



REMINDER

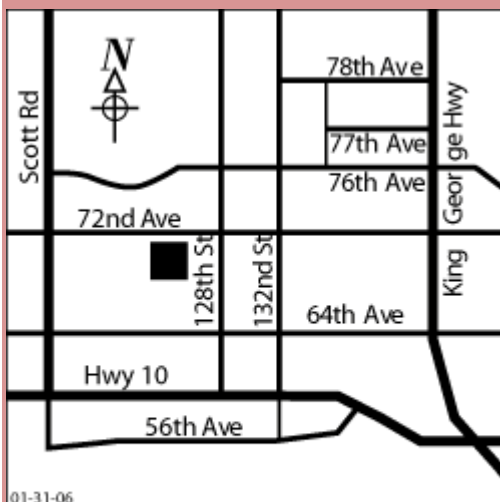
Board Meeting is at the

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).



Surrey Campus
12666 72nd Avenue, Surrey

Directions to Meeting Room

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

Colour Key for Board Package

Blue – Items for decision

 - attached documents are on white paper

Lavender – Monitoring items

 - attached documents are on lavender paper

Yellow – For information

- attached documents are on white paper

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

1. **Call to Order**
2. **Approval of Agenda** 1 min.
3. **Consent Agenda / Gord Schoberg** 1 min.
 - a. **Operational Consent Agenda**
 - b. **Board Consent Agenda**
 - i. **Minutes 21 September 2011** Page 6
 - ii. **Monitor Policy 2.0, Global Governance-Management Linkage / Amrik Virk** Page 14
 - iii. **Monitor Policy 2.2, Accountability of the President / Amrik Virk** Page 16
 - iv. **Monitor Policy 2.3, Delegation to the President / Amrik Virk** Page 19
 - v. **Monitor Policy 2.4, Monitoring President Performance / Amrik Virk** Page 22
 - vi. **Monitor Policy 2.5, Presidential Compensation & Benefits / Amrik Virk** Page 25
4. **New Business**
 - a. **Board Appointee to Kwantlen Foundation / Gord Schoberg** Page 27 5 min.
5. **Assurance of Successful President Performance**
 - a. **Receipt of Monitoring Reports / Compliance Vote**
 - i. **Policy 3.5, Financial Condition & Activities / Shane King** Page 28 5 min.
 - ii. **Policy 3.6, Asset Protection / Shane King** Page 39 5 min.
 - b. **Upcoming Monitoring Reports** Page 50
6. **Finance & Audit Committee / Shane King**
 - a. **Investment Report / Gordon Lee** Page 51 5 min.
 - b. **2nd Quarter Financial Report / Gordon Lee** Page 58 5 min.
 - c. **Facilities Condition Assessment / Gordon Lee** Page 60 5 min.
7. **External Relations Committee / Scott Nicoll**
 - a. **Notice of Position** Page 74 5 min.
8. **President's Report / John McKendry** Page 81 5 min.
9. **Senate Report / John McKendry** 5 min.

- | | |
|---|----------------|
| 10. Board/Senate Task Force on Bi-cameral Governance Update /
Gord Schoberg | 5 min. |
| 11. Next Meeting Agenda Contribution / Gord Schoberg | 1 min. |
| 12. For the Good of the Order / Gord Schoberg | 2 min. |
| 13. Evaluation of the Board as a Group / Shane King | Page 85 3 min. |
| 14. Information Package | Page 87 |
| 15. Next Meeting | |
| <p style="margin-left: 40px;">Regular Board Meeting
 Wednesday 25 January 2012
 Langley Campus, Room 1030
 3:00-7:00 pm</p> | |
| 16. Adjournment | |

Consent Agenda

To facilitate the Board's focus on strategic and significant matters, the Consent Agenda deals with some routine items requiring approval that do not need discussion as well as some items legally requiring Board approval but delegated to the President. Thus, the outside authority is obeyed, but governance and management are not compromised. Consent items are usually found on the agenda under two headings – Operational Consent Agenda and Board Consent Agenda.

If a Governor has a question, he/she can contact the University Secretary in advance of the meeting to clarify a concern. The Consent Agenda is not intended to prevent discussion of any matter by the Board. Therefore, prior to the adoption of the Consent Agenda, any Governor can request that an item from the Consent Agenda be moved to the regular Agenda. This does not require a second or a vote.

All items under the Consent Agenda are approved with one motion and no discussion, freeing the Board to address more substantive issues.



**KWANTLEN
POLYTECHNIC
UNIVERSITY**

Board:
Meeting Date
Schedule No.:
Prepared by:

Regular
23 November 2011
3 b i
Sandi Klassen

BOARD ITEM / Consent Agenda

Issue: **Minutes for Approval**

For Approval: **THAT the Board of Governors approve the minutes of 21
September 2011.**

Present

Board

Ariana Arguello
Kristan Ash
Yuri Fulmer
Kassandra Linklater
John McKendry/President
Scott Nicoll
Suzanne Pearce
Derek Robertson
Gord Schoberg/Chair
Launi Skinner
Ken Tung
Amrik Virk

University Vice Presidents

Anne Lavack/Provost & VP Academic
Gordon Lee/Finance & Administration

University Community Members

Rob Adamoski/Dean, Faculty of Social Sciences
Dana Cserepes/Senate Vice Chair
Dean Drysdale/Business Instructor
Jody Gordon/AVP Students
Harry Gray/AVP Human Resource Services
Sandi Klassen/University Secretary
Kathy Lylyk/Executive Director, Finance
Elizabeth Merritt /University Secretariat
Jeff Norris/Chief Advancement Officer
Larissa Petrillo/Faculty of Social Sciences

Regrets

Arvinder Bubber/Chancellor
Shane King
Kim Richter

Call to Order

The Chair called the meeting to order at 4:30pm. The Chair thanked outgoing Chair, Scott Nicoll, for his leadership and guidance. Scott Nicoll thanked the Board for its support and thanked Sandi Klassen for her role as a trusted advisor to the Board Chair.

Gord Schoberg indicated that as Board Chair he will be focusing on three areas:

- Students: how will Board decisions improve the student experience and prepare them for life and work in the community
- Community: how will Board decisions help Kwantlen support and drive the economic prosperity and strengthen the social fabric of the community
- Government of BC: how will Board decisions help promote fiscal prudence and align our values and goals?

Approval of Agenda

**Moved by Yuri Fulmer; seconded by Kristan Ash:
THAT the Board of Governors approve the agenda with the addition of item 1.a Thank you to outgoing Chair.**

MOTION CARRIED

Consent Agenda

**Moved by Ariana Arguello; seconded by Amrik Virk:
THAT the Board of Governors approve the Operational Consent
Agenda.**

MOTION CARRIED

Items approved under the Operational Consent Agenda were:

- Enrolment Report – Summer and Fall 2011
- Public Bodies Report Year Ended March 31, 2011

**Moved by Kristan Ash; seconded by Ken Tung:
THAT the Board of Governors approve the Board Consent Agenda.**

MOTION CARRIED

Items approved under the Board Consent Agenda were:

- Minutes 1 June 2011
- Minutes 20 June 2011
- Minutes of 21 July 2011
- Kwantlen Student Assn. Financials
- Monitor Policy 1.4, *Agenda Planning & Board Meeting Conduct*
- Monitor Policy 1.6, *Board Chair's Role*
- Monitor Policy 1.7, *Board Committee Principles*
- Monitor Policy 1.9, *Board Relationship with Senate and the Kwantlen Foundation*
- Monitor Policy 1.11, *Board Members' Individual Responsibilities*
- Monitor Policy 2.1, *Unity of Control*
- Revision to Policy 1.4, *Agenda Planning & Board Meeting Conduct*

New Business

Giving Opportunities

Jeff Norris, Chief Advancement Officer, spoke to the Board about the Office of Advancement Double Your Donation – Family Campaign.

Finance & Audit Committee

Proposed Internal Audit Implementation Plan

Gordon Lee updated the Board on the background of this proposal. The Government of BC is asking post-secondary institutions to find ways of reducing finance and administration costs. Kwantlen is working in partnership with the University of the Fraser Valley to acquire the services of an internal auditor.

**Moved by Scott Nicoll; seconded by Launi Skinner:
THAT the Board of Governors approve the proposed Internal Audit
Implementation Plan.**

MOTION CARRIED

Plan and Financial Implications of Faculty Amalgamation

Rob Adamoski, Dean of Social Sciences, reviewed the two year process regarding the proposal to amalgamate the Faculties of Humanities and Social Sciences.

Moved by Kristan Ash; seconded by Amrik Virk:
THAT the Board of Governors accept the proposed budget plan for the amalgamation of the Faculty of Social Sciences and the Faculty of Humanities and that it approve the merger of the two Faculties.

MOTION CARRIED
Suzanne Pearce OPPOSED

Asset Naming Opportunities Policy & Procedures

Moved by Suzanne Pearce; seconded by Ariana Arguello:
THAT the Board of Governors approve the Asset Naming Opportunities Policy and Procedures.

MOTION CARRIED

Pre-budget Briefing

Gordon Lee provided a pre-budget document to the Board. The Government of BC is moving to Public Sector Accounting Board Standards which will have a negative impact on post-secondary budgets.

Governance Committee

Board Committee Appointments

The Board discussed the need for an external representative on the Board External Affairs Committee.

Moved by Amrik Virk; seconded by Launi Skinner:
THAT the Board of Governors approve Board committee appointments including the addition of Launi Skinner to the Board External Affairs Committee effective September 1, 2011.

MOTION CARRIED

Principles of Academic Freedom and Responsibility Statement

The Board has reviewed the statement and has received advice from Senate.

Moved by Ariana Arguello; seconded by Scott Nicoll:
THAT the Board of Governors approve posting of the Principles of Academic Freedom and Responsibility Statement for University comment.

MOTION CARRIED

Moving to Paperless Board and Committee Meetings

Moved by Ken Tung; seconded by Suzanne Pearce:
THAT the Board of Governors approve the implementation plan for the Board moving to paperless Board and Committee meetings.

MOTION CARRIED

Board Retreat

Deferred to the In camera meeting.

Revision of Ends Policies 4.0 – 4.4

**Moved by Scott Nicoll; seconded by Kristan Ash:
THAT the Board of Governors approve revisions to the Ends
Statements to read:**

**“Kwantlen Polytechnic University exists to fulfill the vision
commitments”**

And deleting Ends Statements 4.1 – 4.3

MOTION CARRIED

**Student & Academic
Experience Committee**

Letter of Appreciation

Ken Tung was impressed by the excellence of the Interior Design Exhibition prior to the Interior Design Scholarships and Awards Ceremony on September 9, 2011. It reflects the quality of the program, the instructors and the students.

**Moved by Ken Tung; seconded by Kassandra Linklater:
THAT the Board of Governors write a letter of appreciation to the
Dean of the Faculty of Design regarding the Interior Design
Scholarships and Awards Ceremony.**

MOTION CARRIED

Board Appointment to Senate

**Moved by Launi Skinner; seconded by Amrik Virk:
THAT the Board of Governors re-appoint Kristan Ash as the Board
representative to Senate.**

MOTION CARRIED

**External Relations
Committee**

Board Appointee to Bicameral Governance Task Force

It was suggested that as long as the Task Force is in existence the past chair of the Task Force remain a member to provide continuity.

**Moved by Launi Skinner; seconded by Amrik Virk:
THAT the Board of Governors approve the appointment of Scott
Nicoll to the Board/Senate Task Force on Bicameral Governance.**

MOTION CARRIED

**Assurance of Successful
President Performance**

Policy 3.3, Compensation and Benefits – Compliance Vote

**Moved by Kassandra Linklater; seconded by Scott Nicoll:
THAT the President is in compliance with Policy 3.3, *Compensation
and Benefits*.**

MOTION CARRIED

Policy 3.7, *Emergency Succession*

**Moved by Rob Mumford; seconded by Ken Tung:
THAT the President is in compliance with Policy 3.7, *Emergency Succession*.**

MOTION CARRIED

Policy 3.8, *External Alliances – Compliance Vote*

**Moved by Kristan Ash; seconded by Yuri Fulmer:
THAT the President in in compliance with Policy 3.8, *External Alliances*.**

MOTION CARRIED

Upcoming Monitoring Reports

The following monitoring reports will be submitted between October and December 2011.

- 3.5, *Financial Condition & Activities*
- 3.9, *Communication & Support to the Board*

President's Report

John McKendry updated the Board on university planning and sustainability. There are two main issues the institution needs to focus on: repositioning Kwantlen as a polytechnic institution and student retention.

Senate Report

Information from the Senate meetings of May 30 and June 27, 2011 was provided to the Board.

Board Senate Task Force on Bicameral Governance

The Board discussed the idea of a Board/Senate retreat. The Board/Senate Task Force on Bicameral Governance will consider the agenda and dates.

Email Motions

Presidential Search Advisory Committee Membership

An email vote was taken on June 28, 2011 regarding approval of membership of the Presidential Search Advisory Committee.

Moved THAT the Board of Governors appoint the following individuals to the Presidential Search Advisory Committee:

Board: Scott Nicoll

Launi Skinner

Kristan Ash (alumni member)

Deans: Robert Adamoski, Dean of the Faculty of Social Sciences

Tru Freeman, Dean of the Faculty of Community & Health Studies

**Students: Derek Robertson
Ryan Keigher
Keri Van Gerven**

MOTION CARRIED

Presidential Search Criteria

On June 28, 2011 an email vote was carried out to approve the Presidential Search Criteria.

Moved that the Board of Governors agree with the Presidential Search Criteria as distributed.

