-	47,990,200
Revenue generating fees and contracts	2,100,000		2,100,000	-	821,000		-	2,921,000
Application & other fees	4,243,200		4,243,200	-	-		-	4,243,200
Other revenues, interest income, recoveries and transfers	1,540,000		1,540,000	9,035,200	972,000	75,000	1,092,000	12,714,200
Amortization of deferred capital contributions							5,105,000	5,105,000
Total revenues	126,075,000	1,013,400	127,088,400	9,035,200	3,984,000	75,000	6,197,000	146,379,600
Expenditure Plan								
Expenditure plan (operations) - prior year	119,491,000		119,491,000	7,055,100	4,784,000	-	489,900	131,820,000
Removal of prior year one year only budget increases	(299,900)		(299,900)	-	-		-	(299,900)
Contributions to KPU Foundation-student awards and assistance	1,000,000		1,000,000					1,000,000
Capital asset amortization expense							10,600,000	10,600,000
	120,191,100	-	120,191,100	7,055,100	4,784,000	-	11,089,900	143,120,100
Additions to expenditure plan:								
Ongoing reallocations:								-
Operating Reallocations Required								-
Ongoing increases:								-
Increments and benefits increases	1,050,000		1,050,000	14,000				1,064,000
Non-salary inflation and other costs	532,500		532,500	237,700	(800,000)		44,900	15,100
Academic	869,300		869,300					869,300
Other academic	16,700		16,700					16,700
Student Affairs	98,200	501,300	599,500					599,500
Support services	160,000		160,000					160,000
Future Commitments for 2013/14 allocations								-
Ongoing increases	2,726,700	501,300	3,228,000	251,700	(800,000)	-	44,900	2,724,600
Operating allocation	122,917,800	501,300	123,419,100	7,306,800	3,984,000	-	11,134,800	145,844,700
Other Allocations								
Interfund Transfers	(825,000)		(825,000)	750,000		75,000		-
Contingency Reserve	-		-					-
Capital - library materials	500,000		500,000				(500,000)	-
Capital - technology	800,000		800,000				(800,000)	-
Capital - furniture, fixtures & equipment	625,000		625,000				(625,000)	-
Capital - facility renewal	1,500,000		1,500,000				(1,500,000)	-
Capital - major capital	2,000,000		2,000,000				(2,000,000)	-
Other allocations	4,600,000		4,600,000	750,000	-	75,000	(5,425,000)	-
Total expenses and allocations	127,517,800	501,300	128,019,100	8,056,800	3,984,000	75,000	5,709,800	145,844,700
Excess of Revenues over Expenses and Allocations	(1,442,800)	512,100	(930,700)	978,400	-	-	487,200	534,900

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

<u>Revenue Source</u>	<u>Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Consolidated 2013/14</u>
Ministry grant	70,013,800	-	2,191,000	-	-	72,204,800
Tuition fees:						-
- Domestic	37,531,200					37,531,200
- International	13,008,600					13,008,600
	50,539,800	-	-		-	50,539,800
Revenue generating fees and contracts	2,100,000	-	821,000		-	2,921,000
Application & other fees	4,732,200	-	-		-	4,732,200
Other revenues, interest income, recoveries and transfers	1,540,000	9,035,200	972,000	75,000	1,092,000	12,714,200
Amortization of deferred capital contributions					5,105,000	5,105,000
Total revenues	128,925,800	9,035,200	3,984,000	75,000	6,197,000	148,217,000
Expenditure Plan						
Expenditure plan (operations) - prior year	122,419,100	7,106,800	3,984,000	-	534,800	134,044,700
Removal of prior year one year only budget increases	-	-	-		-	-
Contributions to KPU Foundation-student awards and assistance	1,000,000					1,000,000
Capital asset amortization expense					11,000,000	11,000,000
	123,419,100	7,106,800	3,984,000	-	11,534,800	146,044,700
Additions to expenditure plan:						
Ongoing reallocations:						-
Operating Reallocations Required	(1,200,000)					(1,200,000)
Ongoing increases:						-
Increments and benefits increases	484,900	-	-			484,900
Non-salary inflation and other costs	675,300	-	-			675,300
Academic	1,893,500					1,893,500
Other academic	169,800					169,800
Student Affairs	61,400					61,400
Support services	62,500					62,500
Future Commitments for 2013/14 allocations	-					-
Ongoing increases	2,147,400	-	-	-	-	2,147,400
Operating allocation	125,566,500	7,106,800	3,984,000	-	11,534,800	148,192,100
<u>Other Allocations</u>						
Interfund Transfers	(1,025,000)	950,000		75,000		-
Contingency Reserve	-					-
Capital - library materials	500,000				(500,000)	-
Capital - technology	800,000				(800,000)	-
Capital - furniture, fixtures & equipment	625,000				(625,000)	-
Capital - facility renewal	1,500,000				(1,500,000)	-
Capital - major capital	2,000,000				(2,000,000)	-
Other allocations	4,400,000	950,000	-	75,000	(5,425,000)	-
Total expenses and allocations	129,966,500	8,056,800	3,984,000	75,000	6,109,800	148,192,100
Excess of Revenues over Expenses and Allocations	(1,040,700)	978,400	-	-	87,200	24,900

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

<u>Revenue Source</u>	<u>Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Consolidated 2014/15</u>
Ministry grant	68,963,600	-	2,191,000	-	-	71,154,600
Tuition fees:						-
- Domestic	38,856,000					38,856,000
- International	14,595,700					14,595,700
	53,451,700	-	-			53,451,700
Revenue generating fees and contracts	2,100,000	-	821,000			2,921,000
Application & other fees	4,826,900	-	-			4,826,900
Other revenues, interest income, recoveries and transfers	1,602,200	9,035,200	972,000	75,000	1,029,800	12,714,200
Amortization of deferred capital contributions					5,105,000	5,105,000
Total revenues	130,944,400	9,035,200	3,984,000	75,000	6,134,800	150,173,400
Expenditure Plan						
Expenditure plan (operations) - prior year	124,566,500	7,106,800	3,984,000	-	534,800	136,192,100
Removal of prior year one year only budget increases	-	-	-			-
Contributions to KPU Foundation-student awards and assistance	1,000,000					1,000,000
Capital asset amortization expense					11,200,000	11,200,000
	125,566,500	7,106,800	3,984,000	-	11,734,800	148,392,100
Additions to expenditure plan:						
Ongoing reallocations:						-
Operating Reallocations Required	(2,450,000)					(2,450,000)
Ongoing increases:						-
Increments and benefits increases	504,300	-	-			504,300
Non-salary inflation and other costs	742,900	-	-			742,900
Academic	-					-
Other academic	-					-
Student Affairs	-					-
Support services	-					-
Future Commitments for 2013/14 allocations	2,977,600					2,977,600
Ongoing increases	1,774,800	-	-	-		1,774,800
Operating allocation	127,341,300	7,106,800	3,984,000	-	11,734,800	150,166,900
Other Allocations						
Interfund Transfers	(1,025,000)	950,000		75,000		-
Contingency Reserve	-					-
Capital - library materials	500,000				(500,000)	-
Capital - technology	800,000				(800,000)	-
Capital - furniture, fixtures & equipment	800,000				(800,000)	-
Capital - facility renewal	1,500,000				(1,500,000)	-
Capital - major capital	2,000,000				(2,000,000)	-
Other allocations	4,575,000	950,000	-	75,000	(5,600,000)	-
Total expenses and allocations	131,916,300	8,056,800	3,984,000	75,000	6,134,800	150,166,900
Excess of Revenues over Expenses and Allocations	(971,900)	978,400	-	-	-	6,500

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

<u>Revenue Source</u>	<u>Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Consolidated 2015/16</u>
Ministry grant	68,963,600	-	2,191,000	-	-	71,154,600
Tuition fees:						-
- Domestic	40,227,600					40,227,600
- International	15,632,000					15,632,000
	55,859,600	-	-		-	55,859,600
Revenue generating fees and contracts	2,100,000	-	821,000		-	2,921,000
Application & other fees	4,923,400	-	-		-	4,923,400
Other revenues, interest income, recoveries and transfers	1,602,200	9,035,200	972,000	75,000	1,029,800	12,714,200
Amortization of deferred capital contributions					5,105,000	5,105,000
Total revenues	133,448,800	9,035,200	3,984,000	75,000	6,134,800	152,677,800
Expenditure Plan						
Expenditure plan (operations) - prior year	126,341,300	7,106,800	3,984,000	-	534,800	137,966,900
Removal of prior year one year only budget increases	-	-	-		-	-
Contributions to KPU Foundation-student awards and assistance	1,000,000					1,000,000
Capital asset amortization expense					11,200,000	11,200,000
	127,341,300	7,106,800	3,984,000	-	11,734,800	150,166,900
Additions to expenditure plan:						
Ongoing reallocations:						-
Operating Reallocations Required	(1,300,000)					(1,300,000)
Ongoing increases:						-
Increments and benefits increases	524,500	-	-			524,500
Non-salary inflation and other costs	757,800	-	-			757,800
Academic	-					-
Other academic	-					-
Student Affairs	-					-
Support services	-					-
Future Commitments for 2013/14 allocations	2,525,200					2,525,200
Ongoing increases	2,507,500	-	-	-	-	2,507,500
Operating allocation	129,848,800	7,106,800	3,984,000	-	11,734,800	152,674,400
Other Allocations						
Interfund Transfers	(1,025,000)	950,000		75,000		-
Contingency Reserve	-					-
Capital - library materials	500,000				(500,000)	-
Capital - technology	800,000				(800,000)	-
Capital - furniture, fixtures & equipment	800,000				(800,000)	-
Capital - facility renewal	1,500,000				(1,500,000)	-
Capital - major capital	2,000,000				(2,000,000)	-
Other allocations	4,575,000	950,000	-	75,000	(5,600,000)	-
Total expenses and allocations	134,423,800	8,056,800	3,984,000	75,000	6,134,800	152,674,400
Excess of Revenues over Expenses and Allocations	(975,000)	978,400	-	-	-	3,400

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

<u>Revenue Source</u>	<u>Operating</u>	<u>Ancillary</u>	<u>Special Purpose</u>	<u>Endowment</u>	<u>Capital</u>	<u>Consolidated 2016/17</u>
Ministry grant	68,963,600	-	2,191,000	-	-	71,154,600
Tuition fees:						-
- Domestic	41,647,600					41,647,600
- International	16,741,900					16,741,900
	58,389,500	-	-		-	58,389,500
Revenue generating fees and contracts	2,100,000	-	821,000		-	2,921,000
Application & other fees	5,021,900	-	-		-	5,021,900
Other revenues, interest income, recoveries and transfers	1,602,200	9,035,200	972,000	75,000	1,029,800	12,714,200
Amortization of deferred capital contributions					5,105,000	5,105,000
Total revenues	136,077,200	9,035,200	3,984,000	75,000	6,134,800	155,306,200
Expenditure Plan						
Expenditure plan (operations) - prior year	128,848,800	7,106,800	3,984,000	-	534,800	140,474,400
Removal of prior year one year only budget increases	-	-	-		-	-
Contributions to KPU Foundation-student awards and assistance	1,000,000					1,000,000
Capital asset amortization expense					11,200,000	11,200,000
	129,848,800	7,106,800	3,984,000	-	11,734,800	152,674,400
Additions to expenditure plan:						
Ongoing reallocations:						
Operating Reallocations Required						
Ongoing increases:						
Increments and benefits increases	545,500	-	-		-	545,500
Non-salary inflation and other costs	773,000	-	-		-	773,000
Academic	-					-
Other academic	-					-
Student Affairs	-					-
Support services	-					-
Future Commitments for 2013/14 allocations	1,310,000					1,310,000
Ongoing increases	2,628,500	-	-	-	-	2,628,500
Operating allocation	132,477,300	7,106,800	3,984,000	-	11,734,800	155,302,900
Other Allocations						
Interfund Transfers	(1,025,000)	950,000		75,000		-
Contingency Reserve	-					-
Capital - library materials	500,000				(500,000)	-
Capital - technology	800,000				(800,000)	-
Capital - furniture, fixtures & equipment	800,000				(800,000)	-
Capital - facility renewal	1,500,000				(1,500,000)	-
Capital - major capital	2,000,000				(2,000,000)	-
Other allocations	4,575,000	950,000	-	75,000	(5,600,000)	-
Total expenses and allocations	137,052,300	8,056,800	3,984,000	75,000	6,134,800	155,302,900
Excess of Revenues over Expenses and Allocations	(975,100)	978,400	-	-	-	3,300

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

	2013/14	2014/15	2015/16	2016/17
<u>Revenues</u>				
Ministry Grant	-1.0%	-1.5%	0.0%	0.0%
Tuition rate increases - domestic	2.0%	2.0%	2.0%	2.0%
Tuition rate increases - international	5.0%	2.0%	2.0%	2.0%
Enrollment increases - domestic FTEs	2.0%	1.5%	1.5%	1.5%
Enrollment increases - international FTEs	10.0%	10.0%	5.0%	5.0%
RG Funding	0.0%	0.0%	0.0%	0.0%
Application fees	2.0%	2.0%	2.0%	2.0%
Misc revenue - investment income	0.0%	0.0%	0.0%	0.0%
Misc revenue - other	0.0%	0.0%	0.0%	0.0%
Ancillary Fund	0.0%	2.0%	2.0%	2.0%
SPF Funds	0.0%	0.0%	0.0%	0.0%
Capital	0.0%	0.0%	0.0%	0.0%
<u>Expenditures</u>				
Contractual Increases (non-salary)	2.0%	2.0%	2.0%	2.0%
Increments and other increases	1.5%	1.5%	1.5%	1.5%
Benefits	0.5%	0.5%	0.5%	0.5%
Non-salary expenditure increases - inflationary	2.0%	2.0%	2.0%	2.0%
Revenue Generating expenses	0.0%	0.0%	0.0%	0.0%
Ancillary expenses	0.0%	2.0%	2.0%	2.0%
SPF expenditures	0.0%	0.0%	0.0%	0.0%
Capital Fund expenditures	0.0%	0.0%	0.0%	0.0%
Amortization on capital assets	0.0%	0.0%	0.0%	0.0%

Kwantlen Polytechnic University
2013/14 Operating Fund Budget by Division

Division	2012/13 Budget	Reverse: 2012/13 OTO Shifts	Add: Mid-year Allocation	Less: Operating 1% Reallocation Required	Adjustments for Reorgs & Reclasses	Budget Adjustments Other	FY13/14 Budget Lift Ongoing	FY13/14 Changes Non-salary Inflation	FY13/14 Proposed Budget
Provost & VP, Academic Services	\$ 942,700	\$ (30,300)	\$ -	\$ (9,100)	\$ -	\$ -	\$ -	\$ -	\$ 903,300
Associate VP, Academic Services	373,900			(3,900)		11,900			381,900
Faculty of Academic & Career Advancement	9,188,000			(91,900)		104,000	681,600		9,881,700
Faculty of Arts	20,539,400			(205,400)		(104,400)	53,000		20,282,600
Faculty of Business	14,984,500			(149,800)					14,834,700
Faculty of Community & Health Studies	8,581,600			(85,800)					8,495,800
Faculty of Design	3,505,200			(35,100)		(300)	323,800		3,793,600
Faculty of Science & Horticulture	7,102,700			(71,000)	2,714,400		835,100		10,581,200
School of Horticulture	2,329,700			(23,300)	(2,306,400)				-
Institute for Sustainable Horticulture	412,100			(4,100)	(408,000)				-
Faculty of Trades & Technology	5,571,800			(26,100)		52,300			5,598,000
Library Resources	4,231,100			(51,000)	968,400		74,100		5,222,600
Research & Scholarship	793,400			(7,900)					785,500
Teaching & Learning	871,300			(8,700)	(104,400)	400			758,600
AVP, International Education	-		337,500	(4,000)	398,200	60,000			791,700
AVP, Strategic Enrollment Management	6,191,700				(6,191,700)				-
AVP, Students	5,162,900				(5,162,900)				-
AVP, Student Affairs	-		163,800	(99,000)	10,092,400	(195,400)	61,400		10,023,200
Finance & Administration	357,000			(3,700)		10,500			363,800
Facilities Services	7,285,700			(74,000)		119,100	-		7,330,800
Financial Services	2,061,900			(20,700)		11,900			2,053,100
Human Resources Services	2,957,900			(29,700)		11,900	62,500		3,002,600
Information & Educational Technology	5,343,500			(53,500)		9,700	55,800		5,355,500
Supply & Business Services	1,709,000			(17,100)					1,691,900
Office of the President	1,289,700	(25,000)		(7,800)	(480,400)				776,500
Communications & Marketing Services	1,540,500	(80,000)		(14,600)					1,445,900
External Relations	255,500				(104,500)	(151,000)			-
Institutional Analysis & Planning	608,100			(6,100)		(1,500)	39,900		640,400
Office of Advancement	836,700			(8,400)	104,500				932,800
Office of General Counsel	-			(5,600)	564,800	5,500			564,700
Governance & Policy	-				670,200	-			670,200
Non-Divisional Expenditures	3,312,500	138,300		(64,000)	(84,400)	55,400			3,357,800
Professional Development & Education Leave	1,704,500			-					1,704,500
University Secretariat	680,000	(3,000)		(6,800)	(670,200)				-
Revenue Generating & Continuing Education	1,193,300			(11,900)					1,181,400
University-wide increments, benefits & inflation	-						1,160,200		1,160,200
Contribution to KPU Foundation	1,000,000								1,000,000
Total Operating Fund Allocation	\$ 122,917,800	\$ -	\$ 501,300	\$ (1,200,000)	\$ -	\$ -	\$ 2,187,200	\$ 1,160,200	\$ 125,566,500

Schedule of Faculty/Units requests for ongoing allocations and corresponding OTO, FF&E and Capital requests												
Faculty/Unit	Request	Faculty FTE	Details of Requests Submitted					Funding Request Total FY13/14	2nd cut Proposed amount (Ongoing)	1st cut Proposed OTO, FF&E & Capital Considered		
			Staff and Other FTE	Ongoing Operating Proposed	OTO	FF&E	Capital					
1	ACA	Academic and Career Prep Growth	1.75	-	184,275	-	-	-	184,275	184,275	-	
2	ACA	Career Choice & Life Success	0.60	-	63,140	-	-	-	63,140	63,140	-	
3	ACA	English Language Studies	3.00	-	315,800	-	-	-	315,800	315,800	-	
4	ACA	Developmental - Other	1.13	-	118,413	-	-	-	118,413	118,413	-	
5	ACA	Community Liaison Position	-	1.00	75,000	-	-	-	75,000	-	-	
6	ACA	Administrative Support Position	-	1.00	61,513	-	-	-	61,513	-	-	
7	ACA	Learner Support	-	-	5,000	-	-	-	5,000	-	-	
8	ACA	Request for 6 computers for Continuous Intake ABE Classrooms, 4IPads & a Macbook for Educ Studies & Counseling courses.	-	-	-	-	14,000	-	14,000	-	-	
9	Arts	Building Arts - Arts Profile in the community: One Year appointment for Third Associate Dean	-	-	-	112,700	-	-	112,700	-	-	
10	Arts	Building Arts - Arts Profile in the community: Event Funding	-	-	31,000	-	-	-	31,000	-	-	
11	Arts *	Building arts - Continue roll-out of upper level in new flagship programs supported in FY12/13 budget Bachelor of Fine Arts, Visual Arts	0.25	-	27,300	-	-	-	27,300	21,200	-	
12	Arts *	Building arts - Continue roll-out of upper level in new flagship programs supported in FY12/13 budget Bachelor of Music, Musical Arts	0.50	-	57,600	-	-	-	57,600	31,800	-	
13	Arts	Strengthening Arts - Space Schedule D	-	-	-	-	-	-	-	-	-	
14	Arts	Strengthening Arts - Ongoing Program Costs: Student Assistant Costs BSc Psych Lab Support	-	?	7,800	-	-	-	7,800	-	-	
15	Arts	Strengthening Arts - Ongoing Program Costs: Student Assistant Costs Student Assistant Salary for Anth Field School	-	-	12,300	-	-	-	12,300	-	-	
16	Arts	Strengthening Arts - Ongoing Program Costs: IT and Capital Costs	-	-	-	-	175,986	-	175,986	-	175,986	
17	Arts	Program Coordination - Criminology Programs and Bachelor in Policy Studies & sustainability	0.50	-	-	52,600	-	-	52,600	-	-	
18	Business	Development and Implementation of Post Bacc Certificates & Diplomas - Canadian Legal Systems Certificate	-	-	97,418	-	-	-	97,418	-	-	
19	Business	Development and Implementation of Post Bacc Certificates & Diplomas- Operations Diploma	-	-	108,884	-	-	-	108,884	-	-	
20	Business	Development and Implementation of Post Bacc Certificates & Diplomas - Finance Diploma	-	-	58,784	10,600	-	-	69,384	-	-	
21	Business	Development and Implementation of Post Bacc Certificates & Diplomas - Public Relations Diploma	-	-	-	13,100	-	-	13,100	-	-	
22	Business	Development and Implementation of Professional Studies Programs - Program Development	-	-	-	266,947	-	-	266,947	-	-	
23	Business	Support for Student Engagement	-	-	50,000	-	-	-	50,000	-	-	
24	Business	Staffing to support Growth of School of business	-	-	-	135,677	-	-	135,677	-	-	
25	Business	Demand Sections Rolled into Base Budget	-	-	1,434,363	-	-	-	1,434,363	-	-	
26	CHS	BSN PB - Faculty Release	0.85	-	152,300	-	6,000	-	158,300	-	-	
27	CHS	BPN - Faculty FTE	2.00	-	210,600	-	-	-	210,600	-	-	
28	CHS	BSN - Additional 16 Student Intake	1.80	-	189,520	-	-	-	189,520	-	-	
29	CHS	Furniture for Student gathering places and CAHS open office completior	-	-	-	-	15,000	-	15,000	-	-	
30	Design	Bachelor of Design, Product Design	1.50	2.50	323,750	-	141,300	40,000	505,050	323,750	100,000	
31	Design	Post-Baccalaureate in Technical Apparel	1.25	1.00	210,800	-	20,000	-	230,800	-	38,000	
32	Design	CSWSD project support	-	-	84,700	-	-	-	84,700	-	84,700	
33	Design	50% Educational Advisor	0.50	-	34,800	-	-	-	34,800	-	-	
34	Design	Continuing Education Development OTO	0.38	-	25,000	-	-	-	25,000	-	-	
35	Design	International Recruitment and Marketing	-	-	50,000	-	-	-	50,000	-	-	
36	Design	Design Symposium	-	-	10,000	-	-	-	10,000	-	-	
37	Design	Furniture & Equipment Request - e classrooms	-	-	-	-	74,700	-	74,700	-	74,700	
38	Sci/Hort	Upper Level Multi Program Teaching/Research Lab	-	-	55,000	-	106,000	175,000	336,000	55,000	281,000	
39	Sci/Hort	Associate Dean of Science	-	1.00	135,700	-	-	-	135,700	-	-	
40	Sci/Hort	B.Sc. Sustainable Agriculture Degree Continuation	1.00	2.00	131,500	-	207,000	-	338,500	131,500	207,000	
41	Sci/Hort	B.Hort Sc. Plant Health & B.Hort. Sc Urban Ecosystems Degree Continuation	2.00	-	361,160	-	170,800	-	531,960	361,160	170,800	
42	Sci/Hort	Summer Semester Pilot	0.63	-	67,963	-	-	-	67,963	-	-	

Schedule of Faculty/Units requests for ongoing allocations and corresponding OTO, FF&E and Capital requests												
Faculty/Unit	Request	Faculty FTE	Details of Requests Submitted					Funding Request Total FY13/14	2nd cut Proposed amount (Ongoing)	1st cut Proposed OTO, FF&E & Capital Considered		
			Staff and Other FTE	Ongoing Operating Proposed	OTO	FF&E	Capital					
43	Sci/Hort	Langley Campus Biology Labs	0.83	1.00	100,653	-	-	25,000	125,653	100,653	25,000	
44	Sci/Hort	B.Sc. Biology Major Degree Implementation	2.00	-	105,300	-	150,000	175,000	430,300	105,300	325,000	
45	Sci/Hort	B.Sc. Health Science Degree Implementation	0.50	-	52,100	-	-	-	52,100	52,100	52,100	
46	Sci/Hort	Environmental Protection - EPT Lab Equipment Update	-	-	-	-	33,052	-	33,052	-	33,052	
47	Sci/Hort	Additional Physics Lab Sections	-	-	24,800	-	-	-	24,800	24,800	-	
48	Sci/Hort	Physics Lab Equipment Renewal	-	-	-	-	15,800	-	15,800	-	15,800	
49	Sci/Hort	Class Size Adjustment in Horticulture Mechanics	-	-	43,150	-	-	-	43,150	-	-	
50	Sci/Hort	Additional Mathematics Service Courses	0.25	-	26,300	-	-	-	26,300	-	-	
51	Sci/Hort	Chemistry Lab Equipment and Maintenance	-	-	4,600	-	130,000	-	134,600	4,600	130,000	
52	Sci/Hort	Institute for Sustainable Agriculture Staff	-	-	-	-	-	-	-	-	-	
53	Sci/Hort	Science/Hort & ISH - CRC and Industrial Research Chairs	-	-	-	-	50,000	-	50,000	-	50,000	
54	Sci/Hort	B.Sc. in Applied Mathematics Degree Implementation	1.00	-	105,300	-	-	-	105,300	-	-	
55	Sci/Hort	B.Sc. Physics for Modern Technology Major Degree Implementation	1.00	-	191,624	-	112,000	-	303,624	-	-	
56	Trades/Tech	Metal Fabrication, CODA Program	1.00	-	-	107,950	-	-	107,950	-	-	
57	Trades/Tech	Director Industry Services/External Relations	-	-	-	-	-	-	-	-	-	
58	Trades/Tech	Coordinator Program Support and Inventory	-	-	-	-	-	-	-	-	-	
59	Trades/Tech	Essential Skills - Student Development	1.78	-	196,500	-	-	-	196,500	-	-	
60	Trades/Tech	University Initiative hosted by the Office of the Dean; Skills Canada Regional	-	-	10,000	-	-	-	10,000	-	-	
61	Trades/Tech	Program Development - Diploma in Trades	0.98	-	-	107,950	-	-	107,950	-	-	
62	Trades/Tech	Manager Student Transition	-	1.00	73,400	-	-	-	73,400	-	-	
63	Trades/Tech	Capital Equipment Replacement Program	-	-	-	-	45,000	-	45,000	-	45,000	
64	Trades/Tech	Faculty Council; Capital Equipment Requests for Existing Programs	-	-	-	-	-	2,092,668	2,092,668	-	-	
65	Comm/Mark	Manager Position	-	1.00	77,400	-	-	-	77,400	-	-	
66	Facilities	Landscape Improvement	-	-	45,000	45,000	-	-	90,000	-	45,000	
67	Facilities	Renovations to create additional classrooms	-	-	-	-	-	350,000	350,000	-	-	
68	Facilities	Schedule C - FF&E Request	-	-	-	-	18,816	-	18,816	-	18,816	
69	HR	Risk Management - Administrative Support	-	1.00	62,500	-	-	-	62,500	62,500	-	
70	HR	Printing of Emergency contact numbers and Equipment for Emergency Ops Centre	-	-	-	5,000	-	-	5,000	-	-	
71	HR	Emergency Planning - Kuali Ready Subscription	-	-	11,000	-	-	-	11,000	-	-	
72	HR	Security - Renovations	-	-	-	-	-	75,000	75,000	-	-	
73	HR	Fire Safety	-	-	-	-	55,000	-	55,000	-	-	
74	IET	Extended Service Desk hours	-	-	55,800	-	-	-	55,800	55,800	-	
75	IET	Voicemail Replacement	-	-	-	-	-	75,000	75,000	-	75,000	
76	IET	Eliminate DiDs	-	-	-	-	-	50,000	50,000	-	50,000	
77	IET	Video Conference Support	-	-	29,800	-	-	-	29,800	-	-	
78	IET	SharePoint Support	1.00	-	-	57,700	-	-	57,700	-	57,700	
79	IET	Renovation - IET Surrey	-	-	-	-	-	244,100	244,100	-	-	
80	IET	Capital Plan Request - IET Surrey	-	-	-	-	-	555,000	555,000	-	-	
81	IET - Service Capacity	Server Capacity Upgrade	-	-	-	-	-	80,000	80,000	-	-	
82	IET - Service Capacity	Network Administrator Position	1.00	-	67,000	-	-	-	67,000	-	-	
83	IET - Service Capacity	eClassroom Upgrade	-	-	-	-	75,000	-	75,000	-	30,000	
84	IET - University Wide	Records Manager	-	1.00	86,800	-	-	-	86,800	-	-	
85	IET - University Wide	Library Systems Upgrade	-	-	-	-	-	9,550	9,550	-	9,550	
86	IET - University Wide	Student Services Mobile Technology Strategy	-	-	30,000	15,000	-	-	45,000	-	15,000	
87	IET	Switch to BCNET	-	-	395,600	-	-	-	395,600	-	TBD	
88	IAP	Research Assistant Position increase	-	0.40	24,000	-	-	-	24,000	-	-	
89	IAP	Manager, Strategic Research Position Increase	-	0.20	18,000	-	-	-	18,000	-	-	
90	IAP	Student Appraisal of Instruction - Budget Increase	-	-	39,950	-	-	15,000	54,950	39,950	15,000	
91	IAP	Program Review: Action Plans (\$5,000 per program); was described as "ongoing" in FY 09/10 allocation	-	-	50,000	-	-	-	50,000	-	-	
92	IAP	Program Review: increased allocation for external review from \$13,600 to \$15,400 in FY13/14 increasing to \$28,600 in FY15/16 (12 - 14 programs per year @ \$2,200)	-	-	1,800	-	-	-	1,800	-	-	
93	IAP	Program Review: reinstate .5 program review facilitator	-	-	45,000	-	-	-	45,000	-	-	

