REMINDER

Board Meeting is at the
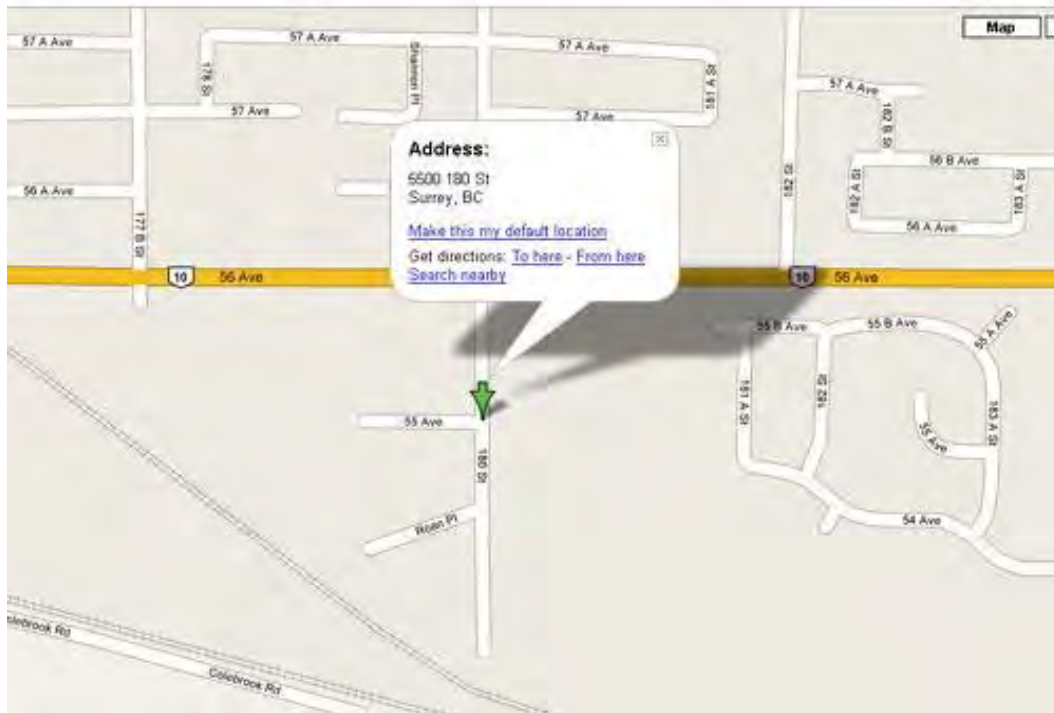
Cloverdale Campus
5500 – 180 Street
Cloverdale

Board Room
Room 1853

Map & Directions:

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

A G E N D A
BOARD OF GOVERNORS
REGULAR MEETING
Wednesday 5 June 2013
Cloverdale Campus, Room 1853
3:00-7:00 pm

KWANTLEN POLYTECHNIC UNIVERSITY

3:00 pm Regular Board Meeting
In camera Board Meeting to follow
In camera De-briefing Session to follow

1. **Call to Order**

2. **Approval of Agenda** — Page 2 — 1 min.

3. **Draft Strategic Plan** / Alan Davis — Page 4 — 15 min.

4. **Presentation / International Students** / Stuart McIlmoyle — 30 min.

5. **Consent Agenda** / Gord Schoberg — Page 14 — 1 min.

      5.1. **Minutes 3 April 2013**
      5.2. **Kwantlen Student Association Financial Statements Year Ended 2012**
      5.3. **Draft FTE Enrolment Statement for Year Ending March 31, 2013**
      5.4. **Auditor General of BC's Survey of Public Sector Board Members – Summary of KPU Board Responses**

6. **Board/Senate Task Force on Bi-cameral Governance** / Gord Schoberg — Page 47 — 5 min.

7. **Governance Committee** / Gord Schoberg
      7.1. **Election of Chair, Vice Chair** — Page 50 — 2 min.
      7.2. **Measurements for Strategic Plan** / Alan Davis, Kathleen Bigsby — Page 51 — 20 min.
      7.3. **Board Meeting Schedule 2014** — Page 76 — 2 min.
      7.4. **Board Committee Membership** — Page 77 — 5 min.
      7.5. **Search Advisory, Appointment & Re-appointment of Senior Academic Administrator Positions** — Page 80 — 5 min.
      7.6. **Appointment of Senate Representative** — Page 89 — 1 min.
      7.7. **Appointment of Post Secondary Employers' Council Representative** — Page 90 — 1 min.
      7.8. **Appointment of Chancellor Search Advisory Representatives** — Page 91 — 1 min.

8. **Finance & Audit Committee** / Shane King
      8.1. **Audited Financial Statements for Year Ending March 31, 2013** — Page 92 — 15 min.
      8.2. **Reappointment of Auditors** — Page 122 — 1 min.
      8.3. **Response to Senate Standing Committee on the University Budget Report** — Page 123 — 5 min.

9. **Student Affairs** / Gordon Lee, Ron Maggiore — Page 132 — 10 min.

10. Human Resources Committee / Gord Schoberg

11. President's Report / Alan Davis

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12. Senate Report – March 25, April 29, May 27, 2013

13. Conference Reports

14. Next Meeting Agenda Contribution / Gord Schoberg

15. For the Good of the Order / Gord Schoberg

16. Evaluation of the Board as a Group / Jared Penland

17. Information Package

18. Adjournment

Next Meeting

> **Regular Board Meeting**
> **Wednesday September 18, 2013**
> **Surrey Campus, Cedar Bldg Room 2110**
> **3:00-7:00 pm**

Issue:	**Strategic Plan: Vision 2018**
For Information:	Senate endorsed the Strategic Plan: Vision 2018 at its April 29, 2013 meeting.
	Consultations in the development of the Strategic Plan: Vision 2018 have been extensive, involving over 700 people. The following link takes you to the Strategic Planning Process document.

http://www.kwantlen.ca/__shared/assets/Strategic_Planning_Process_FINAL_Oct_1_201223819.pdf

Integrated Planning at KPU

One of the goals in the KPU Strategic Plan: VISION 2018 states that "KPU is a well-managed, integrated, and transparent organization that supports learning" which will be achieved through the alignment of institutional plans, the strategic allocation of resources and the annual review of priorities and achievements.

With this goal in mind, the Faculties developed their plans within the framework of the strategic plan and presented the key aspects of their plans at the April consultation sessions (130 people attended). These consultation sessions were a first step in identifying unifying academic foundations for KPU. The academic foundations will be a cornerstone of the Academic Plan (completion date September 2013) and will allow for KPU to define itself as a polytechnic university with a teaching focus, connect its program mix and direction, focus community engagement activities, and ensure academic quality.

Service and infrastructure plans that support the advancement of the strategic and academic plans will also be developed throughout the course of the year.

Together, this composite of planning activities will provide the structure, direction, and guidance to make institutional priorities easier to value, pursue and implement effectively. KPU's integrative planning efforts will facilitate the optimal allocation of resources, innovation and collaboration. Annual review of performance, plans, and priorities will facilitate advancement towards KPU's vision and fulfillment of its mandate.

The Governance Committee reviewed the attached Strategic Plan: Vision 2018 and recommended it to the Board for approval.

For Approval:	**THAT the Board of Governors approve the Strategic Plan: Vision 2018.**

KPU

KWANTLEN POLYTECHNIC UNIVERSITY

Strategic Plan:
VISION 2018

So Far, So Fast, So Successful

Our story began in 1981 with Kwantlen College inheriting two temporary campuses and a few students from Douglas College.

Expansion was rapid as Kwantlen grew to serve the needs of the burgeoning population south of the Fraser River. Between 1988 and 1994, new campuses opened in Surrey (1990), Richmond (1992), and Langley (1993). By Spring 1994, Kwantlen had 8,444 students and 923 employees.

A name and status change in 1995 created Kwantlen University College, allowing the institution to award degrees in applied fields of study. Kwantlen's first baccalaureate degrees were awarded in 1997. By 2002, Kwantlen had eight applied baccalaureate programs and permission to begin granting Bachelor of Arts degrees.

The Cloverdale Trades and Technology campus opened in 2007 with state-of-the-art facilities housed in the first LEED gold certified building in the City of Surrey.

In 2008, we became Kwantlen Polytechnic University. At the first convocation ceremony as a university in 2009, KPU awarded 2,283 credentials, 529 of them baccalaureate degrees.

KPU's academic researchers have already received national recognition. In 2009, KPU received funding from the Canadian Foundation for Innovation and the B.C. Knowledge Development Fund enabling the Institute for Sustainable Horticulture to establish a leading-edge research facility. The Social Sciences and Humanities Research Council (SSHRC)

in 2009 awarded KPU a CURA grant, which recognizes community-based innovative research, to study prevention of gang membership. In 2013, KPU received eligibility for the prestigious Canada Research Chairs (CRC). The first CRC Tier II award, five-year renewable, was granted to support a Chair in Lifespan Cognition.

In 2010, KPU proudly opened the Aboriginal Gathering Place, which supports social and educational activities and recognizes the important contributions of all Aboriginal Nations to this region.

Donor support for KPU has been strong. Significant gifts include a $1-million donation from Coast Capital Savings in 2009. In 2010, KPU received a donation of $2.5 million from B.C. philanthropist Irving K. Barber to establish an endowment to facilitate students' transition to university.

In 2012, KPU received a $12-million gift from Chip and Shannon Wilson and lululemon athletica to build a new School of Design. The gift was matched by the provincial government and KPU to create a $36-million facility that will inspire innovation and creativity.

As we unveil KPU's bold new vision in this, our first strategic plan as a polytchnic university, KPU has over 19,500 students and is one of the region's largest employers, with close to 1,500 employees.

In 2013, KPU is a new model of undergraduate university that combines superior instruction, learning support, faculty and student research, and community relations to meet our communities' needs for leaders, thinkers, and doers.

Message from the President

KPU's Strategic Plan: VISION 2018 is the result of nine months of discussions both internally and with KPU's external communities. It builds upon related work undertaken over the past few years and on our ongoing analysis of the environment in which we operate.

Our vision and goals have been tested against the expectations of the communities we serve and against scenarios for the future of our region and our province. We believe that our three themes of Quality, Relevance, and Reputation capture both the challenge and the opportunity that present themselves to KPU.

By improving the outcomes of our graduates through teaching innovation and scholarship, and by creating synergies as an organization to improve our effectiveness, KPU will demonstrate progress towards our vision as the leading institution of its kind in Canada and beyond.

By ensuring that all programs allow students to link their studies to work and to local and global communities, and by engaging in applied research, we can demonstrate our relevance. Since we live in a growing region that has fewer post-secondary spaces per capita than it should, KPU must also be prepared to grow in a manner that supports the social, cultural, and economic development of our communities.

All great cities and towns have vibrant and well-recognized universities and colleges. Improving quality and relevance at

KPU will build our reputation and contribute to the evolution of our region. KPU will be sharing the progress towards our vision openly and regularly, and thereby generate the momentum needed for the University and our communities to mutually support each other, and to grow and thrive together.

VISION 2018 is very bold. It asks a lot of our employees, and it depends on the trust of our students, alumni, and community leaders. Given the inadequate funding KPU receives in relation to our expansive mandate, it would be easy to be cynical; cynicism, however, has not been evident in any of the events and discussions we have undertaken thus far in this process.

The optimism at KPU is palpable, and capitalizing on this energy to fuel the work ahead is a critical factor for our success.

We are up for the challenge. Prepare to be amazed!

Alan Davis, PhD
President and Vice-Chancellor
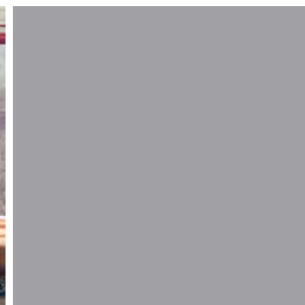
VISION 2018

Mission

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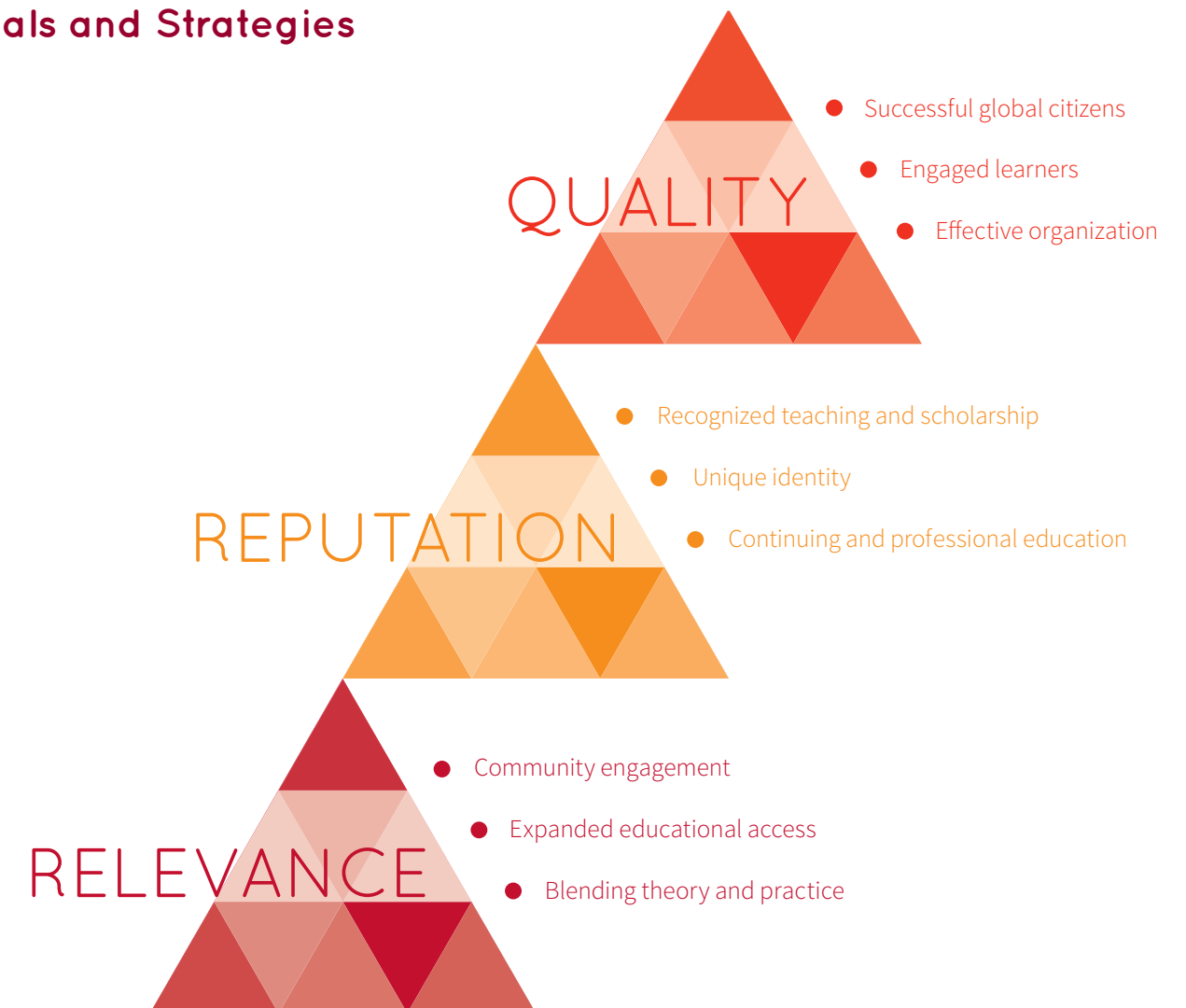
Vision

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

- Inspiring educators
- All learners engaging in campus and community life
- Open and creative learning environments
- Relevant scholarship and research
- Authentic external and internal relationships

Values

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

Goals and Strategies

QUALITY
- Successful global citizens
- Engaged learners
- Effective organization

REPUTATION
- Recognized teaching and scholarship
- Unique identity
- Continuing and professional education

RELEVANCE
- Community engagement
- Expanded educational access
- Blending theory and practice

Graphic created by Lynn Fingarson, Michelle Soo and Lisa Taniguchi
Third year students in KPU's Graphic Design for Marketing Program

QUALITY

- ● Successful global citizens
- ● Engaged learners
- ● Effective organization
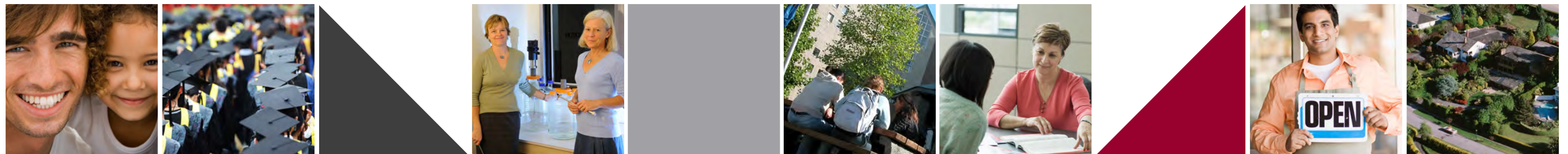
All KPU graduates are prepared for global citizenship and rewarding careers.

- Embed learning outcomes within the University's academic plan that prepare students for global citizenship and rewarding careers.
- Enhance internationalization at KPU to allow learners and educators to develop a better understanding of the global challenges facing society.
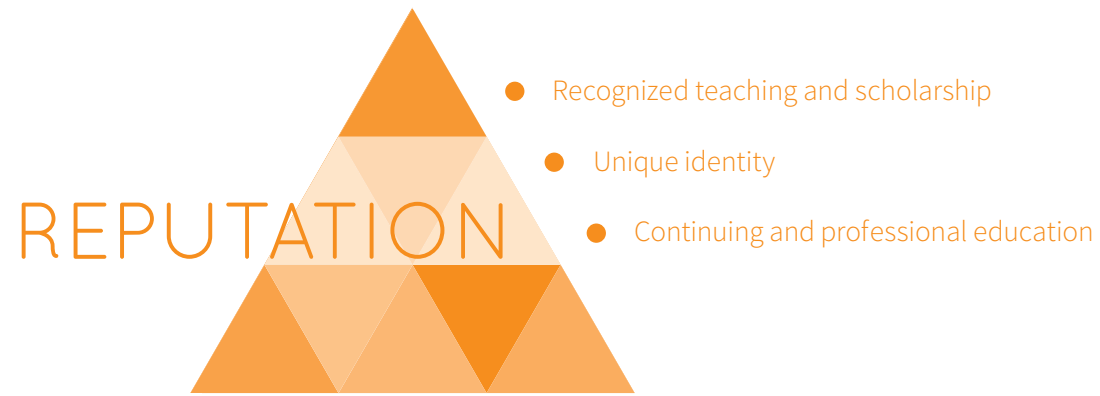- Integrate sustainability into the core curriculum across disciplines.

Learner engagement and retention at KPU show continuous improvement.

- Assess, select, implement, and celebrate learning methodologies and educational delivery options that provide learners with the support within and beyond the classroom to succeed academically, personally, socially, and professionally.
- Develop and implement retention strategies that identify groups of students at risk, set retention targets, and enhance student success.
- Ensure that KPU's physical and virtual learning spaces and other infrastructure are able to accommodate curricular innovation and changing educational practices, and create vibrant campuses.
- Improve the student experience in first year and beyond based on the recommendations arising from the 2011-2012 internal study (Foundations of Excellence).
- Ensure that programming builds on KPU's tradition of laddering to allow students flexible options and recognition for previous learning.

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

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

REPUTATION

- Recognized teaching and scholarship
- Unique identity
- Continuing and professional education

RELEVANCE

- Community engagement
- Expanded educational access
- Blending theory and practice

KPU is widely recognized for its teaching and its scholarship.

- Develop and implement a plan for teaching and learning, including the role of instructional technologies that will extend and enrich the learning environment within and across disciplines.
- Develop and implement a comprehensive plan that engages KPU in research and scholarship.
- Promulgate and celebrate KPU's achievements in teaching, learning, and scholarship.

KPU's unique identity is clearly articulated and well understood across the University and beyond.

- Ensure that KPU's unique role in higher education, its pride in its important endeavors, and the success of its students are all reflected in its publications and communications, internal and external.
- Expand initiatives to improve KPU's recognition and reputation in our communities.