MOTION CARRIED

Presidential Search Advisory Committee Student Membership

On July 25, 2011 an email vote was carried out regarding student membership on the Presidential Search Advisory Committee. Ryan Keigher is not eligible to sit on the committee as he will have graduated from the University.

Moved that the Board of Governors approve the appointment of Andrea Danyluk as the student member of the Presidential Search Advisory Committee.

MOTION CARRIED

Spring Convocation 2012 Venue Change

On August 25, 2011 an email vote was carried out regarding the proposal to move the Kwantlen Convocation in the Spring of 2012 to the Langley Events Centre.

Moved that the venue for the Spring 2012 Kwantlen Convocation be changed to the Langley Events Centre.

MOTION CARRIED

Evaluation of Board as a Group

Kristan Ash was assigned to evaluate the Board's performance. She thanked the Chair for his comments regarding focusing on students. The Board followed its own policy with respect to running the meeting. One area of improvement would be the need for more information about Kwantlen offices or departments that the Board could tap into. She noted that the Board Student & Academic Experience Committee had found it very useful to hear presentations from Jody Gordon, AVP Students, and Ron Maggiore, AVP Strategic Enrolment Management.

For the Good of the Order

Gord Schoberg was pleased to see Kwantlen sponsor the Surrey Board of Trade Premier's address on September 21, 2011. Kristan Ash noted that Kwantlen Marketing students had participated successfully in a marketing event. The Chair thanked Sandi Klassen for keeping the Board informed about Kwantlen related events.

Next Meeting

The next meeting is on November 23, 2011 at the Surrey campus.

Adjournment

The meeting adjourned at 6:12pm.

BOARD CHAIR



BOARD:
MEETING DATE:
SCHEDULE NO:
PROVIDED BY:

Regular
23 November 2011
3 b ii
Board Human Resources
Committee

BOARD ITEM / Consent Agenda / Board Self-assessment

Issue: ***Policy 2.0, Global Governance-Management Linkage***

For Information: The Board Human Resources Committee discussed Policy 2.0 at its October 13 , 2011 meeting and recommended that the Board is in compliance with it.

For Approval ***THAT the Board of Governors is in compliance with Policy 2.0, Global Governance-Management Linkage.***

Board Compliance Monitoring Tool

Discussed at the October 13, 2011 Board Human Resources Committee meeting.

Board Means Policy being monitored:

2.0 POLICY TITLE: *GLOBAL GOVERNANCE-MANAGEMENT CONNECTION*

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

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

The board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled President and Vice Chancellor.	All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
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2. If you indicated that the Board is not in strict compliance with the policy as stated, please indicate what you notice that gives evidence that we are ***not*** in compliance?

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

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

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



BOARD:
MEETING DATE:
SCHEDULE NO:
PROVIDED BY:

Regular
23 November 2011
3 b iii
Board Human Resources
Committee

BOARD ITEM / Consent Agenda / Board Self-assessment

Issue: ***Policy 2.2, Accountability of the President***

For Information: The Board Human Resources Committee discussed Policy 2.2 at its October 13, 2011 meeting and recommended that the Board is in compliance with it.

For Approval ***THAT the Board of Governors is in compliance with Policy 2.2, Accountability of the President.***

Board Compliance Monitoring Tool

Discussed at the Board Human Resources Committee on October 13, 2011.

Board Means Policy being monitored:

2.2 POLICY TITLE: ACCOUNTABILITY OF THE PRESIDENT

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

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

The President is the board's only link to operational achievement and conduct, so that all authority and accountability of employees, as far as the board is concerned, is considered the authority and accountability of the President.	All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
1. The board will never give instructions to persons who report directly or indirectly to the President.	All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
2. The board will not evaluate, either formally or informally, any employee other than the President.	All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
3. With the exception of the President and Vice Presidents, the board delegates responsibility to the President regarding the appointment of positions for senior academic administrative positions.	All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
4. The board will view President performance as identical to organizational performance, so that organizational accomplishment of Ends and compliance with Executive Limitations will be viewed as successful President performance.	All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes

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

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

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

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



BOARD:
MEETING DATE:
SCHEDULE NO:
PROVIDED BY:

Regular
23 November 2011
3 b iv
Board Human Resources
Committee

BOARD ITEM / Consent Agenda / Board Self-assessment

Issue: ***Policy 2.3, Delegation to the President***

For Information: The Board Human Resources Committee discussed Policy 2.3 at its November 10, 2011 meeting and recommended that the Board is in compliance with it.

For Approval ***THAT the Board of Governors is in compliance with Policy 2.3, Delegation to the President.***

Board Compliance Monitoring Tool

Evaluated at the Human Resources Committee meeting November 10, 2011

Board Means Policy being monitored:

2.3 POLICY TITLE: *DELEGATION TO THE PRESIDENT*

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

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

<p><i>The board will instruct the President through written policies that prescribe the organizational Ends to be achieved, and describe operational situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.</i></p> <p>Accordingly:</p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p>1. <i>The board will develop policies instructing the President to achieve certain results, for certain recipients at a specified worth or priority. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined here are means issues.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p>2. <i>The board will develop policies that limit the latitude the President may exercise in choosing the operational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were effective in producing Ends achievement. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. To ensure accountability, the board will not prescribe organizational means delegated to the President.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p>3. <i>As long as the President uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the President is authorized to establish all further policies, make all decisions, make all</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>

<i>decisions, take all actions, establish all practices and develop all activities.</i>	
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<i>4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and President domains. By doing so, the board changes the latitude of choice given to the President. But as long as any particular delegation is in place, the board will respect and support decisions made by the President that are consistent with board policy.</i>	All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
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2. If you indicated that the Board is not in strict compliance with the policy as stated, please indicate what you notice that gives evidence that we are **not** in compliance?

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

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

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



BOARD:
MEETING DATE:
SCHEDULE NO:
PROVIDED BY:

Regular
23 November 2011
3 b v
Board Human Resources
Committee

BOARD ITEM / Consent Agenda / Board Self-assessment

Issue: ***Policy 2.4, Monitoring President Performance***

For Information: The Board Human Resources Committee discussed Policy 2.4 at its November 10, 2011 meeting and recommended that the Board is in compliance with it.

For Approval ***THAT the Board of Governors is in compliance with Policy 2.4, Monitoring President Performance.***

Board Compliance Monitoring Tool

Evaluated at the Board HR Committee meeting November 10, 2011

Board Means Policy being monitored:

2.4 POLICY TITLE: *MONITORING PRESIDENT PERFORMANCE*

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

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

<p><i>Systematic and rigorous monitoring of President job performance will be solely against the only expected President job outputs: organizational accomplishment of board policies on Ends and organizational operation within the boundaries established in board policies on Executive Limitations.</i></p> <p><i>Accordingly:</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p><i>1. Monitoring is simply to determine the degree to which board policies are being met. Information that does not address policy compliance will not be considered in the evaluation of the President's performance.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p><i>2. The board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the President discloses, in writing, policy interpretations and compliance information to the board, (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with board policies, and (c) by direct board inspection, in which a designated member or members of the board assess compliance with the appropriate policy criteria.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>

<p>3. <i>In every case, the Board will evaluate</i></p> <p><i>(a) the reasonableness of the President's interpretation, and</i></p> <p><i>(b) whether data demonstrate accomplishment of or compliance with the President's interpretation.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p> <p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p>4. <i>In every case, the standard for compliance shall be any reasonable President interpretation of the board policy being monitored.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p>5. <i>If the board determines the President's actions are not in compliance with a reasonable interpretation of its policies, those actions will be subject to a remedial process agreed to by the board.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p>6. <i>All policies which instruct the President will be monitored at a frequency and by a method chosen by the board. The board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule as indicated in Appendix A.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>
<p>7. <i>The board will also conduct an annual evaluation of the President using a Board-approved President Evaluation Instrument and Process consistent with the existing governance model.</i></p>	<p>All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes</p>

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

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

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

5. Does this policy remain in compliance with the Policy Governance model in terms of content and format?

All Yes No



BOARD:
MEETING DATE:
SCHEDULE NO:
PROVIDED BY:

Regular
23 November 2011
3 b vi
Board Human Resources
Committee

BOARD ITEM / Consent Agenda / Board Self-assessment

Issue: ***Policy 2.5, Presidential Compensation & Benefits***

For Information: The Board Human Resources Committee discussed Policy 2.5 at its October 13, 2011 meeting and recommended that the Board is in compliance with it.

For Approval ***THAT the Board of Governors is in compliance with Policy 2.5, Presidential Compensation & Benefits.***

Board Compliance Monitoring Tool

Discussed at the Board Human Resources Committee meeting on October 13, 2011.

Board Means Policy being monitored:

2.5 POLICY TITLE: *PRESIDENT COMPENSATION & BENEFITS POLICY*

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

The Board shall negotiate a contract with the President that will stipulate compensation and benefits for the President.	All Yes <input type="checkbox"/> No <input type="checkbox"/> Sometimes
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2. If you indicated that the Board is not in strict compliance with the policy as stated, please indicate what you notice that gives evidence that we are ***not*** in compliance?

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

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

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



BOARD ITEM/New Business

Issue: **Board Appointee to Kwantlen Foundation**

For Information: Correspondence was received from the Kwantlen Foundation Chair, Christine Brodie, requesting the appointment of a representative from the Board of Governors for a one-year term.

Ariana Arguello has served very ably in this capacity for the better part of a year and the Board extends its thanks to her.

The Board Chair has been in conversation with Launi Skinner regarding filling this position for one year. Ms. Skinner has agreed to let her name stand for this position.

For Approval: **THAT the Board of Governors approve Launi Skinner as the Board representative to the Kwantlen Foundation for a one-year term.**

BOARD ITEM / Assurance of Successful President Performance

Issue: **Policy 3.5, *Financial Condition & Activities* – Compliance Vote**

For Information: Due to lack of quorum, the Finance & Audit Committee was unable to monitor Policy 3.5 at its November 15, 2011 meeting. The Committee forwarded the Monitoring Report to the Board for evaluation so as not to cause a length delay in its evaluation.

Attached:

1. President's Monitoring Report
2. Evaluation Form

For Approval **THAT the President is in compliance with Policy 3.5, *Financial Condition & Activities*.**



Internal Monitoring Report
Policy 3.5, *Financial Condition & Activities*
November 2011

This is my monitoring report on your Executive Limitations Policy 3.5, *Financial Condition & Activities* according to the schedule set out. I certify that the information contained in this report is true and that I am in compliance with the Policy.

A handwritten signature in black ink, appearing to read 'John W. Steenberg'.

November 10, 2011

President & Vice Chancellor

Date

BOARD POLICY PROVISION

With respect to the actual ongoing financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

PRESIDENT & VICE CHANCELLOR INTERPRETATION

The President shall ensure that policies, competent financial managers and integrated systems for financial planning, financial management & control and financial reporting are in place to ensure that

- the University's approved budget supports both the Board's Ends Statements and Senate's Academic Plan & Priorities;
- expenditures from the previous year (see audited financial statements) and commitments are consistent with the approved University budgets, with the Board's Ends Statements and Senate's Academic Plan & Priorities;
- the University's administration identifies budget variances in a timely manner and makes appropriate management decisions to address them;
- asset management is both effective and efficient;
- cash in excess of the University's needs is invested to preserve capital and to earn a positive return (see audited financial statements, quarterly financial and investment reports);

- the University has competent and experienced financial management;
- the Board receives timely information on University projected and actual revenues and expenditures; and
- the University's short-term financial condition is stable and its long-term financial condition supports the University's objectives and plans (see audited financial statements).

RATIONALE

To successfully manage the finances of a \$144 million university, integrated systems for financial planning, financial management & control and financial reporting are essential. As well, competent and experienced financial managers are required. These managers and the integrated financial systems they manage ensure that the President, Vice Presidents, Deans and Directors have accurate and timely financial information and financial reports for planning, budgeting and management control.

DATA

Policies have been put in place that guide procedures and practice at the University and ensure that the University is in compliance with Policy 3.5. Also, the University Act and Board Policies inform the University's procedures and practices. The University's procedures and practices and how they relate to policy are described below.