Schedule of Faculty/Units requests for ongoing allocations and corresponding OTO, FF&E and Capital requests											
Faculty/Unit	Request	Details of Requests Submitted							Funding Request Total FY13/14	2nd cut Proposed amount (Ongoing)	1st cut Proposed OTO, FF&E & Capital Considered
		Faculty FTE	Staff and Other FTE	Ongoing Operating Proposed	OTO	FF&E	Capital				
94	Library	Library Resources for New Degrees	-	-	35,000	-	-	196,458	231,458	35,000	100,000
95	Library	Enhance Library Online Presence to Improve Student Experience	-	-	5,250	150	-	-	5,400	-	5,250
96	Library	Extended Library Hours at Surrey & Richmond during Exam Periods	-	-	17,700	-	-	-	17,700	-	17,700
97	Library	Regularize AV/Circulation Staff Position Surrey & Richmond	-	-	14,700	-	-	-	14,700	-	-
98	Library	Learning Center - Pony Wall Constructed between Learning Centre and Library	-	-	-	-	-	6,000	6,000	-	6,000
99	Library	Learning Center - Chairs for Richmond Learning Center	-	-	-	-	9,668	-	9,668	-	9,668
100	Library	Institutional Repository	-	-	39,100	12,900	-	-	52,000	39,100	12,900
101	Advancement	Director of Alumni Relations and budget increase	-	-	-	-	-	-	-	-	-
102	Advancement	Matching funds	-	-	160,000	-	-	-	160,000	-	-
103	Advancement	Foundation Board operating funds	-	-	15,000	-	-	-	15,000	-	-
104	Advancement	Support position to work with External Affairs and Alumni	-	1.00	60,000	-	-	-	60,000	-	-
105	ORS	Time Release in Support of Research	-	-	210,600	-	-	-	210,600	-	-
106	ORS	Request for 2 workstations	-	-	-	-	10,000	-	10,000	-	-
107	ORS	Administrative Assistant, Improving Service	-	1.00	57,700	-	-	-	57,700	-	-
108	SA	CCAA Women's National Soccer Championships	-	-	-	53,611	-	-	53,611	-	53,611
109	SA	SSD Auxiliary	-	0.20	19,400	-	-	-	19,400	19,400	-
110	SA	Counseling Operating Budget	-	-	4,000	-	-	-	4,000	-	-
111	SA	SAFA Financial Aid Assistant Top up to Full Time	-	0.30	15,000	-	-	-	15,000	-	-
112	SA	Aboriginal Outreach and Student Recruitment	-	-	25,000	-	-	-	25,000	25,000	-
113	SA	Aboriginal Student Assistant	-	-	17,000	-	-	-	17,000	17,000	-
114	SA	Student Life Program Assistants	-	1.00	61,463	-	-	-	61,463	-	-
115	SA	Coop Education Assistant	-	1.00	50,195	-	-	-	50,195	-	-
116	SA	Coop Expansion Research	-	4.00	26,325	-	-	-	26,325	-	-
117	SA	Career Services Advisor	-	1.00	54,625	-	-	-	54,625	-	-
118	SA	Domestic Student Diversification	-	-	33,000	-	-	-	33,000	-	33,000
119	SA	International Education Week	-	-	15,000	-	-	-	15,000	-	-
120	SA	International Student Peer Mentoring	-	0.85	16,700	-	-	-	16,700	-	-
121	SA	International Student Orientation	-	-	7,500	-	-	-	7,500	-	-
122	Supply	Replace current fleet of University MFD / Copiers	-	-	-	-	485,184	-	485,184	-	-
123	Secretariat	Privacy Officer	-	0.50	66,400	-	-	-	66,400	-	-
124	Secretariat	University Secretariat - Scanning of Educ Council/Senate Mtg Records by E Scan Data Ltd	-	-	-	2,000	-	-	2,000	-	-
125	Secretariat	University Secretariat - Consultant to catalogue and categorize existing policies .5 staff FTE	-	0.50	-	10,500	-	-	10,500	-	-
126	Secretariat	FY 2013/14 Furniture & Equipment Capital Request	-	-	-	-	2,800	-	2,800	-	-
127	Space Adm	Administrative support	-	0.60	30,446	-	-	-	30,446	-	30,446
Total of Faculty/Unit Requests			31.0	26.1	7,781,864	1,009,385	2,123,106	4,163,776	15,078,131	2,187,241	2,392,779
LEGEND											
Total of Proposed Allocations			2,187,241								
Total of Considered for Funding from YE Surplus			2,392,779								
Total of Considered and Not Funded			10,498,111								
			15,078,131								
* Denotes items that were addressed as a result of Senate recommendations to President.											

Report to Senate

From: Senate Standing Committee on University Budget

Date: February 22, 2013

Scope

This report summarizes discussions from the:

- SSCUB meeting January 25th
- SSCUB meeting February 8th

Appendix I presents commentary from SSCUB, SSCAPP, and Senate meetings held during 2012/13 budget cycle.

Process

Workgroups

The SSCUB formed two workgroups to address three recurring issues before the Committee. The terms of reference, in general terms and subject to revision by the workgroup, are as follows:

1. Whereas the presentation, content and timing of materials presented to the SSCUB varies from year to year which burdens the Committee with reconciliation efforts and burdens Finance with ad hoc requests for further information and/or clarification, this workgroup is tasked with the identification of information requirements and the development of a standard manner of presentation. Members Kathy, Wayne, Vivian, Dana, Chris and Kari.
2. Whereas the SSCUB in its consultative capacity may benefit from input and feedback from stakeholders and stakeholders require information in order to provide commentary, this workgroup is tasked with the identification of communications channels that may be established between the Committee and the broader University. Members Sukey, Kari (and Dale?).

Subject to guidance from Senate, the SSCUB also intends to form a third workgroup:

3. Whereas research and continuing education activities under the University Act are permissive in nature and the Committee does not have a clear understanding of the funding, revenues, expenditures and nature of these activities, this workgroup is tasked with providing a summary of such activities currently undertaken by KPU and an understanding of "seed funds."

Time Line

There are a number of factors that complicate the timeline for budgeting:

- Three academic terms that do not align with the fiscal period;
- Government reporting deadlines that do not align with the fiscal period;
- Timing of receipt of the Budget Letter and Letter of Expectations;
- Timing of receipt of grant and tuition fee information; and,
- Timing of communication of budget processes to deans.

The effect of these confounding factors is that the SSCUB has one day to review the budget. The SSCUB, Senate, KPU and KPU's stakeholders may benefit from additional time to contemplate the budget and for the Committee to fulfill its legislated function to operate in a consultative capacity in the preparation of the University budget. Accordingly, the SSCUB eagerly awaits the strategic plan, academic plan and program costing models which will allow a redesign of the SSCUB's approach to participation in the budget development process for 2014/15.

1% Budget Reduction Mandate

The SSCUB discussed the request for faculties and operating units to present a 1% budget reduction and the appropriateness of its application in 2014/15. The concern in relation to a flat rate reduction is that this approach does not consider the following factors:

- Historic funding levels and subsequent changes in the relationship between the number of students, faculty members, and administrative staff;
- Requirement for specialized classrooms, laboratories, auditoriums;
- Requirement for specialized equipment and/or heavy equipment; and,
- Stage of program delivery such as declining enrolment, increasing enrolment or implementation of new programs.

In the SSCUB's opinion, this approach was appropriate in the absence of a strategic plan but is otherwise unlikely to constitute an appropriate approach to cost cutting.

Guidance on SSCUB Mandate

The section 62(2) of The University Act states that “The president must prepare and submit to the board an annual budget in consultation with the appropriate standing committee of the senate.”

Currently the SSCUB convenes to consider the allocation of funds available from new sources (such as the 1% cost cutting mandate) and surpluses. Historic allocations are rolled forward without consideration of changes in curriculum, program, community, economy, technology or other factors that may affect budget allocations (i.e. the change in the proportion of enrolment levels and administrative support across faculties, the change in use of course management software across faculties, the change in use of laboratories and equipment...).

A counter point is that within a faculty program review or a 1% cost cutting program may identify activities that are lower in priority than Asks generated within that faculty and result in the reallocation of historic allocations. However, the scope of such activities is limited to the faculty level and allocated funds while the University budget may benefit from such activities at a consolidated budget level.

In context of the 2013/2014 budget, the SSCUB considered the allocation of ~\$2 million in response to ~\$10 million in Asks out of a ~\$128 million operating budget, a ~\$6 million capital budget, and a ~\$148 million consolidated budget. If the ~\$2 million is adjusted for a \$0.5 million allocation to the Provost’s FFE then ~\$1.5 million out of ~\$148 million is within the scope of the SSCUB which in accounting parlance is an “immaterial” amount. Though the University may benefit from the reallocation of historic funding for faculty, administration or infrastructure and the legislation suggests that such considerations are within the scope of the SSCUB, these possibilities were not part of the SSCUB’s deliberations.

Senate identified the issue of incremental budgeting to the Board of Governors in relation to the 2012/13 budget with the creation of the Faculty of Arts as an example of a significant budget allocation which was not subject to deliberation by the SSCUB as it did not constitute an “Ask.” The Board’s response states that “Significant budget allocations, whether within or across faculties, will be brought to the SSCUB for review and comment.” No significant budget allocations were provided to the SSCUB for comment. Senators may perceive the creation of the School of Design (which will affect future allocations of capital and operating funds for both the School of Design and vacated space), and the creation of new senior management positions as significant budget allocations.

Hence the SSCUB requests clarification as to Senate’s expectations of the breadth of review, depth of review, and reporting on results. The SSCUB also requests feedback specific to its role in relation to requests for funding related to research and continuing education (see formation of workgroups).

The Committee may also benefit from guidance from Senate as there is dissimilarity in access to budgetary information and participation in budgetary process between members. As a consequence of these dissimilarities, what is transparent to some Committee members may be opaque to others (i.e. funding of the Cooperative Gains mandate, funding of new schools or operational units). Furthermore, some members may be of the opinion that due process was applied through direct knowledge while other members whose knowledge is limited to what is presented to the SSCUB may be unable to present an opinion. For instance, in relation to the allocation of \$0.5 million to the Provost's FFE, each of the following opinions were expressed by several members:

1. The SSCUB, in the interest of transparency and prudent budgeting, should understand how \$0.5 million, 25% of the funds available for Asks, was allocated in the pasts and how the Provost intends to allocate them in 2013/14 future; and,
2. The SSCUB should not intervene with decisions resultant from faculties informing faculty councils, faculty councils informing deans, and deans making decisions in relation to requests from the Provost.

As the Committee's membership identifies the competencies, knowledge, labour hours and resources available to fulfill its mandate, Senate is asked to consider that the President, Provost, Director – Budgeting, Executive Director – Finance, Manager – Budgeting and Assurance, Chair SSCAPP, plus sixteen members representative of the University (faculties, operating units, professional support staff...) constitute the SSCUB.

2013/14 Budget Discussions

The Committee identified the following general concerns in relation to allocation of 2013/14 Asks.

- The likelihood of success of continuing education if developed “off the side of the desk” without significant support;
- The trend towards decentralized IET equipment and support;
- Insufficient support for mixed mode program delivery;
- Utilization of future vacant space in the Richmond Campus (estimated at 500 FTE capacity)
- Reliance on the bookstore for funding in the context of decreasing margins, increased competition and incentives for students and price incentives for KPU employees to shop elsewhere.
- Funding allocations from the Provost's FFE that can be characterized as one time Asks.

Motion re. 2013/14 Budget

During the February 8th meeting, during which there was quorum, the following motion was made:

THAT The Senate Standing Committee on University Budget considers the allocation of funds to Asks in the draft 2013/14 Budget consistent with the Mission, Vision and Mandate of Kwantlen Polytechnic University.

Moved: Dale Simonson
Seconded: David Davidson
Vote: Carried Unanimously

Closing Thoughts

The committee wishes to recognize the work of the SSCAPP in providing additional guidance and assistance in interpreting KPU's academic priorities. Their evidence based guidance was useful to the SSCUB both in terms of the process by which it was developed and the outcomes presented.

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

Appendix I

SSCUB's Recommendations to Senate for Transmittal to the BOG

This appendix presents the SSCUB's significant observations from the 2013/2014 budget process with the intent to assist the Board of Governors and the Finance and Audit Committee in their budget approval deliberations.

Reporting

Industry practice suggests that budgetary reporting contains information of an institutional planning nature (in a manner similar to the "Accountability Report") to reflect services delivered and their costs. For instance, data that captures relationships between programs, students, faculty, administrative staff, and unique operating and infrastructure costs help understand the value provided by the funding allocations to KPU, their relationship to the Mission, Vision, and Polytechnic Mandate, their effectiveness compared to other educational institutions, and enable stakeholders a clearer understanding of KPU's operations.

Reporting can also provide greater transparency from the comparison of budgets to actuals in the budgetary process and in relation to significant resource allocations to initiatives such as the amalgamation of faculties (Arts) and development of new schools (School of Design). Specifically a five year projection that presents changes in service levels, changes in operating costs and changes in capital costs directly within the new faculty and indirectly through their effect on other faculties and operating units to support such changes (IET, Facilities, service courses)

Innovation

Though the previous two budgets were developed under cost cutting directives, there were significant mid-year and year-end surpluses. The cost cutting directives suggest there are no funds to support "big dreams" and discourage innovation even though million dollar surpluses may have motivated innovative ideas and potentially funded them (rather than used to increase the capital fund balance or establish a discretionary BOG Polytechnic Initiatives & Green Fund).

Seed Funds

Timing issues related to the mismatch between when costs are incurred and revenues realized in the development of new programs, new research activities, and other new initiatives suggest a need for a funding mechanism such as seed funds.

Revenue Sharing

As the development of new programs, new research activities, and other new initiatives, within a faculty generally require an increase in workload beyond that contemplated by the collective agreement and employment contracts, incentives such as revenue sharing with the originating faculty may motivate participation such activities to the benefit of KPU.

Inter-period Allocations

The allocation of funds to Asks presented to the SSCUB categorizes Asks as funded, funded contingent on a surplus, and unfunded. The SSCUB supports the greater transparency presented by the schedule in relation to potential mid-year allocations. However, the SSCUB reiterates the intent for it to participate in a consultative capacity in significant discretionary mid-year allocations.

Incremental Budgeting

KPU prepares budgets on an incremental basis whereby funding allocations may not reflect environmental changes. For instance, an increase in mixed mode learning, distance education, and the development of continuing education suggest that IET may require funding beyond legacy levels. Similarly, the development of new faculties (Arts), new schools (Design) and new infrastructure (Cloverdale campus) suggest that legacy levels of funding may not provide the best fit with the Mission, Vision and Mandate in KPU's current environment.

Contingency Funds

The description of the budgeting process presented to the SSCUB suggests a reduction in budgetary slack in funding allocation counterbalanced by funding of contingency funds. The SSCUB supports this approach as it increases precision in funding allocations and provides transparency in potentially discretionary allocations from contingency funds.

BOARD ITEM / Finance and Audit Committee

Issue: **Revisions to Bylaw No. 4, Fees**

For Information: The Finance & Audit Committee reviewed and recommended approval of revisions to Bylaw No. 4, *Fees*, at its November 1, 2012 meeting. Subsequently, a written notice of the proposed Bylaw revision was sent to all Board Members as required in Bylaw No. 2, *Amendment of Bylaws*.

Bylaw revisions were submitted to the Board of Governors in November 2012 as opposed to the traditional March timeframe. Approval of the Bylaw in November would have enabled Kwantlen to provide and publish the updated fees for new domestic and international students in advance of this year's marketing campaign and recruitment season.

However, the Board asked Administration to consult with the students prior to considering the Bylaw revisions for approval. The student consultation occurred in January and no further revisions were made to Bylaw No. 4 as a result. The tuition increase was verified by the Provincial Government at 2%. Therefore, no further revisions have occurred to the Bylaw since its November submission.

For Approval: **THAT the Board of Governors approve revisions to Bylaw No. 4, *Fees*.**

**BYLAW No. 4
FEES**

1. Pursuant to the *University Act 2008*, program or course fees and charges to be paid to the University by students shall be determined and/or revised by the Board of Governors.
2. The tuition fee structure for domestic students effective 01 August 2012~~3~~ shall be:

a. Credit Based Programs:

Category	\$ / credit	
1	\$ 128.50 126.00	<ul style="list-style-type: none"> • Existing courses¹ as at September 1, 2012<u>1</u> <u>will remain in Category 1</u>
2	\$ 155.25 152.25	<ul style="list-style-type: none"> • Courses in the Special Education Teacher Assistant program • New courses developed for degrees/programs in faculties such as Business <u>and, Arts, Humanities and Social Sciences</u>
3	\$ 173.40 170.00	<ul style="list-style-type: none"> • New courses developed for degrees/programs that incorporates smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture, and Community and Health Studies
4	\$ 198.45 194.60	<ul style="list-style-type: none"> • Courses in the Health Unit Coordinator program • New online courses developed for degrees/programs and other specialized programs

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

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

Category	\$ / week	Applies to the following:
1	\$ 111.95 109.75	<ul style="list-style-type: none"> • Existing courses as at September 1, 2011<u>4</u>
2	\$ 229.50 225.00	<ul style="list-style-type: none"> • New courses developed for degrees/programs in the trades and technology field of study, e.g. Arborist program

c. Adult Basic Education Programs No charge

3. Other fees and charges for domestic students effective 01 August 2012~~3~~ are as follows:

a.	Student fees for libraries, technologies and student life	7% of tuition
b.	Application Fee	\$ 40 first time application
c.	Re-application Fee	\$ 20 subsequent application
d.	Re-instatement Fee	\$ 40
e.	Transcript Fee	\$ 5 per transcript (electronic version) \$ 7 per transcript (paper version)
f.	Grade Appeal Fee	\$ 25
g.	Admissions Deposit	<p><u>Admissions Acceptance Deposit: a minimum of \$250 to a maximum of 25% of the program fee. Domestic applicants are required to remit a non-refundable admission program acceptance deposit to signify acceptance of an offer of admission to a limited enrolment program. . If the student registers and enrolls in the program, then this fee will be applied towards the full tuition fees assessment. Students registered in a tuition free course do not pay the Admissions Acceptance Deposit, but will be assessed Other Fees & Charges listed above.</u></p> <p>Student is required to remit a non-refundable Admissions deposit (from a minimum of \$250 to a maximum of 25% of the program fee) at the time the applicant is offered a seat or prior to student beginning the registration process. If the student completes the registration process, this fee will be applied towards the full tuition fees.</p>
h.	Graduation Fee	No charge
4.	Other Programs	<p>The appropriate Vice President will determine fees and charges for the following:</p> <ul style="list-style-type: none"> • Cooperative Education Work Term • Prior Learning Assessment • Upgrading, Training, and Professional Studies
5.	Service Charges	<p>All discretionary fees will be determined by the appropriate Vice President (e.g. duplicate tuition receipt charge, NSF cheque /-stop payment charge, calendar charge, rush documents, <u>graduation late fee, document evaluation fee, external invigilation charge, supplementation exam fee, library card replacement fee,</u> etc.)</p>

6. International student fees effective 01 August 2012~~3~~ are as follows (for information only):

International Student Tuition Fee \$ ~~500.00~~ 525.00 / credit

~~International Student fees for libraries,
technologies and student life~~ \$ 20.00 / credit

Other fees and charges for International students effective 01 August 2012~~3~~ are as follows:

a. Student fees for libraries,
technologies and student life \$ 25.00~~20.00~~ / credit

b. Application Fee \$ 120 first time application

c. Re-application Fee \$ 120 subsequent application

d. Re-instatement Fee \$ 40

e. Transcript Fee \$ 5 per transcript (electronic version)
\$ 7 per transcript (paper version)

f. Grade Appeal Fee \$ 25

g. Admissions Deposit **International Deposit: \$1000.**
International applicants are required to remit a
non-refundable deposit to secure their offer of
admission and signify acceptance. If the student
completes the enrolment process, this fee will be
applied towards the full tuition fees.

h. Graduation Fee No charge

BOARD ITEM / Student Affairs

Issue: Student Affairs Report March 2013

For Information:

The following reflect highlights in the Student Affairs division since the last meeting of the Board:

ATHLETICS

SIRC-CCAA Academic All Canadian

Brittany McNeill, Women's Soccer

PACWEST & CCAA Team Updates

Women's Basketball came 4th at the PACWEST Basketball Provincial Championships
Badminton won a bronze medal in the team competition for the 2012-2013 PACWEST season

PACWEST & CCAA Individual Updates

Willis Kwee/Andy Wong - silver medal in men's doubles at the CCAA National Badminton Championships

PACWEST All Rookie Team

Amber-Lee Kavanagh, Women's Basketball

PACWEST Academic Excellence Award

James Arseneau, Badminton
Grant Steinberg, Men's Golf
Brittany McNeill, Women's Soccer
Shanay Sangha, Women's Soccer

CENTRE FOR CO-OPERATIVE EDUCATION AND CAREER SERVICES

Career Services - Events

❖ **Horticulture "Branching Out" Career Day – Langley campus: January 30th**

In collaboration with the Horticulture Faculty and students, Career Services coordinated an opportunity for students to network with over 20 employers (40 contacts in total). The day's format included guest speaker Brian Minter, an alumni panel as well as three, 20 minute in depth roundtable discussions on hiring practices. In total, 71 students attended this successful event.

- ❖ **Bank of Montreal, Big Hire - Richmond Campus, Feb 12th**
Over 75 well-dressed students attended the BMO information session and speed interviews on the Richmond campus. Two BMO representatives, the Richmond Assistant Branch Manager and Branch Investment Manager fielded short 15 minute interviews in two groups. Currently 25 of those resumes have been forwarded to head office for positions ranging from Customer Service Representatives to head office/corporate positions.
- ❖ **Career Week - Surrey/Richmond Campus, Feb 26th-March 1st**
Leading up to Career Day, Career Services coordinated a series of one-hour lunch time workshops on campus to help promote and prepare students for the big day. Workshops included: an Alumni Panel, Interviews and Other Workplace Communication, Why Finance? Why Now?, 'Build Your Career' Lego Build, Resumes and Cover Letters, Is the United Nations for you?, and CRA (Canada Revenue Agency): Information and Opportunities. Student registration averaged 22-35 students per workshop.

Co-operative Education

Employer relationships were further strengthened during this period by establishing new and building on existing contacts to expand work-integrated learning opportunities. In total for the Spring 2013 semester, KPU Co-op students saw 126 Co-op jobs posted. This represents a minor increase in the 122 positions posted for the same semester last year. Organizations recruiting Kwantlen Co-op students for this period included KNV Chartered Accountants LLP, Environment Canada, Canada Border Services Agency, Finning International and the BC Lions Football Club. The total number of Spring 2013 Co-op placements were up 18% (71) over those of Spring 2012 (60).

OFFICE FOR NEW STUDENT PROGRAMS

Open House Recruitment Event

At over 900 attendees, the 2013 open house almost doubled last year's attendance with about half attendees coming from our primary target audience of high school students.

Applications: Summer, Fall 2103

New student applications for Summer 2013 have increased by 15% over last year at this time. For Fall 2013, applications have increased by 3%.

OFFICE OF THE REGISTRAR

Lean Project:

The Office of the Registrar units of admissions, transfer credit, and graduation have recently conducted a LEAN 5S Methodology project that improved inner office efficiencies and physical work flow management. The LEAN project team will now conduct the same methodology to the student enrolment services or front line service units in Surrey to standardize the work stations and services. The Surrey unit will be seen as a pilot project, which will then be rolled out to the work stations on the other campuses in the next few months.

Student And Financial Awards:

The Student & Financial Award Services will implement a student work study program. A soft pilot launch is anticipated in mid-April with the Office of New Student Programs and the Faculty of Science. SAFA staff will be participating in the Financial Literacy for Youth conference and trade show May 7th in Richmond.

KPU has received re-certification to offer Ford-Stafford Loans to students from the USA through 2015.

SERVICES FOR STUDENTS WITH DISABILITIES

- ❖ Outreach/Transition activities include: Disability Advisor booth at Vancouver School Board Transition Fair (150 parents, teachers, counsellors & students); SSD Table at KPU Open House (65 students)
- ❖ Physical audit for Surrey Campus – Lowered 5 automatic door openers to accommodate students of short stature in wheelchairs; acquired an accessible digital microscope/with LCD for Surrey Biology lab for short stature students.
- ❖ SSD Faculty presentations to faculty in ESLT and BPN on KPU Access C37 policy/procedures, essential learning outcomes, and managing disability behaviours in the classroom.
- ❖ Adaptive Technologies Audit – upgraded all software (JAWS, ZOOMText, Kurzweil) for blind/visually and print impaired students for KPU Library PC's, Testing PC's, and SSD laptops for exams

STUDENT ENGAGEMENT

Aboriginal Gathering Place Events

- ❖ Cedar Weaving Workshops: following the successful offering of a free cedar weaving workshop in October, the Aboriginal Gathering Place held another on March 8th. Both events filled with over 30 participants attending each session.
- ❖ Drum Making Workshop: March 1st, 2nd and 3rd saw the delivery of the KPU Drum Circle's 2nd annual drum making workshop. Over a dozen participants attended across the 3 days each of them fabricating their own traditional hand drum from scratch.
- ❖ Gathering Place Lecture Series: the next installment of the Gathering Place Lecture Series has been confirmed for March 21st featured indigenous scholar, Dr. Greg Younging who will deliver "Deconstructing the Reality and the Rhetoric in the Reconciliation Discourse", an analysis of the discourse around Canada's Indian Residential School settlement.