KPU is the foremost provider of continuing and professional education in its region.

- Establish the necessary infrastructure to effectively expand continuing and professional education in response to the changing needs of business, industry, and individual adults in KPU's region.

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

- Implement a coordinated approach to document, expand, measure, and celebrate effective partnerships with KPU's communities.
- Establish KPU as a place where the community gathers for informed discussions on relevant topics.
- Establish KPU as a key partner in regional economic development.
- Create distinct campus identities within the unifying institutional vision.
- Cultivate KPU's relationship with its alumni in order to celebrate their accomplishments, respond to their life – long educational needs, and support their role as KPU ambassadors in our communities.
- Partner with Aboriginal communities to develop appropriate educational pathways and programs to facilitate Aboriginal learner success.

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

- Expand initiatives to increase operating and capital funding from government and other external sources.
- Undertake research to understand the needs of learners in the diverse communities KPU serves.
- Create financially viable professional development, degree completion, post-baccalaureate, and graduate programs.
- Expand the distinctiveness and scope of KPU's program offerings to realize its polytechnic university mandate.
- Develop a comprehensive strategic enrolment management plan directed towards traditional and non-traditional, domestic and international learners to support strategic growth.

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

- Ensure every KPU program of study includes experiential learning that connects theory to its application.
- Support and coordinate opportunities for experiential learning, applied research, and community engagement.

Integrated Planning

Recognizing that no part of the University operates in isolation, KPU has committed to integrated planning: a holistic approach to coordinating all planning, resource allocation, and accountability activities that is iterative and interrelated.

We are building a transparent process of integrated planning that includes:

- Developing plans aligned with the strategic plan in all areas of the University

- Articulating annual goals and priorities

- Allocating scarce resources to meet these goals and priorities

- Measuring the achievement of our goals

- Communicating the results effectively

- Creating space for innovation

By ensuring that all aspects of the University are aligned in the planning processes, and that the linkages among planning, resource allocation, and monitoring are explicit, integrated planning will become part of KPU's operating culture.

STRATEGIC PLAN

RESOURCES PLAN

MONITORING ACCOUNTABILITY EVALUATION

ACADEMIC PLAN

KPU'S COMMUNITIES
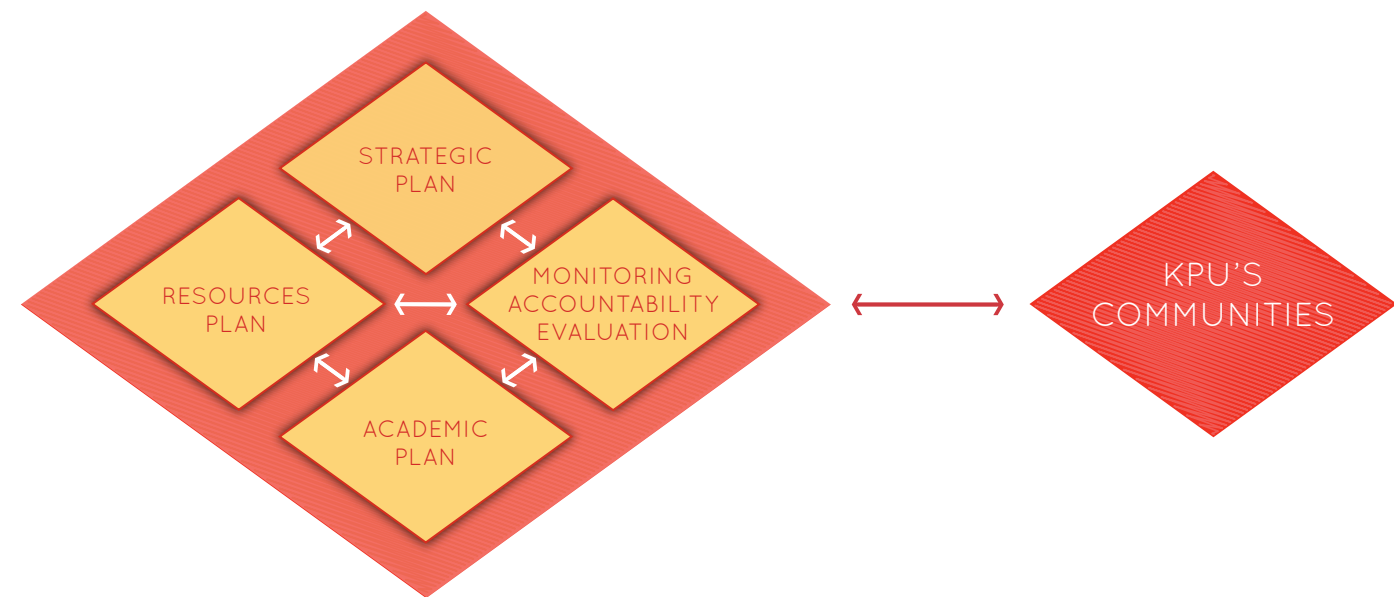
KPU's Academic Plan 2013-2018: A Preview

KPU's Academic Plan 2013-2018 will be a comprehensive and integrated set of university-wide priorities that guide all aspects of the academic endeavour.

The plan defines the academic character of KPU as a unique B.C. post-secondary institution — a polytechnic university with a teaching focus — and re-affirms values and commitments built over 30 years, all within the context of KPU's Strategic Plan: VISION 2018. It provides a coherent description of KPU's culture of scholarship and its relationship with teaching and learning.

The academic plan steers operational decisions and resource allocation. Driven by department and Faculty input, the academic plan is a living document that will evolve with on-going consultation.

The objectives of KPU's Academic Plan 2013-2018 are to:

- Advance the excellence of the student learning experience

- Enhance and promote student engagement in order to support students' attainment of their academic goals

- Articulate the direction of educational programming and purposeful community engagement

- Build university capacity, in particular, revenue, enrolment, and KPU's academic reputation

A set of unifying Academic Foundations draws together the seven Faculty plans, student support area functions, and university-wide initiatives expressed as a series of commitments to students about the nature of their experience at KPU. The University makes a commitment to:

- **Distinctive Programming**
  KPU students will choose from a wide range of diverse, innovative, and high-quality programs that reflect KPU's polytechnic mandate, providing students with unique learning opportunities. Different entry points, credential levels, and delivery options will make KPU programs more accessible to a wide range of learners.

- **Innovative Teaching and Learning**
  KPU students will experience an inclusive, challenging, and dynamic learning environment that promotes creative and critical thinking. Programs will engage students, enhancing their learning using multiple teaching methods, and drawing on appropriate technologies.

- **Well-defined Learning Outcomes**
  KPU students will consolidate and apply their learning in a variety of contexts to validate their mastery of stated learning outcomes.

- **Experiential Learning**
  KPU students will integrate theory with practice, applying their learning through experiential opportunities available in all KPU programs.

- **Enriched Student Experience**
  KPU students will grow as communicators, citizens, and community leaders. KPU students will encounter a supportive and collaborative learning environment inside and outside the classroom. This experience will encourage them to develop personally as well as intellectually, to forge collegial relationships, and to understand and appreciate local and global societies and cultures.

- **Purposeful Community Engagement**
  By engaging with our diverse internal, regional, and global communities, KPU students will have opportunities to develop a rich understanding of the complex social, environmental, economic, and political issues that impact humanity.

KPU's Academic Plan 2013-2018 will also have sections that speak to the role of faculty and staff, distinct campus identities, and community engagement strategies. The academic plan does not seek to impose particular practices, but to articulate a broad set of principles, priorities, and recommendations for the University. Key decisions about curricula and programs will be made by the Faculties, schools, and departments, and approved by Senate.

For September 2013, KPU's Academic Plan 2013-2018 will set key priorities for 2013-14 in the context of the overall five-year directions. By June 2014, other plans prompted by VISION 2018 will address:

- Engaging KPU in teaching and learning, including the role of instructional technologies that will extend and enrich the learning environment

- Establishing KPU's profile and directions in research and scholarship

- Developing a comprehensive strategic enrolment management plan for KPU's learner FTE growth strategy

- Expanding continuing and professional education

- Enhancing internationalization to develop better understanding of global challenges and citizenship

These plans will then be integrated into the ongoing academic planning process, in keeping with KPU's commitment to open and transparent integrated planning.
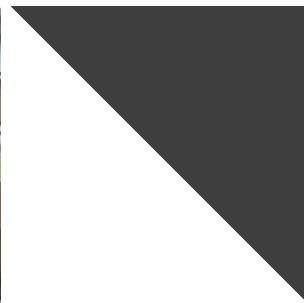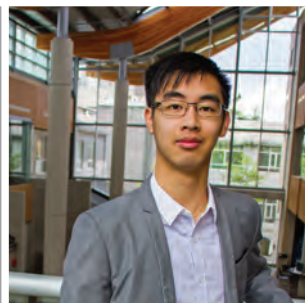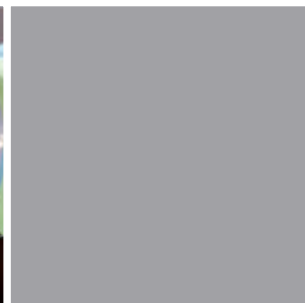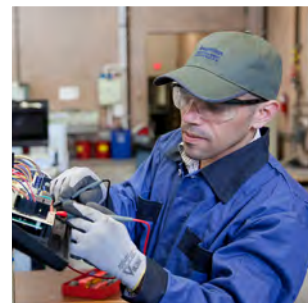
Planning Process

KPU embarked on its strategic planning process with a commitment to developing a plan that was rooted in the principles of inclusivity and engagement. Recognizing that a unified voice is a strong and captivating voice, the process was designed to hear the voice of everyone at KPU. This strategic plan is built on work done for Creating Our Future in 2007-2008 and other planning initiatives at KPU in recent years.

We will continue working together beyond the unveiling of the KPU Strategic Plan: VISION 2018 to build an integrated planning process that will support a prosperous polytechnic university that positively impacts lives in our communities.

THANK YOU
to all the individuals who contributed their time and thought to the development of KPU's Strategic Plan:

VISION 2018

September 2012
The KPU Senate and Board of Governors approve the proposed outline for the development of the strategic plan, and the Strategic Planning Task Force (SPTF) is formed.

October 2012
Goals are drafted, and five consultation sessions across the four campuses are held to obtain feedback on the proposed goals. Electronic input is also received. Over **420 people** participate.

November 2012
SPTF refines the goals based on the input received from the October consultation sessions.

December 2012
The Strategy Development Group is formed, and draft strategies are developed.

January 2013
Consultation sessions are held across the four campuses to obtain input on the proposed strategies. Electronic input is also received. Over **365 people** participate.

February 2013
SPTF refines the strategies based on the input received from the January consultation sessions.

The Board of Governors reviews the draft plan at its annual Board Retreat.

March 2013
Fifty leaders from across the University test the strategic plan against the four KPU scenarios of higher education that were developed in the spring of 2012 with the participation of **200 people.** The plan is adjusted accordingly, and priorities within the plan are identified.

April 2013
Consultation sessions are held across the four campuses to align the strategic plan with the Faculty plans and begin to develop the foundation for an academic plan. Electronic input is also received. Over **135 people** participate.

The Senate Standing Committee on Academic Planning and Priorities reviews the strategic plan and recommends that Senate endorse the plan.

Senate endorses the strategic plan to go forward to the Board of Governors.

May 2013
The Board Governance Committee endorses the strategic plan.

June 2013
The Board of Governors approves the KPU Strategic Plan: VISION 2018.

The KPU Strategic Plan: VISION 2018 is unveiled at the first KPU Day, June 7, 2013.

KWANTLEN POLYTECHNIC UNIVERSITY
SURREY CAMPUS · 12666 - 72ND AVENUE

KPU
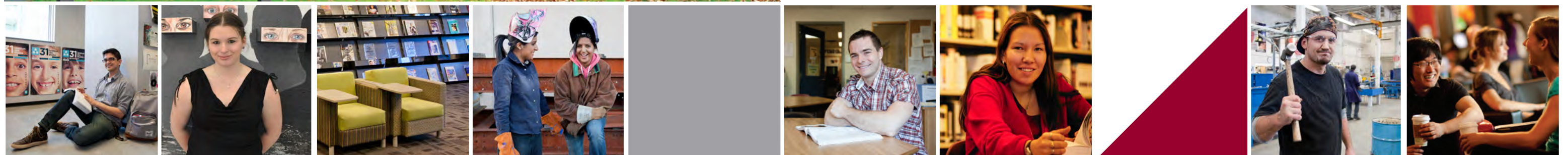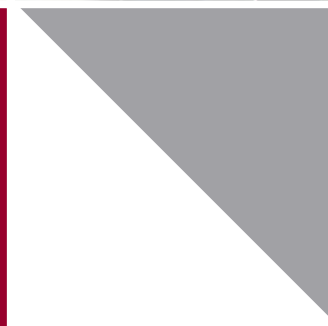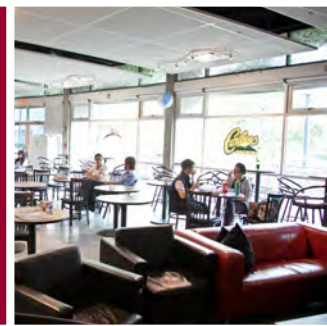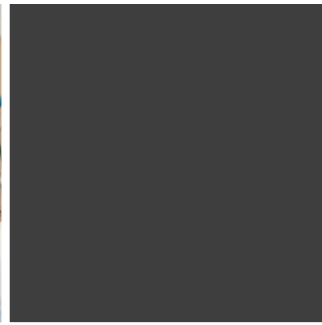
kwantlen.ca

June 2013

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

Issue: **Items Approved/Received Under the Consent Agenda**

For Approval: **THAT the Board of Governors approve or receive for information the following items under the Consent Agenda:**

Approved:
      5.1 Minutes 3 April 2013

Received for Information:
      5.2 Kwantlen Student Association Financial Statements Year Ended 2012
      5.3 Draft FTE Enrolment Statement for Year Ending March 31, 2013
      5.4 Auditor General of BC's Survey of Public Sector Board Members – Summary of KPU Board Responses

KWANTLEN POLYTECHNIC UNIVERSITY

Present	**Board**	**University Vice Presidents**
	Kristan Ash	Gordon Lee / Provost & VP Academic
	Alan Davis/ President	Harry Gray / VP Finance & Administration
	Geoff Dean	
	Yuri Fulmer	**University Community Members**
	Iman Ghahremani	Sandi Klassen / University Secretary
	Sandra Hoffman	Kathy Lylyk / Executive Director Finance
	Shane King	Ron Maggiore / Vice Provost Students
	Jared Penland	Kerry Thompson / Office of University Secretary
	Kim Richter	
	Gord Schoberg / Chair	**Guests:**
	Lisa Skakun	Wendy Belter / Kwantlen Faculty Association
	Launi Skinner	Bob Davis / Kwantlen Faculty Association
	Ken Tung	Marlyn Graziano / Dir. External & Government Affairs
	Amrik Virk	Alexandra Richmond / Faculty Applied Communications
		Wayne Tebb / Dean Faculty of Business
Regrets	Arvinder Bubber / Chancellor	

Presentation / Kwantlen Faculty Association	Bob Davis gave a presentation on the Kwantlen Faculty Association (KFA) including the KFA administration team, what the KFA does, who they assist, and their affiliations. The KFA has 1000 members, 75% of whom have ongoing appointments.
Call to Order	The Chair called the meeting to order at 3:26pm.
Approval of Agenda	The agenda was approved by consensus.
Consent Agenda	**Moved by Lisa Skakun, seconded by Iman Ghahremani:** **THAT the Consent Agenda be approved.** Items included in the Consent Agenda: • Minutes 30 January 2013 **MOTION CARRIED**
New Business	*Notice of Election* Board Chair and Vice Chair elections (2 year terms) will occur at the June 5, 2013 meeting. *Program Concept: Bachelor of Business Administration in Communication* Alexandra Richmond and Wayne Tebb presented the BBA Communications program concept. Senate, the Board Finance & Audit Committee and the Board Governance Committee have

reviewed the concept and recommend it to the Board for approval.

Moved by Yuri Fulmer; seconded by Iman Ghahremani:
THAT the Board of Governors approve the Program Concept:
Bachelor of Business Administration in Communications.

MOTION CARRIED

Student Election Results
Elections for 2 student positions on the Board of Governors were held March 8-11, 2013. Student positions are 1 year terms, and will commence September 2013. Chris Girodat and Richard Hosein were the successful candidates.

Board/Senate Task Force on Bi-cameral Governance

No Report

Governance Committee

No Report

Finance & Audit Committee

Draft University Budget 2013-2014
The Board acknowledged the Finance Division for the clarity of the budget presentations this year. The Board reviewed proposed allocations regarding spending, recommendations for ongoing funding, capital funding and strategies for meeting internal and external targets.

It was noted that due to the spring election, legislature has adjourned resulting in delayed budget decisions at the provincial level. It was also noted that the KPU 2014/2015 budget will be more strategic as the process will then be aligned with criteria to be defined in KPU's Strategic Plan.

Moved by Iman Ghahremani; seconded by Launi Skinner:
THAT the Board of Governors approve the University Budget
2013/2014.

MOTION CARRIED

Bylaw No. 4 Fees, Revision
The revision was recommended by the committee in November 2012, subsequently deferred at the January 2013 Board meeting to allow for student consultation, and is presented without revisions after consultation occurred. The Ministry has confirmed a 2% increase in tuition fees.

Moved by Geoff Dean; seconded by Shane King:
THAT the Board of Governors approve revisions to Bylaw No. 4,
***Fees*.**

MOTION CARRIED

Student Affairs	***Student Affairs Report*** Ron Maggiore presented a report from the Student Affairs division. In addition he highlighted the success of the last KPU Open House, driven by a social media advertising promotion. Also of note was the achievement of KPU students at the 2013 World Model UN event in Melbourne. Members indicated an interest in receiving succinct quarterly monitoring reports which could include information on enrollment and retention, student facilities usage, etc. ***Kwantlen Student Association Fees*** A notice was received from the KSA regarding their changes to current student fees, as required by the University Act.
President's Report	A report was received.
Senate Report	***President's Senate Update*** The President updated the Board on Senate activities. ***Interior Design Accreditation*** The Bachelor of Interior Design has been granted 6 year accreditation by the Council for Interior Design Accreditation. The KPU program is the only degree of its kind to be granted accreditation in Western Canada.
Next Meeting Agenda Contribution	The following items were suggested for future meeting agendas: • Presentations (suggestions: Stuart McIlmoyle to discuss plans for international outreach, a representative from Marketing/Communications to report on the KPU advertising strategy) Agenda items may be forwarded to Sandi Klassen.
For the Good of the Order	• Iman Ghahremani reported on the status of the KPU Builds partnership with Habitat for Humanity project in Fiji. To date $40,000 has been raised and an additional $10,000 is projected for this month. The funds will make KPU involvement in the project cost neutral. A final fund raising event is planned and an invitation will be sent to the Board Members. • During a trip to Peru, Gord Schoberg visited the Canadian Trade Commission to discuss potential collaborations. A list of institutions in Peru was sent to Stuart McIlmoyle for follow-up.
Evaluation of the Board as a Group	Geoff Dean observed that the meeting went well, with members being respectful of questions asked, that explanations were forthright and informative, and that healthy discussion occurred.

KPU Faculty and Service Area Reports

Members expressed appreciation for the contents of the reports, however, concern was noted regarding the amount of information presented and the onus for members to understand and potentially act on information contained in the reports. The reports will be removed from the Board package.

Information Package

Information included an updated events calendar.

Adjournment

The regular meeting adjourned at 5:10pm.

Next Meeting

The next scheduled meeting is on Wednesday, June 5, 2013 at the Cloverdale Campus.

_____

BOARD CHAIR

KWANTLEN
STUDENT
ASSOCIATION

Kwantlen Polytechnic University

MAR 2 8 2013

Board of Governors

12666 72nd Avenue
Surrey, BC V3W 2M8

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

March 26, 2013

Gord Schoberg
Chair, Board of Governors
ATTN Sandi Klassen, University Secretary
Kwantlen Polytechnic University
12666 72 Avenue
Surrey, B.C. V3W 2M8

Dear Sir/Madam:

RE: KUCSA Audited Financial Statements Year Ended 2012

      Attached please find audited financial statements of the Kwantlen Polytechnic University Student Association which have been presented and made available to the general membership at the Annual General Meeting held March 20, 2013 at the Surrey Campus of Kwantlen Polytechnic University.