- | | |
|---|--|
| <p>a) The University budget development process has been redesigned to be both more open and transparent. Budget presentations and written budget narratives connect budget proposals with both the Board's Global Ends Statement and the Senate's Academic Plan & Priorities. The process was revised for fiscal 2012-13 to allow greater participation from the community. The budget development process is now complete. Documents and timelines are posted on the Finance website:
http://www.kwantlen.ca/finance/budgeting_assurance.html</p> | <p>Board Policies</p> <ul style="list-style-type: none"> • 4.0 Global Ends Statement University Act • 27 (1) Powers of the Board • 35.2 (5) (6) Powers of Senate |
| <p>b) The University's Budget is developed based on conservative estimates of revenue. As well, the budget presented to the Board is fully costed, balanced and includes a prudent budget contingency. Assumptions for fiscal 2012-13 are no increase in government funding, a 2% lift in domestic and international tuition fees, and an overall 2% increase in enrolments.</p> | <p>University Act</p> <ul style="list-style-type: none"> • University Act 29 (Limit on Expenditures), 31 (Short Term Borrowing) <p>Board Policy</p> <ul style="list-style-type: none"> • 3.4 Financial Planning/Budgeting <p>University Policies</p> <ul style="list-style-type: none"> • Policy E.12 Financial: Annual |

Expenditure Plan

- c) Expenditures and commitments are controlled through approval processes and management control mechanisms. Expenditures and commitments are reviewed by Finance Department Managers and Staff to ensure that budget is available and that expenditures and commitments have required authorization. Human Resource Services works with Finance to ensure that staffing is within budget. Managers in the Finance Department are accountable for the control of these payments and receipts. A revised policy and procedures on signing authority has been implemented.
- University Policies
- E.3 Banking
 - E.6 Expense Claim Regulations
 - E.8 Purchasing
 - E.9 Signing Authority
 - E.11 Management and Investment of Operating Funds
 - E.13 Financial Structure of Revenue Based Activities
 - E.14 Investment of Endowment Funds
- d) Budget variances are identified through a monthly review of expenditures comparing them to budgeted amounts. The CFO, the Executive Director Finance and her Managers are engaged in this process.
- Board Policy
- 3.4 Financial Planning/Budgeting
- University Policy
- Policy E.12 Financial: Annual Expenditure Plan
- e) Audited Financial Statements provide the Board of Governors with yearly reporting on the University's financial management. Over the past 10 years, the University has improved its financial position significantly. See Audited Financial Statements for 2010-11 fiscal results.
- Board Policy
- 3.4 Financial Planning/Budgeting
 - 3.5 Financial Condition and Activities
 - 3.6 Asset Protection
- University Policies
- E.2 Auditors
- f) Cash in excess of the University's working capital is invested with two external investment managers. These managers purchase government and corporate bonds (Single A Rated or better) and Canadian Government insured mortgages consistent with the investment objectives of the University. The CFO has provided the Finance and Audit
- University Policies
- E.11 Management and Investment of Operating Funds
 - E.14 Investment of Endowment Funds

Committee with updated investment performance information and the investment managers have attended Finance and Audit Committee meetings to make presentations and to respond to questions.

g) The University's professional finance management includes an Executive Director and four accounting managers all with professional accounting designations. The ED Finance directs the University's financial operations and practices based on accounting policies that are consistent with Canadian generally accepted accounting principles.

h) The CFO, the Executive Director Finance and one of her senior managers prepare quarterly financial reports including budget vs. actual expenditures, financial projections of revenues and expenditures to year-end and financial condition for the Board of Governors. The Finance and Audit Committee Chair approves these quarterly reports and forwards them to the Ministry of Advanced Education and Labour Market Development. The University provides the Board of Governors with quarterly financial statements. This began in March 2011.

The effectiveness of the University's financial planning, financial management & control and financial reporting has over the past 10 years contributed to a strengthened overall financial condition while supporting a significant investment in major capital projects. Audited Financial Statements provide evidence of the effectiveness of financial planning, management & control.

University Policies

- E.3 Banking
- E.6 Expense Claim Regulations
- E.8 Purchasing
- E.9 Signing Authority

Board Policy

- 3.4 Financial Planning/Budgeting

University Policy

- Policy E.12 Financial: Annual Expenditure Plan
- Quarterly financial reports reviewed by the Chair of the Finance and Audit Committee
- Quarterly financial statements (new – commencing March 2011)

SPECIFIC POLICY PROVISIONS

Further, the President shall not:

- 1. Expend more funds than have been received in the fiscal year unless the amount can be repaid by certain and otherwise unencumbered revenues within 90 days of the end of the fiscal year.**

PRESIDENT & VICE CHANCELLOR INTERPRETATION

The President must ensure that expenditures do not exceed revenues in any fiscal period unless authorized by the Board of Governors. In the event of an unforeseen deficit, the President must ensure that the Board is informed in a timely manner and that this deficit is addressed either in the subsequent year's budget plan or through a Board Resolution allocating funds from the Board Contingency Fund to said deficit.

RATIONALE

It would be fiscally irresponsible for the University to incur a deficit, as such deficits place unacceptable strain on the institution's operating funds. As well, the Ministry of Advanced Education and Labour Market Development prohibits the University from running a deficit (University Act, 29 (1)). If the institution does so, it must develop and implement a plan to eliminate its deficit. In the absence of significant productivity gains, such plans would reduce the number of students the University could serve and/or result in employee layoffs.

DATA

1. Monthly and quarterly reports to President, quarterly reports to Minister of Finance and Ministry of Advanced Education and Labour and Market Development (ALMD) Accountability Branch, quarterly financial statements presented to the Finance and Audit Committee and the Board, and the annual audit by Board appointed auditors all indicate compliance.
2. **Use any contingency funds carried forward from previous years.**

PRESIDENT & VICE CHANCELLOR INTERPRETATION

The President may not use any previous years' contingency funds without Board approval.

RATIONALE

A Board resolution prohibits the expenditure of previous years' contingency funds without prior Board approval. As well, often this Board Contingency Fund is committed to capital project funding.

DATA

Regular reports to the President, the annual submission to the Ministry of Finance and the ALMD Accountability Branch, quarterly financial statements provided to the Finance and Audit Committee and the Board, and the annual audit by Board appointed auditors all indicate compliance.

3. Fail to settle payroll and debts in a timely manner.

PRESIDENT & VICE CHANCELLOR INTERPRETATION

Payroll amounts must be accurate and must be paid in a timely manner. Accounts Payable must not be allowed to age inappropriately.

RATIONALE

Employees expect and deserve to be paid what they have earned in a pay period on the next scheduled payday. The reputation of the University depends on it. Moreover, the University depends on the services and goods provided by its suppliers. It is important that KPU maintains good supplier relationships and paying its bills on time supports this.

DATA

Payroll is paid when due. The Audited Financial Statements indicate compliance. In 2010-2011, the average age of accounts payable was 30 days.

4. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

PRESIDENT & VICE CHANCELLOR INTERPRETATION

Practices must be established to ensure on time, accurate filings and to ensure immediate rectification of any errors.

RATIONALE

Late payment of Government remittances can have significant consequences.

DATA

All government remittances are paid on time. The Audited Financial Statements indicate compliance.

5. Make a single purchase of greater than \$200,000 not accounted for in the University Budget without informing the Board at the next scheduled Board meeting. Splitting orders to avoid this limit is not acceptable.

PRESIDENT & VICE CHANCELLOR INTERPRETATION

The President must inform the Board of any such purchase or commitment at the first available opportunity. Where possible (some circumstances, for example a major

fire, may require immediate and unavoidable expenditures or commitments), the President will inform the Board prior to making the purchase or commitment.

RATIONALE

This is an issue of financial accountability. Under Section 27 (1) of the University Act, the Board has fiduciary responsibility for such matters.

DATA

This has not occurred. All expenditures over \$200,000 were part of Board approved budgets or were approved by the Board if they were not part of the University budget. The Public Bodies Report provides a public record of all significant expenditures made by the University.

6. Acquire, encumber or dispose of land or buildings.

PRESIDENT & VICE CHANCELLOR INTERPRETATION

The President may not buy, sell, lease or promise land or buildings as collateral except as approved by the Board and the Ministry.

RATIONALE

Such transactions could materially affect the financial condition of the University and would therefore be at odds with this Executive Limitations Policy. The University Act empowers KPU to buy and sell real property. Section 50 of the University Act also requires KPU to seek and receive permission to buy or sell land and buildings.

Using fixed assets as collateral for loans presupposes that the University incurred either short-term or long-term debt. This would require Board approval although under the University Act (Section 50, (2) (a), KPU is empowered to borrow funds.

DATA

No short-term or long-term debt has been incurred. For all property transactions, Board and Ministry approval has been sought and received.

7. Fail to exercise adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.

PRESIDENT & VICE CHANCELLOR INTERPRETATION

The President must ensure that systems are in place that provide adequate internal controls over receipts and expenditures. As well, systems must ensure that the

University receives best value for its purchases. Finally, disposal of surplus assets must be managed in a way that provides fair value to the University.

RATIONALE

Errors related to unauthorized payments or material dissipation of assets could materially affect the financial condition of the University.

DATA

Internal controls over receipts and disbursements are managed through University policies and through financial control systems managed by the Finance Department in conjunction with Human Resource Services and Purchasing departments. Processes are in place to check invoices and travel claims (University Policies E.3 Banking; E.6 Expense Claims; E.8 Purchasing; and, E.9 Signing Authority). Cheques and online payments are matched to invoices and contracts.

A review of internal controls over receipts and disbursements to determine their adequacy and to identify possible improvements is ongoing. A cash management process review has been completed. Practices have been revised and implemented to address its recommendations. A revision of the University's Signing Authority Policy is has been approved by the Board. Finally, work is being undertaken by the Finance Department to establish an Internal Audit Function, as recommended by the Board's Finance & Audit Committee. A financial process assurance function has been incorporated into a Finance Manager's duties until an internal audit can be funded by the University.

Revisions to the University's online financial reporting system have been completed to improve functionality and to provide more information to unit heads. This includes the implementation of online purchase card reporting. Training has been provided to managers and staff.

Internal controls to address material dissipation of assets are governed by Policy E.8 – Purchasing. It sets out approval processes, signing authority limits, stipulations to ensure that the University receives best value and that bidding processes are fair. Disposal of Surplus Assets is governed by Policy E.7. It ensures that such assets are disposed of through Crown Assets Disposal.

The University will establish an internal audit function, reporting to the Finance & Audit Committee during this fiscal year. An RFP is currently under development.

POLICY

Policy Governance Executive Limitations Evaluation Form

*A tool to be used by individual board members
as they evaluate the internal monitoring reports designated in Board-CEO Linkage.*

Presidential compliance on each of the following items will be determined at the Board meeting. In the months where no Board meeting occurs, evaluations will be faxed to the Executive Administrator for compilation and discussion at the following Board meeting.

To be discussed at the November 23, 2011 Board meeting.

Policy being monitored:

Policy 3.5, Financial Condition and Activities

With respect to the actual, ongoing financial condition and activities, the President shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from board priorities established in Ends policies.

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

1. Expend more funds than have been received in the fiscal year to date unless the amount can be repaid by certain, otherwise unencumbered revenues within 90 days of the end of the fiscal year.
2. Use any contingency funds carried forward from previous years.
3. Fail to settle payroll and debts in a timely manner.
4. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
5. Make a single purchase of greater than \$200,000 not accounted for in the University Budget without informing the Board at the next scheduled Board meeting.. Splitting orders to avoid this limit is not acceptable.
6. Acquire, encumber or dispose of land or buildings.
7. Fail to exercise adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.

1. Was this report submitted when due? (due in May)	Yes	No
--	-----	----

2. Did the report lay out the President's interpretation of the policy? Yes No

3. Is the interpretation justified and reasonable? Yes No

Comments: _____

4. Did the interpretation address all aspects of the policy? Yes No

Comments: _____

5. Has the president provided a rationale for the data presented? Yes No

Comments: _____

5a. Does it include an appropriate metric? Yes No

Comments: _____

6. Was it a reasonable rationale? Yes No

Comments: _____

7. Does the data show compliance with the President's interpretation of our policy? Yes No

Comments: _____

8. Does the policy need to change? If so, how?

Note: If a Board Member is unable to attend a meeting, please forward your comments to the Chair via the Board's Executive Administrator.



**KWANTLEN
POLYTECHNIC
UNIVERSITY**

**BOARD:
MEETING DATE:
SCHEDULE NO:
PRESENTED BY:**

**Regular
23 November 2011
5 a ii
Shane King**

BOARD ITEM / Assurance of Successful President Performance

Issue: **Policy 3.6, Asset Protection – Compliance Vote**

For Information: Due to lack of quorum, the Finance & Audit Committee was unable to monitor Policy 3.6 at its November 15, 2011 meeting. The Committee forwarded the Monitoring Report to the Board for evaluation so as not to cause undue delays in its evaluation.

Attached:

1. President's Monitoring Report
2. Evaluation Form

For Approval **THAT the President is in compliance with Policy 3.6, Asset Protection.**

Internal Monitoring Report
Policy 3.6, *Asset Protection*
September 2011

This is my monitoring report on your Executive Limitations Policy 3.6, *Asset Protection*, according to the schedule set out. I certify that the information contained in this report is true and that I am in compliance with the Policy.

Original signed by John McKendry

President & Vice Chancellor

31 August 2011

Date

BROAD POLICY PROVISION

The President shall not allow tangible and intangible corporate assets to be unprotected, inadequately maintained or placed at unnecessary risk of harm, violation or theft.

PRESIDENT INTERPRETATION

The President must cause appropriate policies, practices and monitoring mechanisms to be in place to ensure that assets are protected, adequately maintained and secured.

DATA

The following policies and practices are in place to make sure that this happens:

- Policy F.2, *Student Events Held on University Premises*;
- Policy F.3, *Student Events Involving Consumption of Alcohol*;
- Policy F.4, *Emergency Response Plan*; (a major update is in progress)
- Security Firm Present on Campus;
- Working Conditions Provisions for Excluded Employees;
- Faculty and Staff contracts, which govern the handling of assets;
- Workplace BC Regulations are followed.

SPECIFIC POLICY PROVISIONS

Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

- 1. Operate without implementing organizational risk management policies.**

PRESIDENT INTERPRETATION

Kwantlen must have risk avoidance and management policies.