Student Leadership Conference

KPU's 5th annual Student Leadership Conference was held on Saturday, January 26th on the Surrey campus with its associated Spotlight on Student Leadership event featuring a number of free keynote sessions on Thursday, January 24th. This year's conference had 200 attendees and featured over 18 conference sessions, an opportunities fair, and keynote addresses from KPU's own Dr. Alan Davis, Kim Baird of the Tsawwassen First Nation, author Chris Turner, and former Vancouver Canuck Ryan Walter.

Student Leadership Awards

March 2013 saw the delivery of the 2nd annual Student Leadership Awards program recognizing Kwantlen students who contribute to campus life or to service in the communities in KPU's region in an above and beyond manner. This year's program has resulted in 28 student award winners who will be recognized for their efforts through one of two \$500 scholarships, the Contribution to Student Life Award or the Giving Back Citizenship Award, at KPU's Celebration of Leadership and Service on April 4th.

KPU Multi-Faith Centre Pilot Program

One-and-a-half years into KPU's pilot Multi-Faith Centre pilot program, community faith organizations in Kwantlen's region were invited to attend an information on either February 21st at KPU Richmond or February 28th at KPU Surrey to gauge interest in expanding the pilot to include a growing number and diversity of faith representatives serving the KPU community through the Centre. In total, 26 groups attended across both evenings and interest in potentially engaging with the Centre has subsequently been expressed by representatives from Sikh, Muslim, Christian and Humanist organizations in our KPU's region.

Volunteer Expo – Richmond and Langley

Building on the success of September's Volunteer Expo on the Surrey campus, the event was expanded to the Richmond Campus on January 22nd and the Langley Campus on January 23rd. These organizations included: Canadian Cancer Society, Big Brothers Big Sisters, Pedalheads Bike Camps, Gateway of Hope, YWCA Metro Vancouver, Richmond Youth Service Agency, CHIMO, Battered Women's Support Services, On The Rocks Ice, ConnecTra, Zajac Ranch for Children, Canadian Hemochromatosis Society, Residences for Independent Living Society, Richmond Family Place and AIESEC Kwantlen.

Kwantlen Model United Nations

Student Life and Development supported the delivery of the inaugural Kwantlen Model United Nations (KMUN) on February 22nd and 23rd at KPU Surrey. The event featured a model United Nations executive of 11 students and 25 student delegates who represented various countries across the two day event as the students explored global issues such as foreign natural resource interests, global warming and conflict intervention.

Respectfully submitted,

**Ron Maggiore
Vice Provost - Students**

BOARD ITEM / Student Affairs

Issue: **Kwantlen Student Association Fees**

For Information: The University Act Section 27.1 (1) (2) &(3) states:

- (1) Subject to subsection (2), on annual notice from a student society, the board must collect student society fees and remit them to the student society.
 - a) The board collected fees on behalf of the student society between June 1, 1998 and the June 1, 1992, or
 - b) The student society has been designated by regulation and the amount of the student society fees has been approved by a majority of the members of the student society who voted in a referendum of that student society.
- (2) If a student society referred to in subsection (1) (a) or (b) changes student society fees, the new amount or the rate of change must be approved, before a notice is issued under subsection (1), by a majority of the members of the student society who vote in a referendum of that student society.
- (3) On annual notice from a student society, the board must collect fees on behalf of a provincial or national student organization them to the student society or directly to the provincial or national student organization, as may be agreed by the board and the student society

Attached is a notice from the Kwantlen Student Association regarding changes to student fees for 2013-2014.



**KWANTLEN
STUDENT
ASSOCIATION**

**12666 72nd Avenue
Surrey, BC V3W 2M8**

**Reception: 604.599.2126
Facsimile: 604.599.2429
Website: www.kusa.ca**

15 March 2013

**Ron Maggiore
Vice Provost – Students**

****Via intercampus mail****

Dear Mr. Maggiore,

Pursuant to section 21 (1) of the *University Act* of British Columbia, please consider this letter as formal notice of the changes to fees of the Kwantlen Student Association for the 2013-2014 year:

1. **Radio Free Kwantlen Fee – New Fee**
 - a. New student fee for the 2013/2014 academic year
 - b. For academic students, \$0.13 per credit;
 - c. For continuous intake students, \$0.12 per week.
2. **Kwantlen Public Interest Research Group Fee:**
 - a. New student fee for the 2013/2014 academic year
 - b. For academic students, \$0.80 per credit;
 - c. For continuous intake students, \$0.72 per week.
 - d. Students may opt out of this fee through KPIRG
3. **SUB Capital Fee:**
 - a. For academic students, \$1.65 per credit;
 - b. For continuous intake students, \$1.50 per week.
4. **Canadian Federation of Students Fee:**
 - a. For academic students, \$0.95 per credit to a maximum of \$8.52 per semester;
 - b. For continuous intake students, \$0.85 per week.
5. All other fees remain at current collection rates.

In accordance with existing practices, when remitting fees to the KSA we would ask that you please continue to provide detailed break-downs of each individual fee, and provide us with separate cheques for each fee category for auditing and accounting purposes.

It is our request that these fee changes take effect for **1 September 2013**, in time for start of the 2013-2014 academic year. Thank you, in advance, for your assistance in this matter.

Sincerely,

Christopher Girodat
Chairperson
Kwantlen Student Association

Jeremy McElroy
General Manager
Kwantlen Student Association

cc: Kwantlen Board of Governors
KSA Student Council
KSA Legal Counsel

BOARD ITEM / President's Report

Issue: President's Report to the Board – March 27, 2013

For Information:

The 2 months since the last report to the Board have been very busy, with a number of key initiatives moving forward, and several new opportunities arising for KPU. Strategic Planning has continued with the approval in principle at the Board retreat of the Vision and Goals. We have also tested the plan against various long term scenarios. The results of this discussion and the final summary of the goals and strategies, is attached. The inclusion of elements of the Academic Plan along with timelines and metrics for each goal will round out the plan for presentation to the Board in June.

I visited several of our sister institutions to learn about their plans for the future and the issues they face: VIU, UFV, SFU and Douglas College. The Ministry of Advanced Education, Innovation & Technology (AEIT) Leadership Council met in Vancouver in February, where institutional autonomy was discussed, and the BCAIU group met in March, with the funding of our institutions being a major topic.

I had the opportunity to attend Budget day in Victoria at the invitation of the Honorable Stephanie Cadieux, and I also was able to meet the Opposition higher education critic Michelle Mungal. On March 18th I attended a Langley Chamber of Commerce luncheon featuring Opposition leader Adrian Dix.

I was invited to give keynote presentations at the UBC Centre for Policy Studies in Higher Education, the Moodle Moot conference hosted by BC Campus, the Open Textbook Forum at KPU Richmond, and the BC Prior Learning Assessment Network conference in Vancouver. I was also privileged to speak at the South Asian Business Association meeting in Surrey on February 5th.

On February 25, I was pleased to host the US Consul General, Anne Callaghan, at KPU, and she toured the Surrey campus.

We have begun discussions with the Burns Bog Conservation Society, the Corporation of Delta and Metro Vancouver regarding involvement of KPU in research of the Wetlands in our region. There is a significant opportunity for KPU to fill a void in this area and to provide students with rich learning experiences as we do so.

I was pleased to welcome the Langley Farmers’ Market attendees at its AGM, and am continuing discussions with the Langleys about the future of a performing Arts Centre.

A potential partnership with local school district leaders is being planned, whereby KPU hosts a “salon” for the discussion of key ideas that affect education in our region. The first of these conversations will occur in June, and we hope it will become a regular and important event.

Locally, I attended a meeting at the invitation of Mayor Watts on the future of a Health Technology sector in Surrey, and have joined the working group to continue discussions. I also met with the Surrey Arts Centre and with the Phoenix Society to discuss potential partnerships. Councilor Bruce Hayne from the City of Surrey met with me and Henry Reiser at KPU Cloverdale to explore ideas related to clean technologies.

Jeff Norris and I met with Mayor Brodie in Richmond to discuss the future of the university there, and we will go back to him with our vision in the next few months.

Other local events included the Canada India Network Society dinner, the Payback evening featuring Margaret Attwood at KPU Richmond, and the President’s Ambassadorial Team annual fundraiser at Fraser Downs Racetrack on March 22nd.

Within KPU the President’s Diversity and Equity Committee is starting to get organized. The Trades and Technology awards night in Cloverdale was a huge success. The KPU Athletics Banquet was held on March 26th, and the KSA Volunteer Recognition on March 27th.

The final numbers are in for the spring Convocations. 5 ceremonies will be held in Surrey on May 29 to 31:

Wednesday 29th AM Total: 157	Arts <ul style="list-style-type: none"> • Anthropology • English • Fine Arts • Creative Writing • Music • Psychology • Double Minors 	95	<i>Charan Gill will be presented with his honorary degree</i>
	Design	62	
Wednesday 29th PM Total: 149	Arts <ul style="list-style-type: none"> • General Studies • History • Journalism • Criminology • Community Criminal Justice • Economics 	96	
	ACA	53	

Thursday AM Total: 146	Business	146	<i>Janet Austin will receive her honorary degree</i>
Thursday PM Total: 144	Business Trades & Tech	135 9	
Friday AM Total: 149	CAHS Science/Hort	137 12	<i>Susan Davidson will receive her honorary degree</i>
TOTAL		742	

Each day will feature a luncheon for special guests and honorary degree and award winners, and the Chancellor's banquet will be held on the evening of May 31st at the Sheraton Guildford Hotel.

KPU Strategic Plan: Vision 2018

Mission

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

Vision 2018

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

- inspiring educators,
- all learners engaging in campus and community life,
- open and creative learning environments,
- relevant scholarship and research, and
- authentic external and internal relationships.

KPU Values

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

Goals and Strategies

QUALITY

- 1. All KPU graduates are prepared for global citizenship and rewarding careers.**
 - a) Embed learning outcomes that prepare students for global citizenship and rewarding careers within the University's Academic Plan.
 - b) Enhance internationalization at KPU to allow learners and educators to develop a better understanding of the global challenges facing society.
 - c) Integrate sustainability into the core curriculum across disciplines.

- 2. KPU is a well-managed, integrated, and transparent organization that supports learning.**
 - a) Implement an integrated system that aligns institutional plans, allows for strategic allocation of resources, and facilitates the articulation of, and reporting on, annual goals and priorities.
 - b) Institutionalize effective quality assurance processes that allow for regular review of all areas of the University.
 - c) Review and adjust KPU's procedures to ensure efficiency and effectiveness.
 - d) Broaden the modes and increase the frequency of communication within the university community in order to enhance transparency, decision-making, collaboration, and relationship building among departments.
 - e) Implement initiatives that will attract, support, engage, and retain KPU's people and create an environment where all employees see themselves as contributing to student learning.
 - f) Continue to enhance environmental sustainability efforts on campus.
 - g) Create an inclusive and safe learning environment for everyone at KPU.

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

- a) Assess, select, implement, and celebrate learning methodologies and educational delivery options that provide learners with the support within and beyond the classroom to succeed academically, personally, socially, and professionally.
- b) Develop and implement retention strategies that identify groups of students at risk, set retention targets, and enhance student success.
- c) Ensure that KPU's physical and virtual learning spaces and other infrastructure are able to accommodate curricular innovation and changing educational practices, and create vibrant campuses.
- d) Improve the student experience in first year and beyond based on the recommendations arising from the 2011/12 internal study (Foundations of Excellence).
- e) Ensure that programming builds on KPU's tradition of laddering to allow students recognition for previous learning and flexible options.



RELEVANCE

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

- a) Implement a coordinated approach to document, expand, measure, and celebrate effective partnerships with KPU's communities.
- b) Establish KPU as a place where the community gathers for informed discussions on relevant topics.
- c) Establish KPU as a key partner in regional economic development.
- d) Create distinct campus identities within the unifying institutional vision.
- e) Cultivate KPU's relationship with its alumni in order to celebrate their accomplishments, respond to their life long educational needs, and support their role as KPU ambassadors in the community.

f) Partner with Aboriginal communities to develop appropriate educational pathways and programs to facilitate Aboriginal learner success.

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

a) Expand initiatives to increase operating and capital funding from government and other external sources.

b) Undertake research to understand the needs of learners in the diverse communities KPU serves.

c) Create financially viable professional development, degree completion, post-baccalaureate, and graduate programs.

d) Expand the distinctiveness and scope of KPU's program offerings to realize its polytechnic university mandate.

e) Develop a comprehensive strategic enrolment management plan directed towards traditional and non-traditional, domestic and international learners to support strategic growth.

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

a) Ensure every KPU program of study includes experiential learning that connects theory to its application.

b) Support and coordinate opportunities for experiential learning, applied research, and community engagement.

REPUTATION

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

BOARD ITEM / Senate

Issue: **President's Senate Update**

For Information: This report covers the January, February and March 2013 Senate meetings.

Senate approved the following at the January 28, 2013 meeting:

- Appointment of Colleen McGoff Dean, Faculty of Academic and Career Advancement and George Broderick, Faculty of Business to the Dean, Faculty of Business Search Advisory Committee
- Appointment of Paola Gavilanez, Faculty of Design, Robert Wood, Faculty of Business, Donna Malyon Ginther, Faculty of Community and Health Studies, and Kari Michaels, Student Senator to the Provost/Vice President Academic Search Advisory Committee
- Appointment of Bruce McTavish, Faculty of Science and Horticulture and Mark Pritchard, Faculty of Design to the Executive Director, Continuing and Professional Studies Search Advisory Committee
- Transfer agreement between the College of the Rockies and Kwantlen Polytechnic University Bachelor of Technology in Information Technology program at a third year entry
- Revision to the admission requirements for the Bachelor of Applied Science in Sustainable Agriculture Degree
- Revision to the Environmental Protection Technology Diploma Program
- Revisions to the Bachelor of Business Administration in Marketing Management, Diploma in Marketing Management and Certificate in Marketing
- Revisions to the Computer Information Systems Diploma and the Bachelor of Technology in Information Technology
- Program Concept for a Bachelor of Business Administration in Communications
- Revision to the Election Rules
- New members to Senate Committees

Senate Standing Committee on the Library

Jane Hobson, Faculty of Science and Horticulture

Senate Standing Committee on Program Review

Nadia Henwood, Representative from the Office of the Registrar

Senate Task Force on Academic Rank and Advancement

Christina Pikios, Senator, Faculty of Academic and Career Advancement

Lucie Gagne, Faculty of Design

Susan Morris, Counselling
Mike Adams, Faculty of Science and Horticulture

Senate Standing Committee on Curriculum

Khairunnisa Ali, Representative from Co-operative Education
Donna Cato, Faculty of Community and Health Studies

Senate Standing Committee on Academic Appeals

Sarah Szendrai, Student, Faculty of Community and Health Studies
Tally Wade as the Chair of the Senate Standing Committee on the Library

- Approval of Graduates to January 28, 2013

.....
The following items were approved at the February 25, 2013 Senate meeting.

- Program revisions to the Bachelor of Interior Design
- Revisions to the admission requirements for the Post Baccalaureate Diploma in Technical Apparel Design
- Revised framework for the Bachelor of Science Major and Bachelor of Science Minor requirements
- That the Senate Governance Committee review the consultation processes for the next budget year with the Senate Standing Committee on Academic Planning & Priorities and the Senate Standing Committee on University Budget and report back to Senate.
- That Senate considers the allocation of funds to asks, as stated in the Proposed 2013/2014 Operating Budget, consistent with the Mission, Vision and Mandate of Kwantlen Polytechnic University.
- Revisions to the Faculty of Academic and Career Advancement Bylaws
- New members for the Senate Standing Committee on Academic Appeals:

Chanel Kwong, student, Faculty of Academic and Career Advancement
Andrew Yergatian, student, Faculty of Science and Horticulture

- That Senate approve the revision to the Distinguished Service Award as follows:
The Distinguish Service Award is awarded in two categories:
 - 1) for staff and
 - 2) for faculty
- That Senate approve the revision to the Distinguished Teaching Award as follows:
The Distinguished Teaching Award is awarded in two categories:
 - 1) for full-time teaching and
 - 2) part-time teaching
- That Senate approve the addition of the Distinguished Scholarship Award as outlined
- Graduates to February 25, 2013

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

- Program revisions to
 - Post Baccalaureate Diploma in Technical Apparel Design
 - Music Diploma General Studies Concentration
 - Bachelor of Arts Minor in Mathematics
 - Bachelor of Science in Health Sciences
 - Bachelor of Science Major in Biology
 - Bachelor of Arts Major in English
 - Engineering Certificate

- Faculty qualifications for the Faculty of Community and Health Studies
- Faculty qualifications for the Post Baccalaureate Diploma in Technical Apparel Design program

- New members for Senate Committees
 - Senate Standing Committee on Academic Appeals**
Woo Tae (Jimmy) Son, student, Faculty of Trades and Technology
Michaela Lucas, faculty, Faculty of Arts

 - Senate Standing Committee on Academic Planning and Priorities**
Jan Penhorwood, faculty, Library

 - Senate Standing Committee on Curriculum**
Jennifer Au, faculty, Faculty of Science and Horticulture

 - Senate Standing Committee on Library**
John Shepherd, faculty, Faculty of Business

- Graduates to March 25, 2013



Board:
Meeting Date
Schedule No.:
Prepared by:

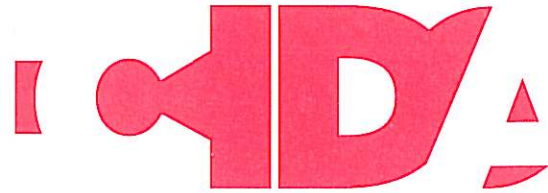
Regular
3 April 2013
11.2
Alan Davis

BOARD ITEM / Senate

Issue: Interior Design Accreditation

For Information: Attached is correspondence from the Council for Interior Design Accreditation notifying Kwantlen that the Interior Design Program has been accredited for six years effective March 2013.

This is a significant accomplishment and demonstrates the consistently high quality of student and faculty work. Kwantlen's is the only Interior Design degree in western Canada to be accredited.



Council
for Interior
Design
Accreditation

206 Grandville Ave.
Suite 350
Grand Rapids, MI
49503

T 616 458 0400
F 616 458 0460
accredit-id.org

March 25, 2013

Lucie Gagne, Co-Coordinator
Professional Level Interior Design Program
Interior Design Department
Kwantlen Polytechnic University
8771 Lansdowne Road
Richmond, BC V6X 3V8
Canada

Dear Professor Gagne:

The Accreditation Commission of the Council for Interior Design Accreditation (CIDA) reviewed your program at their March 22-23, 2013 meeting and voted to grant accreditation. The term of accreditation is six years. The Accreditation Commission's official letter of notification of accreditation and a final accreditation report will follow in the next 3-4 weeks.

Attached you will find the program announcement of accreditation status that will be available on CIDA's website at www.accredit-id.org/announcement. This announcement will be posted on Tuesday, March 26, and remain on the website for six months.

Sincerely yours,

Megan Scanlan
Director of Accreditation

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Holly Mattson



Council
for Interior
Design
Accreditation

Summary of Accreditation Decision

Kwantlen Polytechnic University

The interior design program leading to the Bachelor of Interior Design degree meets Council for Interior Design Accreditation ([CIDA Professional Standards](#)) and has been awarded accreditation for a term of six years, effective March 2013. The Accreditation Commission is pleased to recognize this achievement.

The Accreditation Commission's decision was based on the interior design program's demonstrated achievement of sixteen accreditation standards, which are evaluated within the context and overarching purpose and intent of the program. CIDA accreditation standards broadly address the evolving components of graduate preparation for interior design practice, including:

- critical thinking, professional values, and processes that provide the framework of interior design practice;
- core design and technical knowledge that provide the historical, theoretical, and technical contents of interior design practice.

CIDA accreditation standards also address the institutional systems, structures, and resources that are fundamental to providing an effective higher education learning environment for interior design.

Award of CIDA accreditation attests to the quality of the interior design program and benefits the public and program in many ways. Parents, students, and employers of graduates can be assured that the program meets the rigor of peer review and develops the skills and knowledge required to practice interior design. Furthermore, the accreditation process provides the program with valuable input for continued development and assists the program in adapting to meet evolving professional requirements as CIDA updates standards.

In three years, the interior design program will be required to submit a Progress Report to CIDA addressing Standard 14, as well as other information related to ongoing program development. The program is scheduled to be revisited in 2019 to seek re-accreditation.

BOARD ITEM / Evaluation of the Board as a Group

For Discussion: Geoff Dean is assigned to evaluate the Board's own performance at the 3 April 2013 Board meeting.

As agreed to at the November 21, 2012 Board meeting, the format of the evaluation has been simplified.

Board Meeting Evaluation

Date: April 3, 2013

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



Board:
Meeting Date
Schedule No.:
Prepared by:

Regular
3 April 2013
15
Alan Davis

BOARD ITEM / Kwantlen Faculty & Service Areas

Issue: Kwantlen Faculty & Service Area Reports

For Information: Attached are reports from the Faculty and Service Areas to April 2013.

Report to the Board of Governors – April 2013

Provost & Vice President Academic

Major Initiatives

The Provost's office is currently engaged in the following initiatives.

- The development of an Academic Plan as a component of KPU's Strategic Plan is progressing. The Faculties are developing their academic plans that will be submitted by the end of March. Campus consultations are scheduled for the first week in April. At these consultations, the Faculties will present their academic plans and receive feedback on them. As well, institutional academic issue papers on topics such as teaching and learning, scholarship, international education, campus program offerings, aboriginal education, student affairs and learning outcomes will be reviewed by the KPU community. The first draft of KPU's academic plan will be available for comment and review in May and will be submitted to Senate soon after.
- Work continues on a new admissions framework for KPU. The implementation date has been moved back to September 2015 so that there is enough time available to complete the detailed planning required to ensure the implementation serves student needs.
- A review and revisions with respect to PLA (prior learning assessment) and KPU's articulation and transfer processes and procedures are planned for the near future.
- Searches for an Executive Director, Continuing & Professional Studies and a Dean of Business are progressing. HR is currently receiving and reviewing candidate applications. Short list interviews are scheduled for May 2013.
- The Search for a Vice Provost Teaching and Learning was successful. (See below)
- Steve Dooley, Director of Community Engagement, developed a successful application to join ResearchImpact, a consortium of universities that are active in community engaged research. KPU's past efforts in this area of scholarship including work undertaken by CIR:CLE (Centre for Interdisciplinary Research: Community Learning, Engagement) and our CURA (Community-University Research Alliance) Project related to the prevention of youth violence and gang involvement in Surrey as well as our wide-spread use of experiential learning in our undergraduate programs were cited as important to KPU's being accepted as a member. Steve is also working on developing MOU's with First Nations groups and on KPU's Truth and Reconciliation Day planned for September 2013.
- The Provost's Office has been actively involved with Finance and Administration and the Chip and Shannon Wilson School of Design in developing governance structures for the new building and in planning activities to move the project forward.
- Negotiations with the Kwantlen Faculty Association (KFA) are scheduled for early April.

Personnel Changes

Diane Salter has been appointed as Vice Provost, Teaching and Learning, and will commence work on April 8. Diane's most recent experience was at the University of Hong Kong, where she was Associate Professor in the Centre for the Advancement of University Teaching. Prior to this, she held the post of Senior Educational Development Officer at Hong Kong Polytechnic University. Diane has also worked at Sheridan College as Dean, Centre for Curriculum and Faculty Development and at University of Waterloo where she was Assistant Professor in the Centre for Learning and Teaching

through Technology. Diane holds a PhD in Applied Cognitive Science from the University of Toronto and has an extensive list of publications in the areas of teaching and learning, learning outcomes, instructional design, learning technologies, and staff development.

She is currently completing a book titled ***Cases on Quality Teaching practices in Higher Education***.

Faculty of Academic and Career Advancement

Dean's Office

The Faculty of Academic and Career Advancement (ACA) Dean's office continues to work towards a number of priorities for the Faculty: namely the increased delivery of developmental FTE's and the number of tuition-free adult basic education courses. Plans for the 2013-2014 year include increased delivery of seats in the following departments: English Language Studies, Academic and Career Preparation, and Career Choices and Life Success. In addition, the departments and the Faculty have recently completed academic plans. The comprehensive Faculty Academic Plan will be reviewed by Faculty Council on April 5, 2013.

The Dean's Office is hosting its inaugural ACA poster presentation event in May, 2013, and will be implementing other ACA scholars' events in the coming academic year (i.e., "Scholars and Snacks", as well as "Brown Bag Lunch" learning opportunities). A Faculty student engagement working group was established to learn about student engagement activities that are already occurring across the departments within the faculty, to explore opportunities for inter-departmental activities, and to develop new student engagement initiatives within the Faculty. Lastly, in response to the increased program delivery expectations for the Faculty of Academic and Career Advancement, the Dean's Office has requested the use of more space at the Richmond campus to offer more programs in this community.

Kathleen Haggith, with other KPU representatives, met with both the Squamish and Tsawwassen First Nations. Additional meetings have been organized with both of these Nations to discuss relationship and future opportunities.

Programs – New, Revised, Reviewed

Academic and Career Preparation (ACP)

- ACP's Educational Planning Committee met with the objective of coming up with departmental answers to the questions regarding the Academic Planning process.
- The ABE Action Plan was accepted at the last ACA AP&P meeting, and ACP will be bringing forward a request for funding for a departmental retreat (possibly in early May).
- Two course outlines were reviewed and approved by the ACA Curriculum Committee: a revision of ABEM 0027 and a new course, MATQ 1094.
- The logic model for a review of the Phoenix "Outreach Program" was discussed.
- Discussions continue around assessment, placement and registration issues.

Access Programs for People with Disabilities (APPD)

The APPD Department has undergone several changes. The recently elected Chair, Laura Aguilera, stepped down from her position, and Barbara Thomas-Bruzzese was subsequently elected Chair. The change in leadership was in effect as of February 1, 2013. Both Barbara and faculty member Teresa Morishita are working on the completion of the APPD curriculum redesign for the Senate Standing Committee on Curriculum (SSCC), and the Department members continue to be engaged in the program re-design activities.

Additionally, for the last three months, the APPD Department has been working on developing and updating several departmental protocols urgently needed to ensure consistent practices across campuses. The protocols have focused on administrative procedures, departmental (faculty and staff) roles and responsibilities, student evaluations, field trip protocol, intake process, website and marketing information, and orientation to new staff and faculty.

English Language Studies (ELST)

Enrolments in the accelerated programs at the Surrey campus continue to increase. A review of this pilot is currently underway. With the strengthening enrolments and the plan to increase program offerings at the Richmond campus in Fall 2013, the ELST department is currently in the process of expanding its qualified faculty inventory list.

Career Choices, Life Success (CCLS)

In support of Kwantlen's developmental targets and actualizing the findings of the CCLS Needs Assessment, CCLS submitted a "Proposal for .60 CCLS developmental FTE Increase" to the Dean's Office in January 2013. Proactive steps were taken including a marketing strategy to remedy the lagging enrolment in the Fall 2012 semester. There has been a strong response from the community and the spring course is full.

Course outline development will continue.

Our Faculty & Staff

Faculty Achievements

Dr. David P. Burns, faculty in the Educational Studies Department, co-authored an article, *Activist Environmental Education and Moral Philosophy*, which was published recently in the Canadian Journal for Science, Mathematics and Technology Education. The article examines a recently published set of proposals and argues that it has not yet been made clear exactly what children should learn about moral life through their environmental education.