Sincerely,

Christopher Girodat
Director of Student Services
Kwantlen Student Association

Noted by:

Rolando Navarro, CMA
Financial Controller
Kwantlen Student Association

FINANCIAL STATEMENTS

KWANTLEN UNIVERSITY COLLEGE STUDENT ASSOCIATION

December 31, 2012

ḋ **TOMPKINS, WOZNY, MILLER & CO.**
Chartered Accountants

INDEPENDENT AUDITOR'S REPORT

To the Members of
Kwantlen University College Student Association

Report on the Financial Statements

We have audited the accompanying financial statements of Kwantlen University College Student Association, which comprise the statements of financial position as at December 31, 2012, December 31, 2011 and January 1, 2011, and the statements of operations, changes in fund balances and cash flows for the years ended December 31, 2012 and December 31, 2011, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Kwantlen University College Student Association as at December 31, 2012, December 31, 2011 and January 1, 2011, and the results of its operations and its cash flows for the years ended December 31, 2012 and December 31, 2011 in accordance with Canadian accounting standards for not-for-profit organizations.

Tompkins Wozny, Miller & Co.

Vancouver, Canada
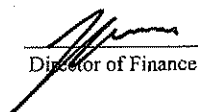March 18, 2013

Chartered Accountants

TUT TOMPKINS, WOZNY, MILLER & CO.
Chartered Accountants

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Kwantlen University College Student Association
Incorporated under the Society Act of B.C.

STATEMENT OF FINANCIAL POSITION

As at December 31
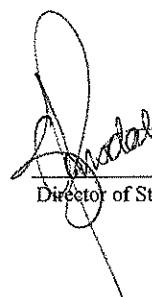
	2012					2011	As at January 1, 2011
	Operating Fund $	Capital Asset Fund $	Health & Dental Fund $	Other Funds $	Total $	Total $	Total $
				[Schedule 2]			
ASSETS							
Current assets							
Cash	1,431,596	545,787	588,961	875,143	3,441,487	2,198,564	1,697,261
Accounts receivable *[note 4]*							
- Kwantlen Polytechnic University	90,099	16,113	383,178	249,070	738,460	671,923	434,805
- other	13,498	—	—	—	13,498	33,225	7,809
Marketable securities *[note 5]*	631,244	—	594,715	—	1,225,959	1,158,363	1,125,054
Inventory *[note 6]*	94,869	—	—	—	94,869	23,693	34,511
Prepaid expenses and deposits	27,035	—	—	—	27,035	39,778	24,005
Total current assets	2,288,341	561,900	1,566,854	1,124,213	5,541,308	4,125,546	3,323,445
Capital assets *[note 7]*	—	1,166,049	—	—	1,166,049	1,191,526	1,198,597
Total assets	2,288,341	1,727,949	1,566,854	1,124,213	6,707,357	5,317,072	4,522,042
LIABILITIES AND FUND BALANCES (DEFICIENCY)							
Current liabilities							
Accounts payable and accruals *[note 8]*	771,510	—	—	—	771,510	861,929	552,770
Deferred fee revenue *[note 9]*	472,061	117,089	1,179,799	291,673	2,060,622	2,034,440	2,000,102
Demand bank loan *[note 10]*	—	100,000	—	—	100,000	180,000	260,000
Interfund payable	1,222,078	259,883	(427,543)	(1,054,418)	—	—	—
Total current liabilities	2,465,649	476,972	752,256	(762,745)	2,932,132	3,076,369	2,812,872
Fund balances (deficiency)							
Invested in capital assets	—	1,066,049	—	—	1,066,049	1,011,526	938,597
Internally restricted	—	184,928	814,598	1,886,958	2,886,484	1,680,875	1,120,714
Unrestricted (deficiency)	(177,308)	—	—	—	(177,308)	(451,698)	(350,141)
Total fund balances (deficiency)	(177,308)	1,250,977	814,598	1,886,958	3,775,225	2,240,703	1,709,170
Total liabilities and fund balances	2,288,341	1,727,949	1,566,854	1,124,213	6,707,357	5,317,072	4,522,042

Commitments *[note 11]*

See accompanying notes to the financial statements

Approved by the Board of Directors:

_____
Director of Finance

_____
Director of Student Services

Kwantlen University College Student Association
Incorporated under the Society Act of B.C.

STATEMENT OF OPERATIONS
AND CHANGES IN FUND BALANCES

Year ended December 31

	Operating Fund $	Capital Asset Fund $	Health & Dental Fund $	Other Funds $	2012 Total $	2011 Total $
				[Schedule 3]		
REVENUES						
Student activity fees [note 14]	1,225,733	300,915	1,653,412	2,040,351	5,220,411	4,382,463
Investment income	58,353	—	4,582	6,310	69,245	46,918
Increase in fair value - marketable securities	35,620	—	—	—	35,620	5,180
Advertising and other	24,559	—	16,658	12,870	54,087	35,975
Grass Roots Café [schedule 1]	375,858	—	—	—	375,858	341,890
Tickets, locks and other sales	54,560	—	—	—	54,560	55,216
	1,774,683	300,915	1,674,652	2,059,531	5,809,781	4,867,642
EXPENSES (RECOVERY)						
Activities	—	—	6,666	257,807	264,473	147,507
Amortization of capital assets	—	128,514	—	—	128,514	123,260
Bursaries	—	—	—	28,000	28,000	—
Campaigning and dues	—	—	—	2,479	2,479	14,369
Common area expenses	13,218	—	—	—	13,218	14,550
Concert (net of $821 revenue; 2011 - $7,354)	—	—	—	26,724	26,724	127,982
Conferences and travel	545	—	—	16,789	17,334	11,647
Elections	28,961	—	—	—	28,961	25,188
Executive and representatives stipends	81,981	—	—	—	81,981	170,658
Grass Roots Café [schedule 1]	398,296	—	—	—	398,296	334,963
Handbook	25,326	—	—	—	25,326	23,896
Insurance	18,447	—	—	—	18,447	19,449
Interest expense	—	4,381	—	—	4,381	7,955
Investment management fees	13,831	—	—	—	13,831	13,108
Minor equipment and repairs	—	16,038	—	—	16,038	8,268
Office, postage, supplies and other	68,580	—	—	—	68,580	63,376
Professional	274,998	—	—	—	274,998	532,991
Shuttle bus	—	—	—	352,456	352,456	131,790
Student Health and Dental Plan premiums	—	—	1,628,959	—	1,628,959	1,638,737
Telephone, internet and cable	21,539	—	—	—	21,539	25,439
Tickets and locks	52,970	—	—	—	52,970	51,402
Transit (net of commissions)	130	—	—	—	130	(2,693)
Wages, subcontractors and benefits	601,082	—	56,470	150,072	807,624	852,267
	1,599,904	148,933	1,692,095	834,327	4,275,259	4,336,109
Excess (deficiency) of revenue for the year	174,779	151,982	(17,443)	1,225,204	1,534,522	531,533
Fund balances (deficiency), beginning of year	(451,698)	1,020,488	843,580	828,333	2,240,703	1,709,170
Interfund transfers						
Capital asset purchases	—	78,507	—	(78,507)	—	—
Allocation of overhead	99,611	—	(11,539)	(88,072)	—	—
Fund balances (deficiency), end of year	(177,308)	1,250,977	814,598	1,886,958	3,775,225	2,240,703

See accompanying notes to the financial statements

𝕎 **TOMPKINS, WOZNY, MILLER & CO.**
Chartered Accountants

Kwantlen University College Student Association
Incorporated under the Society Act of B.C.

STATEMENT OF CASH FLOWS

Year ended December 31

	2012	2011
	$	$
OPERATING ACTIVITIES		
Excess of revenue for the year	**1,534,522**	531,533
Add items not affecting cash		
Amortization of capital assets	**128,514**	123,260
Increase in market value of marketable securities (net)	**(35,620)**	(5,180)
Changes in non-cash working capital items		
Accounts receivable	**(46,810)**	(262,534)
Inventory	**(71,176)**	10,818
Prepaid expenses and deposits	**12,743**	(15,773)
Accounts payable and accruals	**(90,419)**	309,159
Deferred fee revenue	**26,182**	34,338
Cash provided by operating activities	**1,457,936**	725,621
FINANCING ACTIVITIES		
Repayment of bank loan	**(80,000)**	(80,000)
Cash used in financing activities	**(80,000)**	(80,000)
INVESTING ACTIVITIES		
Purchase of marketable securities (net)	**(31,976)**	(28,129)
Purchase of capital assets	**(103,037)**	(116,189)
Cash used in investing activities	**(135,013)**	(144,318)
Increase in cash during the year	**1,242,923**	501,303
Cash, beginning of year	**2,198,564**	1,697,261
Cash, end of year	**3,441,487**	2,198,564

See accompanying notes to the financial statements

Kwantlen University College Student Association
Incorporated under the Society Act of B.C.

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

1. PURPOSE OF THE ORGANIZATION

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

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

2. SIGNIFICANT ACCOUNTING POLICIES

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

Use of Estimates

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

Revenue Recognition

The Association follows the deferral method of accounting for contributions.

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

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

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

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

TW **TOMPKINS, WOZNY, MILLER & CO.**
Chartered Accountants

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NOTES TO FINANCIAL STATEMENTS

December 31, 2012

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Fund Accounting

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

Operating Fund

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

Capital Asset Fund

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

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

Health & Dental Fund

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

Other Funds

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

Measurement of Financial Instruments

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

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

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

Financial assets measured at fair value include marketable securities.

Financial liabilities measured at amortized cost include accounts payable and the demand bank loan.

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

Cash

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

Statement of Cash Flows

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

Marketable Securities

Marketable securities are recorded at market value.

Inventory

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

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

Capital Assets

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

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

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

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

3. IMPACT OF THE CHANGE IN THE BASIS OF ACCOUNTING

The Association has elected to apply Canadian accounting standards for not-for-profit organizations.

These financial statements are the first financial statements for which the Association has applied Canadian accounting standards for not-for-profit organizations.

The financial statements for the year ended December 31, 2012 were prepared in accordance with the accounting principles and provisions set out in Section 1501, First-time Adoption by Not-for-Profit Organizations, for first-time adopters of this basis of accounting.

The impact of adopting these standards had no impact on the Association's excess of revenue for the year ended December 31, 2012 or on net assets as at January 1, 2011, the date of transition.

4. ACCOUNTS RECEIVABLE

	2012 $	2011 $
Kwantlen Polytechnic University	738,460	671,923
Trades and other	29,107	48,834
Allowance for doubtful accounts	(15,609)	(15,609)
	13,498	33,225
	751,958	705,148

5. MARKETABLE SECURITIES

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

	2012		2011	
	Operating $	Heath & Dental $	Operating $	Heath & Dental $
Money market funds	537	—	534	—
Canadian bonds	372,233	350,991	365,205	344,364
International bonds	25,451	23,998	26,140	24,648
Canadian equities	73,047	68,879	62,210	58,660
U.S. equities	89,636	84,521	86,215	81,295
International equities	70,340	66,326	56,148	52,944
	631,244	594,715	596,452	561,911

The marketable securities are held as collateral for the demand bank loan relating to the Association's premises [notes 10 and 11(i)].

Kwantlen University College Student Association
Incorporated under the Society Act of B.C.

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

6. INVENTORY

	2012 $	2011 $
Transit cards and passes	—	13,477
Fitness passes	79,587	—
Movie tickets, promotional items and others	9,896	4,543
Grass Roots Café supplies and liquor	5,386	5,673
	94,869	23,693

7. CAPITAL ASSETS

	Cost $	Accumulated Amortization $	Net Book Value $
2012			
Student Association premises	1,756,683	769,861	986,822
Yoga studio improvements	25,733	10,293	15,440
Waterfillz stations	67,558	—	67,558
Grass Roots Café equipment	64,129	38,690	25,439
Furniture and equipment	242,960	182,697	60,263
Computer equipment	15,791	5,264	10,527
	2,172,854	1,006,805	1,166,049
2011			
Student Association premises	1,756,683	710,602	1,046,081
Yoga studio improvements	25,733	7,720	18,013
Grass Roots Café equipment	72,441	53,864	18,577
Furniture and equipment	417,063	308,208	108,855
	2,271,920	1,080,394	1,191,526

During the year, the Association purchased Waterfillz stations but were not installed as of the year-end. Amortization of the Waterfillz stations will commence when installation has been completed.

The Association's premises are located on land leased from the University *[note 11(i)]*, and are pledged in support of the Association's bank loan *[note 10]*.

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

8. ACCOUNTS PAYABLE AND ACCRUALS

	2012 $	2011 $
Trade	103,938	368,693
Due to Canadian Federation of Students	527,712	397,343
Due to Polytechnic Ink Publishing Society	12,027	7,912
Government remittances - HST	9,919	4,960
- Payroll	30,933	16,383
- Worksafe BC	1,562	—
Wages and vacation	85,419	66,638
	771,510	861,929

9. DEFERRED FEE REVENUE

Deferred fee revenue consists of student fees received or receivable by December 31, 2012 which relate to the 2013 year.

10. DEMAND BANK LOAN

	2012 $	2011 $
Demand bank loan, bearing interest at CIBC prime rate plus 0.75%. Interest is payable on a monthly basis. The loan principal is repayable at $40,000 semi-annually on September 30 and January 31.	100,000	180,000

The Association's assets and a mortgage over the leasehold interest in the Association's premises *[notes 5 and 7]* are pledged as collateral for the loan.

The loan was fully repaid subsequent to the year-end.

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

11. COMMITMENTS

i) Lease Commitments

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

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

	$
2013	14,985
2014	15,435
2015	15,898
2016	16,375
2017	16,866
	79,559

ii) Health and Dental Plan

The Association is committed to monthly broker fees and insurance premiums of approximately $15.61 per student registered in the Health and Dental Plan until August 31, 2015. As at December 31, 2012, there were approximately 8,800 students registered in the Health and Dental Plan.

12. FINANCIAL INSTRUMENTS

The Association is exposed to various risks through its financial instruments. The following analysis presents the Association's exposures to significant risk as at December 31, 2012.

Credit risk

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

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

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

12. FINANCIAL INSTRUMENTS (CONT'D)

Liquidity risk

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

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

Interest rate risk

The Association is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate instruments subject the Association to a fair value risk while the floating rate instruments subject it to a cash flow risk. The Association is exposed to this type of risk as a result of investments in bonds and equities *[note 5]*.

The demand bank loan *[note 10]* has a variable interest rate and is subject to periodic review. Changes in the bank's prime lending rate or other rates can cause fluctuations in interest payments and cash flows. The Association does not use derivative financial instruments to alter the effects of this risk.

Currency risk

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

Other price risk

Other price risk associated with investments in shares is reduced to a minimum, since the Association mitigates the risk by regularly rebalancing its portfolio and investing in the Canadian financial sector.

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

13. NON-DISCRETIONARY ALLOCATIONS - OTHER FEES

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

	2012 $	2011 $
Polytechnic Ink Publishing Society (PIPS)	237,452	233,847
Canadian Federation of Students (CFS)	178,887	176,634
	416,339	410,481

The Association began collection of CFS fees during 2009. Previous to that time, the University remitted the fees directly to CFS.

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

14. STUDENT ACTIVITY FEES

Student activity fees are comprised of the following:

	2012 $	2011 $
Lobbying Fund	92,025	89,745
Bursary Fund	34,833	34,416
START Volunteer Program	117,508	114,698
Reboot Computer Service	95,001	92,704
Intramurals	79,282	77,323
Clubs and Events	206,056	200,876
Advocacy Service	31,614	30,924
Social Justice	47,666	46,562
Peer Counselling	47,666	46,562
Multi-pass	1,288,700	529,620
	2,040,351	1,263,430
General	1,225,733	1,197,206
Student Union Building Capital	300,915	293,856
Health and Dental	1,653,412	1,627,971
	5,220,411	4,382,463

NOTES TO FINANCIAL STATEMENTS

December 31, 2012

15. RELATED PARTY TRANSACTIONS

During 2010, the board of directors of PIPS became functus, as it had less than the required number of three board members and as a result, PIPS entered into a temporary management agreement with the Association.

Pursuant to the management agreement, the Association would manage the affairs of PIPS until the required number of board members were selected at PIPS's annual general meeting. The annual general meeting took place in February 2011.

The related party transactions with PIPS are summarized below:

At December 31, 2012, $12,027 [2011 - $7,912] was included in accounts payable and accruals which is owing to PIPS *[note 8]* ;

For the year ending December 31, 2012, the Association charged PIPS $11,873 [2011 - $11,692] for administrative fees;

For the year ending December 31, 2012, the Association charged PIPS $Nil [2011 - $4,485] for wage reimbursements; and

For the year ending December 31, 2012, the Association collected $237,452 [2011 - $233,847] of designated student publication fees on behalf of PIPS *[note 13]* .

Other related party transactions include:

For the year ending December 31, 2012, the Association paid executive and rep stipends to executive board members and other elected personnel in the amount of $81,981 [2011 - $162,272].

16. COMPARATIVE FIGURES

Certain 2011 comparative figures have been reclassified to conform to the presentation adopted in the current year.

Kwantlen University College Student Association
Incorporated under the Society Act of B.C.

Schedule 1

SCHEDULE OF REVENUE AND EXPENSES
GRASS ROOTS CAFE

Year ended December 31

	2012	2011
	$	$
Sales	375,858	341,890
Cost of sales	210,250	188,671
Gross profit	165,608	153,219
Other expenses		
Bank and credit card charges	6,750	4,890
Repairs and maintenance	2,407	3,352
Wages and benefits	178,889	138,050
	188,046	146,292
Income (loss) from operations	(22,438)	6,927

See accompanying notes to the financial statements

Kwantlen University College Student Association
Incorporated under the Society Act of B.C.

STATEMENT OF FINANCIAL POSITION - OTHER FUNDS

As at December 31

	Lobbying Fund $	Women's Centre $	Bursary Fund $	START Volunteer Program $	Reboot Computer Service $	Intramurals $	Clubs and Events $	Advocacy Service $	Social Justice $	Peer Counselling $	Multi-pass $	Total $	2011 Total $
												2012	
ASSETS													
Current assets													
Cash	—									—	875,143	875,143	196,219
Accounts receivable - Kwantlen Polytechnic University	4,956	—	2,121	6,345	5,086	4,262	11,060	1,680	2,583	2,583	208,394	249,070	226,963
Total current assets	4,956	—	2,121	6,345	5,086	4,262	11,060	1,680	2,583	2,583	1,083,537	1,124,213	423,182
LIABILITIES AND FUND BALANCES													
Current liabilities													
Deferred fee revenue [note 9]	35,779	—	12,898	45,681	36,967	30,834	80,139	12,309	18,533	18,533	—	291,673	291,995
Interfund payable	(211,602)	(5,624)	(34,929)	(169,711)	(92,282)	(196,902)	(182,220)	(66,427)	(65,103)	(107,850)	78,232	(1,054,418)	(697,146)
Total current liabilities	(175,823)	(5,624)	(22,031)	(124,030)	(55,315)	(166,068)	(102,081)	(54,118)	(46,570)	(89,317)	78,232	(762,745)	(405,151)
Fund balances													
Internally restricted	180,779	5,624	24,152	130,375	60,401	170,330	113,141	55,798	49,153	91,900	1,005,305	1,886,958	828,333
Total fund balances	180,779	5,624	24,152	130,375	60,401	170,330	113,141	55,798	49,153	91,900	1,005,305	1,886,958	828,333
Total liabilities and fund balances	4,956	—	2,121	6,345	5,086	4,262	11,060	1,680	2,583	2,583	1,083,537	1,124,213	423,182

See accompanying notes to the financial statements

TOMPKINS, WOZNY, MILLER & CO.
Chartered Accountants

Kwantlen University College Student Association
Incorporated under the Society Act of B.C.