DATA

Kwantlen has the following in place to deal with risk avoidance and management:

- Provincial Risk Management Requirements are addressed in University procedures and followed.
- Policy E.17, *Insurance / Employees* – Kwantlen has an insurance policy covering its employees as a result of this policy.
- In addition to the institution’s Emergency Management Committee which includes all Vice Presidents, key directors and senior managers, The Emergency Planning Advisory Committee (EPAC) has been restructured and given revised terms of reference. It now includes representation from every stakeholder unit, department, and unions campus-wide, in addition to adjunct emergency planning coordinators and law enforcement planners from each of the jurisdictions wherein campuses are located, and emergency coordinators from each of the two Health Authorities serving our geographical locations. This committee is permanently chaired by the Manager, Emergency Planning.
- A new Manager Emergency Planning was hired June 2010 to a) be responsible for ensuring the readiness of all University campuses for any emergency or disaster and that the institution can manage and mitigate natural, technological, and human threats to its community and its property; b) be responsible for the direction, supervision and coordination related to the development, implementation and ongoing support of emergency management plans, program and activities at the University. This encompasses planning; mitigation / prevention; preparedness; response; recovery; and continuity of academics, research, and operations activity; c) develop and conduct a comprehensive, continual, and progressive emergency management exercise program; d) develop and deliver training in emergency management; e) interface with internal and liaise with external stakeholders; and f) ensure compliance with best-practice, standards, and all regulatory requirements.
- The *READYCAMPUS*[™] program, based on the internationally accepted standard on emergency management / business continuity program development (NFPA 1600 edition 2010) is being developed and will be administered by the Office of Emergency Planning.
- The Manager Emergency Planning also administers the Campus Security Services contract which provides for the management of a) security operations; b) security personnel; c) reporting; and d) quality improvement. **Defining “campus security” remains a priority item.**
- Policy F.4, *Emergency Response Plan*; (remains in place, but is under significant rewrite / revision and will move from under Facilities Department responsibility to the Office of Emergency Planning in the form of an all-hazards Emergency Operations Plan (EOP) which will include, but not be limited to: a) evacuation instructions, b) shelter-in-place / lockdown instructions, c) continuity plans, d) emergency management structure roles and responsibilities, e) Emergency Operations Centre (EOC) description(s) and activation

instructions, f) Total Alert Emergency Notification System (TALENS) description and activation instructions.)

- An Emergency Planning policy request has been developed and reviewed by management . The policy is in the policy approval process. This policy establishes an institutional Emergency Planning mandate and establishes the Office of Emergency Planning.
- The University has a dedicated Manager of Occupational Health and Safety reporting to Human Resources Services.
- Provincial Worksafe B.C. regulations.
- Establishment of a Behavioral Intervention Team.
- The University has specific policies pertaining to conduct:
 - C.21, *Student Conduct*
 - E.21, *Emergency Response to Inappropriate, Disruptive or Threatening Behaviour*
 - G.23, *Violence in the Workplace*

2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.

PRESIDENT INTERPRETATION

Kwantlen must carry out reasonable maintenance.

DATA

- A Multi-Year Capital Renewal plan is in place.

DATA

- A Multi-Year Capital Renewal plan is in place to invest in replacements/refurbishments to prolong the life of facilities preventative maintenance/repair. Contracts are in place to ensure the facilities are well maintained and meet all regulatory requirements.
- Kwantlen Facilities Department has a detailed electronic service request system which tracks break down and preventative maintenance work.
- A Physical Plant Report for July/August 2011 (attached) provides a snapshot of maintenance activities on each campus. The extensive report helps to affirm the significant commitment to maintaining great facilities.
- A portion of funds from a former Facilities manager position was allocated to the creation of a Power Engineer position to provide additional in-house expertise to handle routine maintenance on the aging facilities.
- A Level 1 facilities condition assessment of campus facilities was completed by VFA.
- In its FY12 budget, Administration proposed and the Board approved funds for infrastructure renewal totaling \$1.5 million.

3. Unreasonably or unnecessarily expose the organization, its board or employees to claims of liability.

PRESIDENT INTERPRETATION

Kwantlen must not expose itself to unnecessary legal risk.

DATA

Kwantlen has not been unnecessarily exposed to legal risk in the last year because we have, in addition to policies listed above, the following policies and regulations:

Policy G.1, *Conflict of Interest*;

Policy G.2, *Human Rights*;

Abide by the noted Provincial Legislation:

Worksafe BC Regulations:

www2.worksafebc.com/Publications/OHSRegulation/Home.asp

FOIPOP Regulations:

www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00

4. Deviate from generally accepted purchasing practices of public bodies.

PRESIDENT INTERPRETATION

Purchasing must be undertaken consistent with federal and provincial standards for public bodies. Moreover, it must provide for fair and open opportunities to all interested parties.

DATA

- Policy E.8 *Purchasing*, which governs commonly accepted practices for public purchasing was revised in January 2011 in line with the new Policy Protocol and current provincial government purchasing legislation.
The revised policy ensures that “as a publicly funded institution, the University has a legal and social responsibility to ensure its procurement practices provide open and fair opportunities for all interested parties wanting to do business with Kwantlen, and to obtain best value for the goods and services needed by the University.”
- Along with purchasing policy revisions, a new purchasing procedures document was developed to ensure that when seeking competitive bids the university complies with Canadian laws governing contracts, issues competitive bids based on best value, and ensures that public procurement processes established by Provincial Legislation are adhered to.

- Defined in the procedures is the requirement to provide instructions on the University's internal website on how to access purchasing services, and on how to contact the University regarding business opportunities. When required, the University uses the Government of British Columbia public procurement website.
- Kwantlen is a member of the Purchasing Management Association of Canada. Our excluded managers possess professional supply management designations. There is an established awareness and obligation to adhere to current legal and legislative requirements for Kwantlen's competitive bid processes. Included in the department operational framework is the definition of spending limits consistent with the provincial legislation for The Agreement on Internal Trade for the acquisition of goods, services and construction. Also included are the processes and areas of responsibility required to manage this work.

5. Fail to protect intellectual property, information and files from loss or significant damage.

PRESIDENT INTERPRETATION

Information must be protected.

DATA

Kwantlen follows a number of policies and practices to protect information. Significant examples are

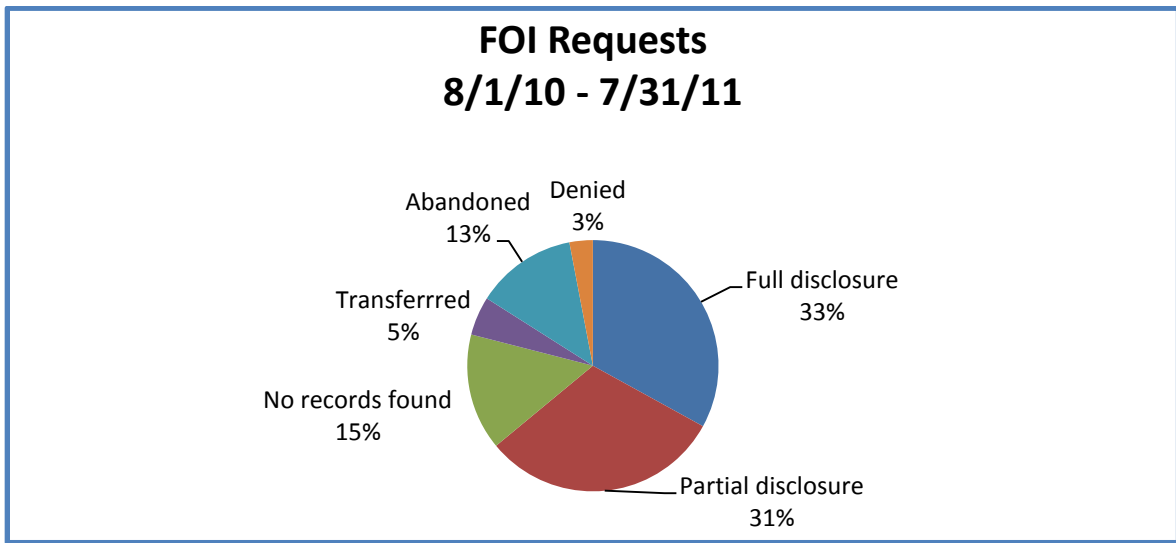
- Policy C.4, *Confidentiality of Student Files*;
- Policy C.19, *Copyright Compliance*;
- Policy D.1, *Information and Technology Usage*;
- Policy E.20, *Freedom of Information and Protection of Privacy*.

Kwantlen has an assigned Information and Privacy ("FOIPOP") Coordinator to manage requests for documents under B.C.'s *Freedom of Information and Protection of Privacy Act* ("FOIPPA"). The FOIPOP coordinator handles requests for records, which involve in depth inquiry and interaction with various departments throughout the university, review of documentation, line by line examination to ascertain whether any of the information in the documents come under an exception per FOIPPA, assessment of fees to applicants, consultation with legal counsel when warranted and discussion with the BC Office of Information and Privacy Commissioner. The coordinator must also be cognizant of privacy protections that are in place throughout the university and be prepared to advise on privacy issues as well as privacy breaches if and when they occur. All computer files on servers are backed up daily. Tapes are kept from 2 weeks to up to one year in offsite storage facilities.

The FOIPOP coordinator received **39 FOI records requests** from **August 1, 2010 through July 31, 2011**. Of these 5 were reviewed by the OIPC.

The records requests can be categorized as follows:

- 13 - resulted in the full disclosure of the requested records.
- 12 - resulted in partial disclosure, i.e. the records were redacted before release.
- 6 - the university did not possess the records requested.
- 3 - requests were abandoned by the applicants after they received fee estimates.
- 2 - requests were abandoned after the applicant was asked to narrow the scope of the search.
- 2 - requests were transferred to the REB (Research and Ethics Board) in Kwantlen.
- 1 - request was denied.
- 5 of the requests listed above were reviewed by the Office of Information and Privacy Commissioner (OIPC). This represents 13% of the total.



6. Endanger the institution's public image or credibility, particularly in ways that would hinder its accomplishment of its mission.

PRESIDENT INTERPRETATION

Kwantlen must be seen to be acting legally, ethically and responsibly.

DATA

Kwantlen has numerous policies governing in this connection; among the most significant are:

- Policy B.16, *Principles of External Alliances*;
- Policy C.8, *Plagiarism and Cheating*;
- Policy C.10, *Criminal Record Review*;
- Policy G.1, *Conflict of Interest*;
- Policy G.2, *Human Rights*.

7. Negatively impact the physical environment.

PRESIDENT INTERPRETATION

Care must be taken to protect the physical environment.

DATA

Policy F.13, *Waste Management / Environment* governs this.

In support of Policy F13 *Waste Management/Environment* and Policy 3.6 *Asset Protection*, the Facilities Department has ongoing measures in place to ensure that all buildings, grounds and associated equipment are maintained and operated in an environmentally responsible manner to minimize environmental impact and prolong the life of buildings and equipment.

Highlights from May 2010 to May 2011 include:

Kwantlen's Carbon Neutral action Report is completed annually as a reporting requirement to the province and highlights organizational achievements and plans to reduce CO2 emissions.

http://www.kwantlen.ca/_shared/assets/Carbon_Neutral_Actions_Report19626.pdf

Recycling

- Kwantlen's aging and limited recycling containers were replaced with new containers at all campuses.
- Contracts and collection processes are in place to ensure that all hazardous materials are disposed of in accordance with all applicable regulations. As an organization committed to environmental responsibility, additional measures have been taken to divert items from the landfill. This includes generally recycled items, specialty items from trades; such as masonry debris, tires, etc., and debris from construction of the new buildings on campus. All new construction projects have diverted a minimum of 75% of construction waste from the landfill.

Construction Projects

- Richmond Library & Langley west wing renovations were completed to meet LEED (Leadership in Energy and Environmental Design) requirements for interior renovations.

Energy and Environmental Management

- An 11% reduction in CO2 emissions was achieved compared to 2009. Carbon Offsets were purchased from Pacific Carbon Trust making Kwantlen carbon neutral.
- The Facilities Department completed the sixth update to the Energy Management Action Plan.
http://www.kwantlen.ca/_shared/assets/Energy_Management15418.PDF which documents projects completed to reduce energy consumption and which identifies additional projects for further reductions.
- Energy density for 2010 was .80 eGJ/M2 a further reduction from the 2009 level of .85 eGJ/M2 resulting in consumption being 69% less energy than a typical university and 44% less than a typical college.
- Boiler plants are shut off as soon as possible for summer months prolonging the life of the boiler.
- Funding for a one year consultancy of Energy Management services has been received from BC Hydro with the program focus to be on raising student and employee awareness to energy reduction strategies.
- Systems furniture purchased for new work stations is a Green Guard certified product.



Policy Governance Executive Limitations Evaluation Form

*A tool to be used by individual board members
as they evaluate the internal monitoring reports designated in Board-CEO Linkage.*

Presidential compliance on each of the following items will be determined at the Board meeting. In the months where no Board meeting occurs, evaluations will be faxed to the Executive Administrator for compilation and discussion at the following Board meeting.

To be discussed at the November 23, 2011 Board meeting.

Policy being monitored:

Policy 3.6, Asset Protection

The President shall not allow tangible and intangible corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, the President shall not:

1. Operate without implementing an organizational risk management policy.
2. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
3. Unreasonably or unnecessarily expose the organization, its board or employees to claims of liability.
4. Deviate from generally accepted purchasing practices of public bodies.
5. Fail to protect intellectual property, information and files from loss or significant damage.
6. Endanger the institution's public image or credibility, particularly in ways that would hinder its accomplishment of its mission.
7. Negatively impact the physical environment.

1. Was this report submitted when due?
(due in November)

Yes

No

2. Did the report lay out the President's interpretation of the policy? Yes No

3. Is the interpretation justified and reasonable? Yes No

Comments: _____

4. Did the interpretation address all aspects of the policy? Yes No

Comments: _____

5. Has the president provided a rationale for the data presented? Yes No

Comments: _____

5a. Does it include an appropriate metric? Yes No

Comments: _____

6. Was it a reasonable rationale? Yes No

Comments: _____

7. Does the data show compliance with the President's interpretation of our policy? Yes No

Comments: _____

8. Does the policy need to change? If so, how?

Note: If a Board Member is unable to attend a meeting, please forward your comments to the Chair via the Board's Executive Administrator.