Dr. Ann-Marie McLellan, faculty and Chair of the Educational Studies Department, co-authored the text *The Education of Selves: How Psychology Transformed Student*, which was released for publication in January, 2013. The work of McLellan and her co-author provides a historical and critical investigation of the ways in which psychological conceptions of selfhood and its accompanying research findings have been appropriated into American and Canadian school systems in ways that have refashioned our understandings of students and the purposes of education. This book will be of great interest to those concerned with the problems and the promise of our contemporary school system.

Dr. Wendy Royal, faculty in the English Language Studies Department, received 0.6% Professional Development Funding to support her attendance and paper presentation at the Language & Empowerment CAMTESOL Conference, in Phnom Penh, Cambodia from 21- 25 February, 2013. She presented the paper, "The Philosopher's Teahouse: Implementing a Critical Approach to English Language Teaching."

New Chairs and Coordinators

In APPD, Barbara Thomas-Bruzzese began a three-year term as Chair in February 2013, replacing outgoing Chair Laura Aguilera.

In ACP, Val Innes took on the role of ENGQ 1099 Coordinator until December 2013.

Geoff Dean will take on the co-chair role with the Academic and Career Preparation as of September, 2013. Pater Robbins is the outgoing co-chair.

Staffing Needs

Both instructional associate and faculty searches in processes are currently underway with the APPD Department.

As well, both English Language Studies and Academic and Career Preparation are increasing their qualified faculty lists.

Special Events

Payback: Debt and the Shadow Side of Wealth with guest speaker Margaret Atwood

ACP's "Payback" event held February 16th, 2013, was highly successful with strong attendance. Janice Morris and Helen Mendes provided excellent leadership with this event as co-chairs of the Miss Representation committee.

APPD Transition Fairs

APPD has been invited to participate in several Transition Fairs organized in the communities that KPU serves. APPD programs are popular with local high schools and other community agencies. Attending these events is an excellent opportunity to network with other professionals and community partners. It is considered the best way to connect with prospective students and their families, to identify their needs, and to promote the programs at KPU.

Faculty of Arts

Faculty of Arts Initiatives:

Planning for the **Arts Academic Plan** began in the Fall of 2012, with discussions of the process by which to solicit faculty feedback being initiated from the Dean's Office and subsequently including the Arts Standing Committee on Academic Planning and Priorities (APP). One set of questions was designed for faculty, and another set for departments. Three faculty feedback forums were held at the end of January 2013, one in Richmond campus and two on the Surrey campus. Approximately 40 faculty members attended these forums, and notes were taken on flipcharts and laptops. A Sharepoint site was also developed as a forum for faculty feedback. The departmental questions were sent to Chairs for discussions with their faculty, and we received responses from eight departments. All faculty and departmental feedback was compiled into themes, with the Dean's Leadership team and the Chair of APP developing the first draft, and the APP committee shaping and re-wording the plan. The draft was then sent to all Arts faculty and posted on Sharepoint for feedback. The Arts Academic Plan was approved by Arts APP on March 15, 2013, and will be considered by the Arts Faculty Council on March 22, 2013.

This Academic Plan sets out a vision for the Faculty of Arts for the next five years, to 2018. As we look to the future, we recognize the strengths of our current practices—for example, small class sizes and departmental autonomy. At the same time, we realize that the educational and demographic contexts in which we work are changing, and KPU is currently developing institution-wide Strategic and Academic Plans intended to help us adapt and flourish within this new environment. Several of the goals we have identified take into consideration the role Arts could play in realizing these broader institutional aims. While valuing our past successes, we embrace a desire to be flexible and agile so as to meet the emergent needs of our communities, and to remain a leader in KPU's future academic development.

Community Engagement:

An ongoing commitment to community-university connections is a key component of the Faculty of Arts identity, as seen in the following activities:

- “Walking the Community Engagement Talk: A Celebration of Partnerships in the Faculty of Arts,” March 14-15. Organized by the **Dean's Office, Faculty of Arts**, and **CIR:CLE**, this conference involved many of our faculty and community members in discussions and analysis of the vast array of community partnerships that are part of our daily work. A keynote entitled “Community-Based Approaches to the Evaluation of Homelessness Initiatives” was provided by Bernie Pauly, Associate Professor, University of Victoria, and Scientist, Centre for Addictions Research of BC.
- As part of the **Open House** on March 2, Faculty of Arts departments hosted information tables, coordinated tours of the facilities, engaged visitors in sculpture, ceramics, and print-making demos, and provided portfolio feedback to aspiring Fine Arts students.
- The **English Department** facilitated a two-part film studies seminar for TALK Seniors.
- **Deborah Blenkhorn (English)** coordinated a Community Writing Group for local writers preparing work to submit for publication (January); facilitated a Women's Reading group for a community-based study of Canadian and international novelists (January); and participated as a Post-Secondary Representative on a Parent Advisory Committee for the West Vancouver School Board (January).

- **Jane Hayes (Music)** with the Yarilo Contemporary Ensemble, developed an annual scholarship for TriCities (January 2013); was the senior adjudicator for the South Surrey Registered Music Teachers Festival (March 2013); and, as part of an annual event with the KPU faculty, gave a master class and concert at the Langley Community Music School (January).
- **Kira Wu (Fine Arts)** worked with Jordan Strom at the Surrey Art Gallery to facilitate and moderate an artist talk by Paul Wong at the Surrey Art Gallery (January).
- **High School Art Teachers Pro-D Day at KPU (February 2013)** was hosted by the Fine Arts department and organized by **Sibeal Foyle**. The event included a series of activities, and demonstrations by **Sibeal Foyle, Kent Anderson, David Lloyd, and Ana Gomes**.
- **Acting Together: CURA** participated in many community engagement events including presenting ideas and strategies to the House of Parliament about CURA's project on addressing youth gang involvement, in particular a discussion with MP Joyce Murray (February 4); **Gira Bhatt, Roger Tweed, and Student Research Assistants** displayed a booth at the Gangs & Guns Training Symposium (February 14 – 15); **Gira Bhatt and Nathalie Gagnon** presented "Gangs: Addressing the challenges through community partnerships" at an event hosted by the Regional Ethnocultural Advisory Committee (REAC) in collaboration with Correctional Services Canada (CSC) & Parole Board Canada (PBC) (March 1); **Gira Bhatt and Student Research Assistants** provided a preview of *Youth Vital Signs* project at the Vancouver Foundation Open House (March 4).
- **Heather Harrison (Policy Studies)** facilitated the inaugural meeting of the Policy Studies External Advisory Board. With representation from labour, not-for-profit, academia, government, students, and the private sector, the advisory board discussed the goals of the program and offered suggestions about how the degree could be framed to attract more interested students.
- **Noemi Gal-Or (Political Science)** was elected as a Board Member, American Chamber Pacific Chapter (2013); she serves as a member of the Canadian Bar Association Anti-Corruption Team and is participating in drafting a submission to the Senate Committee on Foreign Affairs and International Trade concerning the anti-corruption legislation Bill S-14 CFPOA (March 2013); and, as the Communications Officer, she chairs the Communication Committee, Canadian Bar Association Executive, National International Law Section, and edits the Section's newsletter and the *Canadian International Lawyer* peer-reviewed issue 2013-14 (January 2013).

Creative Works and Scholarly Publications:

- On January 31, 2013, the **Faculty of Arts** hosted the Faculty's first **Research and Scholarship Celebration**. Faculty from across the departments displayed their research and scholarship and many others came to support their colleagues. This very successful inaugural event will occur annually.
- **Jane Hayes (Music)** performed with the Turning Point Ensemble at Cinema Musica: Music and Film, A Live Conversation, as part of the PuSH Festival (January); in concert in the Okanagan celebrating Okanagan composers, she performed "New Music in New Places" which was sponsored by CMC, National Office (February); and she performed Music at Midweek with guest clarinetist Francois Houle, KPU (January).
- **Kira Wu (Fine Arts)** curated Paul Wong in an exhibition partnered with Surrey Art Gallery programming for his exhibition *Flash Memory* Arbutus Gallery (January).
- **Daniel Bernstein (Psychology)** published, as part of a collaborative: Fischer, A.L., Bernstein, D.M., & Thornton, W.L. (2013). "Vascular health modifies theory of mind performance in older adults." *Journal of Gerontology*, Series B: Psychological Sciences and Social Sciences, doi:10.1093/geronb/gbs120.
- **Kent Anderson and Scott McBride (Fine Arts)** exhibited their collaborative work titled *Remains to be seen* at Capilano University (February 25 – March 22).
- **Brendan Tang (Fine Arts)** has an exhibition of his work, both solo, and collaborative, at the Surrey Art Gallery titled *The future is already here* (January 19 - March 24).
- **Surreyalists (Kwantlen Fine Arts Student Collective)** had a group exhibition at the Newton Community

Centre titled “Total Eclipse of the Semiotics of Love” (February 4 – 28).

- **Gira Bhatt (Psychology)** had her first author manuscript accepted for publication in the special issue of “Canadian Psychology” *History of Psychology in Canada*.
- **Noemi Gal-Or (Political Science)** was invited to review *The Round Table*, John Witte Jr. and M. Christian Green, Eds., Oxford University Press, 2011 (February) and she published an article for *Academic Foresights*, No.7, “Global Trade Law” (January – March). A short version with answers to questions about the state of the law was reprinted in *Bulletin – BCA National Section on the International Law Newsletter* (February).

Presentations:

- **Deborah Blenkhorn (English)** presented on Creative Non-Fiction at UBC for the Continuing Studies program (January).
- **Jane Hayes (Music)** delivered a presentation on “Creating Composer in the Classroom” to Seycove Secondary students (February); she also provided a reading session for young composers at the Sonic Boom Festival (January).
- **Daniel Bernstein (Psychology)** presented his article with Aßfalg, A., Coolin, A., Thornton, W.L.T., Sommerville, J.A., & Bernstein, D.M. “Theory of mind: A finite-mixture model for responses in the sandbox task” at the 55th Conference of Experimental Psychologists (TEAP), Vienna, Austria (March).
- **Daniel Bernstein (Psychology)** Presented an invited talk at the Department of Psychology, University of Northern British Columbia (March).
- **Alumnus Nick Lakowski, former student and qualified instructor (Fine Arts)**, presented an artist talk at the Fine Arts Midterm Potluck Party (February).
- **Greg Chan (English)** presented “*Vertigo* under Surveillance: Deconstructing the “Apt Pupil” of Hitchcockian Voyeurism” at the Southwest/Texas Popular and American Culture Association’s conference in Albuquerque as part of a panel on Alfred Hitchcock (February).
- **Gira Bhatt and Roger Tweed (Psychology and Acting Together-CURA)** were invited to give a presentation to the Combined Forces Special Enforcement Unit - RCMP Gang Task Force. Provided suggestions for evidence-based gang-prevention strategies for youth in their presentation “Prevention of Youth violence and gang involvement: A strength-based approach” (March).
- **Charles Quiste-Adade (Sociology)** gave the inaugural speech at KPU’s 1st Annual Model UN Assembly (February).
- **Genni Gunn (Creative Writing)** presented a paper on Carol Shields’ non-linear narrative “Invention” at the Associated Writing Programs Conference, Boston, MA (March) and also presented a talk on the writing process to the North Shore Writers’ Association (January).
- At the Galiano Literary Festival this year (February 22-24), **Kevin Chong (Creative Writing)** presented the keynote, entitled “It’s All About the Story” and also read from his memoir *The Year of the Racehorse*; **Billeh Nickerson (Creative Writing)** read from his book of poems entitled *Impact! The Titanic Poems*; and **Diane Purvey, Dean**, co-presented an illustrated talk based on her non-fiction work *Vancouver Noir, 1930-1960*.
- **Diane Purvey, Dean**, co-presented on her book, *Vancouver Noir, 1930-1960* in a public lecture for the Vancouver Public Library (March).

Awards and Appointments:

- Faculty of Arts faculty were awarded eight education leaves.
- Eleven Faculty of Arts faculty were successful in their applications for 0.6% PD awards, together totaling just shy of \$56,000.

- As part of the Community-University Research Alliance (CURA) project, **Gira Bhatt (Psychology)** was invited to be a member of the Community Consultative Committee for Royal Roads University's proposal for a Master of Arts in Global Competence program (February).
- **Evandro Lopez (Psychology)** was awarded the Queen's Diamond Jubilee medal for his life-long dedication to public safety (January).
- **Daniel Bernstein (Psychology)** Co-Investigator: "Revelation effect: Theory and application." Kwantlen Polytechnic University Humanities and Social Sciences Grant (PI: Andre Aßfalg; 2013-2014); \$2,998. **Daniel Bernstein** has also been awarded a Canada Research Chair Tier II (he received notification of the award in Oct. 2012; awaiting official announcement Spring 2013): Lifespan cognition (2013-2018): \$500,000. This is KPU's first CRC. **Daniel Bernstein** has also received Canada Foundation for Innovation funding (he received notification of the award in Oct. 2012; awaiting official announcement Spring 2013): In support of his CRC nomination (2013-2018): \$75,000.
- **Genni Gunn (Creative Writing)** accepted the nomination as the 2nd Vice-Chair of the Writers' Union of Canada (January).

Student Awards and Achievements:

- **Ragav Kumar (Psychology honours student):** Received and accepted early admission and a \$10,000 entrance scholarship to attend graduate school in Psychology, University of Victoria.
- **Bertrand Sager (Psychology research assistant and lab member):** Had his name forwarded to SSHRC from Kwantlen for the Joseph-Armand Bombardier Canada Graduate Scholarship; is awaiting news on his application to the graduate program in Psychology at Simon Fraser University.
- KPU's Acting Together-CURA project Student Research assistants **Isabel Scheuneman Scott, Maria Goldin, and Alisha Chauhan** presented at the KPU annual Leadership event "The leadership journey of research assistants of 'Acting together'" (January).

School of Business

KPU School of Business Team Wins SFU-sponsored Case IT Competition for the Second Year Running

Congratulations to Natasha Campbell, Larisa Gorodetsky and Steven Vu, along with their faculty coaches Robert Wood and Richard Wong. Over 30 teams entered the competition and 16 qualified for the final rounds. The field included teams from Australia, New Zealand, Thailand, China, Singapore, Indonesia, USA and Canada. Two other Canadian universities, Queens University and Ryerson University, finished in the top three. The Kwantlen team now heads to the APEX Biz IT Global Case Competition in Singapore May 12-16th. KPU's team won the APEX Competition last year.

Accounting Students are Finalists in the Western Canada CASB Case Competition

Accounting students Paul Punia and Sam Schafhauser, supported by their faculty coach Praise Lee, participated in the Western Canada Chartered Accountants School of Business (CASB) Case Competition held Friday, March 15th, in Edmonton.

Public Relations students Raise \$9,000 for Autism Support Dogs

Public Relations students organized "Colour My Story", a fundraising reception and silent auction at the Dockside Lounge on Granville Island. The event was hosted by local media personality Mark Madryga. Each year, the graduating class of PR students organize a fundraising event for a lower mainland charity.

Marketing Department Collaborates with the Surrey Board of Trade

The Marketing Department has launched a "Partners in Marketing" initiative which has a web presence on the Surrey Board of Trade website. The program provides local SBoT members the opportunity to work with motivated students and experienced faculty in solving their marketing problems. Students learn from the "real world" marketing situations and SBoT members can receive analysis and recommendations on how to best address their marketing needs. Student teams are supervised by expert faculty who have extensive industry experience. Over 100 requests have been received from businesses and non-profit organizations.

Bachelor of Information Technology Students Asked by the Surrey Board of Trade to Develop a Website

Based on the recognition that Information Technology students received early this year in developing a highly-professional website for the Consulate of the Solomon Islands, the BTech program was asked by the SBoT to get a team of students together to develop a website for the Newton Business Improvement Association.

Textbook Publishers Sponsor Events at KPU

The Pearson Education Speaker Series sponsored a six-hour seminar entitled, "Accounting Cases and the Changing Face of Accounting Designations" with Dr. Louis Beaubien, Sobey School of Business, St. Mary's University.

Kwantlen School of Business with Wiley Publishing will host "Embrace the Art of Teaching – Great Things Happen Where Faculty Connect!" on April 5 on the Richmond campus.

McGraw Hill will host an author presentation seminar on April 12th, which will also be made available to faculty via Live Meeting.

Economics Café

"The Economics of Government Debt: Understanding Crisis in the Euro Zone" was presented by Dr. Deep Gosh on February 27.

“Economic Eggs in more Baskets: Challenges for Canada’s Trans-Pacific Partnership” was presented by Jamshid Shahidi on March 27 in the Grassroots Café.

HR Café

“Meeting the Challenge and Overcoming Adversity: Building Personal Resilience” was presented by Marco Iannuzzi, Financial Planner and BC Lions Receiver on February 20 on the Surrey campus.

“The Changing Nature of Healthcare and its Impact on Employers and their Benefit Plans” will be presented by Kevin Jeffrey FCHRP, on March 20 in the Grassroots Café.

Canada’s Three Professional Accounting Bodies are Heavily Engaged in Merger Talks

KPU’s accounting department has conducted an in-depth project that maps out Kwantlen’s accounting courses against the required learning outcomes for the emerging CPA Canada designation. KPU is the first university to have completed the mapping exercise and the Accounting Department has identified minor changes to be implemented to accounting degree courses in order to demonstrate that our curriculum covers the full spectrum of learning outcomes.

School of Business works in Conjunction with Academic and Career Advancement to Develop a Student Support Program

In the fall of 2012, the School of Business and the Faculty of Academic and Career Advancement developed an early intervention and student success initiative to support international students with ESL challenges. The “Marketing 1199 Adjunct Pilot Project” final report was released this week and is being reviewed by the respective faculties as well as the VP Academic’s office and the Office of International Students and Scholars. The School of Business hopes to identify additional ways of supporting international students to help them achieve success in their programs.

Three School of Business Faculty Receive Support from the 0.6 % Faculty Professional Development Fund

Meena Bhagat received support to complete her Masters in Learning and Technology. Dr. Marcelo Machado and Dr. Abhijit Sen received support to present papers at forthcoming conferences.

Entrepreneurial Leadership Course Nominated for AwardThe six-credit capstone course in the BBA in Entrepreneurial Leadership program, ENTR 4250 Practicum in Entrepreneurial Leadership, has been nominated for the “Innovative Entrepreneurship Course Award”. The winner will be announced at the Canadian Council for Small Business & Entrepreneurship 2013 Conference in Victoria, BC, May 2 – 4.

Community & Health Studies

The Faculty of Community and Health Studies (CAHS) offers a range of programming in the areas of nursing, education, assessment, and professional studies. It includes the following credit offerings:

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

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

- As of December 2012, we have 103 graduates in the field of mental health in BC. Two BPN graduates are working in Alberta and Manitoba. Another has applied for registration to work in Arizona.
- The CRPNBC report is being drafted.
- Semester 2, Spring 2013 has the most students returning from semester 1; 34 students are returning for semester 2, indicating an attrition rate of 15%. We previously experienced a 45% attrition rate. This is a tremendous, encouraging improvement.
- As of January 2013, BPN students are engaged in an International Nursing Module with Napier University of Edinburgh until 2015. This is part of a longitudinal research project, commissioned by the CAHS International and Global Education Committee.

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

Attrition across the BSN Program:

Year	Semesters	Number of Students	Comments
One	One	31	January intake: 32 1 withdrew February 28 due to personal reasons
	Two		Started semester with 32 students

Year	Semesters	Number of Students	Comments
		31	1 received NCG in practice related to more than 50% absenteeism
Two	Three	30	Started semester with 31 students 1 withdrew due to personal reasons
	Four	28	Started semester with 28 students No change in numbers
Three	Five	23	Started semester with 24 students 1 received NCG in practice due to safety issues
	Six	31	Started semester with 31 students No change in numbers
Four	Seven	31	Started semester with 31 students No change in numbers
	Eight	32	Started semester with 32 students No change in numbers
Total as of March 6:		237	

Admissions:

- Monthly information sessions are incorporating feedback from Faculty and potential students by having more discussion about the role of the nurse, as well as small-group break outs, a tour of CAHS and a short presentation from current students.

Curriculum:

- March 12 was the BSN Advisory Committee meeting, as part of the Integrated Program Advisory Committee (IPAC) for Community and Health Studies. This is a committed working group that will help us connect with community partners to dialogue about changes to the curriculum and potential impact on placements.
- We have started the process for application to the Canadian Association of Schools of Nursing (CASN) for accreditation; therefore work has begun planning this project. Data collection will begin this summer with a goal of meeting with onsite accreditors in the fall of 2014.

Simulation:

- Use of the high fidelity simulators within the BSN program has been growing. Many of the semesters within the program have completed various levels of skill review using the simulators with the semester one students

completing their introduction to the simulators. Thursday evening Open Practice has begun. This is a time for students in Community and Health Studies to come and practice various skills and assessments on the high fidelity simulators under the supervision of the simulation team. The simulation team also had the opportunity to showcase the high fidelity simulators and student interaction with these simulators during the recent Community and Health Studies Open House.

Update on Research and Scholarship:

- Cathy Bock carried out action research in 2010/11 regarding student nurses' knowledge of unique risks for cardiovascular disease in South Asian people. Subsequent to the completion of this research, she wrote a health promotion article in a popular South Asian lifestyle magazine called Darpan (decidedly not academic or peer-reviewed) on cardiovascular disease in the South Asian population. Since then, Cathy has published two more health promotion articles in the same magazine, one on diabetes type 2 and the other on hypertension. She presented this research at a Fraser Health Research day.
- In January 2013, CAHS senator, Amandah Hoogbruin, was elected Senate Standing Tributes Committee chairperson; and in February, approved *College of Registered Nurses of British Columbia (CRNBC)*, item-development consultant (2013-15) for the future, joint Canada-US registered nurses examination facilitated by the *National Councils of State Boards of Nursing*, Chicago, Illinois. (I don't really understand what this paragraph means – might want to clarify with someone?)
- As an affiliated Fraser Health researcher, Amandah Hoogbruin and Kwantlen BSN students, Harjot Dhaliwal & Sandeep Thiara, South Asian Women Yoga Education Study (SAWYES) research assistants were invited guests of the Canada-India Network Society's celebration to launch the Fraser Health South Asian Health Institute. On Feb. 25, Amandah was an invited presenter: *South Asian postmenopausal women at risk for cardiovascular disease and the health benefits of yoga*. Researcher Café: Nursing Research, Fraser Health Authority, Surrey, B.C. On Feb. 27, on-going assessments for the Research in International Cardiovascular Health – Lifestyles, Environments, and Genetic Attributes in Children and Youth (RICH LEGACY) Study were done at Kwantlen Surrey Campus by Kwantlen BSN students, Jasmin Mahee and Ranvir Purewal in collaboration with SFU health science graduate students.

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

- Twenty one Kwantlen Bachelor of Psychiatric Nursing (BPN) graduates are joining the first cohort in Semester 3 (May 2013), bringing the total number up to 37 students.
- Planning is underway for the next residency at the Langley campus (two week lab and simulation intensive, followed by 10 weeks of practice in three clinical areas – Mental Health, Medicine and Surgery).
- An Admissions and Progressions Release Position is being organized (.25 release) .
- A Technical Support Position is being organized (.25 release) to support the unique needs of the program (iPad, Mahara ePortfolios, intense use of Moodle, online lab and SIMS videos and resources, online textbooks and resources).
- We were informed by CRNBC that our next Report – New Program Phase Two Review is due June 30, 2015 (extension granted to ensure we have a graduated cohort before submitting report).

- Semester 3 and 4 course development in online environment is in process.

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

January/February 2013:

- Semesters two and three are currently being offered at Langley. Semester two is in overload with 36 students in the classroom; there are 18 students in each section of lab. There are currently three people in semester two on learning contracts in the clinical setting, with two of them having a strong possibility of failure. There is the potential for one more student to be put on a learning contract prior to the completion of the clinical experience. The students are passing the lab and theory components of the semester.
- Semester three has 31 students in the classroom. All students are currently passing semester three. The semester three students will complete their theory classes and will enter preceptorship on February 17th. The preceptorship placements are not yet complete.
- The letter to the CRNBC stating that the semester three students are expected to graduate by April 19th has been generated and submitted to the CRNBC.
- The course outlines for the program changes that are planned for September 2013 are currently moving through the Kwantlen process. It is expected that this process will be completed in time for the anticipated start date of September 2013.
- The CRNBC report on the program changes has been submitted to the CRNBC and has been accepted contingent upon the submission of a report on one remaining CRNBC indicator. The report for the last indicator has been developed in draft form and has been submitted to the Dean's office.

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

- In an effort to increase the number of students registered into the course, GNUR 1120 began on October 9th with 20 registered students. The course ended January 18th with 16 students successfully completing the course.
- GNUR 1104 (Pharmacology) and GNUR 1180 (Workshops and Labs) also had a late start, beginning February 4th. Fifteen students are registered in GNUR 1104 and 20 students in GNUR 1180. Both courses have an end date of May 19th. Four students completed the program after a successful preceptorship within this time frame.

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

Class September 2012:

- Twenty nine students admitted, 25 successful and in second semester. Preparing for final practicum. To date, all have been successful. Course completion April 19, 2013.
- Two of the four that were unsuccessful have returned to repeat clinical and are thriving this semester.

Class January 2013:

- Twenty one new admits, two withdrawals in first week for acute mental health issues.
- Three early alerts have been submitted.
- Group has gelled nicely, engaged and making steady progress.

Class September 2013:

- Forty four applicants to date – four fully qualified.
- Application deadline date continues to challenge program to fill class.

7. HEALTH UNIT COORDINATOR (HAUC):**January 2013 Evening Cohort:**

- One student withdrew during the first semester for personal reasons.
- Instructors Lisa Gedak and Michelle Home developed a SIM lab for the evening cohort that provided students with an opportunity to develop their communication skills in simulation. The telephone lab at the Cloverdale campus was utilized for this exercise on Saturday, February 9, 2013. Student feedback forms indicated it was a positive learning experience and students have requested an additional opportunity to further develop their communications skills in simulation during semester 2.

September 2012/2013 Day Cohort:

- Two students who were academically unsuccessful withdrew from the program in the second semester.
- Michelle Home developed a student orientation and scavenger hunt for the HAUC day cohort using the nursing SIM labs 1830 and 1840. Student feedback is currently being processed.
- The HAUC day cohort had two opportunities in February to engage in simulation labs with instructor Arleigh Bell and BSN students. HAUC students were able to demonstrate their skill set on a simulated nursing unit and participate in a medication centered learning and teaching activity. Student feedback is currently being tabulated.

Community Engagement:

- Currently both the day and evening cohorts are collaboratively working on fundraising for the Surrey Food Bank with a special focus on the Tiny Tots program.

8. PROFESSIONAL STUDIES/INTERNATIONALLY EDUCATED NURSES (IEN) ASSESSMENT SERVICE of BC:

- The Professional Studies (PS) Office and BC IEN Assessment Service began 2013 with much enthusiasm. Several meetings took place with external stakeholders to promote current offerings and to discuss potential new initiatives. Several discussions also occurred with the BC Ministry of Health regarding potential funding for the next fiscal year of operation for the BC IEN Assessment Service.
- The BC IEN Assessment Service is engaged in conversations with the BC Ministry of Health regarding the creation of a more sustainable assessment service. A short briefing on sustainability planning was submitted to the BC Ministry of Health during this reporting period. The BC Ministry of Health has expressed strong support for Kwantlen to continue in its role as assessment provider for internationally educated nurses, with the view of potential expansion in the assessment of other health care professions.
- Also during this reporting period, the PS Office has been approached by external stakeholders looking for specific industry training. While promising, the discussions are preliminary and will require time and effort to cultivate.
- The BC IEN Assessment Service assessed fifty-eight (58) internationally educated nurses in this reporting period. PS has over two hundred and sixty (260) students registered in various activities for this same period.