STATEMENT OF OPERATIONS - OTHER FUNDS

Year ended December 31

| | 2012 | | | | | | | | | | | | 2011 |
	Lobbying Fund $	Women's Centre $	Bursary Fund $	START Volunteer Program $	Reboot Computer Service $	Intramurals $	Clubs and Events $	Advocacy Service $	Social Justice $	Peer Counselling $	Multi-pass $	Total $	Total $
REVENUES													
Student activity fees [note 14]	92,025	—	34,833	117,508	95,001	79,282	206,056	31,614	47,666	47,666	1,288,700	2,040,351	1,263,430
Investment income	—	—	—	—	—	—	—	—	—	—	6,310	6,310	79
Other	—	—	—	—	4,783	—	—	—	—	—	8,087	12,870	2,776
	92,025	—	34,833	117,508	99,784	79,282	206,056	31,614	47,666	47,666	1,303,097	2,059,531	1,266,285
EXPENSES													
Activities	—	—	—	10,488	14,363	13,551	76,484	—	26,244	—	116,677	257,807	122,317
Bursaries	—	—	28,000	—	—	—	—	—	—	—	—	28,000	14,369
Campaigning and dues	2,479	—	—	—	—	—	—	—	—	—	—	2,479	127,982
Concert (net of $821 revenue; 2011 - $7,354)	—	—	—	—	—	—	26,724	—	—	—	—	26,724	10,235
Conferences and travel	13,751	—	—	—	—	67	2,971	—	—	—	—	16,789	131,790
Shuttle bus	—	—	—	—	—	—	—	—	—	—	352,456	352,456	144,814
Wages, subcontractors and benefits	—	—	—	39,033	59,025	4,902	2,883	—	—	—	44,229	150,072	—
	16,230	—	28,000	49,521	73,388	18,520	109,062	—	26,244	—	513,362	834,327	551,507
Excess of revenue for the year	75,795	—	6,833	67,987	26,396	60,762	96,994	31,614	21,422	47,666	789,735	1,225,204	714,778
Fund balances, beginning of year	107,950	5,624	22,437	71,439	55,481	112,953	36,080	24,184	32,528	44,234	315,423	828,333	248,609
Interfund transfers													
Capital asset purchases	—	—	—	—	(8,063)	—	—	—	—	—	(70,444)	(78,507)	(135,054)
Allocation of overhead	(2,966)	—	(5,118)	(9,051)	(13,413)	(3,385)	(19,933)	—	(4,797)	—	(29,409)	(88,072)	—
Fund balances, end of year	180,779	5,624	24,152	130,375	60,401	170,330	113,141	55,798	49,153	91,900	1,005,305	1,886,958	828,333

See accompanying notes to the financial statements

Enrolment Statement of

KWANTLEN POLYTECHNIC UNIVERSITY

Year Ended March 31, 2013

KWANTLEN POLYTECHNIC UNIVERSITY

FTE Enrolment Report

Year Ended March 31, 2013

Faculty/Ministry Credential Level	2012/13 Actual	2011/12 Actual	% Change Over 2011/12
Academic & Career Advancement			
Developmental Credential	207.1	235.8	-12%
No Credential Level/Others	213.8	192.4	11%
	420.9	**428.2**	**-2%**
Arts			
Baccalaureate degree	1,541.5	1,318.1	17%
Associate degree	1,797.2	2,111.6	-15%
Diploma	226.2	250.1	-10%
Certificate/Others	53.4	92.9	-43%
	3,618.2	**3,772.6**	**-4%**
Business			
Baccalaureate degree	1,677.5	1,483.3	13%
Associate degree	39.1	33.5	17%
Post-degree Diploma	17.1	19.5	-12%
Diploma	1,046.6	1,184.7	-12%
Certificate	200.2	244.0	-18%
	2,980.5	**2,965.0**	**1%**
Community and Health Studies			
Baccalaureate degree	352.4	320.9	10%
Post-degree Certificate		5.7	
Certificate/Others	331.8	303.3	9%
	684.3	**629.9**	**9%**
Continuing Education			
No Credential Level	40.2	24.3	65%
	40.2	**24.3**	**65%**
Design			
Baccalaureate degree	299.2	272.5	10%
Diploma	49.8	43.8	14%
Certificate	20.2	43.9	-54%
	369.2	**360.1**	**3%**

KWANTLEN POLYTECHNIC UNIVERSITY

FTE Enrolment Report

Year Ended March 31, 2013

Faculty/Ministry Credential Level	2011/12 Actual	2010/11 Actual	% Change Over 2010/11
Science and Horticulture			
Baccalaureate degree	18.0	9.2	97%
Associate degree	615.5	645.7	-5%
Diploma	145.3	154.0	-6%
Apprenticeship	113.0	142.0	-20%
Certificate/Others	143.2	137.2	4%
	1,035.1	**1,088.1**	**-5%**
Trades and Technology			
Diploma	68.2	58.4	17%
Apprenticeship	728.2	739.0	-1%
Certificate/Others	457.2	435.7	5%
	1,253.6	**1,233.1**	**2%**
Non-credential /Undeclared			
No Credential Level	48.2	37.0	30%
	48.2	**37.0**	**30%**
Government Funded FTEs	**10,450.2**	**10,538.3**	**-1%**
International FTEs	983.1	844.5	16%
Total Institution FTE	**11,433.3**	**11,382.8**	**0%**

See accompanying notes to FTE enrolment report**.**

On behalf of the Board:

_____   _____

Chair   **Vice President, Finance and Administration**

KWANTLEN POLYTECHNIC UNIVERSITY
FTE Enrolment Report

Year Ended March 31, 2013

1. Basis of actual FTE calculation:

The Ministry of Advanced Education, Innovation and Technology (AEIT) issued in March 2013, the February 2013 version of the Enrolment Analysis and FTE Audit tool (EAT and FAT) for the May 2013 BC Post-Secondary Central data Warehouse submission.

This February 2013 version of the FTE Audit tool was used to produce student FTE enrolments for program/course instructional activities for the fiscal year 2012/13 (April 1, 2012 to March 31, 2013).

2. Report Presentation:

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

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

3. Full-Time Equivalent Targets:

The domestic enrolment targets for 2012/13 and 2011/12 were:

	2012/13	2011/12
Advanced Education, Innovation and Technology (AEIT)*	9,125	9,170
Industry Training Authority (ITA)**		
Apprenticeship	968	972
Foundation	304	336
Total	**10,397**	**10,478**

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

* AEIT target is from the Ministry Final FTE Report templates for 2011/12 and 2012/13
**ITA target is from Schedule C – ITA Agreement for 2012/12 and 2012/13

Kwantlen Polytechnic University

This report summarizes the information submitted by board members from your organization in response to our survey on information use by the boards of public sector organizations. This supplements the reports that are available on our website at www.bcauditor.com:
• the complete report for 2012, "Public Sector Board Use of Information in British Columbia 2012: Progress update since 2009";
• the sector data report.
The three reports from 2009, including the original report, the guidelines, and the testimonials, are also available on our website.

The information in this report is presented to assist your board to understand areas of information use where board members feel they are performing well, and areas where there is room to improve. Room for improvement has been demonstrated by comparing your board's cumulative results against your sector's average results, as well as showing the change from 2009 in your board's results. Areas where your board is above the sector average should be recognized as strengths, and where possible, built upon. For areas where your board is below the sector average, your board should consider why this is the case, and review the guidelines to understand what may be missing in its practice. At the same time, there may be areas where your board is above the sector average but has seen a decline in results since 2009. This is another prompt for reflection. Board member comments in the appendix report can help with this reflection. The board testimonial document from 2009 also provides examples from other public sector boards that could be used as a model.

The board's self-assessment in the survey is presented by showing the percent of respondents who agreed with the statement of good practice, either selecting "strongly agree" or "agree".

Each of the criteria listed in the guidelines and the summary below is important in assisting a board to become a strong decision-making entity. However, each board should consider its own unique situation, barriers and opportunities, when focusing on how to change the way it operates.

Note that if there is no data in the column "Change from 2009", this indicates that your board either did not participate in the survey in 2009 or did not achieve a 50% response rate for that original survey.

B. Knowledge about your role on the board		Your Board	Your Sector
B1	Does the organization have a manual or guidelines outlining the roles, responsibilities and accountabilities for Board members?	Yes	88.89%	90.00%
		Yes, but it needs updating	11.11%	7.27%
		No	0.00%	0.91%
		Don't know	0.00%	1.82%
B2	Did you receive an orientation when you first started as a board member?	Yes, within one month of starting	55.56%	77.27%
		Yes, within six months of starting	22.22%	16.36%
		Yes, but over one year after I started	0.00%	0.91%
		Yes, but I don't know when	0.00%	0.00%
		Never	22.22%	5.45%
		Don't know	0.00%	0.00%
B3	Do you receive periodic training to assist you in fulfilling your board responsibilities?	Yes	77.78%	58.18%
		No	11.11%	35.45%
		Don't know	11.11%	6.36%

Kwantlen Polytechnic University

			2012 % Agree		Change from 2009
C. Your understanding of the organization			Your Board	Your Sector	
Ca	I am knowledgeable about the mandate the organization was created to address.		100%	100%	0%
Cb	I am knowledgeable about the organization's programs and services.		100% >	97%	0%
Cc	I am knowledgeable about the external environment in which the organization operates.		100% >	91%	0%
Cd	I am knowledgeable about the organization's human, monetary and physical resources.		89%	89%	-- 11%
Ce	I am knowledgeable about the policies and procedures of the board.		100% >	93%	✢ 11%
Cf	I understand the expectations and needs of the organization's clients.		89%	96%	✢ 11%
D. Board access to information					
Da	All the information you need for board meetings does exist.		100% >	90%	✢ 11%
Db	The information you receive for board meetings is timely and current.		89%	91%	✢ 11%
Dc	The information you receive for board meetings links financial & non-financial information.		89%	89%	✢ 22%
Dd	The Chair takes responsibility for ensuring members are fully informed on decision items.		89%	89%	✢ 1%
E. Quality of information received					
Ea	The information you receive for board meetings is clearly presented.		100% >	92%	✢ 11%
Eb	The information you receive for board meetings focuses on critical organizational issues.		67%	84%	0%
Ec	The information you receive for board meetings is tailored to your needs (at the right level of detail).		78% >	76%	✢ 34%
Ed	The information you receive for board meetings facilitates informed decision-making.		67%	87%	✢ 11%
Ee	You feel comfortable voicing concern when you don't receive the information you need.		100% >	85%	0%
Ef	You receive information that compares performance against plans.		62%	81%	✢ 6%
Eg	When appropriate, the information you receive provides a historical context.		78%	82%	✢ 11%
Eh	You receive forward-looking information (it helps determine if performance can be sustained or improved in the future).		67%	80%	✢ 11%
Ei	The information you receive explains all important options and trade-offs.		67% >	63%	✢ 23%
Ej	When appropriate, the information you receive discusses the consequences of making certain decisions.		56%	71%	0%
Ek	In general, you have full confidence in the accuracy of the information presented to you.		89% >	88%	✢ 22%
F. Understanding of the information provided					
Fa	You have sufficient time to understand the information before board meetings.		78%	80%	-- 11%
Fb	The information you receive has suitable explanatory narratives to assist with understanding.		100% >	82%	✢ 11%
Fc	You have resources, including qualified staff, at your disposal to assist with the interpretation of the information provided to you.		89% >	88%	✢ 11%
G. Use of Information					
Ga	Board debates are guided by appropriate and sufficient information.		89% >	83%	✢ 33%
Gb	There exists a decision-making framework that ensures decisions are made with an awareness of the risks involved & a consideration of appropriate courses of action.		78%	78%	✢ 22%
Gc	The information you receive highlights the nature and extent of risks to the organization.		56%	75%	0%

Kwantlen Polytechnic University

		2012 % Agree	
J. Closing		Your Board	Your Sector
J2	Overall, you have access to sufficient and timely information to support decisions.	67%	78%
J3	Would it be beneficial to your board to receive additional guidance, training and/or support on some or all of the following governance issues:		
	The quality and quantity of information that is appropriate for a board to request and receive.	67%	
	An appropriate evaluation process for board information.	56%	
	Good practices on how boards should use information in their decision-making processes.	56%	
	Good practices for boards in orientation and professional development.	56%	
	Good practices for board governance in general (beyond access to and use of information).	33%	
	Our board does not need any additional guidance, training or support on any of these matters.	11%	

Additional guidance, training or support that would be useful for your board to improve your ability to govern effectively:

- How to oversee strategy

- Convention or joint development program with other university governance boards of BC

% Agreed is the percent of respondents who either "agreed" or "strongly agreed" to the statement on the survey.
All summaries exclude any "don't know" responses.

Kwantlen Polytechnic University

This appendix contains the comments the survey respondents from your organization provided at the end of the survey. The comments were given in response to an open-ended question, which means that survey respondents could comment on any aspect of information and support.

The specific question asked of board members was:
"Do you have any final comments you would like to add about the information and support you receive as a board member?"

The question asked of corporate representatives was:
"Please provide any further comment regarding information provision by your organization's management team and/or information use by board members."

Survey respondents were asked for their agreement to share their un-attributable comments with the organization. This appendix contains only those responses where the respondent agreed to share with the organization. The document groups board member and corporate representative comments together, in order to preserve anonymity. Some comments have been redacted to remove potentially identifying statements, if these were deemed to be potentially of concern. This is indicated in the comments themselves.

These qualitative comments are shared with your board to assist you in further understanding your survey results. They may point to areas of strength as well as areas for improvement.

J. Closing

J1   Final comments members agreed to share about the information and support they receive as a board member or corporate representative.

- We have an excellent board and receive excellent support.

- I think it is very important that the internal/elected members of the board receive the same calibre of information at the same time and in the same manner as external/appointed members of the board. Variations in quantity and calibre of information (except of course around collective agreements and the bargaining process) received by all board members can, and has created a two tier system of board members. The internal board member perspective can be very helpful to the external members when interpreting information received for board decision-making purposes.

- I am fairly new to the institution and am still working my way through the governance process. The board, today, actually, will be looking at a complete revision to the board manual and bylaws, so it is a moving target right now.

As you know, the Auditor General conducted a survey of public sector board members about their experience with respect to the quality of information and support they receive in carrying out their duties.

We had a great response from most boards, and I would like to take this opportunity to thank all of you who participated in this important work.

The findings of the survey assisted in producing the following reports, which are designed to help improve information availability and use by boards:

- **Public Sector Board Use of Information in British Columbia:** *Progress Update Since 2009*
  - This document reports on the overall findings and provides a comparison with the 2009 findings.
- **Sector Summaries of Board Responses:** *Information use by the boards of public sector organizations.*
  - These documents summarize the responses of boards to the survey for each sector compared to the total of all sectors.

These documents can be found on our website at the following address: http://www.bcauditor.com/pubs/2013/report3/public-sector-board-use-information-british-columbia-2012. Please forward this link to anyone on your board who may not have received this information, or to any other public sector or private sector board member you believe would find this material useful.

In addition to the 2012 reports, you can find the following reports from 2009 also on our website at the following address: http://www.bcauditor.com/pubs/2009/report6/board-use-information:

- **Guidelines:** *Information use by the boards of public sector organizations. (2009)*
  - This document includes a framework of board information use and an extensive bibliography covering this topic.
- **Making the Right Decisions:** *Information use by the boards of public sector organizations. (2009)*
  - This document reports on the overall findings from the original 2009 survey.
- **Board Self-Reported Practices:** *Information use by the boards of public sector organizations. (2009)*
  - This document contains board member self-reported good practices and areas for improvement.

Using your unique URL you can download the Summary of Board Responses for your board, here. This document has not been shared with anyone other than yourself. I hope you find it a useful companion to the other reports in guiding your discussions on how your board can build on current successes.

If you have any questions related to this project, please direct them to Tara Anderson, Director, Performance Audit, at tanderson@bcauditor.com or 250-419-6134.

Yours truly,
Malcolm Gaston, CMA, CPFA, Assistant Auditor General, Office of the Auditor General of British Columbia

B O A R D   I T E M / Board Senate Task Force on Bi-cameral Governance

Issue:	**Board Senate Task Force on Bi-Cameral Governance**
For Information:	The following was submitted to Senate by Dana Cserepes on behalf of the Board Senate Task Force on Bi-cameral Governance ("Task Force"):

The Task Force met on May 15, 2013.

A Task Force Work Plan had been developed by the University Secretary in consultation with the President and the Senate Vice Chair. There are areas that the Task Force can address immediately and other areas where uncertainties exist.

Areas to work on immediately include:

University Act Sections:

35.2 (6)
(e) establishment or discontinuance of faculties
The discussion was broadened to include the movement of departments from one Faculty to another. There was consensus about the need to develop an Academic Organization Policy. The Provost was tasked with this.

(f) evaluation of educational services
A draft policy has been created but no procedures exist.

(g) Library and resource centres
Need to do some work to determine what policies the Library operates under. We also need to check with the other new universities as to how they are defining resource centres.

27(2)(f) with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president, dean, librarians, registrar and other senior academic administrators as the board may designate.

The process used for the recent presidential search provides a starting point. The University Secretary and Board will develop this, seeking advice from Harry Gray, when necessary. Appointment and reappointment will be dealt with.

The draft policy and procedures for Search Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions is on the agenda for the May Senate meeting.

27(2)(r) with the approval of the senate, to determine the number of students that may in the

opinion of the board, having regard to the resources available, be accommodated at the university or in any faculty of it, and to make rules considered advisable for limiting admission or accommodation of students to the numbers so determined

Discussion acknowledged that KPU does not have an enrolment plan. The Strategic Plan has a goal to grow by at least 5% annually to meet the educational needs of our region's diverse population. The proposed admissions framework will address some of this. Academic Council has established an enrolment management subcommittee. The President and University Secretary will research what is done at other institutions. To fulfill our polytechnic mandate will require us to be more strategic about how we grow.

35.2(6)(a) mission statement and educational goals, objectives, strategies and priorities of the university

It was determined we need a policy and the President was tasked with this.

35.2(6)(c) preparation and presentation of reports after implementation without prior review by the senate of (i) new non-credit programs, or (ii) programs offered under service contract

A draft policy exists. The institution is awaiting the appointment of a new Executive Director in CE to take this on. A list of currently offered programs could be generated and the Provost will look into this.

35.2(6)(k) terms of affiliation with other post-secondary bodies

We have a robust MOU/LOI policy. Provost is already looking at number of related policies. More investigation is required to determine next steps.

27(2)(k) to provide for chairs, institutes, fellowships, scholarships, exhibitions, bursaries and prizes the board and the senate consider advisable

The University Secretary will research what other universities are doing.

35.2(6)(h) the setting of the academic schedule

The timetabling working group is looking at this issue. The work is in progress.

Program Development Process

Will continue to use the agreed upon pilot process for another year given the anticipated changes coming from the Ministry. Reference was made to the Quality Assurance Framework Green Paper and the recent denial of degrees by the Ministry. The Provost said there would likely be a provincial concept document that would go to the Ministry for approval. The intent is to avoid institutions developing Full Program Proposals and then having them denied.

Budget Development Process

A simple policy statement could be drafted that mirrors the wording in the University Act. The process can be evaluated on a yearly basis as it evolves. The pilot process will be used for another cycle. It must be made clear that the upcoming budget will not be another rollover budget but will be a more strategic one.

The University Secretary will develop a matrix of the work plan which can be used as an ongoing checklist.

The next meeting will be scheduled for October.

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

Issue:	**Election of Chair and Vice Chair**
For Information:	It is the responsibility of the Board Governance Committee to lead the Chair and Vice Chair succession plan. (Board Governance Manual, Sections 13.3(g), 23) The Board Governance Committee reviewed the potential candidates for the positions, contacted them to ascertain interest and availability, ensured support for the recommended candidates and made the following recommendation to the Board of Governors.
For Approval:	**THAT the Board of Governors approve the following appointments effective September 1, 2013 to August 31, 2014:**

> **Board Chair:**   **Shane King**
> **Board Vice Chair:**   **Lisa Skakun**

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

Issue: **Measurements for Strategic Plan**

For
Information: A draft of document outlining measurements for the Strategic Plan is attached for review. Further internal consultations are necessary to further refine the measures.