BOARD ITEM / Assurance of Successful President Performance

Issue: **Upcoming Monitoring Reports**

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

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

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



**KWANTLEN
POLYTECHNIC
UNIVERSITY**

***Board:* Regular**
***Meeting Date:* November 23, 2011**
***Schedule No.:* 6 a**
***Presented by:* Gordon Lee**

***Issue:* Investment Portfolio Performance**

For Information: Attached is the following document:
1. Portfolio Review PowerPoint Notes

October 25, 2011 Presented by:
George Popov, Vice President

Kwantlen Polytechnic University
Portfolio Review Meeting



RESTRICTED **HSBC**
Global Asset Management

Agenda **HSBC**
Global Asset Management

- Performance Review
- Economic Outlook

Tab:

1. Portfolio Valuation as at September 30, 2011
2. Investment Policy Statement

RESTRICTED 2

Investment Objectives* **HSBC**
Global Asset Management

Objective

- Achieve growth of capital equal or greater than the rate of inflation
- Exceed return of a blend of 50% DEX Short Term Bond Index (1-5 years) and 50% DEX Mid Term Bond Index (5-10 years)

Constraints

- Minimum Credit Quality of 'A' to a maximum of 50% of the portfolio
- Maximum 10% single issuer except for government issues or guarantees
- Maximum term of any single investment not to exceed 10 years less a day
- Money Market investments to be rated at least R1(m)

* Revised Investment Policy Statement - October 2008

RESTRICTED 3

Bond Market Review



Year To Date Returns to September 30, 2011

Index	YTD	DEX Bond Indices Returns (%)		
		Federal Issues	Provincial Issues	Corporate Issues
Short Term (1-5 years)	4.13	4.11	4.42	4.01
Mid Term (5-10 years)	8.72	9.68	8.69	7.46
Long Term (10+ years)	12.57	14.66	11.79	11.80
Universe	7.43	6.93	9.16	6.53
91 Day T-Bills	0.78	-	-	-

Source: PC Bond

Canadian fixed income returns have been very strong year-to-date. Longer term bonds have outperformed. Corporate issues have lagged.

Change in Government Bond Yields

	Dec 31 2008	Dec 31 2009	Dec 31 2010	Sep 30 2011	YTD Change
2 Year Canadas	1.10%	1.48%	1.68%	0.89%	-0.79%
5 Year Canadas	1.69%	2.77%	2.42%	1.40%	-1.02%
10 Year Canadas	2.69%	3.61%	3.12%	2.15%	-0.97%
30 Year Canadas	3.46%	4.08%	3.53%	2.77%	-0.76%

Source: PC Bond Analytics, TD Newcrest & Bloomberg

Government bond yields have declined further in 2011 to historical low levels.

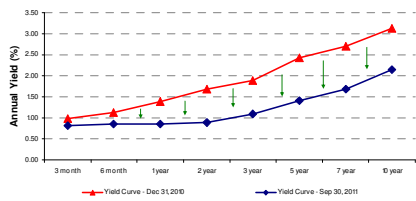
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4

Canada Sovereign Yield Curve



- Fears of a global economic slowdown and continued "flight to safety" have driven yields lower the last few months.
- The yield curve has flattened.



Changes in Rates

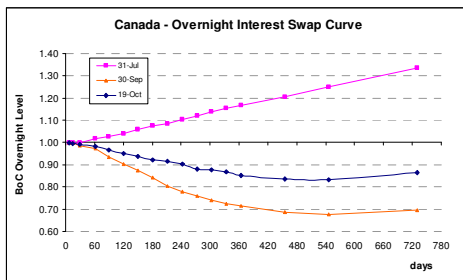
	Dec 31 2007	Dec 31 2008	Dec 31 2009	Dec 31 2010	Sep 30 2011
Bank of Canada Rate	4.25%	1.50%	0.25%	1.00%	1.00%
Canadian Prime Rate	6.00%	3.50%	2.25%	3.00%	3.00%

Source: Bloomberg

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5

The equity market decline has dramatically changed market expectations for the Bank of Canada – we disagree and do not expect rate cuts



Source: Bloomberg

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6

Portfolio Investment Returns
to September 30, 2011



Respectable returns over the last number of years as bond yields have declined.

	5 Years %	4 Years %	3 Years %	2 Years %	1 Year %	Year-to- Date %
TOTAL FUND	6.49	7.25	7.89	6.11	5.62	5.87
Market Indices						
DEX 91 Day T-Bills	2.14	1.58	0.89	0.70	1.02	0.78
DEX Short Term Bond	5.12	5.60	5.54	4.07	3.87	4.13
DEX Mid Term Bond	6.99	8.40	9.53	8.12	7.57	8.72
DEX Universe Bond	6.08	7.22	8.10	7.00	6.66	7.43

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7

Comparison of Portfolio to 50% DEX Short
Term Bond Index and 50% to DEX Mid Term
Bond Index as at September 30, 2011



	Portfolio		50% DEX Short Term Bond Index & 50% DEX Mid Term Bond Index	
	%	Duration	%	Duration
Federals	15.3	5.0	47.3	4.7
Provincials	30.9	5.3	22.5	4.5
Municipals	-	-	1.9	4.7
Corporates	42.5	3.5	28.3	4.4
Mortgage-Backed Securities	7.7	1.9	-	-
Cash & Short Term	3.6	0.2	-	-
Total Portfolio	100.0	4.1	100.0	4.5

Source: PC Bond

- With the expectation that federal government bond yields may rise, have had duration below the Index for several quarters.
- As has been the case since early 2009, given the attractive yields, continue to be overweight Corporate and Provincial issues and underweight Federal bonds.

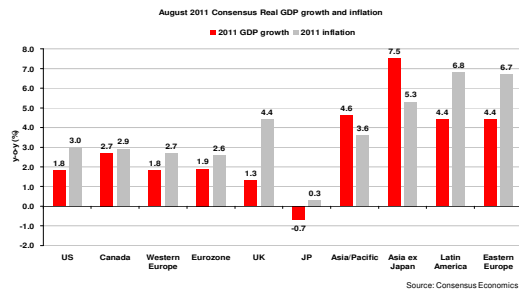
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8

Global Economy



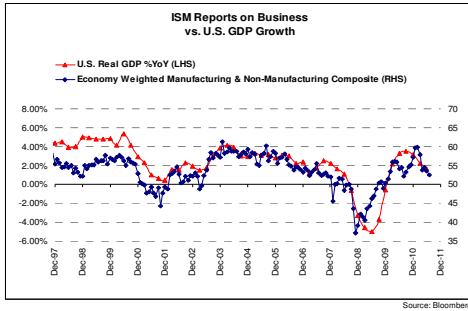
Consensus expectations continue to decline as soft patch continues



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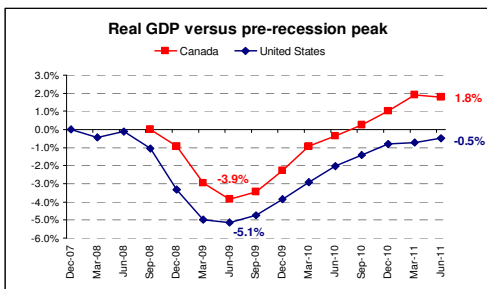
Despite moderation, the key indices of business sentiment are still consistent with positive growth



Source: Bloomberg 10

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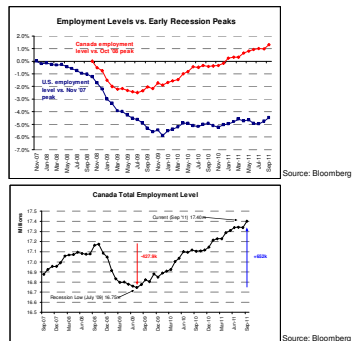
Canadian Economy
The relative economic performance of Canada has widened further relative to the US



Source: Bloomberg 11

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Consumer statistics such as Labour and Housing Data continue to improve



Source: Bloomberg

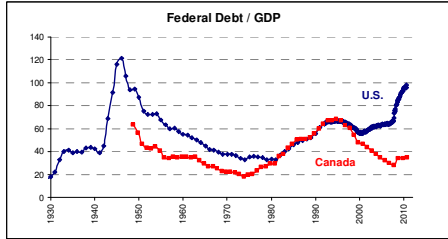
Source: Bloomberg 12

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Federal Debt / GDP



- Canada is in much better shape than the US with Canada Debt/GDP projected to go down in future years while US's will level off.
- As a comparison, Greece is at 157%, Italy at 129%, Ireland at 120% with Japan at 213%.

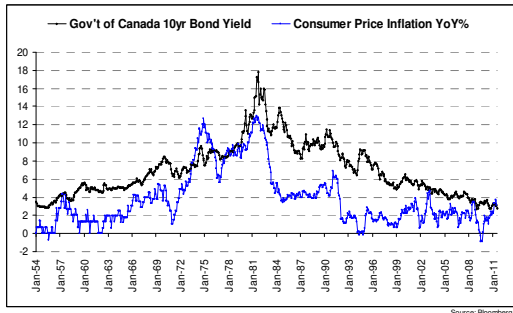


Source:
Canada: Federal Public Accounts, Fiscal Reference Table, Statistics Canada
US: US Treasury, Bureau of Economic Analysis

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13

Government bond yields are very low historically and relative to inflation



Source: Bloomberg

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14

The excess yield available in the corporate market continues to be compelling... similar for Provincial issues



Source: Bloomberg

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Summary & Portfolio Strategies



- Economic growth in 2011 and 2012 will be positive, and should accelerate modestly from its current weak pace.
- Core inflation should continue to be well contained, while headline numbers should move higher due to the rebound in commodity and energy prices.
- Government bond yields are expected to rise modestly over the next year. Thus, portfolio duration will be maintained below the Index.
- Credit spreads are now fairly valued given the credit cycle. The fundamental economic and credit environment remain constructive and should drive spread compression.
- Expect that fixed income returns will be more modest than in recent years as a result of generational lows in yields.
- Expect Bank of Canada to raise rates to 1.25% - 1.50% by year-end 2012.

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**KWANTLEN
POLYTECHNIC
UNIVERSITY**

***Board:* Regular**
***Meeting Date* November 23, 2011**
***Schedule No.:* 6 b**
***Presented by:* Gordon Lee**

***Issue:* 2nd Quarter Financial Statements**

***For Information:* Please see the attached document**

Kwantlen Polytechnic University
Quarterly Projection of Operating Funds *
For Quarter Ending September 30, 2011

(in thousands)	Annual Budget FY11/12	Quarter ended September 30, 2011	Q2 Actual % of Budget FY11/12	Q2 Actual % of Budget FY10/11	Projection to March 31, 2012
Revenue:					
Grants	71,215	35,666			71,200
Domestic tuition	34,921	14,728			34,900
International tuition	8,968	3,276			9,000
Access and other fees	3,760	2,133			4,100
Interest, shop earnings and other income	3,590	2,069			4,000
	<u>122,454</u>	<u>57,872</u>	47%	47%	<u>123,200</u>
Expenses:					
Salaries	85,526	38,875			85,500
Benefits	17,818	8,738			17,800
Salaries and benefits	<u>103,344</u>	<u>47,613</u>	46%	48%	<u>103,300</u>
Travel and professional development	2,185	1,276			2,500
Supplies	3,984	1,711			3,500
Fees and services	4,482	2,508			5,000
Facilities	5,136	2,302			5,100
Leases, property taxes and insurance	360	131			400
Contributions to Kwantlen Polytechnic University Foundation	600	993			1,000
Transfers to other funds	3,700	3,700			3,700
Non-salary expenses	<u>20,447</u>	<u>12,621</u>	62%	61%	<u>21,200</u>
	<u>123,791</u>	<u>60,234</u>	49%	50%	<u>124,500</u>
Excess of revenue over expenses	(1,337)	(2,362)			(1,300)

** includes Revenue Generating activities*



**KWANTLEN
POLYTECHNIC
UNIVERSITY**

***Board:* Regular**
***Meeting Date* November 23, 2011**
***Schedule No.:* 6 c**
***Presented by:* Gordon Lee**

***Issue:* Facilities Condition Assessment**

For Information: Attached is the Facility Condition Assessment Executive Summary Report – Kwantlen Polytechnic University, October 2011.

Annual Capital Allowance Request 2012/13

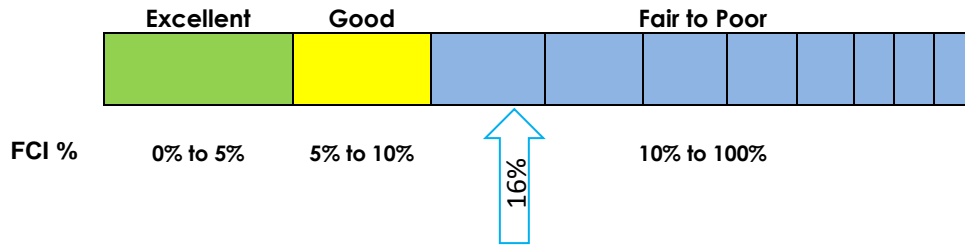
Priority #1 and #2 items total to \$2.6 million investment in projects to meet all AVED approved categories including: Safer Campus, Accessibility Improvement, Building Maintenance, Initiatives to Reduce Greenhouse Gases, Renovations, Pre-Planning, and Site Works.