9. SPECIAL EDUCATION TEACHING ASSISTANT (SETA):

Info Sessions:

- January 21th – well attended, full house.
- February 18th – well attended, full house.

January 2013:

- On January 22nd, there was a Community Speaker Series Presentation by Norman Kunc and Emma Vanderkliff entitled: Do All Kids Belong in All Classes: Equity or Excellence in Education. Presenters spoke at the Surrey campus to an overflow attendance of community members, Kwantlen employees and students.
- SETA Smartboard Presentation scheduled Jan. 24, 2013 – cancelled.
- Talks with Richmond School district begin around finding ways to offer training and SETA credentials to employees with B.Ed. degrees in order supply the district with qualified SEA's.
- Consideration is also being discussed for Langley school district.

February 2013:

- Addition of a 12 hour Applied Behavior Analysis embedded training (12 hours) designation in the CAHS 2120 Autism course.
- This training is offered by a leader in the field of ABA, Diana Wilk from Langley School District.

- This training will further enhance the skills and hiring desirability of SETA students in the field.
- In order to begin the APA portion of study, students must still pass foundations of CAHS 2120 (60%).

The Chip and Shannon Wilson School of Design

In addition to the many undertakings related to the ongoing operating of the academic programs, much of The Chip and Shannon Wilson School of Design's activity over the past two months has been focused on meeting the commitments arising from the Business Plan for the School of Design, planning for the comprehensive year end graduation show, and developing governance structures that ensure timely and appropriate completion of the new building on the Richmond Campus.

Current Programs and Enrolments

As students enter into the final weeks of their programs, faculty are already organizing for September 2013 intakes and the many steps involved in reviewing portfolios and potential candidates for Design programs. Applications remain strong for these highly subscribed programs.

In order to counter the impact of attrition (which can be significant in small cohort programs), faculty have been developing transfer principles and guidelines to facilitate the transition of individual transfer students as well as the development of Articulation Agreements with sending institutions.

Bachelor of Interior Design

The Bachelor of Interior Design (IDSN) has completed program revisions to ensure compliance with the Council of Interior Design Accreditation's (CIDA) requirement for 30 credits of undergraduate liberal arts (up from 18 credits). This has involved a minor change to the program and a restructuring of all pre and corequisites. This program revision has been approved by Senate (February 25, 2013); a request for retroactive implementation (September 2012) to include both first and second year students will proceed to the April 29th, 2013, Senate meeting.

The written report from the site review has been received and in it, a number of strengths were noted. *"The interior design program provides opportunities to develop critical listening skills as well as opportunities for students to become engaged in collaboration, consensus building, leadership, and team work. Through the team-based teaching approach, students understand team work structures and dynamics and are able to work effectively in teams. This is a program strength."* (CIDA Visiting Team Report, January 2013)

The program expects to receive the final decision of the Review Board in the next few weeks.

Bachelor of Design: Product Design

The Bachelor of Design: Product Design (DEPD) program is preparing for its second intake of degree students in September 2013 and addressing the resulting space demands. Renovations will occur to Room 3005 to house a much needed workshop for these students and cooperative inter-program timetabling is occurring to ensure that all programs are accommodated.

Bachelor of Design: Graphic Design for Marketing (GDMA)

A small group of Graphic Design for Marketing students has begun work on developing a visual graphic to represent KPU's Strategic Goals. This project will be completed by the end of April, 2013, and the graphic will be used for publications, external and internal communications, as well as KPU's Strategic Planning website.

Bachelor of Design: Fashion & Technology - Technical Apparel Stream

In fulfilling the commitments made to the donors of the Chip and Shannon Wilson School of Design, curriculum revisions were made in Fall 2012 to highlight technical apparel content. Fashion and Technology faculty will pilot these changes in September 2013 and further review for any necessary changes for September 2014.

Certificate in Foundations in Design (FIND)

Faculty in the FIND program decided to significantly overlap 2D and 3D Design concepts and charged students with creating an integrated informational/promotional kit for new immigrants to Canada that incorporated three distinctively different but distinctively Canadian components. The kits were developed to help inform and educate new immigrants and aid their application process to gain landed immigrant status. The kits also showcased, defined, and promoted Canada. Students were expected to do substantial research into what Canada is; what makes Canada, Canada; how Canada is perceived by the outside world; and typical Canadian stereotypes and how they differ from the 'real' aspects of Canada.

Mary Boni, Associate Dean of the School of Design, and (Who does this refer to?) had the privilege of attending these students' presentations and were impressed by both the integration of cultural, educational, and design concepts and these first year students' excellent presentation skills.

Additional Notes on Commitments: Chip and Shannon Wilson School of Design

Post Baccalaureate Diploma in Technical Apparel Design

The development of the Post Baccalaureate Diploma in Technical Apparel Design is proceeding as planned. Final approval has taken place for Admission Requirements (Senate, February, 25th) and Course Outlines (Subcommittee on Course Curriculum, March 13th). The Program Framework and Minimum Requirements for Faculty will go to Senate on March 25th, 2013, in preparation for the calendar copy going live. Applications will open on April 1st, 2013.

International Enrolments and Experiences

The Brazilian Government's **Science Without Borders** initiative has provided a tremendous opportunity for the School of Design to engage international students in a very different way (for further information on this initiative, please see International Education in this report). On March 18th, 2013, the School of Design's Faculty Council supported the development of multiple avenues of access for incoming students, including the development of intra-disciplinary Design (DESN) courses at the upper level that would be accessible for both international and general KPU students (for example, Eco Design, Design in the Canadian Context). In addition to providing innovative educational experiences, it is expected that this initiative will assist the School of Design in meeting its targets for increased international enrolments by 775% (from 4 to 35) by 2015.

International experiences are an important part of many of Design's programs and a number of School of Design students have had an opportunity to go on exchange in different parts of the world, including Singapore, England, Finland, and Australia. In addition to individual exchange experiences, third year Interior Design students will be leaving shortly for Barcelona, Spain as part of an intensive field study that provides them an opportunity to "assimilate design theory and knowledge with respect to the context of site, culture, climate, and geography"(IDSN 3692).

Future Planning

Academic Planning

The School of Design met on February 15th to initiate the academic planning process with the assistance of Arthur Fallick. The ideas generated from that session are currently being reviewed by the departments. The next steps will be to develop priorities, specific deliverables, and implementation plans for the next three years.

Highlighting The Chip and Shannon Wilson School of Design's Achievements and Contributions

Student Award - Telio Student Design Competition

Third year Fashion & Technology student **Melissa Tsui** took 3rd place in the annual Telio Student Design Competition held during Montreal Fashion Week in February, 2013. The audience was wowed by her innovative and meticulously constructed outfit. The prize for Melissa, as one of twenty-five finalists from post-secondary fashion programs from across Canada, was free fabric to produce her design and an all- expenses paid trip to Montreal to attend the show and participate in a day of industry visits hosted by Telio fabrics. Melissa also went home with a \$2,500 scholarship for her 3rd place win.

Student Contribution

A number of students in the Interior Design program participated in designing the stage set for the Margaret Atwood's presentation Payback. The backdrop created was magnificent and set the stage for a memorable evening.

Faculty Achievement

In addition to writing a book chapter, Graphic Design for Marketing and Product Design faculty member **Erin Ashenhurst** leaves for Prague in May to present a paper at Inter-Disciplinary.Net's 2nd Global Conference, Monstrous Geographies. Erin's paper, entitled Hospitable Transformations – Sleeping Soundly in Haunted Hotels "*...investigates geography haunted by human experience—both real and imagined. In what is now desirable accommodations for the contemporary traveller, past occupants resided reluctantly. Repurposed and rebranded, these buildings are investigated as sites of monstrous heritage, opportunism, and dark tourism*" (Ashenhurst, 2013). This is Erin's second paper accepted by this conference; last year, she presented at the University of Oxford.

Faculty Achievement

Evelyn May, the Coordinator of the Bachelor of Design: Fashion and Technology and the Diploma in Fashion Marketing, is the successful recipient of .6 PD Funding and an Education Leave for 2013-14. Evelyn is pursuing graduate work in a Strategic Design MBA at the University of Philadelphia. Evelyn has been instrumental in developing the Post Baccalaureate Program in Technical Apparel Design and we expect that her studies in this program will further enrich its implementation.

Community Involvement: Specialty Sewing Machine Donation

Charles Tan, owner of Tamoda sportswear manufacturing and a member of the Fashion & Technology Advisory Committee, recently donated a flat stitch sewing machine (valued at approximately \$10,000) to the program. The machine is used to create a flat seam for a wide variety of knit garments. In a flat or abutted seam, two pieces of fabric are joined edge-to-edge with no overlap and sewn by machine stitching that encloses the raw edges. Thanks go to faculty member, Cosimo Agostino, for facilitating.

Save the Date

The Exchange – Design’s Graduation Show

This year, the graduation shows of all Design programs will be combined into a three day event called The Exchange, culminating in The Show on the final day. The Exchange celebrates the convergence, interaction, and dialogue between students and professionals engaged in design. Honouring collaboration, knowledge, and sharing ideas, this three day event is hosted by graduating students from the Chip & Shannon Wilson School of Design at Kwantlen Polytechnic University.

The Exchange includes: student work in The Exhibit, guest speakers at The Event, and the debut of Fashion graduates at The Show.

Please save the dates: April 15-17, 2013

For more information on The Exchange, please see: <http://exchangeshow.ca/>

Institute of Material Innovation

Preamble:

This will be the first report on an Institute that is just being formed at KPU. As a result of the extraordinary shift in Design at Richmond with the announcement of the new Chip & Shannon Wilson School of Design, a need was envisioned by the Executive to develop stronger research, interdisciplinary, and industry relationships. Growing out of the ideas presented in the CFI proposal and the common bond of applied research through materiality, the definition of a research centre aimed at material innovation was proposed. The secondment of the Dean of Design to work out of the Provost's office to help establish the Institute of Material Innovation (IMI) was agreed upon with the title of Executive Director.

The possibilities of establishing the university on a trajectory of leadership in this area of applied research are tremendous. No such facility currently exists in BC, with only talk of developing one such resource in Ontario. It is not intended to be a centre to make innovative materials; rather it is the applied nature of the material that is important. In that manner, the concept that grounds the institute deals with the "ideas" and "individuals" who engage towards developing "innovation" through the lens of "materials". The attached Framing Document clarifies the relationship to the other areas of the university and community. It also discusses the opportunities that could lead to events, researchers, visiting scholars and executives in residence.

IMI is devoted to the whole continuum of learning and advancement of knowledge within the frame of materiality. It is within this view that scholars, researchers, students, faculty members, industry and community members are all essential. All of these participants can offer insights, research, and outcomes that ultimately benefit the enrichment of the community in terms of the benefits that materials make within their lives.

Achievement and Events

- 1.0 A space has been set up at the Richmond campus to establish a Material Resource Centre. This was part of the original CFI proposal and will need to grow. Material from the Executive Director's own expansive resource of material samples and literature has helped to give the presence necessary to attract other suppliers from all areas of design.
- 2.0 Preliminary discussions with potential leaders in industry have occurred towards possible "executive/strategist in residence" programs, with the understanding that funding is first required. Tyler Jordan, past CEO at Arc'teryx, and Linda Naiman of Creativity at Work, are both potential candidates. Neither would meet the NSERC qualifications for Research Chair, but others would suit that position.
- 3.0 The connection was re-established with Dr. Nuno Porto, Research Director of Museum of Anthropology. He is very keen to work with the IMI and KPU in relationship to developing material stories that can be re-visioned. This idea was first presented in the CFI and is now the germ of an idea for a Canada Council for the Arts grant that is being developed with Linda Naiman. The second meeting is scheduled for March 14 at MOA with other curators. It is proposed that an intense workshop where First Nations artisans work with designers, scientists, technologists, and entrepreneurs towards the repositioning of a material knowledge. This work is also part of a PhD for which Dr. Porto has agreed to be the co-supervisor.
- 4.0 The Office of Research and Scholarship and the Executive Director were heavily engaged with have submitted a proposal (KATMIS) to the Western Economic Development Fund (WED). It is aimed at growing start-up companies

to the next level, as incubation is valuable but most companies fail if they cannot grow beyond the first stage. The initial approach was to focus on the advanced textile industries in our catchment area.

- 5.0 Related to this idea of advancing young companies, Mr. Bill Mak approached the Executive Director of IMI with an idea of involving students in a project to fund their innovative ideas. Mr. Mak is an internationally trained and recognized designer and educator. A few of his notable engagements and projects were with Microsoft, Google, Parsons School of Design, Royal College of Art, and Eindhoven University of Technology. Upon listening to the opportunities at KPU and with the IMI agenda to work with industry to develop material innovation, he was very willing to work with the various Faculties to engage in the idea of bringing venture capitalist to the table to grow young firms and ideas.
- 6.0 The Executive Director has made links with the Faculty of Science & Horticulture and the Faculty of Trades & Technology to develop a Design Science Program of studies. Meeting with Tom McMath on March 11.
- 7.0 Working with numerous committees (Steering, Project Management, User, and Evaluation Team) the Executive Director is clearly a link to all aspects of the Building of the new Chip and Shannon Wilson School of Design.
- 8.0 Very early discussion with Wade Deisman regarding research into Design and Crime with contacts in a Centre for Designing out Crime in Sydney.
- 9.0 Meeting with Steve Dooley has led to him inviting the Executive Director of IMI to a meeting regarding a community project in which materiality can make a benefit to the quality of life for those less fortunate. This could lead to a transdisciplinary research outcome with Arts, Trades, IMI, and Design.

Issues to Develop

- 1.0 Clarity in the position description has restrained opportunities to engage others in the university, and community. Understanding that there is a need to have some fuzzy areas as the terms and duties evolve, the basic clarification of the name of the Institute, the title of the position, and the relationship, are all still unresolved. The location is now in question despite it being agreed upon, and that there would be a secure divider provided.
- 2.0 Currently the ideas, projects, and engagement activities are run without a budget, and without support. This issue is crucial to resolve, as IMI requires the tools to make it successful. The vision of the IMI being a flagship for applied research is very clear, but it cannot happen on just faith, it requires internal and external support.



INSTITUTE OF MATERIAL INNOVATION



About IMI

Kwantlen's Institute of Material Innovation (IMI) was created in 2013 as a consequence of launching The Chip and Shannon Wilson School of Design. Kwantlen Polytechnic University has set a goal to shift the industry and be a catalyst in the community, to achieve this goal it will require new engagement strategies and the undertaking of applied research and scholarship. IMI will proactively lead conversations towards collaborative projects with industry in order to advance new possibilities for design, design science, and strategic design thinking. The institute will enhance the connections between industry, academia, community, and funding opportunities.

We understand "innovation" to mean the creation of new meaning brought forward by individuals engaging with new ideas. IMI will frame the dialogue on innovation through the lens of materiality, with particular examination of its relationship to a user or part of society. This structure will allow for applied research into:

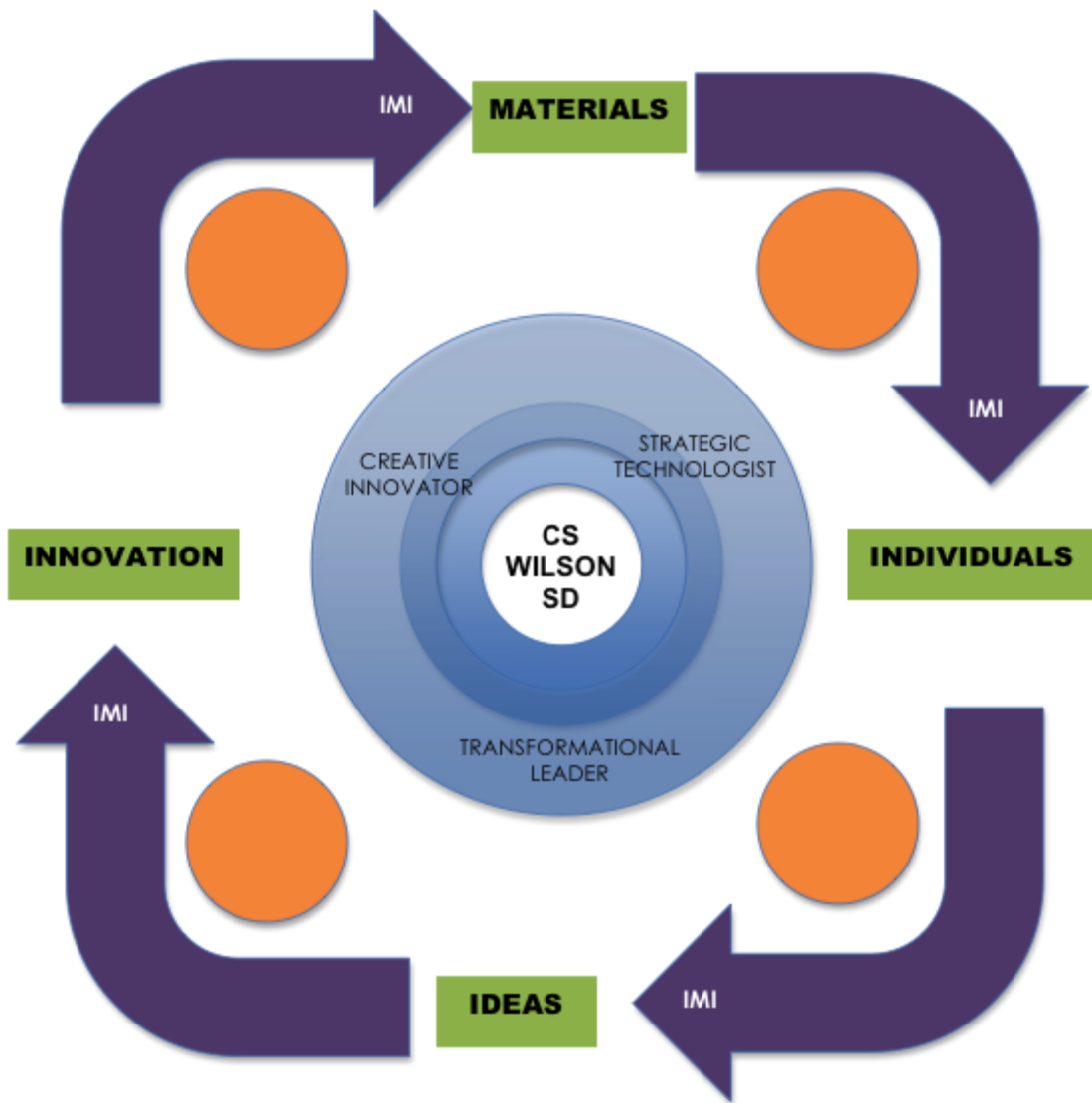
- Material innovation through business
- Material innovation through science
- Material innovation through art and material culture
- Material innovation through user-centered design
- Material innovation through design thinking

Our Goals:

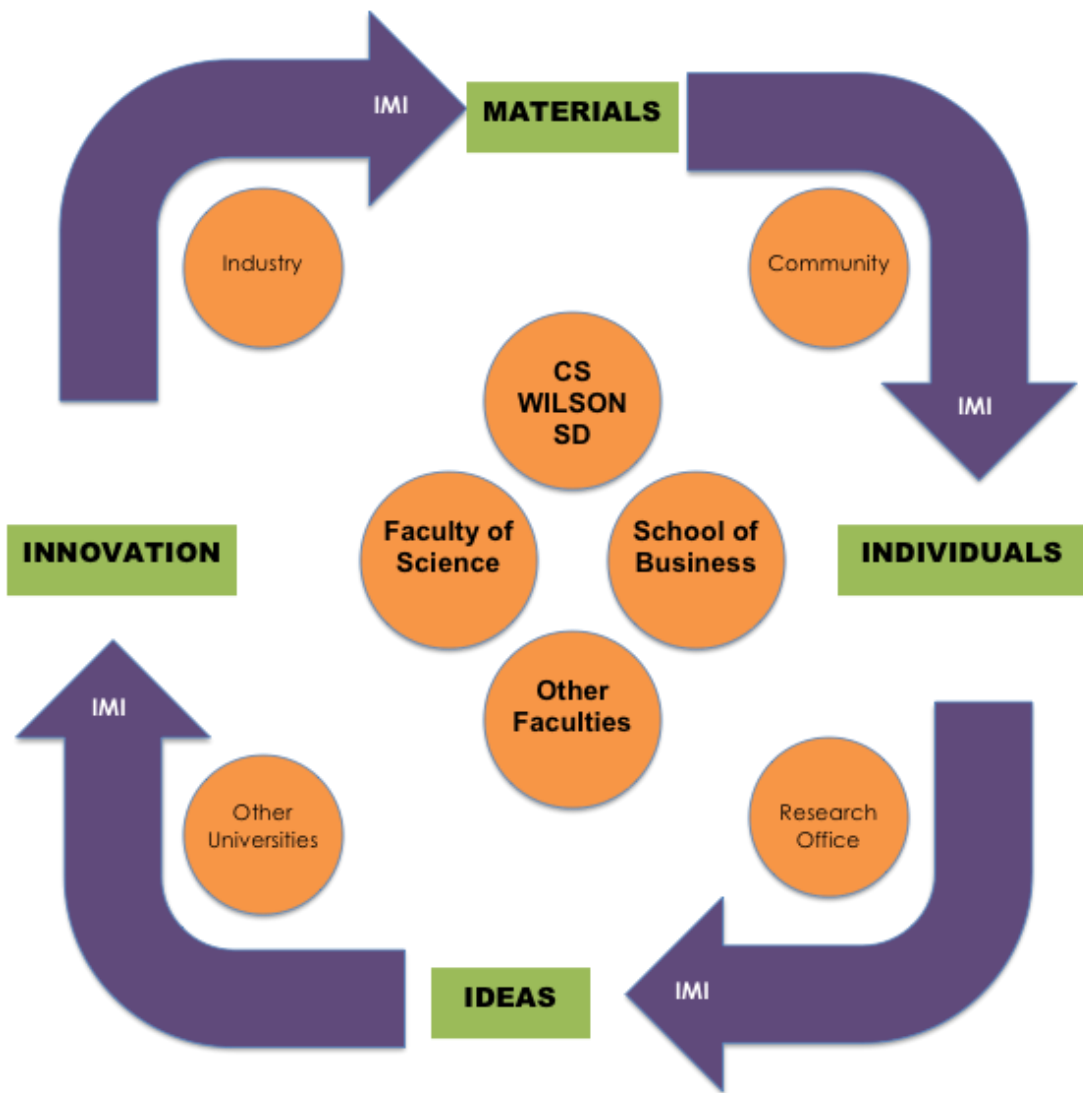
Through collaboration with industry, IMI will consolidate and advance the university's position as the hub of design excellence, and also, British Columbia's position as a leader in applied material research, development and application. IMI will build a network for collaborative research between industry and academia towards design-driven innovation centered on materials and their relationship to users. IMI will reach out to industry and to the community to invite them to actively participate in the institute.

Project Theme Areas:

Strategic design thinking towards business innovation with materials
Design science and textile science
Material culture spanning existing boundaries
Collection of material advances across disciplines.



Initial Diagram of Influence: Institute of Material Innovation
 January 29, 2013



Initial Diagram of Relationships: Institute of Material Innovation
February 7, 2013

**IMI
Institute of Material Innovation**

In launching The Chip and Shannon Wilson School of Design, Kwantlen Polytechnic University has set a goal to shift the industry and be a catalyst in the community. Achieving this goal will require new engagement strategies and the undertaking of applied research and scholarship. To achieve this the new position of Executive Director is required to lead the Institute of Material Innovation. It will proactively lead conversations towards collaborative projects with industry in order to advance new possibilities for design, design science, and strategic design thinking. The institute will advance the connections between industry, academia, community, and funding opportunities.

**Chip and Shannon Wilson
School of Design**

- **Fashion Technology**
- **Fashion Marketing**
- **Interior Design**
- **Product Design**
- **Graphic Design for Marketing**
- **Foundation in Design**
- **Post-Baccalaureate in Technical Apparel**



INDIVIDUALS

- > **Guest Lectures**
- > **Designer/Executive/Strategist in Residence**

IDEAS

- > **Symposiums**
- > **Design Journal**

MATERIALS

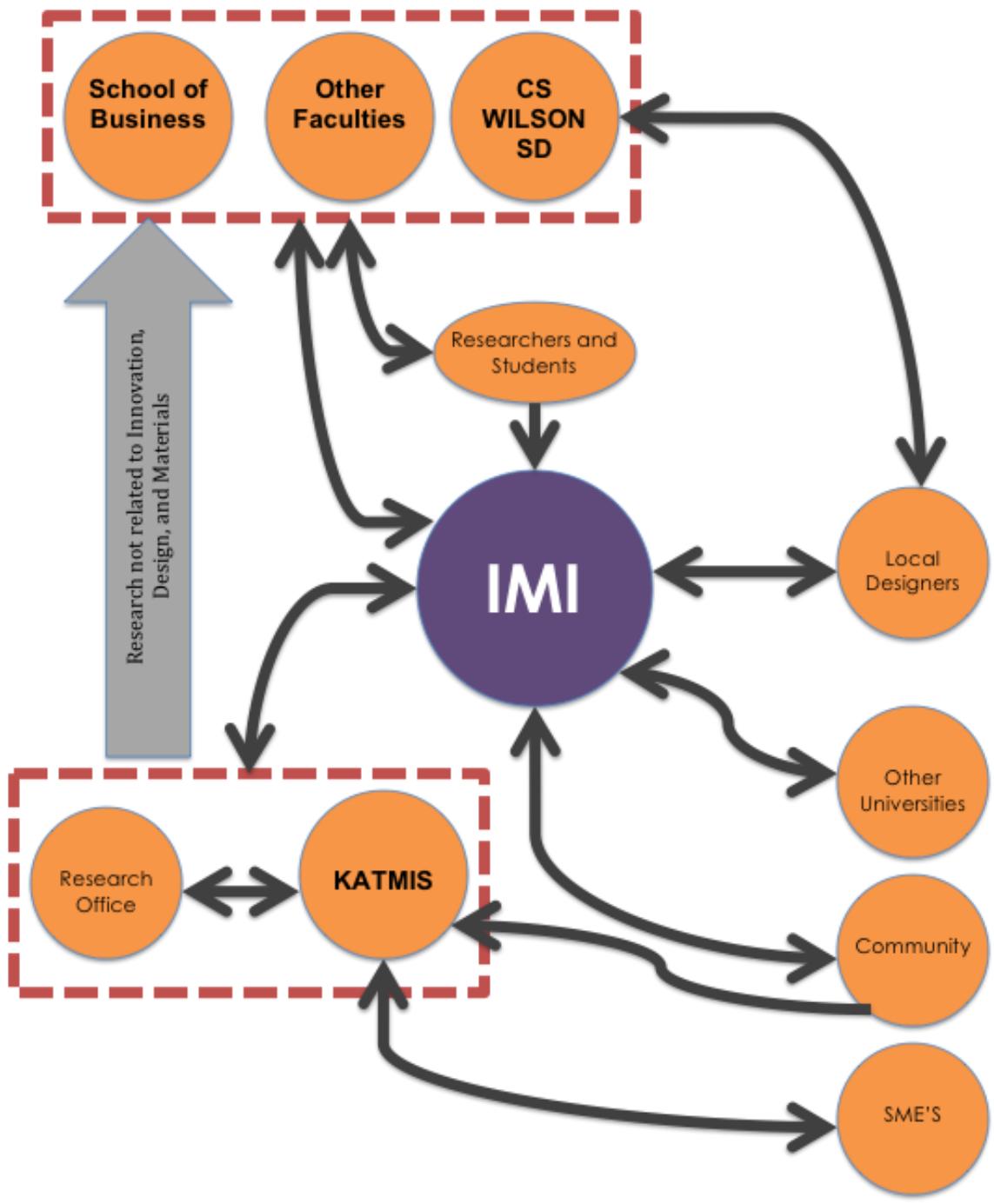
- > **Resource Module**
- > **Testing and Prototyping**

INNOVATION

- > **Design Gallery**
- > **Exhibitions and demonstrations**

Strategist in Residence

- > **Engagement with Industry and Community**
- > **Strategies for growing the Institute**
- > **Guest Lectures to increase understanding of the industry**
- > **Advisor on Research Grants (CFI and WED)**



Initial Diagram of Relationship to KATMIS: Institute of Material Innovation
 February 7, 2013

Faculty of Science & Horticulture

The Faculty of Science and Horticulture has been very active in the past few months, particularly with respect to outreach and community involvement events. In addition, all Departments have been heavily involved in curriculum development for pending new Bachelor degrees, with over 30 course outlines making their way through the various channels.