DRAFT Measures KPU Strategic Plan: VISION 2018

Prepared for the Board of Governors

5 June 2013

Performance Measures

- Data about activities or results associated with core organizational functions at a particular level of aggregation in order to measure performance against stated goals
- May be quantitative or qualitative
- May measure inputs, processes, outputs or outcomes

Performance Measures

- Accurately measure desired performance
- Are easily understood and accepted
- Are not subject to manipulation
- Have benefits that equal or exceed the cost of data collection
- Have a historical and/or external reference
- Use reliable and consistent data

Criteria for KPU Performance Measures

- Data are compiled at regular and timely intervals and in a consistent manner
- Measures total population described in the goal; i.e., comprehensive
- Measure outcomes whenever possible

DRAFT Performance Measures for Discussion

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

Measures of Post-study Employment/Further Studies

- Proportion of graduates who are employed
- Proportion of graduates employed in a related field of study
- Proportion of graduates who are pursuing further study

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

Measures of Citizenship & Internationalization

Student ratings of:

- the connection made between learning and societal problems/ issues and personal development.
- how well their program helped develop the ability to work with others and analyze and think critically.
- exposure to culturally diverse viewpoints during their educational experience at KPU.

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

Measures of Citizenship & Internationalization

- The proportion of international student headcount to the total student headcount
- Proportion of KPU students taking part in formal exchanges or international learning opportunities
- Other internationalization measures (TBD)

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

Measures of Retention

- Retention rates for open & selective entry programs and degree & non-degree programs
- Retention rates of first semester at KPU students in any program

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

Measures of Learner Engagement

Student ratings of:

- Experiences with faculty (composite measure)
- Learning with peers (composite measure)
- Level of academic challenge (composite measure)
- Campus environment (composite measure)

3. KPU is a well-managed, integrated, and transparent organization that supports learning.

Measures of Continuous Quality Improvement

- Successful implementation* of plans identified in VISION 2018
- Number of units that have developed plans that align with VISION 2018 and have successfully implemented them
- Number and examples of continuous improvement processes taking place at KPU (e.g. LEAN)
- Number of program and service area reviews conducted annually.

* Implementation = report on action and measurable change

3. KPU is a well-managed, integrated, and transparent organization that supports learning.

Measures of Efficiency

- Proportion of educational activity taking place between May and August.
- Seat utilization rate
- Applicant-to-registrant conversion rate

3. KPU is a well-managed, integrated, and transparent organization that supports learning.

Measures Effectiveness

- Student graduation rates
- Course completion rates of high failure and withdrawl rate courses and
- Courses with greater than 25% A's
- Senate and Senate standing committees views of governance effectiveness

3. KPU is a well-managed, integrated, and transparent organization that supports learning.

Measures of Sustainability

- Consumption levels of GHG emissions
- Consumption levels of electricity
- Other sustainability related initiatives pertaining to the physical infrastructure (TBD)

3. KPU is a well-managed, integrated, and transparent organization that supports learning.

Measures of Financial Health

- Indicators of financial health (TBD)

3. KPU is a well-managed, integrated, and transparent organization that supports learning.

Measures of Employee Engagement

KPU employee ratings of:

- Support available to improve performance at work.

- KPU's commitment to its employees

- Overall level of job satisfaction.

- Willingness to recommend KPU as a good place to work.

- Open communication and transparency

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

Measures of Community Engagement

- Industry and community partners' satisfaction with their relationship with KPU
- Faculty examples of purposeful community relationships that have positively impacted the quality of life in the KPU region
- $ received from sponsored research initiatives (agencies, councils, industry, etc.)
- Student engagement in community-based activities (e.g. service learning and other experiential learning opportunities)
- Number of active program advisory committees
- Composite measure (TBD)

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

Measure of Growth

- Annual FTE% growth

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

Measure of Experiential Learning

- % programs integrating experiential learning in x number of courses

7. KPU is widely recognized for its teaching and its scholarship.

Measures of Teaching Quality

Student ratings of:

- Satisfaction with education
- Satisfaction with the quality of instruction
- Other measures (TBD)

7. KPU is widely recognized for its teaching and its scholarship.

Measures of Scholarly Activity

- Number of publications in the scholarship of teaching and learning and other areas
- Dissemination of scholarly activity
- Other measures (TBD)

8. KPU's unique identity is clearly articulated and well understood across the University and beyond.

Measures of Identity

- Community's level of awareness and understanding of KPU and its programs
  (via survey of external community
  conducted every second year)

- KPU internal measure (TBD)

9. KPU is the foremost provider of continuing and professional education in its region.

Measures of CE

- Number of students registered in CE and professional education relative to the size of the adult population (24-55) in the region.
- Growth in CE enrolments comparable to population

All of the measures require targets

Cascading measure to capture activity at various levels throughout KPU

Consultation and research required to determine some of the measures

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

Issue:	**Board Meeting Schedule 2014**
For Information:	The Board Governance Committee recommends the following Board meeting dates for 2014, Wednesdays from 3-7 pm:

January 29,	Langley
April 2,	Cloverdale
May 28, **OR**	Cloverdale
June 4,	Cloverdale (depending upon when Convocation is)
September 17,	Richmond
November 19,	Surrey

For Approval:	**THAT the Board of Governors approve the Board meeting dates for 2014.**

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

Issue: **Board Committee Membership**

For Information: The Board Governance Committee recommends Board committee membership as shown in the attached document.

For Approval: **THAT the Board of Governors approve Board committee membership as presented.**

Board Committee Membership
Effective June 5, 2013

	Chair	Vice Chair						Secretariat Support	Admin Support					
HR	Lisa Skakun*	Launi Skinner	Gord Schoberg	Ken Tung				Sandi Klassen	Harry Gray	Shelley Wrean as required				
Finance	Shane King*** Amrik's replace-ment***	Yuri Fulmer	Launi Skinner	Geoff Dean	Richard Hosein**	Shane King***		Kerry Thompson	Gordon Lee	Harry Gray / M. Stadnyk	Kathy Lylyk / Lorna Gordon	Shelley Wrean	Angela Tao / Vivian Lee	Sandi Klassen
Governance	Shane King**	Gord Schoberg	Lisa Skakun	Alan Davis	Kim Richter	Chris Girodat	Sandra Hoff-man	Kerry Thompson	Sandi Klassen	Gordon Lee ****	AVP Students ****	Jane Fee ****	Shelley Wrean	
Board/ Senate Task Force on Bi-cameral Governance	Gord Schoberg	Amrik's replace-ment	Kristan Ash	Kim Richter	Senate Commit-tee Chairs for: Budget Curricu-lum AP&P Policy Review	TBD Dana Cserepes Robert Wood Bob Davis		Kerry Thompson	Alan Davis	Gordon Lee	Harry Gray	Sandi Klassen	Jane Fee	Judie Phillips
Appeals Tribunal, Non-academic Misconduct	Lisa Skakun	Shane King	Kristan Ash*	Richard Hosein **	Sandra Hoffman			Sandi Klassen	Shelley Wrean					

* Effective June 5, 2013

** Effective September 1, 2013

***continues until Amrik's replacement appointed, then Shane remains on committee

**** As Required for student discussions

Board Committee Membership
Effective June 5, 2013

Committee Membership Shown by Person

Board Member	Governance	HR	Finance & Audit	Board/Senate Task Force on Bi-cameral Governance	Appeals Tribunal Non-academic Misconduct	Other
Kristan Ash				X	X	Senate ?
Alan Davis	X			X		
Geoff Dean			X			
Yuri Fulmer			X (Vice Chair)			
Christopher Girodat	X					
Sandra Hoffman	X				X	Chancellor Search
Richard Hosein			X		X	
Shane King	X (Chair)		X (Chair*)		X	
Kim Richter	X			X		Chancellor Search?
Gord Schoberg	X (Vice Chair)	X		X (Chair)		
Lisa Skakun	X	X (Chair)			X (Chair)	PSEC
Launi Skinner		X (Vice Chair)	X			Foundation
Ken Tung		X				
New Appointee			X (Chair)	X (Vice Chair)		

*Until Amrik's replacement is appointed

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

Issue:	**Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions Policy & Procedures**
For Information:	The University Act specifies that the powers of the Board include:
	Section 27 (2) (f) "With the approval of senate, to establish procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate;"
	Section 27 (2) (g)…"subject to section 28, to appoint the president of the university, deans of all faculties, the librarian, the registrar, the bursar, the professors, associate professors, assistant professors, lecturers, instructors and other members of the teaching staff of the university, and the officers and employees the board considers necessary"…
	At its May 27, 2013 meeting Senate endorsed the policy and asked for further revisions of the procedures.
	The Board Governance Committee reviewed the Policy and recommends it to the Board for approval. The draft procedures are included for information.
For Approval:	**THAT the Board of Governors approve the *Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions Policy.***

	Policy History
Policy No. **HR20**	Revised:
Approving Jurisdiction Board of Governors	Reviewed:
Signed By **Chair, Board of Governors**	Effective:
Administrative Responsibility President	Approved:

Search Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions Policy

Draft 13 05 14

CONTEXT AND PURPOSE

The University Act specifies that the powers of the Board include:

Section 27 (2) (f) "with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate;"

Section 27 (2) (g) …"subject to section 28, to appoint the president of the university, deans of all faculties, the librarian, the registrar, the bursar, the professors, associate professors, assistant professors, lecturers, instructors and other members of the teaching staff of the university, and the officers and employees the board considers necessary"…

Section (f) addresses procedures for selection of a candidate while section (g) addresses the actual appointment of an individual to a position.

The Board has delegated its powers to the President under Section 27 (2)(g) with the exception of the appointment of the President and Vice Presidents.   (see Board Governance Manual, Appendix H)

This Policy and its related Procedures are intended to outline the principles and processes which will be used by the University in the selection, appointment and re-appointment of senior academic positions within the University.

SCOPE AND LIMITS

This Policy governs the procedures for the recommendation and selection of candidates for senior academic positions within the University with the exception of the President, which is covered under a separate policy: Board Manual, section 22.

STATEMENT OF POLICY PRINCIPLES

(1) The University will appoint a Search Advisory Committee (SAC) to participate in designing the search process, and interviewing and recommending appropriate candidates for senior academic positions covered by this policy;
(2) The composition of a SAC, will be broad-based and representative of the University community, commensurate with the nature and level of the position being considered (see Appendix to Procedures);
(3)   The proceedings of each SAC and all communication to and from the Committee will be held in strict confidence, both during the term of the Committee and thereafter.
(4) The required education, knowledge, experience, abilities and traits of each position will be determined in consultation with the pertinent SAC.
(5) The search process for each position will be designed to elicit an appropriate level of interest and response, commensurate with the type and nature of the position.
(6) The recommendation of acceptable candidates by each SAC will be forwarded to the President or designate who is responsible for making the appointment.

DEFINITIONS

Senior Academic Administrator Positions: Senior academic positions, for the purpose of this Policy and related Procedures, will include the Vice President Academic and Provost, Deputy Provost, Vice Provosts, Associate Vice Presidents (Academic, Research and International), Deans, University Registrar, University Librarian, Associate Deans and other senior academic positions as may be determined from time to time. Specific titles of senior positions may change over time.

RELATED POLICIES & LEGISLATION

RELATED PROCEDURES

Refer to Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions, Procedure HR20.

~~Selection~~Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions Procedures

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DEFINITIONS

Senior Academic Administrator Positions: Senior academic administrator positions, for the purpose of this Policy and related Procedures, will include the Vice President Academic and Provost, Deputy Provost, Vice Provosts, Associate Vice Presidents (Academic , Research and International ~~and Academic~~), Deans, University Registrar, University Librarian, Associate Deans and other senior academic administrator ~~academic~~ positions as may be determined from time to time. Specific titles of academic administrator senior positions may change over time.

Pro Tem: Acting positions; in a position temporarily.

PROCEDURES

A. Search Advisory Committees (SAC)

Details of the composition of SACs for senior academic administrator ~~academic~~ positions covered by this policy within the University are listed in the Appendix – Composition of Search Advisory Committees.

1. The SAC will be bound by the following regulations:

    a) In advance of the posting of a new appointment, the members of an SAC will be appointed according to the Appendix to this procedure. The ~~Kwantlen Faculty Association (KFA)~~ Collective Agreement between Kwantlen Polytechnic University (KPU) and the Kwantlen Faculty Association (KFA) will be followed for the appointment of KFA representatives to SACs.

b) Before the SAC is announced, potential members of the Committee must agree, as a condition of membership, that they will not be candidates for the position under consideration.

c) For all the SACs referred to in this policy, faculty appointed by Senate will be based on recommendations from the Senate Nominating Committee in consultation with each Faculty Council to ensure appropriate representation, taking into account Faculty representatives appointed by the KFA. Other appointments are made according to the Appendix.

d) The membership of the SAC, once established, will be made public to the university community by the President.

e) Unless approved by a majority of the SAC, once constituted, the membership of the SAC shall be final.

e)f) If a SAC member must resign their position, where possible, replacements will come from a similar constituency.

f)g) All proceedings of the SAC and all communication to and from the committee shall be held in strictest confidence, both during the term of the Committee and thereafter. Only the Chair is authorized to release information about the proceedings of the SAC. The President shall have the right to discharge from the Committee any member who fails to comply with this requirement.

B. Senior Academic Appointments and Concurrent Faculty Positions

Where appropriate, a person recommended for appointment to a senior academic position may also be designated as a member of the faculty of KPU. Based on the candidate's background, the SAC may recommend the assignment of the successful candidate to an appropriate academic unit, which must be confirmed through the procedures for such appointments in effect at KPU.

C.B.   Term Limits

C. Term Limits
Senior academic administrator positions will normally be appointed for a five (5) year term with the exception of Associate Deans, which will normally be appointed for a three (3) year term. Normally, the position can be renewed for an additional five or three year term, respectively, after a review undertaken according to Section C below.

Senior positions that have concurrent faculty appointments will normally be appointed for a five (5) year term with the exception of Associate Deans, which will normally be appointed for a three (3) year term. Normally, the position can be renewed for an additional five or three year term, respectively, after a review undertaken according to Section D below.

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D.C.   Renewal of Appointments

1. When a senior academic administrator academic position is being considered for renewal, the President will establish an SAC with a composition determined by the Appendix to recommend on her/his re-appointment.
2. The SAC will inform the University community that a review of the incumbent will be conducted and invite submissions, as the Committee shall deem appropriate.
3. After it reviews the incumbent, the SAC will determine whether it will recommend reappointment of the incumbent.
4. The Chair of the SAC will make a recommendation to the President based on advice of the Committee.
5. If the recommendation for reappointment of the incumbent is not accepted, the President will provide reasons to the SAC if its recommendations are not accepted or followed and a full search (as outlined in this policy) shall be followed. The President will provide reasons to the SAC if its recommendations are not accepted or followed.

E.D.   The Search Process

1. Normally, a general (internal and external) search will be conducted.
2. The President, or his/her designate, will decide if an external search consultant will be used.
3. The education, knowledge, experience, abilities and traits of each position will be determined in consultation with the pertinent SAC.
4. The position will be advertised both internally and externally unless the SAC obtains approval from the President to only advertise internally.
5. Applications will be made in confidence to the SAC. The SAC will determine early in its process if the names of shortlisted candidates will be made public. Decisions will be communicated to the shortlisted candidates.
5.6. If a committee member is absent from any of the interviews, s/he will not participate in further interviews, deliberations or recommendations to the SAC chair.
7. The SAC may invite the short-listed candidates to campus to meet with various university groups to be determined by the SAC, with a mechanism in place to provide feedback on candidates.
6.8. For the positions of Provost and Dean, the SAC may invite short listed candidates to present a public talk.
7.9. The Chair of the SAC will make a recommendation to the President, or designate, based on advice of the Committee. Normally, this recommendation will include up to three (3) candidates who the SAC deems acceptable to fill the position, rank ordered.
8.10.   The President will provide reasons to the SAC if its recommendations are not accepted or followed. If all candidates are deemed unacceptable, or no appointment is made, the search will continue.

F.E.   Appointment to a Pro Tem Position

The President may make pro tem appointments for senior academic administrator positions that are vacant. The President will advise the Senate of pro tem appointments. Such appointments will be

clearly reflected in the designation as "pro tem" and are made for a period of up to six (6) months, but may be extended if necessary, subject to the agreement of the KFA.

Those appointed in a pro tem capacity will not be eligible to apply for the position they are temporarily filling without the express permission of the President.

The President may choose to make an pro tem appointment using procedures under "Section DC, Renewal of Appointments".

RELATED POLICY

Refer to Selection, Appointment and Re-appointment of Search Advisory, Appointment and Re-appointment of Senior Academic Administrator PositionsSenior Academic Positions, Policy BD022HR20

DRAFT

	Appendix: Composition of Search Advisory Committees
Provost & Vice President Academic	The Advisory Committee shall be chaired by the President and shall consist of: i) regular faculty members, representing each of the Faculties, with five members appointed by the Kwantlen Faculty Association, and three or more appointed by the Senate to ensure representation from all Faculties. ii) one community member of the Board of Governors, appointed by the Board iii) one student Senator appointed by the Senate, iv) one student Board member appointed by the Board v) one student appointed by the Kwantlen Student Association vi) one regular BCGEU staff member, appointed by BECGU vii) one excluded support staff employee, appointed by the Chair viii) one senior administrative officer of the institution, appointed by the Chair ix) two Deans chosen by ~~her/his~~their peers
Deputy Provost, Vice Provosts, and Associate Vice President Academic, Research & International	The Advisory Committee shall be chaired by the Provost & Vice President Academic and shall consist of: i) five regular faculty members, two of whom are appointed by the Kwantlen Faculty Association and three or more appointed by the Senate to ensure representation from all Faculties ii) one student Senator, appointed by the Senate iii) one student Board member appointed by the Board iv) one student appointed by the Kwantlen Student Association v) one regular BCGEU staff member, appointed by the BCGEU vi) one excluded support staff employee, appointed by the Chair vii) one senior administrative officer of the institution appointed by the Chair viii) two Deans chosen by their peers ~~two Deans chosen by her/his peers~~
Dean	The Advisory Committee shall be chaired by the Provost and Vice President, Academic and shall consist of i) regular faculty members, two of whom are appointed by the Kwantlen Faculty Association and others appointed by the Senate to ensure representation by the Faculty of the Dean, up to a maximum of eight faculty ii) one student Senator, appointed by the Senate iii) one student, majoring in a program offered by the Faculty, appointed by the Kwantlen Student Association

		iv) one regular BCGEU staff member, appointed by the BCGEU, preferably selected from the Faculty v) one excluded support staff employee, preferably from the Faculty, appointed by the Chair vi) one senior administrative officer of the institution appointed by the Chair, vii) one Dean appointed by the Provost
Associate Dean		The Advisory Committee shall be chaired by the Dean and shall consist of: i) regular faculty members, two of whom are appointed by the Kwantlen Faculty Association and. others appointed by the Senate to ensure representation by the Faculty of the Associate Dean up to a maximum of eight faculty ii) one student majoring in a program offered by the Faculty, appointed by the Senate iii) one student majoring in a program offered by the Faculty, appointed by the Kwantlen Student Association iv) one regular BCGEU staff member from the Faculty, appointed by the BCGEU v) one excluded staff member from the Faculty, appointed by the Chair vi) one Dean or Associate Dean from another Faculty appointed by the Provost
University Librarian, University Registrar		The Advisory Committee shall be chaired by the Provost and Vice President, Academic and shall consist of i) five regular faculty members, two of whom are appointed by the Kwantlen Faculty Association and three appointed by the Senate to ensure broad representation ii) one librarian ii)iii) one student Senator appointed by Senate iii)iv) one student appointed by the Kwantlen Student Association. iv)v) one regular BCGEU staff member preferably selected from the relevant functional area, appointed by the BCGEU v)vi) one excluded staff member, preferably from the relevant functional area, appointed by the Chair vi)vii) one senior administrative officer of the institution, appointed by the Chair vii)viii) one Dean appointed by the Provost

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

Issue: **Board Appointment to Senate**

For Information: Kristan Ash was appointed as the Board representative on Senate. The term of office is for one-year. Ms. Ash has agreed to let her name stand for re-appointment.

The University Act states that the Senate membership composition includes one non-voting Board member appointed by the Board of Governors.