Facilities Condition Index (FCI) (Excluding Cloverdale)

Executive Summary

External auditing by VFA was performed to evaluate and benchmark the condition of buildings and systems using AVED benchmark standards.

FCI Index Scale



Kwantlen Overall FCI in 2011 (Excluding Cloverdale)

In 2011/12 Kwantlen's overall FCI is .16 which is 16%.

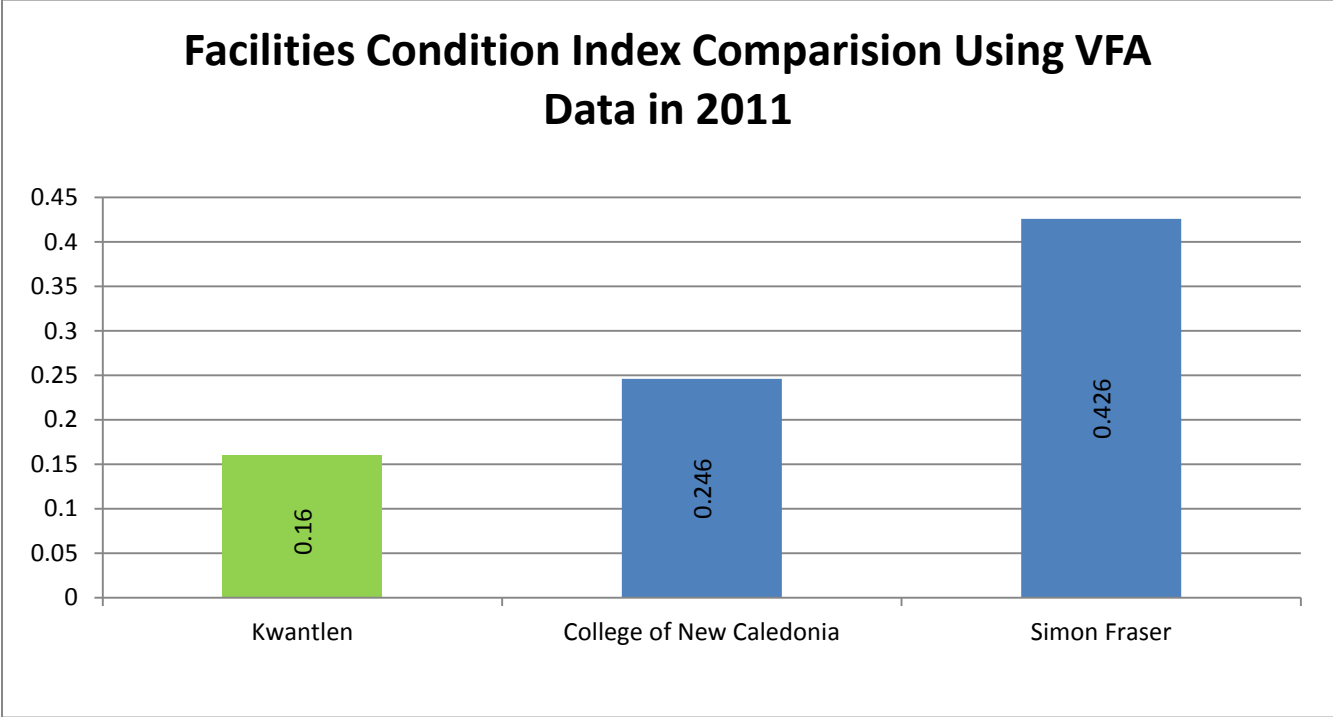
Best Building	Arbutus Bldg	FCI of .039 which is 3.9%
Worst Building	Richmond Campus	FCI of .247 which is 24.7%

The VFA report data indicates that in 2012 and 2013 the following major items requirement renewal or replacement within the next 5 years: Building Envelope Elements, Chiller System Components, Flooring, HVAC System Components, Lighting Systems, and Roofing Systems.

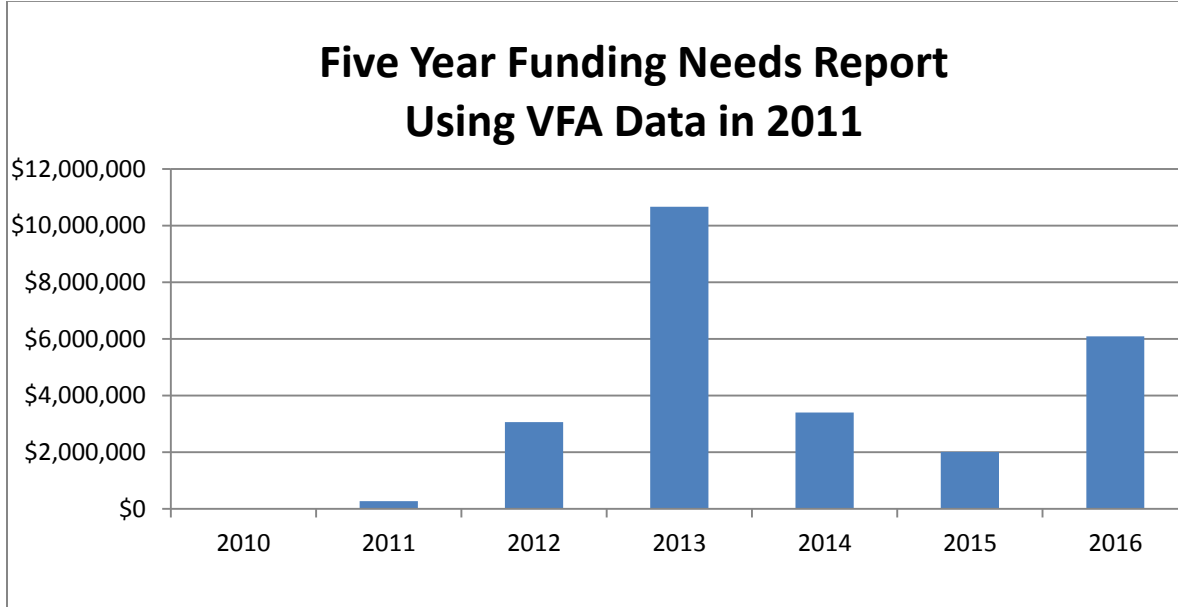
Note:

1. The FCI does not include site infra-structure, parking lots, grounds, major program equipment such as fume hoods and laboratory equipment, kitchen equipment, shop equipment, specialized program equipment.
2. Cloverdale represents 18% of our building inventory and will be audited in future years.

FCI Benchmark Data



VFA Funding Needs Report 2010 to 2016



Year	Total Value
2010	\$41,925
2011	\$277,671
2012	\$3,064,677
2013	\$10,670,328
2014	\$3,408,357
2015	\$2,017,755
2016	\$6,089,829
5 Year Total	\$25,570,542

VFA Impact of Annual Investment

Executive Summary

An investment of 6.4 million per year is necessary to maintain the current building FCI and maintain current building conditions. An investment of 6.5 million per year will improve the building FCI bringing it from 16% to 5% which is considered optimum which will improve building conditions.

If the current investment level of \$722, 882 per year is continued the building FCI will continue to degrade from the current 16% level (fair) and in 20 years the backlog of work required to perform corrective work will have increased to \$153,640 million.

VFA Audit Budget Scenario Table

Funding Option	Applied Funding (in Net Present Dollars over 20 years)	*FCI at Year 20 as Percent of Asset Replacement Value	Backlog at End of Year 20 (in Net Present Dollars)
Maintain Current FCI	\$119,221,192	FCI = 0.16	\$23,549,297
Funding to Reduce FCI to 0.05	\$130,631,112	FCI = 0.05	\$7,528,851
0.5% of CRV	\$15,057,701	FCI = 1.02	\$153,640,355

*Includes costs related to annual renewal and deferred maintenance requirements.

*Inflation rate used is 3%.

Facility Condition Assessment Executive Summary Report

Kwantlen Polytechnic University



Submitted by:

VFA Canada Corp.
Burnaby Centre
4211 Kingsway
Burnaby, BC V5H 1Z6
604-685-3757
October, 2011



The Ministry of Advanced Education contracted with VFA Canada to conduct detail Condition Assessment for the Kwantlen Polytechnic University.

Below is a list of all campuses and facilities assessed by VFA Canada for Kwantlen Polytechnic University.

Campus Name	Asset Name	Asset Year Built	Asset Size (\$M)	Asset Replacement Value (\$)	Asset Cost per Unit (\$/SM)	Asset FCI	Asset RI
Richmond Campus	Richmond Campus	1992	20,544	\$39,343,602	\$1,915	0.25	0.26
Surrey Campus	Spruce	1990	3,766	\$9,379,008	\$2,490	0.20	0.20
Surrey Campus	Birch	1990	2,514	\$6,328,552	\$2,517	0.17	0.18
Langley Campus	Main Building	1993	16,654	\$28,425,450	\$1,707	0.16	0.16
Surrey Campus	Cedar	1999	8,738	\$16,426,169	\$1,880	0.14	0.15
Surrey Campus	Fir	1990	6,232	\$13,711,541	\$2,200	0.13	0.13
Langley Campus	Header House	1993	3,107	\$3,860,800	\$1,243	0.08	0.08
Surrey Campus	Surrey Main	1990	6,875	\$15,183,796	\$2,209	0.07	0.07
Surrey Campus	Arbutus	1990	8,715	\$17,918,105	\$2,056	0.04	0.04
Total			77,145	\$150,577,022		0.16	0.16

The following facility assessment reporting demonstrates VFA’s method of facilities analysis and the proprietary software systems that support the analysis. The primary goal of the assessment is threefold:

1. to provide an analysis for Kwantlen Polytechnic University strategic planning and for establishing funding requirements;
2. to demonstrate the strategic and management value of facility analysis and condition assessments;
3. to demonstrate the decision support capabilities of VFA. facility, VFA’s facility management software program;

The facilities analysis includes the following; all based on detailed on-site assessments of the buildings performed by VFA’s specialized facilities assessment professionals:

- *Current conditions analyses* – existing facility deficiencies including deferred maintenance, deferred renewal, near-term anticipated renewal, recommended discretionary improvements, and code non-compliance issues.
- *Anticipated capital renewal analyses* – projections of ongoing degradation of facilities' components and costs associated with the renewal or replacement of these components as they reach the end of their useful lives.
- *Capital funding analyses* – scenario comparisons showing various funding levels and the effect of each on the condition of the buildings; an optimal funding level is identified.

Current conditions analyses

The assessment teams identified and estimated the most critical requirements for the building systems for the Institution totaling \$23,549,297. These most critical requirements are defined as those that need to be addressed within the next three years. These are classified as priorities 1 – 3 with accordance of the FCI settings. Based upon an overall replacement value for the Institution totaling \$ 150,577,022 the Facility Condition Index (FCI) resulting from these requirements is 0.16.

This FCI is above the optimum level of 0.05.

In addition to calculating the FCI of the Institution, VFA has calculated the RI or Requirements Index of the Institution. The Requirements Index includes all requirement priorities and categories and thus could be considered a more accurate indication of the condition of the asset.

When the requirements that fall into these additional categories and priorities are included, the total requirement cost increases to \$24,221,732 and results in a RI of 0.16. The Asset Detail Summary report for the Institution show the FCI, the RI and include all the requirements cost for all the priorities and categories included in the RI.

A summary of the condition analyses is shown in the following table, and is defined in greater detail in the following sections of this report:

Total	FCI Cost and FCI	All Requirements Costs and RI (Priorities 1-6)
CRV = \$150,577,022	\$23,549,297 FCI = 0.16	\$24,221,732 RI = 0.16

Findings

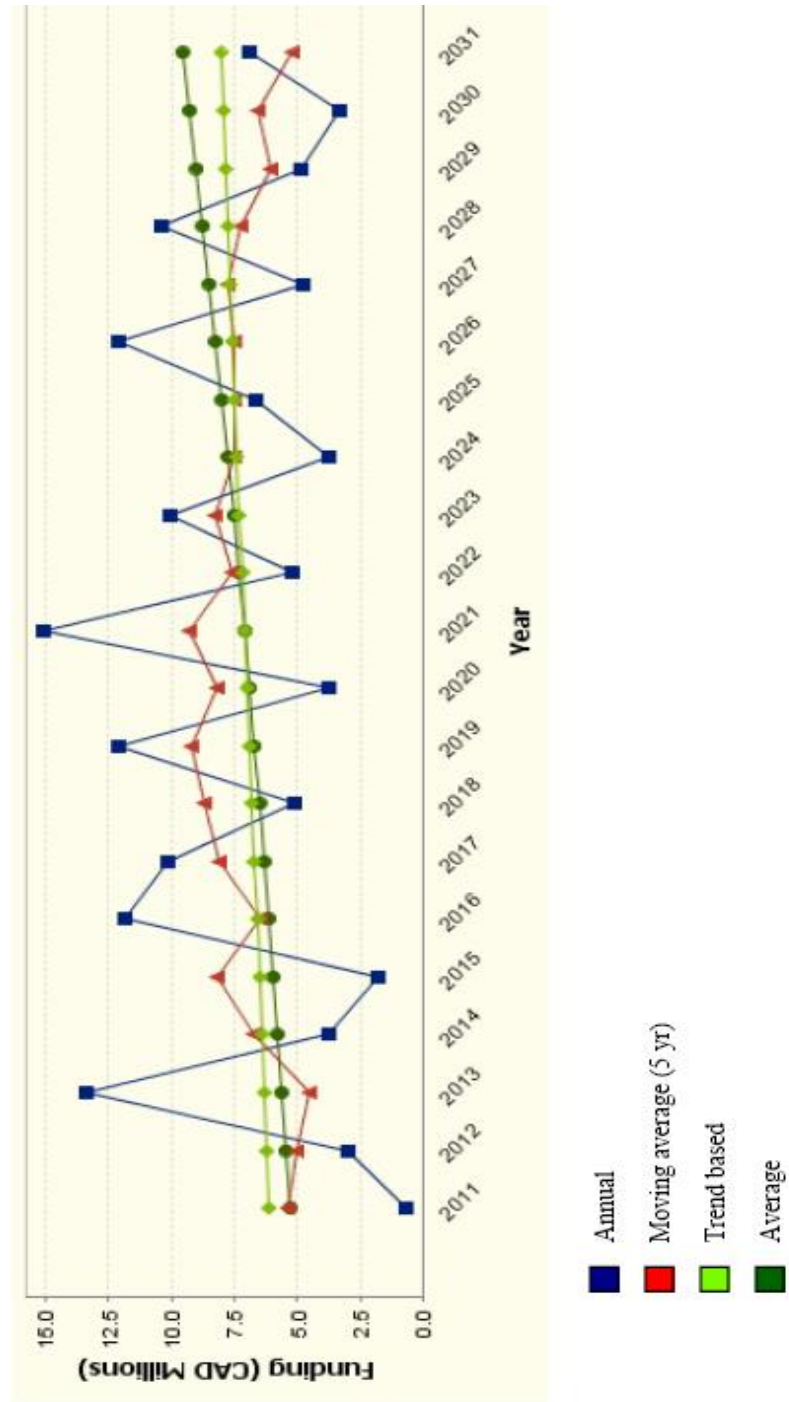
The \$24,221,732 RI requirements backlog separated by priority is as follows:

- Priority 1 = Immediate (within 1 year) - \$297,961
- Priority 2 = Short Term (1-2 years) - \$2,981,344
- Priority 3 = Long Term (3-5 years) - \$20,238,534
- Priority 4 = Recommended - \$312,444
- Priority 5 = Does Not Meet Current Codes/Standards - \$391,449
- Priority 6 = Non Structural Seismic = \$0

Anticipated capital renewal analyses

In addition to management of deficient conditions, *VFA.facility* provides budgeting and management tools for facility capital renewal forecasting. Whereas deferred maintenance is concerned with existing conditions, capital renewal forecasting is concerned with the continuous deterioration of buildings and site infrastructure. From an accounting perspective, this is the cause for building depreciation.

Facility Renewal Forecast



As an example of the capability of VFA. *facility* in producing multiple funding scenarios to model the effects of various levels of funding on the condition of the buildings, we have selected three typical models for Kwantlen Polytechnic University.

Three options were modeled:

- Typical funding modeled as annual funding at 0.5% of current replacement value;
- Maintain the current condition level (FCI) of requirements costs totaling about 16% of the current building replacement value;
- Attain a more appropriate condition level, FCI=0.05 to be reached in ten years and maintained thereafter.

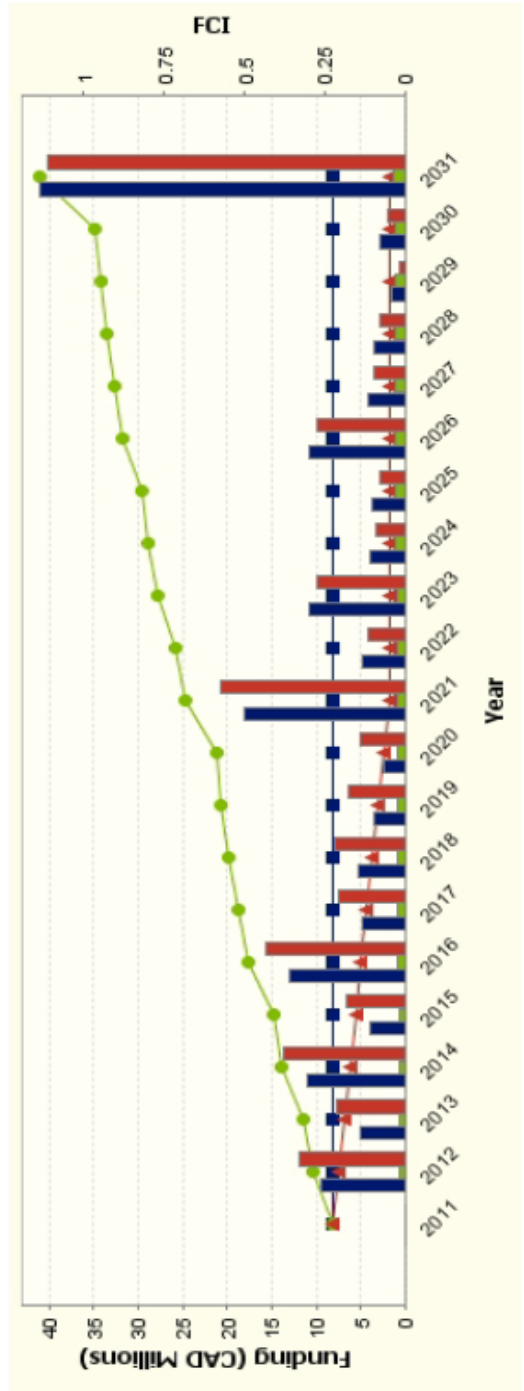
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Funding to Reduce FCI to 0.05	\$130,631,112	FCI = 0.05	\$7,528,851
0.5% of CRV	\$15,057,701	FCI = 1.02	\$153,640,355

*Includes costs related to annual renewal and deferred maintenance requirements.

*Inflation rate used is 3%.

The “Funding to Reduce FCI to 0.05” is recommended as it reduces the FCI from 0.16 to FCI - 0.05, recommended value.

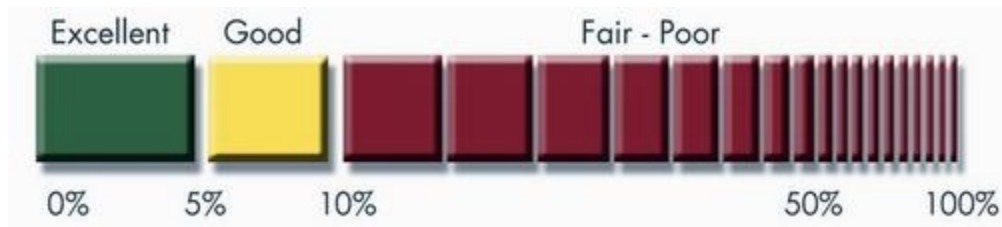
Funding/FCI Report



- Funding-Maintain - FCI
- Funding-0.50% of the Current Replacement Value
- Funding-Target - Funding to reduce FCI to 5% in 10 years
- FCI-Maintain - FCI
- FCI-0.50% of the Current Replacement Value
- FCI-Target - Funding to reduce FCI to 5% in 10 years

FCI Scale

Based on the default FCI settings, which include only the costs of deferred maintenance Requirements: An Asset in excellent condition has an 0.00 to 0.05 FCI, while an Asset in good condition has an 0.05 to 0.10 FCI. A high FCI (greater than .10) signals that the Asset is in poor condition; it indicates that the Asset has Requirements with costs that are a high percentage of the Asset's CRV.



Issue: **Notice of Position**

For Information: The Ministry requires the Board to update its Notice of Position each time vacancies arise on the Board of Governors. Scott Nicoll's term of office will be complete July 31, 2012, triggering review of the Notice of Position. The External Relations Committee reviewed the attached Notice of Position in light of the Competency Matrix and recommends it to the Board for approval.

For Approval: **THAT the Board of Governors approve the Notice of Position.**

Business and Structure

Kwantlen Polytechnic University is a public post secondary institution offering undergraduate university degrees and trades qualifications, certificates and diplomas. With about 10,500 Full Time Equivalent students and a budget of over \$120 million, it is larger than over half the universities in Canada. Kwantlen has campuses in Richmond, Surrey, Cloverdale and Langley.

Kwantlen's mission is to create an exceptional learning environment committed to preparing learners for leadership, service and success.

To fulfill this mission, it has become a university with four distinguishing characteristics. It is:

1. Driven by teaching and informed by applied research and scholarly activities to support the programs of the university;
2. Primarily undergraduate;
3. A degree completion route for college, trades and diploma students;
4. Responsive to the education and training needs of the regions (serving Richmond, Delta, Surrey, White Rock and Langley).

For further information, visit www.kwantlen.ca

Strategic Direction

Kwantlen is a special purpose teaching university under the *University Act*. It offers adult basic education, career, technical, trade and academic programs leading to certificates, diplomas and baccalaureate and masters degrees to the people of its region. Recently, the University engaged in a broadly consultative process resulting in the University's Mission and Mandate statement. It can be found at

<http://kwantlen.ca/mission/mission-mandate.html>

In addition, the University engaged in another broadly consultative process resulting in the University's Vision and Commitments, found at

<http://kwantlen.ca/vision/#/0>

Governance Structure

Kwantlen Polytechnic University is governed by the *University Act* of British Columbia which provides for two governing bodies: the Board of Governors and the Senate.

The Board of Governors' primary responsibility is to oversee the strategic direction and management of the University and ensure that it carries out its mission. The Board of Governors consists of eight government appointed members, two elected faculty members, one elected professional support staff member and two elected student members along with the Chancellor and President. Appointed members are subject to a maximum of six years service.

The Senate has responsibility for the academic programming of the University. In particular, it sets curricula qualifications for admissions, criteria for awarding certificates, diplomas, and degrees, including honorary degrees, criteria for academic standing, academic standards and the grading system, and policies and procedures for appeals by students on academic matters.

The Board of Governors at Kwantlen formally adopted a Policy Governance© model in 2004, which entails the setting of policies and executive limitations (things the President must not do – or must not fail to do – in the implementation of policy) and monitoring the President to whom the Board delegates all operations and operational decisions.

Board policies are located at:

<http://www.kwantlen.ca/policies/>

Section A

Board Responsibilities and Accountabilities

Role

The Board's broad role is that of:

- Leader - set strategic direction and empower management;
- Overseer - evaluate performance measures and hold management accountable;
- Steward - shepherd resources of others;
- Reporter - report to government, stakeholders, public, others.

Responsibilities

Specific job outputs of the board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the board has direct responsibility to:

1. Create the link between the ownership and the operational organization.

2. Create written governing policies that address the broadest levels of all organizational decisions and situations.
3. Create assurance of successful President performance.
4. Conduct appeals hearings according to the standard procedures found in Appendix E of the Board's Policy Manual. <http://www.kwantlen.ca/policies>
5. Advocate on Kwantlen Polytechnic University's behalf with various political and community leaders when required.

Accountabilities

In carrying out its work, the board operates within the broad policy direction and budget set by the Ministry of Advanced Education. For this purpose, the Ministry has established an Accountability Framework for Post Secondary Education setting out goals for the post-secondary system, performance measures to assess the achievement of goals, and reporting requirements for the institutions. Institutional accountabilities are set out in the Government Letter of Expectation (GLE) from the Ministry on the basis of which each institution develops an annual service plan and service report. For more information on the Ministry visit their web site at: www.gov.bc.ca/su.

Board Composition

The individuals who make up the Board of Governors should, collectively, have the necessary personal attributes and competencies required to:

- add value and provide support for management in establishing strategy and reviewing risks and opportunities; and
- effectively monitor the performance of management and the organization.

Personal Attributes

All directors should possess the following personal attributes:

- High integrity
- Team Player – respect for other ideas/opinions
- Strong reasoning skills
- Ability to think and act independently
- Time and willingness to devote the equivalent of approximately 20 days per year on board-related activities and to travel as required
- No direct or indirect conflict of interest with the Governor's responsibility to the university
- Able and willing to fulfill time commitment required to carry out responsibilities

Competencies

Collectively, the Board should comprise the following core competencies:

- A proven track record of success in a significant business or equivalent organization or entity with knowledge in such areas as strategic management, finance, operations, control and accounting, law, communications and/or human resources
- Knowledge of current and emerging higher education issues
- Previous experience in significant community-based organization
- Successful experience in understanding complex labour relations issues
- Experience with significant organizational change
- Experience with risk management
- Successful experience dealing with complex legal issues

Governance Experience

While previous experience as a governor is not required, it is important that candidates for positions understand the roles and responsibilities of a member of a governing board and have the necessary experience and demonstrated skills to enable them to contribute to board decision-making and oversight.

Part of the organization's commitment to good governance includes the provision to provide a comprehensive orientation for new board members and ongoing professional development for members.

Other Considerations

Within the context of the required board skills requirements, consideration is given to diversity of gender, cultural heritage and knowledge of the communities served by the organization.

Vacant Position(s)

Currently there is one (1) vacancy on the Board. The following are the attributes sought for the vacant position currently under consideration:

The ideal candidate will have a legal background and will contribute to the diversity of the Board of Governors.

Time Commitment

Kwantlen's Board meets 5 times each year, generally on the Cloverdale campus (5500-180th Street) for approximately three hours (3:00-6:00 pm). In addition, Board Members are expected to serve on two Board committees and attend one annual two-day retreat somewhere in North America. Board committees typically meet from 4:00 to 6:00 pm, four or five times a year. Board Members also attend various Kwantlen functions such as Convocation, Scholarships & Awards Ceremony, and Community Events, as their schedules permit. The Board holds a recognition dinner for retiring Board Members annually and supports the Kwantlen Foundation fund raising events.