On January 31, the **School of Horticulture** hosted over 45 employers from 21 different companies, 75 students, six Horticulture Alumni, and welcomed local garden guru Brian Minter to their third annual, and most successful, Branching Out Career Day. The afternoon career fair was intended to allow horticulture students in all programs the chance to informally meet and talk about the employment outcomes and trends with the employers in short 15 minute rotating sessions. While getting a job was not a direct goal for the event, many employers and students matched up and have since agreed to employment positions for the summer. The contributions of Career Services Office, student volunteers Charles Olsen and Krista McArthur, made the event a great success.

The **School of Horticulture** working with the Faculty of Design created and installed the stunning stage for the February 16th **Payback** screening with Margaret Atwood and William Rees. Under the direction of **Betty Cunnin**, eleven students assembled the living stage, which Margaret Atwood described as “virtuous and attractive.” The School of Horticulture grew, sourced and scrounged all the living plant material that ornamented the evening. The edible greens take-aways provided at the end seemed to be an especially titillating payback for the audience who supported the event.

Twelve KPU turfgrass diploma students impressed the BC Turfgrass industry with their professional performance at the annual Western Canada Turfgrass Conference March 2-5, 2013. Students volunteered 160 hours of time with conference logistics, fund-raising events, networking and a \$2,000 cheque presentation for turfgrass research. WCTA President Tab Buckner, a KPU Turfgrass alumnus, lauded the students at conference closing, saying, “Kwantlen students did a phenomenal job with setup, administration and fundraising. All their hard work was greatly appreciated by the WCTA.”

Many faculty and students contributed to the highly successful KPU Open House. Besides interactive displays in the exhibition hall and labs, this was the first year we held the Chemistry Magic Show and taught attendees how to make Alka Seltzer rockets.

The Faculty of Science and Horticulture, in conjunction with the Faculty of Arts, launched a novel marketing campaign to showcase all the degrees having a sustainability focus. The campaign, entitled ‘Sustainability. Seriously. Educate yourself.’ was a combination of web, transit and print marketing highlighting Environmental Protection, Plant Health, Sustainable Agriculture, Sustainability Policy Studies and Urban Ecosystems degree programs.

Faculty and Staff Activities:

Sherry Wilson (Biology): awarded 0.6% PD fund covering partial tuition for one year of the program in Doctor of Naturopathic Medicine. Sherry’s training will be of great benefit to the new B.Sc. Health Science degree.

Lea Beavington (Biology): developed a new IDEA course (Science and Arts collaboration) whereby students will learn about the interconnected themes of ecology, sustainability, nature experience, creativity, and personal and academic

development. Students will contextualize their creative and academic inquiries by way of experiences in nature and will broaden their understanding of the relationship between humanity and the natural world.

Paul Richard (Environmental Protection Technology): visited several research centres in Uppsala, Norrköping, and Gothenburg, Sweden. The tour, partially funded by the federal Going Global Initiative, was organized by BC's Catalyst Agri-Innovation society and focused on bio-gas production from agriculture and municipal waste, as well as algal production. Co-op placements for EPT students in Sweden may be developed as a result.

Paul Richard also accompanied two EPT students to the University Jose Marti, Cuba, where they will complete their three-month co-op work-terms. These students will carry out research on bio-gas and compost production projects. In addition, three new co-op employers, all environmental consultants, hired EPT students for the January work-term semester. All students seeking employment were able to secure a co-op position for the winter.

The Department of Mathematics introduced a new committee to review all preparatory level mathematics courses and faculty are assisting with the specification of math related courses for the Faculty of Trades and Technology proposed Diploma in Metal Fabrication.

Kent Mullinix (Institute for Sustainable Horticulture Bio-Regional Foods): Guest speaker at many events including:

Feb 12- Invited expert (food systems), Vancouver Board of Trade, Sustainability Committee.

Feb. 23- COABC Conference, *Bio-regional food systems design and planning for south-west B.C.*

Mar. 2- *Fruit Tree canopy Management* workshop, Environmental Youth Alliance/Copley Community Orchard.

Mar. 7- Invest in True North campaign launch, Maple Ridge, Pitt Meadows, Mission.

Mar. 9- *Tree Fruit Integrated Pest Management* workshop, for Environmental Youth Alliance/ Copley Community Orchard.

Kent Mullinix: Appointed to Board of Directors, Aboriginal Agricultural Education Society of British Columbia.

Kent Mullinix: Appointed Adjunct Professor, Faculty of Land and Food Systems, University of British Columbia.

Kent Mullinix: Designated Professional Agrologist, British Columbia Institute of Agrologists. Victoria, B.C.

Kent Mullinix/Arthur Fallick: Received \$50,000 grant from Vancity for Bio-Regional Food Systems research project.

Kent Mullinix, Anna Rawlings and/or Arthur Fallick met with various community stakeholders and partners including:

- Ed Chanter, Dir. of Lands, Tsawwassen First Nation, re: development of agriculture education program.
- Dr. DeLisa Lewis, UBC Farm Practicum Coordinator, re: Farm School and UBC Practicum collaboration.
- Colony Farm Park Association, re: discuss establishment of KPU laboratory farm.
- Real Estate Foundation presentation on southwest BC Food Systems Design and Planning Project.
- Nigel Francis, College of the Rockies, re: collaboration on agriculture education programming in Creston.
- Mayor Brody, City of Richmond, re: Richmond provision of Garden City Lands site for Sustainable Agriculture research and teaching laboratory farm.
- District of North Vancouver Council, re: South-west B.C. Bio-regional Food System Design and Plan project.

Caitlin Dorward (ISH): Presentation at the Certified Organic Associations of BC Conference, *Potentials of small lot, direct market ecological agriculture on underutilized ALR land in Surrey, B.C.*

Caitlin Dorward, Anna Rawlings and Kent Mullinix: Certified Organic Associations of B.C. Conference and AGM, Display for Farm School and Sustainable Agriculture degree.

Gary Jones (Horticulture, on leave in Uganda) attended a two-day workshop entitled "Farming God's Way", Kibaale, Rakai District, S.W. Uganda. Gary also submitted an article on a major greenhouse operation in Mpigi, Uganda to the trade publication "Greenhouse Canada".

Stan Kazymierchyk (Horticulture): guest speaker March 14, 15, at Western Washington Golf Superintendents Conference in Anacortes, WA. Stan's talks were, "Selling Your Capital Project" and "Examining Issues Prevalent Both Sides of the Border".

Betty Cunnin (Horticulture) organized Green Wednesdays; February 13, Queen of the Sun; 54 attendees.

Jim Matteoni (Horticulture) hosted the BC Association for Regenerative Agriculture Meeting, Langley campus, and gave a presentation on seed saving, genetic diversity and big agriculture.

Jim Matteoni (Horticulture): Invited speaker at Lower Mainland Horticulture Improvement Association Organic sector, "Recognizing the good bugs on your farm."

Jim Matteoni and Kristin Schlamp participated in the Bi-Annual meeting of BC Plant Protection Advisory Council. Jim holds the Secretary position for this organization. They also participated in Professional Pest Management Association of BC, Annual Meeting and McCarthy Lecture.

Kristin Schlamp was interviewed by Peter Mitham, Country Life in BC, on Illegal Soil Dumping in the Lower Mainland.

Kristin Schlamp invited stakeholder for the Kinder Morgan Pipeline as part of the ESA Workshop.

Carol Barnett (Horticulture): Planning Committee for the International Plant Propagation Society Western Region annual meeting and tours to be held in Abbotsford in 2014.

Carol Barnett: Instructor for the Master Gardener Advanced Training Program, Plant Propagation, Van Dusen Gardens.

Ron Marchuk (Horticulture): assisted the Sustainable Greenhouse Club in organizing the Seed Library Launch.

Many faculty members represented the Faculty of Science and Horticulture at the Pacific Agriculture/Horticulture Show, Abbotsford, Jan 24-26.

The School of Horticulture Shire-themed landscape design booth at the **BC Home and Garden Show**, Feb 20-24, was a special hit with show goers and their children. Set designed by students Harrison Mortimer and Krista McCarthur.

Students in **HORT 1240 Arboriculture**, led by **Betty Cunnin** took their practical tree pruning class off campus to Murrayville Community Garden, Langley Lodge and Michaud Heritage House, Langley.

Betty Worobec (Dean) represented the Faculty of Science and Horticulture at the launch of the ASTTBC (Applied Science Technologists and Technicians of BC) Strategic Direction for Technology Education and Skills plan. She also attended the Western Deans of Arts and Science Annual Conference March 7-9, Victoria, BC.

Michelle Nakano (Horticulture), Paul Richard (EPT), Carl Whitney (Biology) and Betty Worobec met with representatives from the Burns Bog Conservation Society to begin developing integrated teaching and learning projects. Betty also represented the Faculty in a planning meeting to discuss research initiatives associated with Burns Bog and other wetland regions in the Lower Mainland.

Deborah Henderson (ISH Bio-control and Food Safety): Deborah has been on location at the University Jose Marti, Sancti Spiritus, Cuba, for the majority of this time and will provide a report on her work there and other research initiatives in the next installment.

Faculty of Trades and Technology

Cloverdale Campus – Program Updates/Growth/Potential

Electrical Shop Expansion

The Level 3 lab wiring has been completed by one of our Foundation classes under the direct supervision of the instructor. This was a valuable practical hands-on training project resulting in significant cost savings to the institution. We are in good shape for the Level 3 class starting March 25th. This expansion and equipment upgrade will provide a good foundation for the Level 4 program we hope to run in 2014.

Metal Technician Diploma

Through the initial internal meetings and discussions on course credits, outcomes and program name change (from CODA Metal Technician Diploma); the Program Proposal has now been reviewed and endorsed by the industry representatives of the Ad Hoc committee. After meeting with members of the Langley School District, high school students' work placements were discussed with our metal industry employers, and Ad Hoc Program Advisory Committee. After further internal and external consultation, the Program Proposal will be presented to SSCC April 3rd, and subsequently to Senate for approval with plans to launch the Diploma in September, 2014.

PSCM Program

The Public Safety Communications Program (PSCM) has completed the implementation of two computer-aided dispatch (CAD) systems to train students for emergency services communications and 9-1-1. These CAD systems include: Intergraph Public Safety CAD used by BC Ambulance throughout the province and Versadex Police CAD with BC PRIME training application, used by all police agencies in British Columbia. This would not have been possible without the support from software developers and industry. We are most appreciative of the work by Melanie Smith and Cassandra Boone from Smith Brownlee and Associates for setting up the lab computers and customizing software for program use.

The enhancement of our portable and base radio inventory was made possible through a donation from Positronics through the work of one of Kwantlen's Entrepreneurial Leadership students, Julius Von Sivers. Further upgrade work on the radio system continues.

One of the exciting features of the PSCM program is our practical final exam. This year, on Thursday April 25, 2013, our students will participate in a simulation of "a day in the life" of a tri-service emergency communications centre. They will be working with industry professionals from police, fire and ambulance who have volunteered their time to participate as field units and to provide feedback on student performance. The scenarios run from 9 a.m. to 2 p.m. at the Cloverdale Campus in room C2116. Board members are welcome to stop by and observe anytime throughout the day to see our students in action.

Welding

Clients are coming from as far away as Northern British Columbia, Alberta, Washington State and the Middle East to access training in various processes and procedures to specific codes and standards.

Some of our corporate clients include;

- BC Hydro
- Peter Kiewit Sons
- Ledcore
- Ironworkers Union Local 97

- Boilermakers Local 359

Upon successful completion of training and testing, these employers are dispatching their welders to projects throughout western Canada and the far North. These projects include mines, mills, petrochemical projects, shipbuilding and urban renewal. Numerous benefits and opportunities have been generated by this program for KPU, our corporate clients and our returning students.

Corporate clients and private testers have remarked on the quality of our training and testing. Our instructors and inspectors have such a broad range of experience, that we can accommodate almost any training or testing request.

Further, specialized welder training and testing has proven to be an excellent source of revenue for the university. The funds which are generated assist in purchasing new equipment for the welding shop and offsetting our ongoing operating costs. This training and testing is separate from ITA programs and funding.

The KPU welding department has been involved with welder testing for over twenty years, and recently, our testing program has picked up momentum to its present status. We are currently the busiest training and testing centre in British Columbia. The industrial activity across western and Northern Canada can only make our programs stronger.

Welding Shop Upgrade

The last two years have been an exciting and productive time for the KPU welding department. We have completed several ongoing shop and lab upgrades:

In partnership with the KPU facilities department we have recently completed construction of six new multi-process work stations. These new stations will:

- Increase access for foundation and upgrade students
- Show case our newest technology
- Facilitate specialized cost recovery training and testing
- Attract industry partners

The welding faculty provided the fabrication and pipe fitting skills needed for this project.

The facilities department sourced and oversaw the mechanical and electrical installation. Significant cost savings were achieved by working together.

Other ongoing upgrades include the following:

- Expanding our existing gas manifold system
- Ongoing work on our lab and demonstration area
- Ongoing maintenance and upgrades of our existing work stations

We are confident that funding will be available for a badly needed grinding facility in the very near future.

Implementation of First Nation Foundation Welder Training

We introduced foundation training for First Nation students. Acquiring this program was a coup for Kwantlen as several other institutions were competing. Extensive leg work and negotiations were needed.

Students from First Nations across British Columbia are represented. They are highly motivated as good paying jobs await them upon graduation. Many large mines and petro sites are located on First Nations' lands. This ensures priority hiring for Native students.

Cloverdale Campus – International Opportunities

The Dean of the Faculty of Trades and Technology attended the International Conference on Community Colleges in New Delhi India. At this conference the Government of India identified the need to up skill 500,000,000 people and build 220 new Colleges with another 130 pending further funding by 2022. At this conference there were representatives from the US, England, Germany, New Zealand, Australia and Canada. It was decided that there was so much work to do that all of the International Participants would work collaboratively to address this profound need. Since the conference in early February there has been contacts made with partner Institutions in India looking to establish the next steps. This matter is being addressed by the AVP International Stuart McIlmoyle. This is tremendous opportunity for KPU.

Cloverdale Campus – Continuing Education/Partnerships

The first intake of the new **Water Damage Remediation Technician Program** has successfully completed. This four-week entry-level program is offered through the Faculty of Trades and Technology in partnership with the Surrey and Maple Ridge school districts, as well as the Metis First Nation of BC.

The goal of the program is to teach the skills needed for success in the field of water damage remediation. Upon completion of the program, successful students will be better able to obtain an entry-level position in the property damage restoration industry, more easily gain additional training when required and enhance his/her professional skills. The specialized knowledge and experience that our program brings should ensure that a qualified Water Damage Remediation Technician would be equipped to successfully mitigate typical water damages effectively and in a timely manner.

The students of the **Low Voltage Controls/Security/Data Wiring** program just celebrated the successful completion of this eight-week entry-level program through an employer-sponsored Open House at the Cloverdale campus, March 14th.

Cloverdale Campus - Student Support Services

Currently the Office of the Registrar is responsible for verifying valid apprenticeship registration for program entrance eligibility and the Office of the Dean supports EI and the sponsorship process (if applicable), program competency reporting and exam eligibility. Apprenticeship program outcomes and progression requirements are established and credential awarded by the Industry Training Authority (ITA). Discussions to address the complex program entrance and external exam admissibility for apprentices have commenced between the Dean, Faculty of Trades & Technology, VP Students and Registrar; changes to current practice are required and must remain flexible and able to meet external requirements (both administratively and financially).

Cloverdale Campus – MCE Equipment Campaign

Instructional equipment purchased from the MCE grant has begun to arrive on campus. We are expecting all items to arrive before the end of the month to comply with the funding requirements. We appreciate the collaborative efforts put forth by our faculty, vendors and Supply Team staff.

Our centralized purchasing process has become “green”. Paper is no longer being used for requisitioning through to the Accounts Payable process.

Equipment and supply inventory controls are being implemented to reduce costs and improve utilization of our assets. This is an on-going project that is expected to produce significant savings in the next fiscal year.

Cloverdale Campus – First Nations Partnerships

Industry Training Authority – LMA (Labour Market Agreement Programs) (FY 2012-2013)

In fiscal year 2012-2013 the Faculty of Trades & Technology was funded to offer 48 foundation seats for First Nations registration and met the 100% of the enrolment targets. The programs offered are:

- Carpentry Foundation for Aboriginal Skills Group and is located in Pemberton, BC
- Carpentry Foundation for Squamish Nation Employment & Training and is located in North Vancouver, BC
- Welding Level C Pilot for the First Nation Employment Society on the Cloverdale campus

Industry Training Plan Reconciliation (FY 2012-2013)

In fiscal year 2012-2013 the Faculty of Trades & Technology was funded to offer 1276 foundation and apprenticeship seats for registration and met the enrolment targets at 88.8% utilization. In the final utilization reporting to the ITA, there were 1131 regular admissions and an additional three international students registered in trades training in the last fiscal year.

The 'Key Performance Indicators' or program utilization targets that were set by the ITA were achieved by the Faculty of Trades & Technology for the last fiscal year:

- 82.5% apprenticeship utilization target: 86.4% attained
- 94.1% foundation utilization target: 96.0% attained

Industry Training Authority – Labour Market Agreement Programs (FY 2012-2013)

In fiscal year 2012-2013 the Faculty of Trades & Technology was funded to offer 32 seats for an Introduction to Trades program; unfortunately due to enrolment restrictions of this program it was not able to be offered.

Ministry of Advanced Education – Skills Program Funding (SIP FY 2012-2013)

In fiscal year 2012-2013 the Faculty of Trades & Technology was funded to offer 64 seats for Carpentry, Electrical, Parts & Warehousing, and Millwright Foundation. Varying enrolment management strategies were attempted by Kwantlen, AVED, and the ITA to support program recruitment efforts, but unanticipated challenges were met in some program areas. Utilization targets attained were:

- Carpentry Foundation: cancelled due to low enrolment
- Parts & Warehousing Foundation: 50% utilization
- Electrical Foundation: 106.25% utilization
- Millwright Foundation: 106.25%

Cloverdale Campus – Open House, Career Fairs and Events

The Faculty of Trades and Technology participated in **Kwantlen's 2013 Open House** at the Surrey campus, Saturday, March 2nd, answering questions and engaging students in numerous discussions. Faculty invited interested students to attend our Skills Canada event the following week to see what exciting programs are available to them at the Cloverdale campus. The next scheduled **Open Houses** will be April, 8th, June 3rd and August 12th between 4:00 and 6:30 p.m. at the Cloverdale campus. The shops/labs will be open and faculty available to answer questions as needed.

KPU Hosts the Regional Skills Competition/Discover Trades

In partnership with Skills Canada BC, KPU Cloverdale hosted the Regional Skills Competition for the Lower Fraser Valley. Junior and senior secondary school students competed in a variety of trades and technology competitions at the Cloverdale campus Friday, March 8, 2013. This competition provides an opportunity for young Canadians studying a skilled trade or technology to be tested within exacting standards and against their peers from across the nation.

New this year, was funding provided by the Ministry of Advanced Education to increase awareness of trades and technology programs to BC youth through the Discover Trades initiative. This initiative includes collaboration and programming offered by Trades Training BC, Skills Canada BC and the Industry Training Authority. Over 400 local high school students from the Surrey and Delta school districts attended the Regional competition to “try a trade”. Cloverdale faculty prepared a number of interactive hands-on activities that were intended to engage and encourage youth to get excited about a future in skilled trades or technology.

Four Gold medal winners from the Regional Skills Competition, one in each of Automotive, Mechanical CADD, Carpentry and Welding, will proceed to the Provincials. Students placing gold at the BC Skills Competitions will advance to the Canadian Skills Competitions June 5 – 8, 2013, in Vancouver, the host city for the 2013 Skills Canada National Competition. Started in 1994, the Skills Canada National Competition remains the only national, Olympic-style, multi-trade and technology competition for young students and apprentices in the country. In attendance at the Nationals will be educators, industry, labour and government representatives, who will provide resources to help guide young people into rewarding careers in the Skilled Trades and/or Technologies.

The 42nd World Skills Competition is a free-standing, non-political organization and will be held in Leipzig, Germany, July 2 – 7, 2013.

The **Appliance Servicing program** will be hosting a career fair on Wednesday April 13 with various employer/industry representatives in attendance.

The **Corporation of Delta** will be hosting a **Trades & Technical Career Fair** at the Sungod Recreation Centre in North Delta on Wednesday, May 8, 2013. They anticipate 3,000 – 4,000 high school students (in grades 7 – 9) to attend between 9:00 a.m. and 8:00 p.m. Not only are they trying to attract the young students, but they are trying to get the parents to appreciate the value of trades training and the lucrative careers available to their children, and encourage them to enroll in trades and technology programs.

Both Mayor Lois Jackson and Superintendent of the Delta School District, Dianne Turner, are supporting and promoting this all-day event.

The Faculty of Trades and Technology will be in attendance showcasing some of our “unique” programs hoping to engage the students with informative, interactive projects and demonstrations.

Library Services and Learning Centres

Library Services

1) Kwantlen Seed Library officially launched March 16

The Kwantlen Seed Library is a student initiative of the Kwantlen Sustainable Greenhouse Club, with support from the KPU Langley Campus Library. Its mission is to work with community partners to promote the importance of seed diversity in establishing local food security.

The event took place on March 16, and included the following activities:

- Speakers on native species, plant selection, seed preservation
- Demonstration of seed cleaning techniques
- Donations and exchange of seeds

The Seed Library will be housed in the Langley campus library, and open to members of the public for donating and borrowing seeds.

2) Notable additions to the collection Spring 2013

These are fully accessible on or off campus:

- **Material ConneXion: Supporting design students as well as architects and engineers, this database is encyclopedic in scope; offering** unlimited access to images, detailed material descriptions, usage characteristics, and manufacturer and distributor contact information.
- **PsycTests:** A research database that provides access to psychological tests, measures, scales, surveys, and other assessments as well as descriptive information about the test and its development and administration. Strong support for all psychology degree students as well as students in Education Studies, Nursing and Counseling.

3) KPU students reach #3 in use of provincial online reference service

Through the 2012 calendar year, KPU students took advantage of the AskAway online reference service by asking the third highest numbers of questions at 2387; outpaced only by SFU (5052 questions) and UBC (2937). AskAway is BC and Yukon's collaborative post-secondary chat reference service, providing post-secondary learners, educators and researchers with reference assistance online at point-of-need. The service is staffed by over 160 library staff from 29 BC and Yukon post-secondary libraries. KPU librarians provide 9 hours/week (3-5 hours/week during the summer) of service and KPU students gain access to 67 hours of reference help.

4) Open textbooks and KPU

University Librarian Todd Mundle and Web/Interlibrary Loans Librarian Caroline Daniels presented at BCcampus' Adopting Open Textbooks workshop hosted by KPU in February. They spoke on the help that librarians can provide in terms of: discovery tools for open educational resources including textbooks, organization of resources, scholarly publishing support, advocacy and the challenges around access, functionality and stability of these open resources. Full

details on the session can be found at: <http://blogs.kwantlen.ca/sites/learntech/2013/02/28/open-textbook-workshop-recap/>

5) Outreach at Richmond Public Library

After arranging a meeting with Richmond Public Librarians to discuss opportunities for collaboration, KPU Librarians agreed to offer a three part series at Richmond Public geared towards high school students. The sessions (Life of a University Student at KPU, Academic Research: You Aren't In High School Anymore & Academic Honesty & Plagiarism) were scheduled on consecutive Tuesday afternoons in February and March and were fully booked within days of being advertised. Angela Liang from the New Student Office offered the first information session and KPU Librarian Lisa Hubick taught the last two classes in the series. We received positive feedback from the teachers who brought their classes in for the sessions and from Theresa de Sousa, Student Resources Librarian at Richmond Public Library. We look forward to continued and expanded opportunities for collaboration with RPL in the future.

The Learning Centres

Staffing Update: On March 15 Dr. Laura Aguilera joined the Learning Centre faculty as a Learning Strategist focusing on language and cognition, particularly for ESL students.

Sensational Saturdays: The Learning Centre's staff and faculty provided support to 65 individual students at the Sensational Saturday offering in February (23rd) and we look forward to a similar response in March (23rd). Students are attending workshops on Learning Styles, Procrastination, Citations, Note-taking, Overcoming Anxiety, Writing the Research Paper.

Academic Boost Camp: The March offering attracted 73 registrants from students on Academic Warning or Probation. Unfortunately only 35 students actually attended on the day and Learning Centre faculty have been contacting those students who didn't attend Boost Camp, but had registered, to identify reasons for non-attendance. Ironically 80% of those students who didn't attend had Procrastination as one of their pre-Boost Camp selections.

Those who did attend found the day to be highly beneficial as they were able to identify "what messes them up at university", discover the mismatch between academic and personal expectations and attend three from the nine sessions offered during the day which were designed to address common areas which students need to address to improve their academic standing. All students left with names of at least three faculty, Student Services and Learning Centre staff, tutors and/or peer coaches, with whom they are encouraged to connect with over the next three weeks to help implement plans for progress. Participants are then invited to attend a Power Up program in April to help them prepare for their finals.

KPU Open House: Over 115 people directly connected with staff and faculty at the KPU Open House to enquire about support for students. Parents and students alike were relieved to know that supports ranging from individual consultations with Learning Strategists, to personal, group and online tutoring or coaching are both available and free. There was high interest in the forthcoming transition programs to be offered in the summer as well as comfort in knowing that programs such as Early Alert, regular workshops and Boost Camps are also offered free of charge to students.

Community Adult Literacy Program: The Learning Centre continues to provide vocational literacy tutoring for immigrant and EAL participants in the Community Adult Literacy Program (CALP). Some sessions are provided through community

organizations (PICS, First Society) or Richmond Public Library and other vocational sessions bring community members to the KPU Richmond and Surrey campus libraries. Fifteen participants from four different community groups have completed eight weeks of tutoring. Through a program developed by Dr. Laura Aguilera, specialized vocational literacy training for and tutoring by seven Learning Centre tutors has been delivered.

ESL Support: Learning Centre faculty, Centre staff, International Peer Coaches and tutors are working directly with OISS staff, program faculty and ELST faculty to provide additional and targeted support for ESL students, particularly in the lower level courses. We anticipate that students will be encouraged to attend regular tutoring sessions and conversation clubs, and benefit from personal coaching sessions and other student life activities as they progress in their language development and academic understanding to increase their confidence in mixing with other KPU students and in the broader community.