For Approval: **THAT the Board of Governors appoint Kristan Ash as the Board representative to Senate.**

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

Issue:	**Board Appointment to Post Secondary Employers' Council**
For Information:	Amrik Virk was previously appointed as the Board's representative on the Post Secondary Employers' Council. With his election as an MLA, Lisa Skakun has agreed to allow her name to stand for this appointment.
For Approval:	**THAT the Board of Governors appoint Lisa Skakun as the Board representative to the Post Secondary Employers' Council.**

KWANTLEN POLYTECHNIC UNIVERSITY

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

Issue: **Appointment of Chancellor Search Advisory Committee Representatives**

For Information: In anticipation of the establishment of a search advisory committee for the position of Chancellor, it is recommended that the following Board Members be appointed.

For Approval: **THAT the Board of Governors approve the appointment of Launi Skinner and Sandra Hoffman as Board representatives on the Chancellor Search Advisory Committee.**

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

Issue: **Audited Financial Statements for the Year Ended March 31, 2013**

For Information: The Audit Committee reviewed the Kwantlen Polytechnic University
                    Audited Financial Statements for the year ended March 31, 2013 and made
                    the following recommendation to the Board.

For Approval: **THAT the Board of Governors approve the Kwantlen Polytechnic
                    University Audited Financial Statements for the Year Ended March 31,
                    2013.**

Financial Statements of

KWANTLEN POLYTECHNIC UNIVERSITY

Years ended March 31, 2013 and 2012

DRAFT - May 31, 2013

MANAGEMENT'S STATEMENT OF RESPONSIBILITY

To the Board of Governors of Kwantlen Polytechnic University

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in compliance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Governors and Finance and Audit Committee are composed primarily of those who are neither management nor employees of the University. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the financial information included in the annual report. The Finance and Audit Committee has the responsibility of meeting with management and external auditors to discuss the financial reporting process, auditing matters, financial reporting issues, and recommends approval of the financial statements to the Board. The Committee is also responsible for recommending the appointment of the University's external auditor.

KPMG LLP, an independent firm of Chartered Accountants, is appointed by the Board to audit the financial statements and report directly to them through the Finance and Audit Committee. The external auditor has full and free access to, and meets periodically and separately with, both the Committee and management to discuss their audit findings.

On behalf of Kwantlen Polytechnic University

_____   _____
Dr. Alan Davis   Mr. Harry Gray
President and Vice-Chancellor   Vice President, Financial & Administration

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Kwantlen Polytechnic University and
To the Ministry of Advanced Education, Innovation and Technology, Province of British Columbia

We have audited the accompanying financial statements of Kwantlen Polytechnic University which comprise the statements of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, the statements of remeasurement gains and losses for the year ended March 31, 2013, the statements of operations, changes in net debt and cash flows for the years ended March 31, 2013 and March 31, 2012, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements of Kwantlen Polytechnic University as at March 31, 2013, March 31, 2012 and April 1, 2011 and for the years ended March 31, 2013 and March 31, 2012 are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 2 to the financial statements, which describe the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards.

Chartered Accountants

DATE

CITY, Canada

KWANTLEN POLYTECHNIC UNIVERSITY

Statements of Financial Position
(in '000s)

March 31, 2013, March 31, 2012 and April 1, 2011

	March 31, 2013	March 31, 2012	April 1, 2011
		(note 3)	(note 3)
Financial assets			
Cash and cash equivalents (note 4)	$ 20,535	$ 22,594	$ 16,323
Accounts receivable (notes 5 and 6)	3,676	2,961	4,042
Inventories for resale	1,841	1,441	1,471
Investments (note 7)	34,244	31,431	31,257
	60,296	58,427	53,093
Liabilities			
Accounts payable and accrued liabilities (notes 6 and 8)	22,736	21,251	18,714
Deferred revenue	9,439	8,188	8,286
Deferred contributions (note 10)	2,945	1,786	2,002
Deferred capital contributions (note 11)	130,768	134,794	140,046
Obligations under capital lease (note 12)	62	126	317
	165,950	166,145	169,365
Net debt	(105,654)	(107,718)	(116,272)
Non-financial assets			
Tangible capital assets (note 13)	178,893	177,653	180,322
Endowment investment assets (note 7)	2,817	2,500	2,500
Prepaid expenses	1,608	1,836	1,909
	183,318	181,989	184,731
Accumulated surplus (note 17)	$ 77,664	$ 74,271	$ 68,459
Accumulated surplus is comprised of:			
Accumulated operating surplus	$ 77,345	$ 74,271	$ 68,459
Accumulated remeasurement gains	319	-	-
	$ 77,664	$ 74,271	$ 68,459

Contractual obligations (note 15)
Commitments and contingencies (note 16)

See accompanying notes to financial statements.

Approved on behalf of the Board:

Chair   Vice President, Finance and Administration

DRAFT - May 31, 2013   1

KWANTLEN POLYTECHNIC UNIVERSITY

Statements of Operations
(in '000s)

Years ended March 31, 2013 and 2012

	Budget	2013	2012
	(note 2(j))	(note 3)	(note 3)
Revenue:			
Province of British Columbia grants (note 10)	$ 68,916	$ 72,753	$ 72,687
Other grants (note 10)	4,490	1,609	1,068
Tuition and student fees	51,220	53,589	51,706
Ancillary services	9,035	8,191	8,333
Other revenue	6,600	4,621	7,044
Amortization of deferred capital contributions (note 11)	5,105	4,860	5,230
	145,366	145,623	146,068
Expenses (note 18):			
Instruction and instructional support	130,968	129,001	127,159
Ancillary operations	8,600	8,630	8,373
Externally sponsored activity	2,268	1,918	1,788
Research activity	3,507	3,317	2,936
	145,343	142,866	140,256
Annual surplus before restricted funding	23	2,757	5,812
Restricted endowment contributions	-	317	-
Annual surplus	23	3,074	5,812
Accumulated operating surplus, beginning of year		74,271	68,459
Accumulated operating surplus, end of year		$ 77,345	$ 74,271

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statements of Changes in Net Debt
(in '000s)

Years ended March 31, 2013 and 2012

	Budget	2013 Total	2012 Total
	(note 2(j))		
Annual surplus	$ 23	$ 3,074	$ 5,812
Acquisition of tangible capital assets net of disposals		(11,098)	(7,436)
Amortization of tangible capital assets	10,600	9,858	10,105
	10,600	(1,240)	2,669
Restricted endowment contributions	-	(317)	-
Acquisition net of use of prepaid expense	-	228	73
Net remeasurement gains	-	319	-
Decrease in net debt	-	2,064	8,554
Net debt, beginning of year	-	(107,718)	(116,272)
Net debt, end of year	$ -	$ (105,654)	$ (107,718)

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statements of Cash Flows
(in '000s)

Years ended March 31, 2013 and 2012

	2013	2012
Cash provided by (used in):		
Operations:		
Annual surplus	$ 3,074	$ 5,812
Items not involving cash:		
Amortization of tangible capital assets	9,858	10,105
Amortization of deferred capital contributions	(4,860)	(5,230)
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	(715)	1,081
Increase in prepaid expenses	228	73
Decrease (increase) in inventories for resale	(400)	30
Increase in accounts payable		
and accrued liabilities	1,485	2,537
Increase (decrease) in deferred revenue	1,251	(98)
Increase (decrease) in deferred contributions	1,159	(216)
Net change in cash from operating activities	11,080	14,094
Capital activities:		
Cash used to acquire tangible capital assets net of disposals	(11,098)	(7,436)
Net change in cash from capital activities	(11,098)	(7,436)
Financing activities:		
Contributions received for capital assets	834	402
Adjustment in contributions	-	(424)
Payments on tangible capital lease obligations	(64)	(191)
Net change in cash from financing activities	770	(213)
Investing activities:		
Increase in investments	(2,813)	(174)
Increase in endowment investments	(317)	-
Net remeasurement gains	319	-
Net change in cash from financing activities	(2,811)	(174)
Net change in cash and cash equivalents	(2,059)	6,271
Cash and cash equivalents, beginning of year	22,594	16,323
Cash and cash equivalents, end of year	$ 20,535	$ 22,594

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Remeasurement Gains and Losses
(in '000s)

Year ended March 31, 2013

Accumulated remeasurement gains, beginning of year	$	-
Balance of unrealized gains attributed to:		
Long term bonds		324
Securities		(3)
Foreign currency translation		(2)
Accumulated remeasurement gains, end of year	$	319

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements

(in '000s)

Years ended March 31, 2013 and 2012

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1. **Authority and purpose**

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

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

2. **Summary of significant accounting policies**

   (a) Basis of accounting:

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

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

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

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

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

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

2. **Summary of significant accounting policies (continued)**

(b) Cash and cash equivalents

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

(c) Financial instruments

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

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

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

(d) Inventories for resale

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

(e) Non-financial assets

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

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

2. Summary of significant accounting policies (continued)

(e) Non-financial assets (continued)

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

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

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

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

(ii) Leased tangible capital assets

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

(f) Employee future benefits

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

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

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

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2. **Summary of significant accounting policies (continued)**

   (g) Revenue recognition

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

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

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

   (i)   Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services, are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.

   (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contribution have been met.

   (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as restricted contributions received below annual surplus (deficit) on the Statement of Operations and Accumulated Surplus and as deferred contributions for any unspent restricted investment income earned thereon.

   Investment income includes interest recorded on an accrual basis and dividends recorded as declared, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other-than-temporary.

   (h) Use of estimates

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

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

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2. **Summary of significant accounting policies (continued)**

   (i) Foreign currency translation

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

   (j) Budget figures

   Budget figures have been provided for comparative purposes and have been derived from the 2012-2013 University Budget approved by the Board of Governors of Kwantlen Polytechnic University on March 28, 2012. The budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Debt.

3. **Adoption of new financial reporting framework and prior period adjustments**

   Effective April 1, 2012, the University adopted the financial reporting framework described in note 2(a). These financial statements are the first financial statements for which the University has applied this financial reporting framework.

   There was no impact from the adoption to this financial reporting framework on accumulated surplus (deficit) at the date of transition and the comparative annual surplus.

   The University has elected not to use any exemptions allowed upon first-time adoption.

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

3. **Adoption of new financial reporting framework and prior period adjustments (continued)**

Under the new framework, endowment contributions are recorded as revenue when received. The endowment investment assets are presented as non-financial assets, separate from other investments presented as financial assets. Other adjustments include prior year adjustments related to the recognition of certain deferred contributions, the reclassification of certain employee benefits as well as the presentation of deferred contributions separate from deferred revenue.

Summary of adjustments

	2012 Previously stated	Transitional changes	Other adjustments	2012 adjusted
Statement of Financial Position:				
Cash and cash equivalents	$ 22,594	$ -	$ -	$ 22,594
Accounts receivable	3,451	-	(490)	2,961
Inventories for resale	1,441	-	-	1,441
Investments	33,931	(2,500)	-	31,431
	61,417	(2,500)	(490)	58,427
Accounts payable and accrued liabilities	22,218	-	(967)	21,251
Deferred revenue	9,813	-	(1,625)	8,188
Deferred contributions	-	-	1,786	1,786
Deferred capital contributions	134,794	-	-	134,794
Obligations under capital lease	126	-	-	126
	166,951	-	(806)	166,145
Tangible capital assets	177,653	-	-	177,653
Endowment investment assets	-	2,500	-	2,500
Prepaid expenses	1,836	-	-	1,836
	179,489	2,500	-	181,989
Accumulated surplus	$ 73,955	$ -	$ 316	$ 74,271

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

3. **Adoption of new financial reporting framework and prior period adjustments (continued)**

	2011 Previously stated	Transitional changes	Other adjustments	2011 adjusted
Statement of Financial Position				
Cash and cash equivalents	$ 16,323	$ -	$ -	$ 16,323
Accounts receivable	4,514	-	(472)	4,042
Inventories for resale	1,471	-	-	1,471
Investments	33,757	(2,500)	-	31,257
	56,065	(2,500)	(472)	53,093
Accounts payable and accrued liabilities	19,413	-	(699)	18,714
Deferred revenue	10,216	-	(1,930)	8,286
Deferred contributions	-	-	2,002	2,002
Deferred capital contributions	140,046	-	-	140,046
Obligations under capital lease	317	-	-	317
	169,992	-	(627)	169,365
Tangible capital assets	180,322	-	-	180,322
Endowment investment assets	-	2,500	-	2,500
Prepaid expenses	1,909	-	-	1,909
	182,231	2,500	-	184,731
Accumulated surplus	$ 68,304	$ -	$ 155	$ 68,459

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

3. **Adoption of new financial reporting framework and prior period adjustments (continued)**

	2012 Previously stated	Transitional changes	Other adjustments	2012 adjusted
Statement of Operations				
Revenues:				
Province of British Columbia grants	$ 73,969	$ -	$ (1,282)	$ 72,687
Other grants	-	-	1,068	1,068
Tuition and student fees	51,183	523	-	51,706
Ancillary services	8,275	58	-	8,333
Other revenue	6,630	273	141	7,044
Amortization of deferred capital contributions	5,230	-	-	5,230
	145,287	854	(73)	146,068
Expenses:				
Salaries and benefits	101,648	-	(265)	101,383
Travel and professional development	3,003	-	(21)	2,982
Supplies	3,387	147	-	3,534
Student awards and bursaries	786	-	-	786
Fees and services	6,116	707	59	6,882
Facilities	7,502	-	-	7,502
Cost of sales	5,160	-	-	5,160
Leases, property taxes and insurance	735	-	(7)	728
Amortization of capital assets	10,105	-	-	10,105
Contributions to Kwantlen Polytechnic University Foundation	1,194	-	-	1,194
	139,636	854	(234)	140,256
Annual surplus	$ 5,651	$ -	$ 161	$ 5,812

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

4. **Cash and cash equivalents**

		March 31, 2013		March 31, 2012		April 1, 2011
Cash	$	14,988	$	15,650	$	16,069
Cash equivalents		5,547		6,944		254
	$	20,535	$	22,594	$	16,323

5. **Accounts receivable**

		March 31, 2013		March 31, 2012		April 1, 2011
Accounts receivable	$	4,551	$	3,786	$	4,953
Allowance for doubtful accounts		(875)		(825)		(911)
	$	3,676	$	2,961	$	4,042

6. **Due from / to government and other government organizations**

Included in accounts receivable		March 31, 2013		March 31, 2012		April 1, 2011
Provincial government	$	1,557	$	393	$	1,272
Other government		340		416		1,248
	$	1,897	$	809	$	2,520

Included in accounts payable and accrued liabilities		March 31, 2013		March 31, 2012		April 1, 2011
Provincial government	$	141	$	116	$	96
Other government		1,105		1,042		880
	$	1,246	$	1,158	$	976

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

7. **Financial instruments**

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

	March 31, 2013	March 31, 2012	April 1, 2011
Long term bonds	$ 33,764	$ 31,839	$ 30,342
Securities	3,297	2,092	3,415
	$ 37,061	$ 33,931	$ 33,757

All fixed income securities held at March 31, 2013 mature at various dates to December 2105 (2012 - December 2105) and bear interest rates varying from 1.90% - 7.22% (2012 - 2.19% - 7.90%).

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

- Cash and cash equivalents, accounts receivable and accounts payables and accrued liabilities - the carrying amounts approximate fair value because of the short maturity of these instruments.

- Investments – the carrying amounts are shown at fair market value based on quoted prices (unadjusted) in active markets.

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

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities

- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

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

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

8. Accounts payable and accrued liabilities

	March 31, 2013	March 31, 2012	April 1, 2011
Accounts payable and accrued liabilities	$ 9,924	$ 9,026	$ 6,992
Salaries and wages payable	4,166	3,764	3,507
Accrued vacation payable	8,646	8,461	8,215
	$ 22,736	$ 21,251	$ 18,714

9. Employee future benefits

(a) Pension benefits:

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan, jointly trusteed pension plans. The boards of trustees for these plans represent plan members and employers and are responsible for the management of the pension plan including investment of the assets and administration of benefits. The pension plans are multi-employer contributory pension plans. Basic pension benefits provided are based on a formula. The College Pension Plan has about 13,000 active members from college senior administration and instructional staff and approximately 5,000 retired members. The Municipal Pension Plan has about 176,000 active members, with approximately 5,700 from colleges and special purpose, teaching universities.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2009 indicated a $1 million funding surplus for basic pension benefits. The next valuation will be as at August 31, 2012 with results available in 2013. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2009 indicated a $1,024 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. Defined contribution plan accounting is applied to the plan as the plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, plan assets and cost to individual entities participating in the plan.

The University expensed $7,259 for employer contributions to the Plans in the current year (2012 - $7,066).

(b) Maternity or parental leave:

The University provides supplemental employee benefits for faculty, staff, or administration on maternity or parental leave. For the duration of the leave, employees on maternity or parental leave receive a supplemental payment added to employment insurance benefits. Employer-paid benefits also continue to be paid on the employees' behalf. The University has expensed $688 in the current year (2012 - $423). As at March 31, 2013, the University has an obligation of $445 (2012 - $223), which has been included in salaries and wages payable.

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

10. **Deferred contributions**

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

	March 31, 2012	Amounts received	Amortized as revenue	March 31, 2013
Provincial				
Grants	$ -	$ 69,731	$ (69,731)	$ -
Deferred contributions	1,039	4,038	(3,022)	2,055
Federal				
Grants	-	623	(623)	-
Deferred contributions	304	408	(293)	419
Other sources				
Deferred contributions	443	721	(693)	471
Total	$ 1,786	$ 75,521	$ (74,362)	$ 2,945

	March 31, 2011	Amounts received	Amortized as revenue	March 31, 2012
Provincial				
Grants	$ -	$ 70,858	$ (70,858)	$ -
Deferred contributions	1,153	1,715	(1,829)	1,039
Federal				
Grants	-	16	(16)	-
Deferred contributions	480	419	(595)	304
Other sources				
Deferred contributions	369	531	(457)	443
Total	$ 2,002	$ 73,539	$ (73,755)	$ 1,786

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

11. Deferred capital contributions

	March 31, 2012	Amounts received	Adjustments	Amortized as revenue	March 31, 2013
Provincial	$ 129,807	$ 734	$ -	$ (4,598)	$ 125,943
Federal	2,675	-	-	(122)	2,553
Other sources	2,312	100	-	(140)	2,272
Total	$ 134,794	$ 834	$ -	$ (4,860)	$ 130,768

	March 31, 2011	Amounts received	Adjustments	Amortized as revenue	March 31, 2012
Provincial	$ 134,925	$ 402	$ (424)	$ (5,096)	$ 129,807
Federal	2,681	-	-	(6)	2,675
Other sources	2,440	-	-	(128)	2,312
Total	$ 140,046	$ 402	$ (424)	$ (5,230)	$ 134,794

12. Obligations under capital lease

The University has entered into capital leases to finance computer equipment at an estimated cost of borrowing of 1.26% per annum. The principal and interest payments are as follows:

	March 31, 2013	March 31, 2012	April 1, 2011
2012	$ -	$ -	$ 203
2013	-	113	113
2014	36	18	18
2015	19	-	-
2016	8	-	-
Total minimum lease payments	63	131	334
Less amounts representing interest	(1)	(5)	(17)
Present value of net minimum capital lease payments	$ 62	$ 126	$ 317

Total interest on leases for the year was $4 (2012 - $13).