Term

BRDO guidelines recommend that Board members are typically appointed for an initial term of one year and are eligible for two subsequent appointments of two and three years, respectively, for a maximum of six years. Length of terms may be adjusted to meet the needs of the organization and ensure optimal succession planning. Reappointments are not guaranteed.

Compensation

No compensation is paid to Order in Council members of the Board; however, approved expenses are reimbursed according to University policy.

List of Current Governors and Senior Executives

	First Appointed	Term Ends	Occupation
Appointed:			
Scott Nicoll	20 April 2006	31 July 2012	Lawyer
Kristan D. Ash	16 September 2009	31 July 2012	Alumni
Yuri Fulmer	16 September 2009	31 July 2013	Executive
Shane E. King	31 December 2008	31 July 2012	Chartered Accountant Alumni
John Gordon Schoberg / Chair	31 July 2008	31 July 2014	Executive
Kenneth Tung	16 September 2009	31 July 2012	Executive
Amrik S. Virk / Vice Chair	31 July 2008	31 July 2013	Police Inspector

Launi Skinner	25 November 2010	31 July 2012	CEO, First West Credit Union
Elected:			
Kassandra Linklater	01 September 2011	31 August 2012	Student
Robert Mumford	01 September 2011	31 August 2012	Student
Ariana Arguello	01 September 2009	31 August 2012	Staff
Suzanne Pearce	17 March 2010	31 August 2012	Faculty
Kim Richter	01 January 2009	31 August 2014	Faculty
Appointed by Position:			
Arvinder Bubber	03 October 2008	03 October 2014	Chancellor
John McKendry	01 July 2011	30 June 2012	Acting President and Vice-Chancellor

Senior Executives:

President & Vice-Chancellor
 Provost & Vice President, Academic
 Vice President, Finance & Administration

Dr. John McKendry
 Dr. Anne Lavack
 Gordon Lee

Process for Submitting Expressions of Interest

You may submit an Expression of Interest in serving as a governor of *Kwantlen Polytechnic University* online by going to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and linking to the page “How to Apply”.

Expressions of Interest for vacant positions should be submitted by *end date for posting (please discuss with BRDO)*.

If you have any questions about registering your Expression of Interest, please contact Larkin MacKenzie-Ast, Senior Analyst at Board Resourcing and Development Office at (604) 775-2084.

British Columbia Appointment Guidelines

Appointments to British Columbia’s public sector organizations are governed by written appointment guidelines. For more information about the appointment process, and to view a copy of the guidelines, refer to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and link to the page “The Appointment Process”.



BOARD:
MEETING DATE:
SCHEDULE NO:
PRESENTED BY:

Regular
23 November 2011
8
John McKendry

BOARD ITEM / President's Report

Issue: **President's Report**

For Information: Please see the attached document.

President's Report

AUCC

The 100th Anniversary of the AUCC was celebrated on October 25th through October 27th at its annual fall meeting hosted by McGill University. The focal point of the event was the reception and address by Canada's Governor-General, the Rt. Honourable David Johnson, former Principal of McGill, in Redpath Hall on the McGill campus where the first meeting of the AUCC occurred in 1911. Stephen Toope, the President and Vice Chancellor of UBC, assumed the Chair ship of the AUCC Board of Directors at the annual meeting. Stephen has engaged the AUCC in a conversation about Canada and the role that Canadian universities must play as Canada enters the 2nd decade of the Century. I have attached the first seminar note that poses a series of questions with regard to this "conversation." I will have a recorded copy of the Governor-General's address to share with Senate at its regular November meeting.

The BC Strategy on International Education

The Premier has announced a new, high priority International Education strategy that has set a target of increasing the enrollment of international students by 50 per cent over the next three to four years. The details of this strategy have yet to be articulated by the Government; however, there seems to exist some possibility of targets being provided to individual institutions. This is a strategy that is very much linked to the Governments BC Jobs strategy. And this is the second strategy announced by the Government for the Province.

BC Jobs Strategy

The announcement of this strategy by the Premier has come as no surprise to many organizations, including postsecondary institutions. The demographic data has provided a consistent message for quite a number of years with surprisingly little attention being given by various sectors including governments – until now. There are several facets to this situation, one economic and one a projected significant shortfall in the supply of skilled and competent people to meet the imminent replacement needs of the labour market. Given the ongoing complexities of the global economy and the premium now placed globally on higher education and its relationship to the imperatives of a skilled, competent, and competitive labour force, the consequences of a labour market shortfall impact directly on the Province's ability to generate the wealth and revenues required to sustain public programs and services in BC. There is no doubt that the two Government strategies reported here are integral to one another.

Surrey Economic Summit

On October 20th I had the opportunity of attending the Summit with members of the Board, the Administration, Student Ambassadors, and students from our University. The event was opened with an address from the Premier of BC. The highlight of the event, particularly in the case of our students, may well have been Craig and Marc Kielburger of 'Me and We' who gave one of the most energized and stirring presentations seen and heard in recent memory. The event culminated with a conversation

chaired by a member of Kwantlen's SoB, Niels Veldhuis, featured United States Presidents Bill Clinton and George Bush. A general agreement seems to have emerged that the Summit program reached a new plateau along with attendance from business, various levels of government, education, health care, NGO's, and professional associations in the region. This was an event at which the University received a high degree of very positive recognition consistent with its role and continuing commitment to civic engagement, not only in Surrey, but across the entire region that it serves.

Board – Senate Task Force

It is my impression, based on my involvement, that the meetings of this group are becoming quite substantial, positive, and harmonious. I believe this will auger well for the University as a whole in the mid- to long term. This is not to say that there is not much work to be done and much more to address and comprehend relative to Kwantlen's polytechnic university mandate. I have repeated many times in recent months that this is a profound body of work that will evolve over a prolonged period of time and, further, it cannot be rushed. It will rest on a substantial amount of discourse, transparency, mutual acceptance and understanding of different perspectives and experiences, and patience. My position on this is based in no small way on Kwantlen's history, that is, three different institutional mandates in 30 year. This is a mere heartbeat in the history of postsecondary institutions – a very key factor that requires attention.

Board of Governor's Retreat

The Board will hold its annual fall retreat on November 24th and 25th. The agenda will focus on two fundamental areas: 1) University Governance, and 2) Recruitment-Access/Admissions-Retention/Progression-Completion. The latter topic is a matter that is of interest to the Board given that the University has, through its transformation to a new institutional model, a significant challenge to address relative to student retention given the finite nature of resources as well as financial and economic projections institutionally and provincially. The Board will also hear a presentation by Dr. Ross Paul based on his newly released book titled, "Leadership Under Fire."

Capital Improvements

The commitments to improvements on the Richmond campus are proceeding through the community consultation phase with a good deal of support and enthusiasm. This will include the renovation of the 2nd floor conference space due largely to the much appreciated generosity of a private donation to the University Foundation. The planned 'build-in' of the former Trades and Technology wing on the Langley campus has reached the point of tendering and, hopefully, this will keep this key project on schedule for the transfer of the Faculty of Community and Health Sciences to the campus. The efforts directed to refurbishing the Langley campus in the past two years have not only stimulated an increase of almost 80 per cent in enrollments they have gone some distance to re-creating Langley as a destination campus. The Langley community's recognition of this commitment to the community is remarkable, including the fact that the University's President, Vice Presidents, and Secretariat have been re-located to the campus from Surrey. While this is a common allocation of such offices in large universities and multi-campus universities, it is important for the University to honour these commitments to community in its

planning and operational endeavours. Our mandate is to serve the whole region and any orientation to what can very easily be termed as 'Surrey-centrism' will present difficulties in communities beyond the Surrey boundary where growth and diversification are of equal importance to the south Fraser Valley region in the long term.

Spring Convocation 2012

Discussions occurred with the Registrar's office following the spring 2011 Convocation with respect to the University's ability to accommodate the largest annual Convocation, the need for multiple ceremonies, and the associated costs and logistical details, e.g., parking, of supporting a succession of ceremonies. These discussions were expanded to include the Chancellor, the Board Chair and immediate Past Chair, and then the entire Board. In consideration of these factors as well as the size and diversity of the region served by the University it was decided to move the 2012 Convocation to a one day event with two ceremonies. This involved moving the event off campus to a facility with sufficient capacity to accommodate the University's needs. Convocation will occur on May 31st, 2012 at the Langley Events Centre. The immediate benefits will include greater exposure of the University in our region, a significantly larger capacity to accommodate students, Families, relatives, spouses, friends, and significant people in the lives of our students, and a containment of costs. The latter is not insignificant.

President/10.27.11/langley

BOARD ITEM / Evaluation of the Board as a Group

For Discussion: **Shane King** is assigned to evaluate the Board's own performance at the 23 November 2011 Board meeting.

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

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

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

P O L I C Y

Evaluation of Board as a Group

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

SA Strongly agree A Agree D Disagree SD Strongly Disagree

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

At this meeting we did the following really well: _____

We could improve our performance as a Board by: _____

-
1. Kwantlen "Upcoming Events / Activities 2011/12 (attached)
 2. Correspondence - attached
 3. The Story – To be mailed out
 4. Trusteeship / September-October 2011 – To be mailed out
 5. Board Leadership / September-October 2011 – To be mailed out

KWANTLEN UPCOMING EVENTS / ACTIVITIES 2011/12

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

<i>Date</i>	<i>Time</i>	<i>Event/Activity</i>	<i>Location</i>
<u>2011</u>			
Wednesday 23 November	3:00-6:00 pm	Board meeting	Surrey Campus Cedar Bldg Rm 2110
Monday 28 November	4:00-6:00 pm	Senate meeting	Surrey Campus, Cedar Bldg Rm 2110
Friday 2 December	1:00-3:00 pm	President Search Advisory Committee (PSAC members only)	Surrey Campus, Cedar Bldg Rm 2110
Thursday & Friday, 8 & 9 December	8:30 am to 5:00 pm	President Search Advisory Committee (PSAC members only)	Hilton Hotel 5911 Minoru Blvd, Richmond
Friday 9 December	5:00 pm	Christmas gathering at John McKendry's	4638 215B Street Langley
Monday 12 December	4:00-7:00 pm	Senate meeting	Langley Campus, Meeting Room 1030
Wednesday 14 December	4:00-6:00 pm	Governance Committee meeting	Cloverdale Campus, Room 1853
<u>2012</u>			
Tuesday-Friday, 10-13 January	8:30 am - ?	President Search Advisory Committee – full Board – interviews	Surrey Campus, Cedar Bldg Rm 2110
Monday 16 January	4:00-6:00 pm	Board meeting (if needed)	Langley Campus Room 1030
Wednesday 18 January	4:00-6:00 pm	Governance Committee meeting	Cloverdale Campus Room 1853
Thursday 19 January	4:00-6:00 pm	External Relations Committee meeting	Cloverdale Campus Room 1853
Wednesday 25 January	3:00-6:00 pm	Board meeting	Langley Campus Room 1030
Monday 30 January	4:00-7:00 pm	Senate meeting	Surrey Campus, Cedar Bldg Rm 2110
Monday 27 February	4:00-7:00 pm	Senate meeting	Surrey Campus, Cedar Bldg Rm 2110

Wednesday 15 February	4:00-6:00 pm	Governance Committee meetin	Cloverdale Campus Room 1853
Thursday 1 March	8:00-10:00 am	Human Resources Committee meeting	Cloverdale Campus Room 1853
Thursday 8 March	4:00-6:00 pm	External Relations Committee meeting	Cloverdale Campus Room 1853
Wednesday 14 March	4:00-6:00 pm	Governance Committee meeting	Cloverdale Campus Room 1853
Tuesday 20 March or Wednesday 21 March	4:00-6:00 pm	Finance & Audit Committee	Cloverdale Campus Room 1853 OR Langley Campus Room 1010
Monday 26 March	4:00-7:00 pm	Senate meeting	Surrey Campus, Cedar Bldg Rm 2110
Wednesday 28 March	3:00-6:00 pm	Board meeting	Cloverdale Campus Room 1853
Wednesday 11 April	4:00-6:00 pm	Governance Committee meeting	Cloverdale Campus Room 1853
Monday 30 April	4:00-7:00 pm	Senate meeting	Surrey Campus, Cedar Bldg Rm 2110
Thursday 10 May	4:00-6:00 pm	External Relations Committee meeting	Cloverdale Campus Room 1853
Wednesday 16 May	4:00-6:00 pm	Governance Committee meeting	Cloverdale Campus Room 1853
Thursday 17 May	4:00-6:00 pm	Finance & Audit Committee meeting	Cloverdale Campus Room 1853
Thursday 24 May	8:00-10:00 am	Human Resources Committee meeting (tentative)	Richmond Campus Room 1420 (Board Room)
Monday 28 May	4:00-7:00 pm	Senate meeting	TBA
Thursday 31 May	All day	Convocation Chancellor's Dinner	Langley Conference Centre TBA
Wednesday 13 June	4:00-6:00 pm	Governance Committee meeting	Cloverdale Campus Room 1853
Wednesday 20 June	3:00-6:00 pm	Board meeting	Cloverdale Campus Room 1853
Monday 25 June	4:00-7:00 pm	Senate meeting	Cloverdale Campus Boardroom 1853
Wednesday 19 September	3:00-6:00 pm	Board meeting	Richmond Campus Conference Centre
Wednesday 21 November	3:00-6:00 pm	Board meeting	Surrey Campus Board Room, Cedar Bldg Rm 2110

Board of Governors,

Thank you for the
lovely flowers you sent
me. Looking at them
gave me moments of joy
at a very sad time.

I appreciate the support
you've given me.

Thank you for caring.

Sande