International Education

ADDITION OF AVP INTERNATIONAL & DEVELOPMENT OF OUTREACH PLAN

In the beginning of January, the new Associate Vice President of International, Stuart McIlmoyle, joined KPU. After meeting with the current International staff members and settling into the new position, the first action to be taken was an outreach plan to meet with and build relationships of trust within the institution.

With the creation of a new AVP role and recognized emphasis being now placed on international matters within the university, a high level of interest and anticipation was demonstrated by various members at KPU. Through these first few weeks, one-on-one meetings have been held with all senior leadership as well as with all deans and many faculty coordinators. These meetings with the internal leaders of KPU allowed for dialogue on how International can best help each of the various departments within our institution grow and continue to be successful. Additional meetings were also held with various teaching faculty and facilities staff as the opportunities arose. A very warm welcome was provided by our KPU leadership, faculty and staff and it was much appreciated.

START OF ASSESMENT PROCESS & STRATEGIC PLAN

From the information and feedback provided through the weeks of meetings, the outlines of an overall assessment of international priorities and a related strategic plan have been started. The purpose of this assessment and strategic plan will be to help KPU as an institution examine and recognize the current successful international practices in place. Also, reviews and suggested ways of improving our international development on an institutional level both externally and internally will be developed. These suggestions will reflect the new strategic plan that has been developed for the institution and thereby help to guide the growth of International at KPU.

After being finalized in the next few weeks, this information and attached suggestions will be available to the Board for their review. Some key areas of the report for International will include: Marketing and Recruitment, Student Retention, Student Success and Internationalization.

SCIENCE WITHOUT BORDERS

Science without Borders is a recently new program established by the Brazilian government to provide study abroad opportunities for up to 100,000 top university students in Brazil. Initiated in July 2011 this program will run until the summer of 2015, with approximately 12,000 of these students expected to come and study in various institutions across Canada.

Students can study for one year in a foreign university plus with an additional six months of language training (i.e. English/ESL) if required. Possible study areas include the sciences, design, mathematics, and information technology. The equivalent of over 2 billion Canadian dollars will be invested by the Brazilian government to finance this program.

Competition among world-wide institutions is strong due to the potential long-term revenue to be generated through placing these students.

Currently KPU has received 34 Brazilian scholarship students with 14 more already registered for July 2013. More applications are expected for July. Many of these students that we have received are for the areas within the School of Design. In order to further market KPU as a destination, in April Stuart McIlmoyle will join an ACCC delegation to an annual conference hosted by the Brazilian government. At this conference various representatives of Brazilian federal institutes will be in attendance so there will be opportunities to make further advancements with this scholarship program. Overall feedback of our current Science without Borders students has been phenomenal. Both ACA and Design faculty have expressed their appreciation for receiving these high-quality scholarship students.

INTERNATIONAL & DEPARTMENT OF DESIGN

Over the last few weeks, as the number of new applications of international students have been received, it became evident that major decisions regarding the placement of international students within the School of Design would need to be taken by the Dean pro tem of Design, Carolyn Robertson, and her faculty. Due to the current structure of the design programs and the enrolment process, very limited space is available for incoming international students. Over several long talks and brainstorming meetings with Carolyn and her team, some great developments have taken place.

In order to accommodate the new intake of international students coming for this year from the Science without Borders program, a special faculty council meeting was held to discuss methods of growth and possible program expansion within the School of Design. After much discussion, a unanimous vote was taken to accept all incoming Science without Borders students and also to open the door to future international students through a series of new Intra-Design courses that will be offered to both domestic and international students. These Intra-Design courses are to be created as electives with a broad design focus looking at current and relevant issues in the area of design. Ideas such as Ecodesign and/or First Nations Design and Concepts among others may be options for development.

By providing further and expanded course offerings in a non-cohort model, up to 35 students per class will be able to participate in these design courses. These new course options will enable FTE targets to be met in both domestic and international areas. Moreover, not only international students will be able to study with the School of Design but also current KPU students registered and majoring in other disciplines.

This series of discussions with Carolyn and her Design faculty were very productive and many thanks are given to the Design faculty for the creativeness and willingness to grow through international opportunities. In the next few months as plans are developed, ideas and course options will be shared with the Board through reports and presentations by Design.

GLOBAL COMPETENCY CERTIFICATE

In February, in conjunction with the Faculty of Arts, International participated in a forum for the discussion of a new certificate proposed to be created at KPU. This certificate will be the Global Competency Certificate and will focus on

helping our students become successful leaders through the development of cross-cultural communication and global awareness. Several other universities including Thompson Rivers University have already implemented global competency certificates which are now optional for students to participate in while completing their regular course offerings. These certificates fill the need in developing awareness among students, faculty and also future employers on the critical need for cross-cultural communication skills and knowledge.

The link below provides an example of TRU's global competency certificate:

<http://www.tru.ca/global.html>

The initial forum for the KPU Global Competency Certificate was well attended by various KPU faculty from across several disciplines. Diane Purvey, Dean of Arts, as well as Sandra Schinnerl, Director of the Office of International Students and Scholars, and Stuart McIlmoyle, AVP international, all presented at the forum. Feedback from participants was overwhelmingly positive with strong support shown for the development of a certificate of a similar type to be created at KPU. Discussions after the forum with the Diane and Stuart have resulted in the concept that International will take the lead on developing a potential model for this certificate. Ideas generated will later be shared for feedback with students, faculty and the community before a final proposal is submitted for approval by the appropriate administrative and governance bodies within KPU sometime later this year.

DEVELOPMENT OF COURSE FOR INTERNATIONAL STUDENT SUCCESS

Through the various meetings held with faculty, administration and students, one recurring theme has been evident: the need for more help for our international students to transition successfully into the Canadian academic setting here at KPU. This message was especially clear when meeting with faculty. Concerns over the lack of success in integration and inclusion of our international students in our academic setting was expressed repeatedly.

This feedback has been incorporated into a preliminary plan designed to address these issues. This has resulted in discussion with senior administration, the Faculties of ACA and Arts, and International to create a course that will help international students transition more successfully into studying in Canada and more specifically at KPU. Through these discussions it has been determined by all parties involved that this new course may possibly reside with the Faculty of Arts and will include the following areas among others:

- Study skills specific to success in a Canadian university (i.e. critical and analytical thinking, group work, public presentations and also understanding the academic weight of assignments vs. exams)
- Time management
- Money management & personal budgeting
- Perfecting inter-personal skills in a Canadian cultural setting
- Review of personality types/learning styles and identifying this information on a personal level
- Life planning & goal setting

Developmental work for course objectives, the syllabus and learning outcomes will take place within the next few months with plans to have this course offered for credit to international students sometime in 2014.

CULTURAL ACTIVITIES FOR INTERNATIONAL STUDENTS

Two major cultural activities have been held for International students at KPU over the beginning months of 2013.

Cedar Weaving

A First Nations-focused activity of cedar weaving was held in conjunction and support of Darlene Willier, Coordinator of First Nations Education. This activity was modeled after a similar and previous cedar weaving activity that had taken place within KPU in 2012. Above expected turn-out was experienced with over 30 individuals including international students and KPU faculty/leadership also attending. More similar activities in the future will be planned to highlight the rich cultural heritage that we have here with our First Nations.

Curling

International students also had the opportunity to experience a sport that many of them had never previously knew existed: curling. The event was held in Richmond and students were extremely pleased to try their hand at a new sport for the first time. Please watch for the 2014 or 2018 future Olympic gold medalist from our KPU international student team.

FIELD SCHOOLS AND EXCHANGE PROGRAMS

This summer four field schools are being marketed and presented, three for students (Colombia-Amazon, France, Japan) and one for faculty (India- Community & Health). Enough support has been gathered so far for the Colombia-Amazon (14 students) and India (13 faculty) field schools to be offered. For the other field schools, applications are still be accepted and a decision will be made by the Faculty of Arts that is promoting these field schools on whether there are enough registrations to run them successfully.

Part of the reason for the success of the Colombia-Amazon and India field schools was the active promotion by the faculty leading these field schools. Several successful activities and seminars were held specifically for the Colombia-Amazon field school due to the two faculty members leading that program: Lucie Gagne (Design) and Ross Liard (Arts). Moreover, the Colombia-Amazon field school's interdisciplinary focus has also successfully attracted students due to the opportunity to experience education through various lenses and disciplines.

Over the course of this year, consultation will be started with faculty and students to find out how to further enhance our field school experiences and attract even more students and faculty to participate in these global education experiences being offered by KPU.

Communications and Marketing Services

The Communications and Marketing Services department continues to serve the needs of all internal faculties and departments, working with them to market their programs and events. We receive close to 200 requests monthly for a variety of materials including posters, banners, newsletters, brochures, event handouts, media releases, advertising and social media messaging.

At this time, the website re-design is a major project for the department. A full audit of all website pages has been completed and much time was spent working with faculties and service areas to update current information and archive out-dated pages. The new design and architecture is being reviewed by the website development committee this month and plans are to finalize the creative and construction of the pages by the end of March. This will put the project on track for a site migration to the new platform by the end of April.

The key objectives of the website upgrade are to increase functionality for the content editor of our website and enhance the end user experience in design, function and access to vital information.

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

Kwantlen PR Coverage – January & February 2013

From January 1 to February 28, 2013, Kwantlen distributed a total of 27 press releases and 2 public service announcements:

January 2013 included the following 11 press releases:

- KPU to host the 16th Annual Fraser Valley Acoustic Guitar Festival
- KPU to honour four outstanding British Columbians with honorary degrees in 2013
- Kwantlen's Miss Representation Action Group welcomes Margaret Atwood at the February 16, 2013, screening of the feature documentary, *Payback*
- Kwantlen students develop website for the Consulate of Solomon Islands to Canada
- KPU begins countdown to the CCAA Women's National Soccer Championships with host banner presentation
- KPU receives \$25,000 donation from the Rotary Club of Langley in recognition of generous benefactor
- KPU trades campus receives investment from Ministry for new equipment
- KPU's appliance servicing program creates opportunities for more than one career
- KPU alumna and former faculty member heads to Ottawa to present at the 2013 CPRS National Conference

- CALP – Kwantlen launches adult literacy programs across the South Fraser Region (mandarin)
- KPU students head to Cuba for a three month internship focused on food security

February 2013 included the following 16 press releases and 2 public services announcements (PSA):

- Kwantlen Polytechnic University Open House (PSA)
- Srdjan Djekanovic joins KPU as new head coach of the men's soccer team
- KPU proud to be named a *BC Top Employer* – again!
- KPU hosts fifth annual Student/Alumni Leadership conference - *Do Something*
- KPU to recognize Christine Sinclair with honorary doctor of laws
- KPU faculty member awarded Queen's Diamond Jubilee Medal
- KPU students place first in global business competition
- KPU fashion student wins Télió award at Montreal Fashion Week!
- Annual Career Day prepares KPU community for their future
- KPU's school of horticulture hosts third annual *Branching Out* event
- Six KPU badminton athletes qualify for CCAA Nationals
- KPU basketball teams compete against Island rivals
- KPU president and vice-chancellor Dr. Alan Davis named opening keynote speaker for *Summit 2013*
- KPU celebrates the grand opening of the new faculty of community and health studies building at its Langley campus
- KPU director awarded Queen Elizabeth II Diamond Jubilee Medal
- You're invited to the Lower Fraser Valley Regional Skills Competition! (PSA)
- Three KPU Eagles named PACWEST Basketball All-Star award honours
- KPU's Network to Eliminate Violence in Relationships (NEVR) hosts conference

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

- KPU to honour four outstanding British Columbians with honorary degrees in 2013
- Eagles offence outguns Bearcats

- Margaret Atwood to speak at Kwantlen's Richmond campus
- KPU, LCMS present concert of 'New and Improved' music
- Eagles squads split at home
- Kwantlen on pace to earn a playoff position
- KPU receives \$25,000 donation from the Rotary Club of Langley in recognition of generous benefactor
- Growing education at Kwantlen
- Kwantlen's appliance program grads will fill looming trade gap
- Traditional virtues help youth make wise choices
- New Kwantlen president sets goals for school
- Kwantlen to screen documentary
- Gendercide documentary screened at Kwantlen's Surrey campus
- Kwantlen hosts open house
- Surrey universities named top places to work in B.C.
- Kwantlen Eagles fall a game short
- Annual career day prepares Kwantlen community for the future
- Kwantlen students place first in global business competition

Kwantlen's Media Coverage

During these months, coverage was received on 395 occasions:

204 mentions in January 2013

191 mentions in February 2013

Monetary Value

Kwantlen's total monetary value for media coverage was **\$463,306.80**

Month by month breakdown:

January – 204 mentions worth **\$135,491.81**

February – 191 mentions worth **\$327,814.99**

The value of coverage varies depending on the circulation of each media outlet, ie. national publications have a higher value than local publications due to audience size.

KPU's most relevant stories with high monetary value in January and February:

01/25/2013 - Developing six cities at once – Vancouver Sun - \$28,306.32

01/30/2013 - Metro cities want idle farmland replanted – Vancouver Sun - \$13,286.35

02/03/2013 - B.C. must invest more in post-secondary education – Vancouver Sun - \$4,049.85

02/07/2013 - "A Conversation with Margaret Atwood" at Kwantlen Polytechnic University – cbc.ca - \$238.69

02/13/2013 - BA in traditional Chinese medicine – Vancouver Sun - \$12,121.13

02/22/2013 - Universities lag behind city demand - Vancouver Sun - \$23,432.29

Emergency Planning

Evacuation

Evacuation Planning continued through the period.

- The 1st annual, controlled, full-scale, evacuation drill was conducted at KPU Richmond on January 18.
- Fire Wardens at KPU Langley were selected and trained. The 1st annual, controlled, full-scale, evacuation drill was conducted at KPU Langley on February 21.
- Fire Safety Plan revisions for KPU Surrey on near completion. Fire Wardens have been selected. Training and evacuation drill is scheduled for the month of March.

Emergency Planning Begins At Home

NA

Floor Warden (see also paragraph 3.0 PLANNING – Evacuation, above)

KPU Richmond Floor Wardens (10) trained January 18, 2013

KPU Langley Floor Wardens (15) trained February 14, 2013

Continuity (see also paragraph 3.0 PLANNING – Continuity, above)

NA

Campus Emergency Management System (CEMS) Training

Development and implementation courseware estimates for in-service training are complete. A curricular team comprising the Manager Emergency Planning, Director Public Safety Program, and Learning Strategist, Trades, Learning Centre is seeking approval to begin the work as outlined in the CAMPUS EMERGENCY MANAGEMENT SYSTEM (CEMS) TRAINING IMPLEMENTATION STRATEGY AND RECOMMENDATIONS, February 25, 2013.

Miscellaneous

The Office of Emergency Planning has now made contact with the Emergency Radio Service clubs in each of our municipalities and has opened discussions on the idea of establishing HAM radio stations (clubs) at each of our campuses. Nothing yet to propose.

Facilities Services

CAPITAL PROJECTS

Refurbishment Phase 2 - Richmond	Completed furniture layouts for 37 offices/workstations, three meeting rooms, and five ancillary spaces.
Refurbishment Phase 2 - Richmond	Completed specifications and technical drawings for tender.
Signage Upgrade - Richmond	15+ directional, directory and identification signage hardware for Richmond to correspond with recent campus renovations
Signage Update - Surrey	Signage updates to correspond with recent office moves (Student Life & Community, Co-op, OISS, and Secretariat). 15+ panes of custom privacy frosting, 20+ door, directional and wayfinding signage were installed.
Wall Graphics - Surrey	Custom wall mural for Co-op & Career Services.
Construction guidelines	Created document of construction design considerations for all KPU projects.
CAHS - Langley	Resolved acoustic problems in open office meeting rooms
Millwright fluids lab renovation - Cloverdale	Completed renovation plans for re-design of fluids lab.
Print Shop/Mailroom - Surrey	Mailroom and Print Shop equipment feasibility studies and Quantity Surveyor report completed.
Moves summary - KPU	11+ days of move activity, relocating 53 people, relocating 424 pieces of furniture and equipment between campuses and transporting about 45 items to BC Crown Asset Disposal.
Chip & Shannon Wilson School of Design	Request for Information (RFI) completed for Design Services. Over 29 firms identified they are submitting a response with interest from worldwide firms.

PREVENTATIVE MAINTENANCE

(Represents highlights instead of details of the regular preventative maintenance program)

PROJECT

SMARTTool GHG Submission	Finalized GHG emissions data on government website and submitted carbon transfer fee payment to Pacific Carbon Trust. There has been an 8% reduction in emissions this year.
Energy Consumption Records	Updated energy consumption records and benchmarking booklet for 2012.
Loading Dock Lighting "BETA" energy efficiency project	Installed a variety of LED, Metal Halide and induction lighting technology at the loading dock at Surrey Campus for evaluation of lighting technology. Signage will be added to share this test area with the community, BCHydro and others who may be interested. The project also provides future energy and maintenance cost avoidance
Courtyard and Forest Lighting energy efficiency project	Installed LED lighting and de-lamped forest lighting. Project provides future energy and maintenance cost avoidance.
Energy Efficiency Projects Development	Evaluated new lighting technology and identified seven lighting retro-fit projects using life cycle cost analysis.
Emergency Generator Life Safety Maintenance	Completed fuel polishing maintenance work which is required by the BC Fire Code for all Facilities Emergency generator systems.
Confined Space Inventory	Retained a consultant and inspected each campus to identify all confined spaces. The

	consultant has submitted summary reports that form the basis of future employee training and contractor awareness documentation to improve the Facilities Safety program.
Chillers – Eddy Current testing	Evaporator and condenser Eddy Current predictive maintenance diagnostics completed for the Richmond and Langley Chillers.
AVED Facilities Condition Database System (VFA)	Submitted updated information for capital renewal projects completed in 2012.
Elevator Phones	Completed installation of elevator phones at the Surrey Campus to meet current elevator code requirements.
Boiler System	Installed OEM acid neutralization kits to improve treatment of flue gas condensate on the main heating boiler plant for the Cloverdale Campus.
Washroom Upgrade Richmond Campus	Power Engineer and Carpenter refurbished outdated second floor west side ladies washroom.
Mechanical Boiler Piping Upgrade	Mechanical Boiler Piping Upgrade project completed at Surrey Campus. Project increases temperature differential on condensing boiler plant improving thermal efficiency and reduces pumping loss by reducing peak pumping requirements from (2) – 15 HP motors during peak heating demand to (1) -15 HP motor running at approx. 50% which reduces electrical energy consumption by more than 75% for this system.
Fire Safety Plan Reviews	Reviewed and provided comments for two fire safety plans for the Surrey Campus
Life Safety Maintenance Program	Completed internal review of the new program and submitted to Supply and Business Services to tender.
Sidewalk Replacement	Developed specifications to replace asphalt sidewalks at Surrey Campus with cement. Project will remove trip hazards and increase wheel chair accessibility with the addition of more wheelchair ramps. Contractor site safety risk assessment completed and Contractor has been mobilized.

FACILITIES OPERATIONS

Hazardous Building Materials Audit	Completed a Hazardous Materials Management Survey for all campuses (Cloverdale not required) to identify and manage hazardous materials in our buildings and mechanical infrastructure and ensure regulatory compliance with WorkSafe BC.
Waste and Recycling Contract	Completed the retendering process and awarded the contract to SuperSave Enterprises. The contractor will be a key provider in handling over 25 various major recyclable and waste components at the university.
Support to Major Events on Campus	Room bookings has provided support in the planning of seven large events on campus including the Miss Representation (Margaret Attwood guest Speaker), Risk Management Conference, Domestic Violence Workshops, Career Days, and Open House.
Code Compliance Review, Cloverdale Trades	Code consultant has completed a preliminary audit of the Cloverdale campus reviewing changes in shop space use, equipment additions, and general housekeeping. Audit is intended to ensure compliance with building and fire code and was initiated as a proactive step to recent inspections of the Carpentry shop by the Surrey Fire Service.
Landscape Contract	Spring Clean Up completed at all campuses.
Carpentry Trades Shop Special Cleaning	Cleaning of upper level steel structure, lighting, mechanical systems, and other horizontal surfaces.

Human Resources and Risk Management

The Support Staff Bargaining collective agreement was successfully ratified by all parties on Feb. 12th. The agreement includes many positive changes for the university and for employees. Information sessions will be offered in the upcoming month regarding the new and revised collective agreement language to ensure consistent understanding and application.

Based on a review of resources and tools in place at other Canadian and US institutions as well as on consultation with internal stakeholders, a Faculty Recruitment Guide has been created along with supplementary recruitment resources and tools. Our next step is to work with academic areas to plan the Guide rollout ensuring integration of the information and tools into orientation for new search committee members and the overall faculty search process.

Occupational Health and Safety Update

University Fire Safety Program Review

The OH&S office continues to work with the Office of Emergency Planning and Facilities to review the University's Fire Safety Program. The review consists of updating the written fire safety plan, posting Instruction to Occupant signage, establishing designated assembly areas, recruiting and training floor wardens and conducting fire drills.

First annual fire drills were held at the Richmond campus on January 18th and at the Langley campus on February 21, 2013. The drills involved complete evacuation of the buildings and involved participation of employees and students.

Floor wardens have been appointed at the Surrey campus. Orientation sessions for floor wardens are expected to take place in March.

WorkSafe BC Compliance

Working with Facilities and Trades and Technology to ensure dust collection systems are in compliance with WorkSafe BC regulations and Fire Code. Surrey Fire Department has issued an inspection report outlining deficiencies that need to be addressed.

Information and Educational Technology (IET)

Strategic Initiatives

These are initiatives that help support and advance the University's strategic goals. The initiatives are grouped under programs that reflect the common goals they support.

Student Experience

Mobile apps for students

A joint Student Affairs/IET project team is initiating the project to implement the Mobile App solution by Ellucian (maker of Banner Student Information System).

Agile Infrastructure

Thin Client rollout

Began the process to rollout thin clients to faculty offices.

Laptop upgrade and encryption

Began the process to upgrade staff and faculty laptops as part of the replacement program to renew laptops every three years. Hard disk encryption is also implemented on the laptops as a security measure to protect data from unauthorized access.

New IT Service Management system

Completed implementation of the new IT Service Management system that provides best-practiced based IT service delivery and management functions as well as enhanced online self-service functions. It is expected that the system will be extended in the near future for use by the Facilities department to enhance management of Facilities service requests.

Operational Initiatives

Process Improvement

Lean Thinking

The University continues its Lean Journey with the following activities:

- Hosted Green Belt training session with 5S Kaizens conducted on three areas in the Surrey Campus: Admissions and Graduation Office, Facilities Workshop and IET Storage. The Kaizens were highly successful in delivering immediate improvements (in efficiency and effectiveness) to the workspaces.
- Maggie Fung (CIO) is attending training for Lean Green Belt Certification along with Jas Parmar (ACA Divisional Business Manager) and John Boylan (Associate Registrar). The three will attain Green Belt Certification by mid-March. Bringing the total number of Lean Green Belts to five.

Regulatory Compliance

These projects are required to meet regulatory and institutional commitments.

IT General Control Audit

Completed the Self-Assessment Questionnaire of the IT General Control Audit for government reporting entities as mandated by the Auditor General of BC.

Information Security Awareness program

IET continues to promote security awareness with ongoing communication and promotions and departmental training sessions.

Institutional Analysis and Planning

➤ The CENSUS 2011 DEMOGRAPHIC TRENDS REPORT

This report describes the population trends by age and by language for the Kwantlen Region, Census Subdivision (city, district and first nations), and Canada Post Forward Sortation Areas (FSA) in Kwantlen’s region and in BC. It was completed in February and posted on the IA&P website.

➤ STRATEGIC PLANNING

The draft strategies for KPU’s 2013-18 Strategic Plan were presented to the internal Kwantlen community at sessions held at each campus in mid-January to give people the opportunity to comment on the proposed strategies. The information collected at these sessions and through an on-line survey for people unable to attend the sessions was reviewed by the Strategic Planning Task Force on January 24th and February 8th; the SPTF forwarded its recommendations for the strategies to the President.

In February the goals and strategies were presented to the Board of Governors for comment; adjustments were made as a result of this discussion.

The next step in the strategic planning process entailed “stress testing” the strategic plan against four plausible future scenarios and then adjusting the plan as necessary. The scenarios are the output of the scenario planning process (spring 2012) that involved nearly 200 participants from across the University. This session was attended by the SPTF, the group that drafted the initial strategies and all the Deans and Associate Deans. Conversations about critical trends and future events that can greatly impact the University, inspired by the scenarios, confirmed that the Strategic Plan goals were appropriate and suggested further refinements to the strategies to support a robust and resilient organization that is attuned to potential futures.

➤ FACULTY DATA TABLES

IA&P has compiled Faculty data spanning from academic year 2008/2009 to 2011/2012 into fact books that will aid each Faculty in its planning and accountability.

Data are presented in a framework that spans students’ academic, professional, and personal growth trajectory. Also included in the fact book are each Faculty’s employee profile, student profile, and research dollars generated.

The Faculty fact books are accessible through SharePoint. Work is being done to

<h3>1. Roles of a Faculty in Students' Academic, Professional and Personal Growth Trajectory</h3>			
Transition to KPU		Ensuring Student Success at KPU	
Applicant Data		Retention	KPU Grad Post-Program Success
Strategic relationships with school districts and other relevant agencies/organizations Attracting secondary students Attracting transfer students Attracting non-traditional students Support Systems: - Support for first-year students - Clear educational pathways for students		First year success measures Demonstration of learning outcomes and skills gains Academic and social support mechanisms Enriching educational experiences: - Experiential learning - Work integrated learning - International experiences - Former Student Satisfaction - Co-curricular activities	Preparedness for further education or job at Faculty and program levels Employment outcomes at Faculty and program levels Working in a discipline-related field Credentials awarded
<h3>2. Employee Data</h3>		<h3>3. Student Profile</h3>	
Employee Category Program/Division Gender Age Length of Employment Full time/Part time Status Credential Level		Gender Domestic/International New/Continuing Full-time/Part-time Age City of Residency	
			<h3>4. Research</h3> Research Funding
			

automation of key data sets included in the fact book (e.g., retention tables), making data more readily accessible to users.

- VIABILITY REPORTS FOR PROPOSED NEW PROGRAMS
 - BA, MINOR IN LANGUAGE AND CULTURE

- SURVEYS ADMINISTERED BY IA&P
 - in January:
 - Proposed Strategies Feedback
 - CAHS - Academic Plan Survey 2013
 - in February:
 - KPU Library Student Survey 2013

- AD HOC DATA INTERNAL REQUESTS TO IA&P
 - 15 in January
 - 8 in February

Organizational Risk

IMPROVING ACCOUNTABILITY

As part of our continuing efforts to improve accountability, the Risk Office:

- Completed the compilation of a risk register with Business and Operations Managers of all faculties. Key risks have been identified. Appropriate mitigation strategies developed.
- Completed the development of a centralized claims registry.
- Completed the identification and compilation of Security related risks

EXPANDING UNDERSTANDING OF RISK MANAGEMENT IN THE POST-SECONDARY SECTOR

- Initiated the development of the first ever BC Postsecondary ERM Working Group. Twenty-six institutions have indicated interest in collaborating to share information and identify emerging risks.

OPERATIONAL RISK

- Ongoing efforts to build a risk culture and enhance internal capacity by training staff in identification and management of departmental risks and monitoring and consolidating risks for quarterly reporting

Security

Security continues operating on a PROBLEM ORIENTATION SOLVING format using a COMMUNITY ASSISTED PREVENTION model as a guide. The Athletic department was having problems with non-paying persons using the weight room at KPU Surrey. The following collaborative plan has been put into action. The Athletic department is now collecting student cards as a guest enters. Periodically security will check the weight room users numbers against the number of cards gathered. Persons who are in the room and have not left their card at the front are given the opportunity to produce their card or leave the weight room.