13. Tangible capital assets

	Land	Site improvements	Buildings	Major renovations	Furniture & equipment	Library holdings	Vehicles	Construction in progress	2013 Total
Cost									
Opening balance	$ 20,040	$ 941	$ 195,205	$ 1,588	$ 41,601	$ 5,906	$ 45	$ 2,881	$ 268,207
Additions	-	-	21	6,206	4,573	258	-	41	11,099
Transfers to/(from) CIP	-	-	-	2,881	-	-	-	(2,881)	-
Disposals	-	-	-	-	(23)	-	-	-	(23)
Write-downs	-	-	-	-	-	-	-	-	-
Closing balance	20,040	941	195,226	10,675	46,151	6,164	45	41	279,283
Accumulated amortization									
Opening balance	-	(764)	(52,998)	(159)	(33,442)	(3,160)	(31)	-	(90,554)
Amortization	-	(39)	(4,881)	(613)	(3,873)	(443)	(9)	-	(9,858)
Disposals	-	-	-	-	22	-	-	-	22
Closing balance	-	(803)	(57,879)	(772)	(37,293)	(3,603)	(40)	-	(100,390)
Net book value	$ 20,040	$ 138	$ 137,347	$ 9,903	$ 8,858	$ 2,561	$ 5	$ 41	$ 178,893

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

13. Tangible capital assets (continued)

	Land	Site improvements	Buildings	Major renovations	Furniture & equipment	Library holdings	Vehicles	Construction in progress	2012 Total
Cost									
Opening balance	$ 20,040	$ 941	$ 194,818	$ 1,132	$ 38,861	$ 5,152	$ 45	$ -	$ 260,989
Additions	-	-	387	456	2,961	754	-	2,881	7,439
Transfers to/(from) CIP									
Disposals	-	-	-	-	(221)	-	-	-	(221)
Write-downs	-	-	-	-	-	-	-	-	-
Closing balance	20,040	941	195,205	1,588	41,601	5,906	45	2,881	268,207
Accumulated amortization									
Opening balance	-	(723)	(48,118)	-	(29.045)	(2,758)	(23)	-	(80,667)
Amortization	-	(41)	(4,880)	(159)	(4,615)	(402)	(8)	-	(10,105)
Disposals	-	-	-	-	218	-	-	-	218
Closing balance	-	(764)	(52,998)	(159)	(33,442)	(3,160)	(31)	-	(90,554)
Net book value	$ 20,040	$ 177	$ 142,207	$ 1,429	$ 8,159	$ 2,746	$ 14	$ 2,881	$ 177,653

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

13. Tangible capital assets (continued)

	Land	Site improvements	Buildings	Major renovations	Furniture & equipment	Library holdings	Vehicles	Construction in progress	2011 Total
Cost									
Opening balance	$ 20,040	$ 941	$ 187,620	$ -	$ 35,419	$ 4,614	$ 45	$ 2,407	$ 251,086
Additions	-	-	4,791	1,132	3,783	538	-	-	10,244
Transfers to/(from) CIP			2,407					(2,407)	-
Disposals	-	-	-	-	(341)	-	-	-	(341)
Write-downs	-	-	-	-	-	-	-	-	-
Closing balance	20,040	941	194,818	1,132	38,861	5,152	45	-	260,989
Accumulated amortization									
Opening balance	-	(684)	(43,327)	-	(24.679)	(2,411)	(13)	-	(71,114)
Amortization	-	(39)	(4,791)	-	(4,704)	(347)	(10)	-	(9,891)
Disposals	-	-	-	-	338	-	-	-	338
Closing balance	-	(723)	(48,118)	-	(29,045)	(2,758)	(23)	-	(80,667)
Net book value	$ 20,040	$ 218	$ 146,700	$ 1,132	$ 9,816	$ 2,394	$ 22	$ -	$ 180,322

(a) Assets under construction:

Assets under construction having a value of $41 (2012 - $2,881) have not been amortized. Amortization of these assets will commence when the assets are put into service.

(b) Write-down of tangible capital assets:

There is no write-down or reversal of any prior year write-down in the current year (2012 - nil).

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

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14. Financial risk management

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

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

(a) Credit risk

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

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

(b) Market risk

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

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

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

(c) Liquidity risk

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

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

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

15. Contractual obligations

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

	2014	2015	2016	2017	2018
	$ 2,287	$ 1,142	$ 334	$ 7	$ 2

16. Commitments and contingent liabilities

The University may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of operations, in the event that any such claims or litigation are resolved against the University, such outcomes or resolutions could have a material effect on the business, financial condition, or results of operations of the University.

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

(b) The University has committed to the building of the Chip and Shannon Wilson School of Design at the Richmond campus for the Faculty of Design. The University will receive $12,000 from Chip and Shannon Wilson and lululemon athletica Canada Inc. and provincial funding of up to $12,000 in support of the project. The University has Board approval for a budget of $12,000 as the University's contribution toward the project. The project, which has a total budget of $36,000, is expected to be completed by December 31, 2015.

Subsequent to year end, the University has entered into a contract for construction related services with an external party for $2,290.

(c) The University has the ability to draw on a line of credit of $7,000 (2012- $7,000). As at March 31, 2013, the University has not utilized the available line of credit.

17. Accumulated surplus

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

	March 31, 2013	March 31, 2012	April 1, 2011
Operating fund	$ 579	$ 2,664	$ 1,642
Board contingency fund	7,500	6,000	4,500
Vacation accrual fund	(8,646)	(8,461)	(8,215)
Ancillary funds	7,970	7,583	7,089
Special purpose funds	10,593	10,291	8,602
Endowment funds	2,817	2,500	2,500
Capital fund	56,851	53,694	52,341
Accumulated surplus	$ 77,664	$ 74,271	$ 68,459

18. Expenses by object

The following is a summary of expenses by object:

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

KWANTLEN POLYTECHNIC UNIVERSITY

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

Years ended March 31, 2013 and 2012

18. Expenses by object (continued)

	Instruction and instructional support	Ancillary	Externally sponsored activity	Research	2012
Salaries and benefits	$ 96,944	$ 1,962	$ 452	$ 2,025	$ 101,383
Travel and professional development	2,569	33	109	271	2,982
Supplies	3,216	87	109	122	3,534
Student awards and bursaries	10	-	776	-	786
Fees and services	6,091	395	246	150	6,882
Facilities	6,861	452	73	116	7,502
Cost of sales	-	5,160	-	-	5,160
Leases, property taxes, insurance	675	24	19	10	728
Amortization of tangible capital assets	9,618	245	-	242	10,105
Contributions to Kwantlen Polytechnic University Foundation	1,175	15	4	-	1,194
Total	$ 127,159	$ 8,373	$ 1,788	$ 2,936	$ 140,256

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

Issue: **Re-appointment of Auditors**

For Information: The Board of Governors appointed KPMG as Kwantlen Polytechnic University's external auditors at its November 24, 2010 meeting. As required by the *Selection and Appointment of Auditors Policy & Procedures*, the Board Finance & Audit Committee must appoint the auditors annually.

Normally a competitive bid process will occur every five years. The firm identified in this bid process is recommended to the Board for approval by the Finance & Audit Committee. As noted above, this occurred November 24, 2010.-

For Approval: **THAT the Board of Governors re-appoint KPMG as Kwantlen Polytechnic University's external auditors.**

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

Issue:	**Board Response to Senate Standing Committee on the University Budget Report**
For Information:	The Board Finance & Audit Committee reviewed the Board's response to Senate's budget development questions and recommends them to the Board for approval.
	The Board's responses begin on page 6, shown in red.
For Approval:	**THAT the Board of Governors approve the Board's response to Senate's budget development questions.**

Report to Senate

From: Senate Standing Committee on University Budget
Date: February 22, 2013

Scope

This report summarizes discussions from the:
- SSCUB meeting January 25th
- SSCUB meeting February 8th

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

Process

Workgroups

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

1.   Whereas the presentation, content and timing of materials presented to the SSCUB varies from year to year which burdens the Committee with reconciliation efforts and burdens Finance with ad hoc requests for further information and/or clarification, this workgroup is tasked with the identification of information requirements and the development of a standard manner of presentation. Members Kathy, Wayne, Vivian, Dana, Chris and Kari.

2.   Whereas the SSCUB in its consultative capacity may benefit from input and feedback from stakeholders and stakeholders require information in order to provide commentary, this workgroup is tasked with the identification of communications channels that may be established between the Committee and the broader University. Members Sukey, Kari (and Dale?).

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

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

Time Line

There are a number of factors that complicate the timeline for budgeting:
- Three academic terms that do not align with the fiscal period;
- Government reporting deadlines that do not align with the fiscal period;
- Timing of receipt of the Budget Letter and Letter of Expectations;
- Timing of receipt of grant and tuition fee information; and,
- Timing of communication of budget processes to deans.

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

1% Budget Reduction Mandate

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

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

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

Guidance on SSCUB Mandate

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

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

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

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

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

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

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

1. The SSCUB, in the interest of transparency and prudent budgeting, should understand how $0.5 million, 25% of the funds available for Asks, was allocated in the pasts and how the Provost intends to allocate them in 2013/14 future; and,

2. The SSCUB should not intervene with decisions resultant from faculties informing faculty councils, faculty councils informing deans, and deans making decisions in relation to requests from the Provost.

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

2013/14 Budget Discussions

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

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

<u>Motion re. 2013/14 Budget</u>

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

> THAT The Senate Standing Committee on University Budget considers the allocation of funds to Asks in the draft 2013/14 Budget consistent with the Mission, Vision and Mandate of Kwantlen Polytechnic University.
>
> Moved: Dale Simonson
> Seconded: David Davidson
> Vote: Carried Unanimously

Closing Thoughts

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

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

Appendix I
SCCUB's Recommendations to Senate for Transmittal to the BOG

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

Reporting

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

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

The Board of Governors agrees and will ask Administration to continue to refine the budget presentations and incorporate information as noted above where possible.

Innovation

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

The underestimation of surpluses is a sound financial practice and will continue. Given proposed provincial funding cuts, these surpluses will be smaller and they may disappear. The allocation of year-end surpluses is limited by the provincial government to capital expenditures. These must be approved by the Board of Governors. The Board of Governors will instruct University Administration to provide the SSCUB with information on proposed capital and other allocations from year-end surpluses so that SSCUB can provide its comments to Senate.

Seed Funds

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

The Board of Governors agrees with this concept. University Administration is working on a funding mechanism and guidelines to address this need and these will be provided to SSCUB for their comments.

Revenue Sharing

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

The Board of Governors agrees with this concept. University Administration is working on a funding mechanism and guidelines to address this need and these will be provided to SSCUB for their comments.

Inter-period Allocations

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

The Board of Governors agrees that there should be consultation, however, reserves the right to make decisions without consultation as there are times that the needs of the University do not align with SSCUB committee availability. SSCUB will be notified of such allocations.

Incremental Budgeting

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

University Administration has informed the Board of Governors that Administration is looking at new/different budget models that will change how the university allocates funding which will align with the strategic and academic plans being developed.

Contingency Funds

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

The Board of Governors recommends that there continue to be contingency funds for the VP Academic and the VP Finance and Administration and will commit to providing information to SSCUB once the allocations have been determined by the VP's and the Deans and Directors.

KWANTLEN POLYTECHNIC UNIVERSITY

B O A R D   I T E M / Student Affairs

Issue: **Student Affairs Report May 2013**

For Information:

<div align="center">

DIVISION OF STUDENT AFFAIRS
BOARD OF GOVERNORS REPORT
MAY, 2013

</div>

Highlights in the Student Affairs division since the last meeting of the Board can be found in the President's Report. The following initiatives will be discussed briefly at the June meeting:

ADMISSIONS FRAMEWORK PROJECT

Admission to the University has been structured in ways that require students to be evaluated according to the requirements of the specific program and credential of choice. This model works within community colleges where students' affiliation with the institution lasts for a few semesters, at most. Within the evolving university mission, students will remain with us for several years, allowing time for career exploration among many disciplines.

The Admission Framework project is being led by Jane Fee and Ron Maggiore in an attempt to restructure admission and academic advisement to support admission to Faculty for most programs. This model provides students with an opportunity to explore career choices within and between Faculties in the first year, as well as an enhanced level of advisement support throughout their studies. It will also propose new admission categories ("Transfer", for example), as well as identify new pathways to help ensure student success. Finally, it will also dovetail with efforts to focus on students' initial experiences via the FYI/KPU First Year Initiative effort, also underway.

Details of the project have been shared within the Faculties with more than three-dozen consultations. The proposal will be presented formally at the Senate's June meeting and, if approved, to the Board in September. At that time, we will present more detail about the rationale and intended outcomes of the Project.

FLEXIBLE REGISTRATION MODULE

Our current business practices to support admission and registration into non-traditional continuing and professional education courses require students to conduct these interactions

in-person at our enrolment services counters on each campus. This is the result of the inflexibility of our banner information system in handling the non-traditional start and stop times, differential fee schedules, etc., that come with the customized requirements of adult learners.

The Office of the Registrar has initiated a project that will significantly enhance the system's ability to support non-traditional coursework as well as increase access to this business transaction using online and mobile technologies. The Flexible Registration module is being implemented this summer to allow students to apply, register, and pay for all non-traditional coursework from their homes or mobile devices. It will also bring efficiencies within the Registrar's office in reduced workload for front-counter, admissions, and registration support staff. The enhancement is scheduled for implementation in the Fall of 2013.

ADVISING APPOINTMENT SCHEDULING

Academic advisement is a key component among our retention strategies. Currently, students must appear in-person at our Enrolment Services front counters to request an appointment with our academic advisors. This requires time and effort on both sides of the counter, and can be an impediment to students who are not especially motivated to do so in the first place.

This summer, the Student Affairs division will implement "Advisor Trac", an online system to manage appointment scheduling with general advisors and those in the faculties. This system will provide students the functionality to **request appointments on-line and via mobile device on a 24/7 basis**. The system will manage communications between advisors and students, including reminders, rescheduling, cancellations, etc. The objective of this project is to increase student satisfaction in doing business with the University and to provide convenient access to advisement services, an important factor in retention and program completion. The system will be in place by September, 2013.

Respectfully submitted,

Ron Maggiore
Vice Provost - Students

Issue: **Board Manual Revisions – Appendix H**

For Information: The Human Resources Committee reviewed and recommended the attached revision to the Board Governance Manual – Appendix H.

Attached:
1. Appendix H - Appointment, Termination and Promotion of Employees
2. Explanation of Appendix H
3. Policy 2.2, *Accountability of the President*

Following approval of Appendix H, it will become part of the Board Governance Manual and Policy 2.2, *Accountability of the President*, will be rescinded.

For Approval: **THAT the Board of Governors approve Appendix H – Appointment, Termination and Promotion of Employees, for placement in the Board Governance Manual**

AND

THAT the Board of Governors rescind Policy 2.2, *Accountability of the President.*

Appointment, Termination and Promotion of Employees

Purpose and Scope

In conformity with the requirements of the *University Act* ("Act"), the following principles will govern the appointment, termination, and promotion of employees at Kwantlen.

Principles Governing Appointments

In accordance with section 27(2)(f) of the Act, the Board of Governors shall, with the approval of the Senate, establish procedures for the recommendation and selection of candidates for the following appointments: president, vice presidents, deputy provosts, vice provosts, deans, chief librarian, registrar and such other senior academic administrators as the Board may designate.

In accordance with section 27(2)(g) of the Act, and having regard to the requirements of the procedures for the recommendation and selection of candidates established by the Board with the approval of the Senate, the Board will appoint the president.

Subject to the requirements of section 28(1) and 27(2)(c) of the Act, and having regard to the requirements of the procedures for the recommendation and selection of candidates established by the Board with the approval of the Senate, the Board hereby authorizes the Board's Human Resources Committee to exercise the Board's authority in all matters relating to the appointments of vice presidents, deputy provosts, vice provosts, deans, the chief librarian, the registrar, and such other senior academic administrators as the Board may designate.

The Board hereby authorizes the following individuals to exercise the Board's authority in all matters relating to the appointments of the identified employees or classes of employee:

President

- Chief Advancement Officer;

- Director, Marketing and Communications;

- General Counsel; and

- Employees reporting directly to the President who hold appointments in the President's office.

Provost

- Associate Deans who do not hold appointments to the teaching staff of Kwantlen or of any faculty of Kwantlen;

- Academic Assistant Vice Presidents who do not hold appointments to the teaching staff of Kwantlen or of any Faculty of Kwantlen;

- Executive Directors who report to the Provost;

- Directors who report to or are managed by a person who reports to the Provost; and

- Employees reporting directly to the Provost who hold appointments in the Provost's office.

Deans

- Subject to the requirements of section 28(2) of the Act, members of the teaching staff of Kwantlen who hold appointments within the Faculty for which the Dean is responsible; and

- Academic and non-academic support staff who hold appointments within the Faculty for which the Dean is responsible.

Chief Librarian

- Librarians; and

- Staff, other than Librarians, who hold appointments within the Library.

Registrar

- Employees reporting to the Registrar.

Vice President Finance & Administration

- Assistant Vice Presidents who hold appointments within the administrative areas for which the Vice President Finance & Administration is responsible;

- Executive Directors who hold appointments within the administrative areas for which the Vice President Finance & Administration is responsible;

- Directors who hold appointments within the administrative areas for which the Vice President Finance & Administration is responsible;

- Chief Information Officer; and

- Employees reporting directly to the Vice-President Finance and Administration who hold appointments in his/her office.

Executive Directors, Directors, and their Equivalents

All staff who hold appointments within the administrative area for which the person making the appointment is responsible always provided that where, under this provision, more than one person may have the authority to make the appointment, the person with the highest level of authority will make the appointment.

Principles Governing Terminations

For the purposes of this Appendix H, "termination" will mean KPU's unilateral decision to end an employee's employment without regard to the circumstances giving rise to KPU's decision. Neither an employee's resignation or retirement from his/her employment with KPU, nor KPU's decision to lay-off an employee due to lack of work, will constitute a termination for the purposes of this Appendix H.

Except in the case of a person who has been appointed to the teaching staff of Kwantlen or of any Faculty of Kwantlen and subject to the requirements of any applicable collective agreement or any written employment contract, the person who appointed an employee or his/her successor has the authority to terminate the employee's appointment.

In the case of a person who has been appointed to the teaching staff of Kwantlen or of any Faculty of Kwantlen and subject to the requirements of any applicable collective agreement or any written employment contract, the Board (or a committee of the Board duly appointed to deal with such matters) has the authority to terminate the appointment on receipt by the Board of a recommendation to do so from the president under section 28(3) of the Act.

Principles Governing Promotions

Promotions will be made in accordance with the requirements of any applicable collective agreement or any written employment contract.

However, in the case of a person appointed to the teaching staff of Kwantlen or of any Faculty of Kwantlen and subject to the requirements of any applicable collective agreement or any written employment contract, the Board hereby delegates to the Board's Human Resources Committee the authority to promote the person on receipt by the Board Human Resources Committee of a recommendation to do so from the president under section 28(3) of the Act.

	Hire	Termination
Appointments by Full Board • President	**Full Board approval** See University Act 27(2)(g)	**Full Board approval** See University Act 27(2)(g)
Senior University Officers (see University Act 27(2)(g)) **Board Approvals** **Delegated to HR Committee** • Provost • Deputy Provost • Vice Provost • VP Finance and Administration • Deans • Registrar • Chief Librarian • Other Senior positions as the Board may designate	See University Act 27(2)(g) **Delegated to HR Committee:** • VPs • Provost • Deputy Provost • Vice Provost • VP Fin/Admin • Deans • Registrar • Chief Librarian • Other Senior positions as the Board may designate	See University Act 27(2)(g) **Delegated to HR Committee:** • VPs • Provost • Deputy Provost • Vice Provost • VP Fin/Admin • Deans • Registrar • Chief Librarian • Other Senior positions as the Board may designate
President • Chief Advancement Officer • Director, Marketing and Communications • General Counsel • Other employees reporting to President	**Delegated** **No** Board approval	**Delegated** **No** Board approval
Provost • AVP reporting to Provost ○ (currently N/A) • Exec Directors reporting to Provost • Directors reporting to Provost • Associate Deans • Other employees reporting to Provost	**Delegated** **No** Board approval	**Delegated** **No** Board approval
Chief Librarian and Registrar • Librarians • Other employees reporting to Chief Librarian and Registrar	**Delegated** **No** Board approval	**Delegated** **No** Board approval

	Hire	Termination

Deans
    • **Teaching Staff**
(see University Act 28(3))
    • Instructors
        o F/T
        o P/T
        o NR-2
        o NR-1
	No Board approval
	    • High volume with little opportunity for input.
	    • Low risk
		Delegated to HR Committee

Non-Teaching Staff
VP, Finance and Administration
    • AVP's
    • Executive Directors
    • Directors
    • CIO
    • Other employees reporting directly or indirectly to VP Finance and Administration
	No Board approval	**No** Board approval

Academic and Non-Academic/Non-Teaching **Executive Directors, Directors, Equivalents** • Employees who report to them	**No** Board approval	**No** Board approval

May 6, 2013

Issue: **Board Manual Revision – Succession Planning**

For Information: The Board HR Committee directed the drafting of Board Manual revisions delegating the senior management succession framework and plan to the Human Resources Committee for approval and follow-up.