Security officers will be issued CAMPUS SECURITY OFFICER Business/Incident cards. Upon final approval of the prototype by Harry GRAY. Officers will use the cards as reminders to victims of incidents of the case # and of the officer that they dealt with. The cards will also be handed out by the officers when asked for their name. The cards have a crime prevention component that reminds persons on campus that [**SECURITY DEPENDS ON "U"**].

Two letters of RECOGNITION were received from Staff in regards to the service provided by the security officers at KPU Langley and KPU Surrey.

Student Affairs

The division includes the departments of *Aboriginal Student Services, Admissions and Student Enrolment Services, Assessment and Testing, Athletics, Co-operative Education and Career Services, Counselling, Educational Advising, New Student Programs, International Students and Scholars, Records and Graduation, Recreation, Registration and Student Information Systems, Services for Students with Disabilities, Student Awards and Financial Assistance, Student Life and Development, and Transfer Credit.*

ATHLETICS

SIRC-CCAA Academic All Canadian - Brittany McNeill, Women's Soccer

PACWEST & CCAA Team Updates - Women's Basketball came fourth at the PACWEST Basketball Provincial Championships

Badminton won a bronze medal in the team competition for the 2012-2013 PACWEST season

PACWEST & CCAA Individual Updates

Willis Kwee/Andy Wong won a silver medal in men's doubles at the CCAA National Badminton Championships

Chris Chung/Paulina Hsu came fourth in mixed doubles at the CCAA National Badminton Championships

Alisa Young/Even (Lok Yi) Tong came fifth in women's doubles at the CCAA National Badminton Championships

PACWEST 2nd Team All-Stars

Jessica Villiadiego, Women's Basketball

Ali Bosir, Men's Basketball

Willis Kwee, Men's Badminton

Andy Wong, Men's Badminton

Chris Chung, Men's Badminton

Alisa Young, Women's Badminton

Even (Lok Yi) Tong, Women's Badminton

Paulina (Chien Min) Hsu, Women's Badminton

PACWEST All Rookie Team

Amber-Lee Kavanagh, Women's Basketball

PACWEST Academic Excellence Award

James Arseneau, Badminton

Grant Steinberg, Men's Golf

Brittany McNeill, Women's Soccer

Shanay Sangha, Women's Soccer

CENTRE FOR CO-OPERATIVE EDUCATION AND CAREER SERVICES

Career Services - Online Job Posting System

Kwantlen's job posting system, Career Connection, saw 115 new employer contacts post 183 full-time, part-time, and volunteer job opportunities for students and alumni during January and February. Some of these new employer contacts to Kwantlen include the Tsawwassen First Nation, BC Liquor Stores and Langley Montessori School. In addition, during this period, 466 students and alumni joined the online job posting and career event system to access these valuable opportunities.

Career Services - Events

❖ **Volunteer Expo – Richmond campus: January 22nd and Langley campus: January 23rd**

Career Services, in collaboration with Student Life and Development and the KSA, hosted 18 not for profit organizations on campus who were actively recruiting student volunteers for a variety of community initiatives. These organizations included: Canadian Cancer Society, Big Brothers Big Sisters, Pedalheads Bike Camps, Gateway of Hope, YWCA Metro Vancouver, Richmond Youth Service Agency, CHIMO, Battered Women's Support Services, On The Rocks Ice, ConnecTra, Zajac Ranch for Children, Canadian Hemochromatosis Society, Residences for Independent Living Society, Richmond Family Place and AIESEC Kwantlen. Feedback from the volunteer exhibitors was very positive and the student participation, especially on the Richmond campus, was strong.

❖ **Horticulture “Branching Out” Career Day – Langley campus: January 30th**

In collaboration with the Horticulture Faculty and students, Career Services coordinated an opportunity for students to network with over 20 employers (40 contacts in total) in their specific fields of interest (equal amounts from Landscape, Production and Arboriculture). The day's format included guest speaker Brian Minter, an alumni panel as well as three, 20 minute in depth roundtable discussions on hiring practices. In total, 71 students attended this successful event. The feedback from employers and students was positive with interest in continuing next year.

❖ **Bank of Montreal, Big Hire - Richmond Campus, Feb 12th**

Over 75 well-dressed students attended the BMO information session and speed interviews on the Richmond campus. Two BMO representatives, the Richmond Assistant Branch Manager and Branch Investment Manager fielded short 15 minute interviews in two groups. Currently 25 of those resumes have been forwarded to head office for positions ranging from Customer Service Representatives to head office/corporate positions.

❖ **Career Week - Surrey/Richmond Campus, Feb 26th-March 1st**

Leading up to Career Day, Career Services coordinated a series of one-hour lunch time workshops on campus to help promote and prepare students for the big day. Workshops included: an Alumni Panel, Interviews and Other Workplace Communication, Why Finance? Why Now?, 'Build Your Career' Lego Build, Resumes and Cover Letters, Is the United Nations for you?, and CRA (Canada Revenue Agency): Information and Opportunities. Student registration averaged 22-35 students per workshop.

Co-operative Education

Employer relationships were further strengthened during this period by establishing new and building on existing contacts to expand work-integrated learning opportunities. In total for the Spring 2013 semester, KPU Co-op students saw 126 Co-op jobs posted. This represents a minor increase in the 122 positions posted for the same semester last year. Organizations recruiting Kwantlen Co-op students for this period included KNV Chartered Accountants LLP, Environment Canada, Canada Border Services Agency, Finning International and the BC Lions Football Club. The total number of Spring 2013 Co-op placements were up 18% (71) over those of Spring 2012 (60).

OFFICE FOR NEW STUDENT PROGRAMS

Open House Recruitment Event – At over 900 attendees, the 2013 open house almost doubled last year’s attendance with about half of the attendees coming from our primary target audience of high school students.

Facebook campaigns for local and international recruitment – local ad campaigns were launched for important time-sensitive events and deadlines, and international campaigns were launched two to four weeks in advance of recruiters attending international fairs reminding our target markets that KPU would be in their cities and to visit our booth at the fairs.

iCapture lead capture App – iPads with lead capture technology are being used at large events overseas and domestically to capture a larger amount of leads as part of our recruitment and CRM communications plan and activities.

OFFICE OF THE REGISTRAR

Admissions & Records:

The Office of the Registrar has re-organized business units, and re-located all admissions staff to Surrey and all academic records staff to Langley. The graduation, degree audit, and legal requests functions remain in Surrey while all other academic record functions are now in Langley.

Lean Project:

The Office of the Registrar units of admissions, transfer credit, and graduation has recently conducted a LEAN 5S Methodology project that improved inner office efficiencies and physical work flow management. The LEAN project team will now conduct the same methodology to the student enrolment services or front line service units in Surrey to standardize the work stations and services. The Surrey unit will be seen as a pilot project, which will then be rolled out to the work stations on the other campuses in the next few months.

Phone System:

A joint initiative between IET, Facilities and SES has resulted in Kwantlen’s two main phone systems being merged. External users calling KPU for Student Enrolment Services (SES) inquiries or for general university information will now be handled through a common telephone directory under 604-599-2000. The new joint system and call centre is set to launch next week. All appropriate web pages and publications will reflect this change.

Student & Financial Awards:

The Student & Financial Award Services will implement a student work study program. A soft pilot launch is anticipated in mid-April with the Office of New Student Programs and the Faculty of Science. SAFA staff will be participating in the Financial Literacy for Youth conference and trade show May 7th in Richmond.

KPU has received re-certification to offer students from the USA the Ford-Stafford Loans through 2015.

Professional staff will be presenting at the provincial financial aid conference on best practices and current trends in the administration of scholarships in April in Victoria.

SERVICES FOR STUDENTS WITH DISABILITIES

- SSD provided access to 1174 students with disabilities; 1101 disability-accommodated exams in SSD testing room.
- Outreach/Transition activities include: Disability Advisor booth at Vancouver School Board Transition Fair (150 parents, teachers, counsellors & students); SSD Table at KPU Open House (65 students).
- Physical audit for Surrey Campus – Lowered five automatic door openers to accommodate students of short stature in wheelchairs; acquired an accessible digital microscope/with LCD for Surrey Biology lab for short stature students.
- SSD Faculty presentations to faculty in ESLT and BPN on KPU Access C37 policy/procedures, essential learning outcomes, and managing disability behaviours in the classroom.
- Learning Specialist is representing students with disabilities on the Advisory Committee for KPU Virtual Health and Wellness Centre run by students in the nursing program; also represents disability initiatives on the KPU Emergency Planning Advisory Committee.
- Adaptive Technologies Audit – upgraded all software (JAWS, ZOOMText, Kurzweil) for blind/visually and print impaired students for KPU Library PC's, Testing PC's, and SSD laptops for exams.

STUDENT ENGAGEMENT

Aboriginal Gathering Place Events

- Cedar Weaving Workshops: following the successful offering of a free cedar weaving workshop in October, the Aboriginal Gathering Place held another on March 8th. Both events filled with over 30 participants attending each session which was delivered Nisga'a student, Patricia Stewart.
- Drum Making Workshop: March 1st, 2nd and 3rd saw the delivery of the KPU Drum Circle's 2nd annual drum making workshop. Over a dozen participants attended across the three days which each of them fabricating their own traditional hand drum from scratch.

- **Gathering Place Lecture Series:** the next installment of the Gathering Place Lecture Series has been confirmed for March 21st featured indigenous scholar, Dr. Greg Younging who will deliver “Deconstructing the Reality and the Rhetoric in the Reconciliation Discourse”, an analysis of the discourse around Canada’s Indian Residential School settlement.

Student Leadership Conference

KPU’s 5th annual Student Leadership Conference was held on Saturday, January 26th on the Surrey campus with its associated Spotlight on Student Leadership event featuring a number of free keynote sessions on Thursday, January 24th. As with previous conferences, this year’s yielded extremely positive feedback from its 200 attendees. This year’s conference featured over 18 conference sessions, an opportunities fair, and keynote addresses from KPU’s own Dr. Alan Davis, Kim Baird of the Tsawwassen First Nation, author Chris Turner, and former Vancouver Canuck Ryan Walter.

Student Leadership Awards

March 2013 saw the delivery of the 2nd annual Student Leadership Awards program recognizing Kwantlen students who contribute to campus life or to service in the communities in KPU’s region in an above and beyond manner. This year’s program has resulted in 28 student award winners who will be recognized for their efforts through one of two \$500 scholarships, the Contribution to Student Life Award or the Giving Back Citizenship Award, at KPU’s Celebration of Leadership and Service on April 4th.

KPU Multi-Faith Centre Pilot Program

One-and-a-half years into KPU’s pilot Multi-Faith Centre pilot program, community faith organizations in Kwantlen’s region were invited to attend an information on either February 21st at KPU Richmond or February 28th at KPU Surrey to gauge interest in expanding the pilot to include a growing number and diversity of faith representatives serving the KPU community through the Centre. In total, 26 groups attended across both evenings and interest in potentially engaging with the Centre has subsequently been expressed by representatives from Sikh, Muslim, Christian and Humanist organizations in KPU’s region.

Volunteer Expo – Richmond and Langley

Building on the success of September’s Volunteer Expo on the Surrey campus, the event was expanded to the Richmond Campus on January 22nd and the Langley Campus on January 23rd. Well attended by students, the expos featured participation from organizations such as the Canadian Cancer Society, Big Brothers Big Sisters, the Elizabeth Fry Society and the Richmond Youth Service Agency.

Kwantlen Model United Nations

Student Life and Development supported the delivery of the inaugural Kwantlen Model United Nations (KMUN) on February 22nd and 23rd at KPU Surrey. The event featured a model United Nations executive of 11 students and 25 student delegates who represented various countries across the two day event as the students explored global issues such as foreign natural resource interests, global warming and conflict intervention. Participant feedback is extremely important and the goal is for the event to grow and to be held annually.

University Secretariat

University Secretariat

During the period covered by this report (January 12, 2013 to March 18, 2013) General Counsel supported the work of each of the units of the University Secretariat (University Governance and Policy Support, Student Risk and Judicial Affairs, and Freedom of Information and Protection of Privacy) and provided legal advice to the Board and senior administration at Kwantlen. Detailed reporting of such legal advice is not included, given the public nature of this report. In late February, all units of the University Secretariat moved to new space on the Surrey campus from locations on the Langley and Cloverdale campuses. The Governance and Policy Support Group is now located in the Cedar Building on the Surrey Campus (Cedar 1020) while General Counsel, Student Risk and Judicial Affairs and Freedom of Information and Protection of Privacy are now located in Cedar 1021. The co-location of all units is expected to create efficiencies and foster a new team environment for this group, as well as bring each unit closer to more of its core “clients”. A brief outline of the work undertaken by each of the units within the University Secretariat during the reporting period follows.

University Governance and Policy Support

The University Governance and Policy Support Group of the University Secretariat organized, supported and followed up on at least 33 Board and Senate meetings and committee meetings during the reporting period, and attended a number of other meetings.

The Course Outline Database/Library Sharepoint system went live after a three week testing period.

This Group also organized and supported the two day retreat for the Board of Governors held mid-February during which the Board learned about the road ahead for post-secondary education and spent a day reviewing and discussing the draft Strategic Vision 2018.

Student Risk and Judicial Affairs

Cases

The Office of Student Risk and Judicial Affairs (OSJA) received six new cases during the reporting period covered by this report. Of those six cases, two are currently under investigation, one case is being recommended for mediation and the other three cases require no further action by the OSJA as advice and guidance was provided to faculty. Ongoing work continues on previous cases, some involving the Behavioural Intervention Team.

Administration

Ongoing work continues on Student Judicial Affairs protocols and procedures, web page, the revision of Student Conduct Policy C.21 and the marketing campaign aimed at educating and informing the University community of the services and responsibilities of the OSJA.

Database

OSJA has completed the database set up for the student conduct database which went 'live' on March 4th.

Behavioural Intervention Team (BIT)

Work continues on formalizing BIT policy, protocols and procedures. Work will begin on an educational campaign for the KPU community with respect to the work of BIT. In collaboration with SFU, the OSJA is working on developing a community of practice with other post-secondary BIT chairs.

Student Risk Management

The OSJA completed affiliation agreements for Community and Health Studies practicum placements and continued support for faculty and staff providing guidance and advice on dealing with issues involving students that may contain some level of risk for the University.

Freedom of Information and Protection of Privacy

FOI Access Requests

Three access requests were completed and closed during this period. Three new requests were received.

New Policy and Procedures Submission

A proposed DRAFT Policy and Procedures for "Emergency Disclosure of Personal Information" was reviewed by its executive sponsor and submitted to the University Governance and Policy Support Group for processing. This policy has now proceeded through the public comment period.

Office of Advancement

Development Office

Record Donations

We are currently tracking 31% ahead of last year at this time, and will finish the fiscal year at least 25% ahead of last year. This will be our seventh consecutive year with double digit growth and our seventh year of setting a record for total donations. We also confidently predict at this point, due to pledge payments already secured in fiscal 2013/14 that we will show double digit growth, and again it will be a record year.

Notable Gifts Secured

A donor, who will not be announced until April recently committed \$50,000 towards the campaign for the Faculty of Community and Health Studies. This donor will be recognized by having a room inside the new space at KPU Langley named in their honour.

In January 2013, the Rotary Club of Langley presented President Dr. Alan Davis with a donation of \$25,000 to establish the “Marion Laurie Endowed Award” in Community & Health Studies. This award will provide a \$1,250 award in perpetuity.

In December 2012, Coast Capital Savings made their final pledge payment, completing their historic \$1 million commitment made in 2008. Conversations are taking place regarding continued partnership, although their recognition and benefits extend to the end of 2013, and a further five years for naming rights to KPU’s four campus libraries.

Sodexo has once again been confirmed as the presenting sponsor for “The Show 2013” at a \$15,000 value.

An individual donor made a \$15,000 donation, increasing his endowment to \$50,000, which will support a student in the Millwright program.

An alumnus donated \$10,000 towards their \$60,000 endowment for an Entrance Award.

Homeowner Protection made a \$60,000 donation to create a \$20,000 endowment and \$40,000 bursary to support trade students.

Award Ceremonies

The General Awards Dinner and Faculty of Design and School of Business Award ceremonies were held in November 2012, and the Faculty of Trades & Technology Award ceremonies were in February 2013. Both events were well attended, and we received positive feedback from our donors on the experience.

Foundation Golf Tournament – only 20 spots left

Mark your calendar! The Kwantlen Polytechnic University Foundation’s 3rd Annual Golf Tournament in support of student athletes is scheduled for Wednesday, May 22, 2013, at Northview Golf & Country Club, Surrey, BC.

There are many sponsorship opportunities, and we are looking for donations of silent auction items and prizes, and we hope you will be able to help us in this endeavour. Items such as gift certificates, gift baskets, sports/golf equipment,

tickets to sporting events, electronics, household items, art, and jewelry, are just a few of the ideas that would make excellent auction and prize items. We hope you will also join us for a day of golf with your colleagues and register a foursome. For further information about sponsorship opportunities, please visit <http://www.kwantlen.ca/golf>

Alumni Relations

Alumni Engagement

A twitter contest was run to increase alumni engagement via social media in late January.

Events

In partnership with CMA BC, the Alumni Relations office set-up an Alumni Information Session at the end of February for those interested in the pursuing a CMA, CPA, or a CA designation. Twenty-two alumni signed up for this event and 18 alumni attended; this was a substantial increase from the 50 percent participation rate we have seen from registrants at previous events.

Alumni Relations and Alumni Association representatives had a photo booth set-up at the KPU Open House on March 2, which attracted many prospective students and gave them a chance to speak with alumni at the station about their Kwantlen experience.

External and Government Relations

New Director of External and Government Affairs

Marlyn Graziano has joined the Advancement Office as the new Director, External and Government Affairs. Marlyn was most recently the publisher of the Now Newspaper (Surrey, White Rock, and North Delta), and the editorial director for the LMP community publishing group, a division of Glacier Media. Given Marlyn's extensive experience building relationships in the KPU communities, we are delighted to have Marlyn join the KPU team at this critical time for our community and government outreach.

Marlyn's initial focus will be on furthering relationships at the civic government level (staff and political) in Surrey, Langley Township and the City of Langley. Jeff Norris will take the lead on provincial relations, with Marlyn's support as needed. Jeff will also lead the efforts in Richmond with Marlyn's support until a more focused approach is finalized for that city.

Marlyn is meeting with internal stakeholders at KPU to get an understanding of the various facets of community engagement already underway. The goal is to create a database that will allow us to track all engagement efforts/projects, allowing us to identify duplication, gaps, and opportunities so these can be strategically addressed in order to meet KPU's mission and strategic objectives.

Internal stakeholders are also being asked to provide suggestions on how community engagement can assist them in achieving their objectives.

Marlyn is meeting with external stakeholders on an ongoing basis and as part of those meetings is identifying knowledge gaps about KPU in the wider community. This will allow us to develop a set of key messages and other collateral that will help tell the "KPU story."

Office of Supply and Business Services

Architectural Services:

A process has been developed by Supply and Business Services to support the Chip and Shannon Wilson School of Design Steering Committee and Facilities Services to select an Architectural Firm to lead an integrated design team to provide Architectural and Interior Design Services for the Chip and Shannon Wilson School of Design.

A Request for Information posted on the BC Government Bid Website that closes in March, will lead to a short-list of five architectural firms to be invited to submit proposals and fees for this work, with the three highest rated firms interviewed in April by the Steering Committee with Faculty and Student Representation.

Managed Print Services:

A joint committee from Supply and Business Service and the IET Department has completed interviews with manufacturers of multifunction devices responding to Kwantlen's request for expression of interest to provide information regarding their office and print production products, technology, services and solutions.

From these meetings, the committee has identified an opportunity for the university on the next contract for copy and print equipment to include value-added services and software to provide Managed Print Service solutions for Device Management Software providing device optimization, inventory and service monitoring, improved meter reading and supplies management.

In addition, Print Management Software will be evaluated and tested to provide new controls for tracking and managing print volumes, that, along with new print policies, can be used to reduce print volumes, paper consumption and costs.

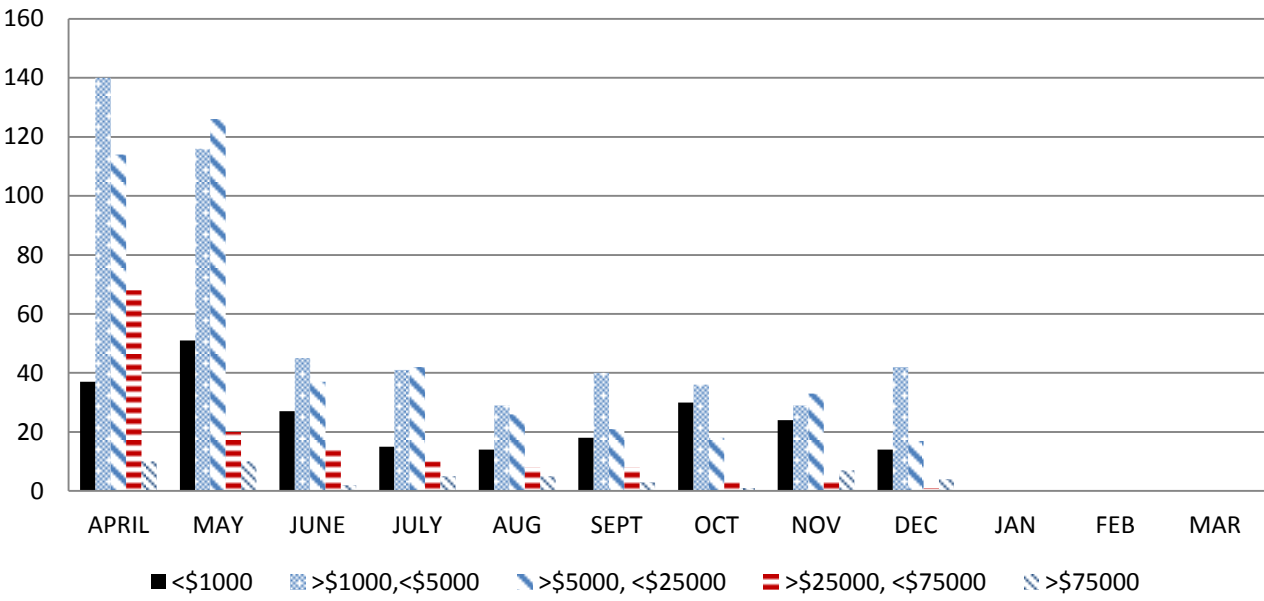
With new multi-function print devices, there will be a transition to a central fax server that will allow the IET department to eliminate the cost fax-boards and phones for all University workgroup offices.

The joint committee is expect to commence testing this Summer, with implementation in the Fall that will provide technology transformation to, Wireless Printing, Scan Routing and Document Management and Tracking, Proximity Card Print Authentication, Web Pay-for-Print E-Commerce Solution, Colour Printing & Scanning and "follow-me" Cloud Printing.

Workload Efficiencies:

The following table provides an update on workload volumes for Purchasing Services.

Number of PO's classified by value (objective is to reduce small \$ value orders)



-
1. Kwantlen "Upcoming Events / Activities 2013 (attached)
 2. Kwantlen Student Association Update / April 3, 2013 (attached)

KWANTLEN UPCOMING EVENTS / ACTIVITIES 2013

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

<i>Date</i>	<i>Time</i>	<i>Event/Activity</i>	<i>Location</i>
2013			
Wednesday 3 April	3:00-7:00 pm	Board meeting	Surrey Campus Cedar 2110
Friday 5 April	8:00-10:00 am	HR Committee	Cloverdale Campus Rm 1853
Wednesday 10 April	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853
Saturday – Tuesday 20-23 April	Various	Association of Governing Boards Conference	San Francisco, CA
Monday 29 April	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Thursday-Sunday 1-5 May	Various	Canadian University Boards Association (CUBA) (For Board Chair and University Secretary)	Calgary, Alberta
Tuesday 14 May	4:00-6:00 pm	Finance & Audit Committee	Cloverdale Campus Rm 1853
Wednesday 15 May	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853
Monday 27 May	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Wednesday 29 May	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853
Wed-Friday 29-31 May	11:00 am & 2:30 pm Friday – 11 am only	Convocation – 5 ceremonies	Surrey campus gymnasium
Friday 31 May	6:00 pm	Chancellor's Dinner	Sheraton Guildford Hotel
Friday 7 June	8:15 am to 2:00 pm	KPU Day for Employees	Bombay Banquet Hall (behind Costco)
Wednesday 5 June	3:00-7:00 pm	Board meeting	Cloverdale Campus Room 1853

Monday 24 June	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Wednesday 18 September	3:00-7:00 pm	Board meeting	Richmond Campus Conference Centre Room 2550, West Wing, Second Floor
Wednesday 20 November	3:00-7:00 pm	Board meeting	Surrey Campus, Cedar Room 2110



UPDATE ON THE KWANTLEN STUDENT ASSOCIATION • APRIL 3, 2013

Members of the Board of Governors:

It is our pleasure to provide you with a high-level update on recent work of the Kwantlen Student Association. Should you have any questions, we would be pleased to make a presentation at any time upon request.

Strategic Planning

The Kwantlen Student Association's board (Council) approved our 2013-2018 strategic plan, which has been made available to members of the Board of Governors, for your reference, through the University Secretary.

We note with interest that many elements of our strategic plan are consistent with and complementary to the KPU strategic plan currently under development.

Student Services

Harvest Boxes

We have just launched our harvest box program, whereby students can order more than 3 kg of fresh produce for \$5 through our Member Services desks, twice per month. Reception has been very positive.

Contest for Student Proposals

The Kwantlen Student Association is in discussions on the creation of a contest—a call for student proposals on how to make KPU campuses more transit-accessible, and/or sustainable. We would love to figure out ways to partner with KPU in this event.

New Website

The Kwantlen Student Association's website is being re-launched to make it more aesthetically pleasing, and to make information and resources more accessible to students. We expect to bring the new website on-line by the end of April.

WaterFillz Units, Bike Boxes, etc.

We continue to wait for the installation of these units (the KSA has already committed the money, and would like installation expedited). We are waiting for various

approvals and updates from KPU Facilities. (The WaterFillz units, for example, were purchased for students in Summer 2012.)

External Affairs

Efforts in Victoria

Our Director of External Affairs recently spent several days in Victoria, lobbying politicians on issues important to students. We would be pleased to engage in a discussion with KPU to learn about joint concerns on which the KSA and KPU may be able to lobby jointly.

TransLink Discussions

Much of the past several months has been spent in contract discussions with TransLink. Our Director of External Affairs represented the KSA, and did a fantastic job pushing TransLink to offer a more fair contract for the U-Pass B.C. program for KSA/KPU.

Student Life

Equinox Event in Richmond

As a part of its goal to increase student engagement and the KSA's presence on every campus, **Equinox**, a dance party, is being hosted on the Richmond campus. In our promotion of the event, feedback from Richmond students has been enthusiastic.

Academic Advocacy

The Kwantlen Student Association has been stepping up its efforts to ensure that KPU students are informed about KPU's policies, so that they are better prepared when responding to academic and non-academic decisions of the University. With a full-time advocacy coordinator, we have increased our capacity to provide this one-on-one support.

Finances

Annual Audit

The Kwantlen Student Association's annual audit has resulted in an unqualified audit. We are pleased to report that the KSA is in a sound financial position, and that considerable improvements in our position have been made in comparison to 2010 and 2011.