Attached are Board Manual revisions to that effect.

For Approval: **THAT the Board of Governors approve revisions to the Board Governance Manual delegating the senior management succession framework and plan to the Human Resources Committee as outlined in the accompanying document.**

2. BOARD GOVERNANCE STRUCTURE

2.1. BOARD POWERS AND DUTIES

Pursuant to the *University Act*, the Board is responsible for the "management, administration and control of the property, revenue, business and affairs" of KPU.[1] The Board fulfills its duty by delegating to the President responsibility for the day-to-day operations of KPU. Board Members serve part time and the Board's role is one of governance and oversight of KPU.

The Board's governance role is defined in the Board Terms of Reference and involves a wide range of responsibilities, including approving KPU's strategic plan, monitoring KPU's performance, ensuring senior leadership is qualified, reviewing KPU's material risks and overseeing a succession planning process to ensure continued leadership. As per the University Act, Section 27 (2)(c), the Board delegates to the Human Resources Committee the power and authority to act for the Board with regard to a President and senior leadership succession framework and plan.

BOARD TERMS OF REFERENCE:

4.2.1 Human Resources

The Board:

a) appoints the President as the chief executive officer of KPU, sets the President's salary or remuneration, and defines the President's duties and tenure of office; [2]

b) monitors and evaluates the President's performance;

c) delegates its authority to the Board Human Resources Committee to oversees President succession planning and ensures plans are in place to deal with a planned or emergency departure of the President;

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[1] *University Act*, s. 27(1).

[2] *University Act*, s. 27(2)(g).

5. BOARD CALENDAR

BOARD CALENDAR					
	Jan	**March**	**May/June**	**Sept**	**Nov**
HUMAN RESOURCES					
1. President Performance Evaluation • Approve President goals and objectives • Gather feedback • Feedback to President on Evaluation results		☐			
2. Approve President Compensation[3]					
3. Review President Succession Planning				☐	

PRESIDENT AND VICE CHANCELLOR POSITION DESCRIPTION:

8.5.7 Human Resources

a)   develops and implements an organizational structure that is appropriate for the effective and efficient operation of KPU;

b)   annually establishes and maintains a ~~Board approved~~ plan for senior leadership development and succession, including President succession planning approved by the Board Human Resources Committee;

HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE:

12.3 DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Human Resources Committee performs the following duties:

The Committee:

a)   ensures KPU's compensation and human resources philosophies and strategies are in keeping with:

---

[3] Currently not applicable.

i) KPU's mission, vision, values and key goals; and

ii) legislative and policy guidelines and requirements;

b) upon nomination(s) brought forward by the alumni association and after consultation with the Senate, conducts due diligence and recommends to the Board a nomination for Chancellor;

c) together with the Board Chair, leads the development of the President's annual goals and objectives, for recommendation to the Board;

d) together with the Board Chair, leads the President's annual performance and compensation review;

e) annually reviews KPU's management structure and succession plans as empowered by the Board;

12. HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE

12.1 PURPOSE

The purpose of the Human Resources Committee is to assist the Board in fulfilling its obligations relating to KPU's human resources issues, including President evaluation and compensation, succession planning and significant human resources policies. The Board has delegated its authority and power to the Human Resources Committee for oversight and approval of the President and senior leadership succession framework and plan.

BOARD MEETING GUIDELINES – *NO CHANGE – FOR INFORMATION ONLY*

15.12 BOARD ONLY DEBRIEF

After the *in camera* session of a regular Board Meeting, the Board will regularly debrief *in camera* without any members of senior leadership (including the President) present and may discuss:

a) the President's appointment, performance, evaluation or compensation;

b) the President's annual goals;

c) President succession planning; or

d) Board functioning.

No motions or decisions will be made and no minutes will be taken.
Immediately following this de-briefing session, the Board Chair shall report to the President on issues discussed at the de-briefing session, as appropriate.

22.PRESIDENT SUCCESSION PLANNING

22.1. INTRODUCTION

The purpose of succession planning is to ensure that, as KPU grows and changes, the right leadership is in place for KPU to achieve its strategic objectives. The Board ~~is directly~~delegates the responsibility ~~responsible~~ for President succession planning to the Board Human Resources Committee and the HR Committee is responsible to ensure the President has appropriate succession plans in place for senior leadership positions.

22.2. OVERVIEW

Planning for President succession involves a discussion of:

a) Based on KPU's strategy, what attributes are needed in a future President, in both a planned and emergency succession situation?

b) Who within KPU are seen as potential successors?

c) What development, if any, is required to prepare potential successor candidates for the future President role?

d) If there are no internal candidates, what are the plans to prepare for emergency and planned transition?

Recognizing the link between succession planning and strategy, an appropriate time to review and discuss the President and senior leadership succession plans is as part of or shortly after the completion of the annual strategic review.

The Board HR Committee and President should be aligned in their views of potential internal candidates and their developmental needs. There should also be a logistics plan prepared in anticipation of an emergency and planned transition to ensure confidence in the process to both internal and external stakeholders.

22.3. CONFIRMATION OF ROLES AND RESPONSIBILITIES

The roles and responsibilities of the succession planning process are shared among the Board, as delegated to the Human Resources Committee, the Human Resources Committee and the President.

22.3.4. Board, through the Human Resources Committee

The Board, through the Human Resources Committee, is responsible for:

a) ensuring there is a succession plan in place for the President that includes:

   i) a description of attributes that are key to the President's ability to lead the successful execution of KPU's strategic plan (e.g. long term attributes);

ii) a description of the attributes that would be key for a person stepping into the President's role on an interim basis in the event of an unplanned departure of the President;

iii) an assessment of potential President successor candidates against the long term attributes;

iv) a development plan for each potential President successor candidate that takes into consideration the long term criteria; and

v) an assessment of potential candidates who could fill the President's role on an interim basis should there be an emergency or unplanned departure of the President.

b) ensuring that criteria and processes for recognition, promotion, development and appointment of senior leadership team members are consistent with the future leadership requirements of KPU; and

c) ensuring that appropriate communications plans are in place with respect to:

i) communications with potential President successors regarding ongoing assessment and development;

ii) communications on behalf of KPU should there be an unplanned departure of the President.

22.3.5. Human Resources Committee

The Human Resources Committee:

a) leads the process, in collaboration with the President, to develop the President succession plan;

b) annually reviews and updates the President succession plan and reports on ~~leads~~ the annual President succession plan ~~review with~~ to the Board;

c) reviews the President's succession plan for senior leadership positions; and

d) reviews and discusses with the President, the processes and outcomes associated with the recognition, promotion, and development of the senior leadership team.

22.3.6. President

The President:

a) establishes internal processes for identifying and developing KPU's leaders in keeping with the leadership needs as identified through the strategic planning process;

b) works with the Human Resources Committee to develop a President succession plan;

c) develops a senior leadership succession plan to ensure continued strong leadership at KPU as required to successfully execute KPU's strategic plan;

d) designs KPU's leadership assessment and development processes in keeping with the President succession plan and senior leadership succession plan;

e) provides periodic updates to the Human Resources Committee ~~and the Board~~, on the mechanisms that build leadership talent and succession capability in KPU, including leadership competency frameworks, management development training and job changes; as well as assessments of the most likely successors for President, and other key positions at KPU;

f) ensures KPU has appropriate criteria and processes in place to hire, promote, transfer, and retain senior leaders and other key leadership positions; and

g) reviews the senior leadership succession plans each year with the Human Resources Committee ~~and the Board~~.

Issue: **Chancellor Selection Procedures**

For Information: The University Act states, Section 11 (1):
> There must be a chancellor of each university, who is to be appointed by the board on nomination by the alumni association and after consultation with the senate.

In preparation for the upcoming Chancellor search, the Board HR Committee and the KPU Alumni Association have developed the attached Procedures for Selection of the Chancellor.

The Board HR Committee has recommended the Procedures for Selection of the Chancellor to the Board for approval.

For Approval: **THAT the Board of Governors approve the Procedures for Selection of the Chancellor.**

Procedures for Selection of the Chancellor

PURPOSE

The following procedures define the method by which the appointment or reappointment of the Chancellor of Kwantlen Polytechnic University will be conducted.

CONTEXT AND JURISDICTION

As prescribed by section 11 of the University Act, the Board of Governors will appoint the Chancellor on nomination by the Alumni Association and after consultation with the Senate.

The Chancellor holds office for three years and after that until a successor is appointed, and is eligible for reappointment but must not hold office for more than six consecutive years.

The Chancellor must not be employed by a university.

PROCEDURES

1. **Notification of Vacancy**
    1.1. Approximately eighteen (18) months before the expiry of a Chancellor's term, the President will notify the Board of Governors, the Senate, and the Alumni Association of the impending vacancy.

    1.2. At the same time, the Board of Governors will develop or review and update, as appropriate, the role description of the Chancellor and criteria for selection (the "Criteria").

2. **Composition of the Search Committee**
    2.1. A joint committee of the Board of Governors, the Senate and the Alumni Association will be struck to seek and consider nominations for the position of Chancellor.

    2.2. The committee shall be comprised of the following members:

    a) Chair of the Alumni Association, who will chair the committee
    b) KPU President & Vice-Chancellor
    c) Executive Director of Alumni Association
    d) Two members of the Board of Governors
    e) Two members of the Board of Directors of the Alumni Association
    f) Two members of the Senate
    g) One student representative
    h) The Chancellor (if term is not eligible for renewal)

2.3. All members of the selection committee will be required to sign a code of conduct

3. **Reappointment Procedures**

   3.1. If the current Chancellor is eligible for and agreeable to reappointment, the Search Committee will consider his or her reappointment.

   3.2. If the recommendation is for reappointment, the Alumni Association Board of Directors will nominate him or her for reappointment. In the event of a negative recommendation for reappointment, the Chancellor would be informed and a search process commenced.

4. **Selection Process**

   4.1. In the event of an upcoming vacancy, the Search Committee will issue a call for nominations to alumni, Senate, Board of Governors and the University community at large.

   4.2. The Search Committee shall, in consideration of the Criteria:

   a) Consider nominations in confidence, recognizing the need for due diligence;

   b) Develop a shortlist of candidates and consult the Alumni Association Board of Directors in strict confidence;

   c) Identify a preferred candidate from amongst those candidates acceptable to the Alumni Association Board of Directors and approach the candidate to ascertain his or her willingness to serve.

   4.3. Should the candidate decline the opportunity to serve as Chancellor, the next highest ranked candidate would be approached.

5. **Recommendation for Appointment**

   5.1. The Alumni Association Board of Directors shall recommend the Search Committee's chosen candidate for appointment or reappointment to the Board of Governors.

   5.2. Following consultation with Senate, the Board of Governors may appoint the nominee.

   5.3. If the nominee selected by the Search Committee is not appointed it will be the sole responsibility of the Alumni Association Board to bring forward a nominee of their choosing

RELATED LEGISLATION

- University Act
- Freedom of Information and protection of Privacy Act

Revised: April 2013

Issue: **Chancellor Selection Criteria**

For Information:
The University Act states, Section 11 (1):
> There must be a chancellor of each university, who is to be appointed by the board on nomination by the alumni association and after consultation with the senate.

In preparation for the upcoming Chancellor search, the Board HR Committee and the KPU Alumni Association have developed the attached Chancellor Selection Criteria.

The Board HR Committee has recommended the Chancellor Selection Criteria to the Board for approval.

For Approval: **THAT the Board of Governors approve the Chancellor Selection Criteria.**

KWANTLEN POLYTECHNIC UNIVERSITY

Draft Selection Criteria
Chancellor Nominating Committee

Context

The word Chancellor originates with the Latin *cancellarius*, which means doorkeeper. It has been used in varying ways depending on historic circumstances. It has referred, for example, to the chief secretary to the British monarch, to the head of state (e.g. Germany) to the lay head of the church (an Anglican diocese), and to the position of university president (especially in the US). In Canada, the position of Chancellor of a university is quite specifically defined.

The British Columbia Universities Act specifies that all universities must have a Chancellor., The Chancellor is the titular head of the university, and presides over Convocation. The right to confer degrees is the exclusive purview of the Chancellor. According to the British Columbia Universities Act, the Chancellor is a voting member of the University Senate and the Board of Governors, but does not have any independent executive authority.

The Vice-Chancellor is the President in all Canadian universities. He or she serves as Chancellor when the Chancellor is unavailable. The Chancellor's signature, along with that of the President and Vice-Chancellor, appears on all diplomas.

The Board appoints the Chancellor upon nomination by the Alumni Association and after consultation with the University Senate.

Selection Criteria

The background for the position of Chancellor is varied, although the following criteria are generally considered:

1. An individual who has an interest and passion for higher education
2. A prominent member of the general community, whose appointment brings prestige to the University and who can assist the ambitions of the University in the community.
3. Someone with a connection or history with the institution.
4. Ideally an individual who has shown a philanthropic interest in the community the university serves.
5. An individual who is able to commit significant amounts of time in the KPU community. Some Chancellors do not live in their communities. While this can work if the Chancellor is willing to make the effort to travel to campus, it can also lead to an absentee Chancellor who is only ever seen at Convocation; this situation is to be avoided at all costs.
    The Chancellor must have ability and interest to perform the duties outlined in the Chancellor Role Description.

KWANTLEN POLYTECHNIC UNIVERSITY

Issue: **Chancellor Role Description**

For   The University Act states, Section 11 (1):
Information: There must be a chancellor of each university, who is to be appointed
                  by the board on nomination by the alumni association and after
                  consultation with the senate.

                  In preparation for the upcoming Chancellor search, the Board HR Committee
                  and the KPU Alumni Association have developed the attached Chancellor Role
                  Description.

                  The Board HR Committee has recommended the Chancellor Role Description
                  to the Board for approval.

For Approval: **THAT the Board of Governors approve the Chancellor Role Description.**

Chancellor Role Description

13 05 10 - Draft

1. The Chancellor presides over Convocation;
    1.1. He or she declares Convocation in session and closes Convocation.
    1.2. The Chancellor must be prepared to provide brief words of welcome and congratulation, to formally confer honorary degrees, and to admit individual students to their degrees, diplomas, citations, etc.
2. The Chancellor must be prepared to represent the University at various official functions (e.g. the installation of other Chancellors, Presidents) and to participate in and preside over important University events (awards ceremonies, celebrations, etc.). He or she should be someone who is comfortable in large social gatherings.
3. While the Chancellor is a member of the Board of Governors and the Senate, it is not typical or expected that he or she attend all meetings (although there are Chancellors who do this).
4. The position of Chancellor is voluntary, although the University covers all out-of-pocket expenses and the Office of the President provides administrative support.

Issue: **Annual President Evaluation Tool**

For Information: The Board HR Committee reviewed the attached President Annual Evaluation Tool and recommended it to the Board for approval. If approved, an evaluation of the President using this tool will begin in early June.

The Board of Governors previously reviewed and approved the evaluation tool on September 21, 2011. Since then there have been minor revisions to update the tool.

For Approval: **THAT the Board of Governors approve the Annual President Evaluation Tool.**

CONFIDENTIAL

Board of Governors

2012-2013

President Evaluation

For completion by all members of the KPU Board of Governors

Your name: _____

For tracking purposes only, no attribution will be made

Date of Completion: _____

**Please return your completed evaluation by
Friday, June 21, 2013**

CONFIDENTIAL

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I.

EVALUATION PROCESS

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Each year, in May-June, the KPU Board of Governors evaluates the President's performance for the just-ended academic year and preliminarily approves his proposed goals and priorities for the coming academic year. A more comprehensive review will be conducted late summer/early fall of 2013 and the second one in late summer/early fall 2016 to provide the Board with information necessary for the consideration of a second five-year term**.**

All members of the Board of Governors participate in this confidential process.

To ensure confidentiality and objectivity of the evaluation process, the Board employs the University Secretary to facilitate development of the annual survey instrument, administer the process, receive all completed responses and prepare the President Evaluation Report.

No individual respondents are identified in this process.

Following discussion of the results of the evaluation survey with the Board, the Chair of the Board of Governors and the Chair of the Human Resources Committee review the report with the President and provide the President with a written summary of the Board's evaluation and reach agreement on the goals and priorities for the coming year, as well as agree on any appropriate development activities.

Evaluation Process:
1. May 15-June 1 – President completes self-evaluation and future goals
2. University Secretary sends packet to Board
3. Board returns assessments by mid-June
4. University Secretary tabulates the results
5. Results given to Board Chair
6. Board Chair discusses feedback with Board at September meeting
7. Board Chair discusses results with President
8. Board approves President's goals for new academic year
9. Tabulation of Board evaluations is placed in an envelope in President's confidential HR file and a copy is kept in the Board office.
10. HR Committee to review the evaluation process in the Board Governance Manual, Section 21.4 annually

A.
EVALUATION PACKET

To assist the evaluators, the President prepares a summary report of the University's performance in the past year and a self-assessment of his leadership by completing this evaluation, with his comments included in each pertinent section of the report.

The President also proposes goals and priorities for the coming academic year for comment and affirmation (Exhibit B).

Finally, the President may also include additional explanatory information so that the evaluators have additional dimensions upon which to make their judgments.

B.
KEY TASKS OF THE PRESIDENT

At the beginning of each cycle, the Board and President shall meet and define additional goals and priorities for the up-coming year

Following are the eight key task areas upon which the President is evaluated:

1. Institutional Agenda

2. Academic Leadership

3. General Management and Planning

4. Fiscal Management and Budgeting

5. Internal Relationships

6. External Relationships

7. Decision Making and Problem Solving

8. Modeling KPU Values

C.

SURVEY FORMAT

The President Evaluation form requests two types of responses from evaluators:

1. **Quantitative** – A 1-5 rating scale on which performance is to be judged
   (See Section D below)

2. **Qualitative** – Space for brief written reasons and concrete examples for the rating choice on each major topic.

All evaluators are urged to complete both responses for each question.

There are also some open-ended questions on which evaluators are offered the opportunity to add additional comments.

Members of the Board of Governors are asked to respond to all questions.

D.

RATING SCALE

The following rating scale is used for the President Evaluation:

5 – Outstanding – Performance significantly exceeds expectations. Unique and exceptional accomplishments

4 – Excellent – Performance consistently exceeds expectations.

3 – Good – Performance meets expectations and minimum requirements. Development opportunities exist.

2 – Marginal – There are gaps in some performance areas. Expectations occasionally not met. Corrective action is required.

1 – Unsatisfactory – Performance does not meet the minimum expectations and requirements of the President job. Immediate action essential.

Don't Know

E.
Your Response

Your thorough and timely response to the President Evaluation is important. Please return the completed evaluation to Sandi Klassen, the Board of Governors' Executive Assistant. We need to receive your completed evaluation by:

Friday, June 21, 2013

Please forward your evaluation to Sandi Klassen by any of these means:

   Email   sandi.klassen@kwantlen.ca

   Confidential Fax 604-599-2046

   Regular Mail   Sandi Klassen, University Secretary
          Kwantlen Polytechnic University
          12666 – 72 Avenue
          Surrey BC V3W 2M8

  If you have any questions or require additional materials, please call Sandi at 604-599-2079.

  Thank you so much for your participation!

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┌─────────────────────────────────┐
│              II.                │
│       PERFORMANCE AS            │
│         PRESIDENT               │
└─────────────────────────────────┘
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Using the rating scale (Section1.D, page 4), please assign a rating to the President's performance in each area and add written reasons and concrete examples explaining your rating.

A.
Institutional Agenda

	1 (Unsatisfactory)	**2** (Marginal)	**3** (Good)	**4** (Excellent)	**5** (Outstanding)	**Don't Know**
1. How has KPU progressed during the president's tenure?	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

B.
Academic Leadership

	1 (Unsatisfactory)	2 (Marginal)	3 (Good)	4 (Excellent)	5 (Outstanding)	Don't Know
2. How has KPU's general academic standing advanced and how has that been influenced by the president's leadership?	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

C.
General Management and Planning

	1 (Unsatisfactory)	2 (Marginal)	3 (Good)	4 (Excellent)	5 (Outstanding)	Don't Know
3. How effectively is the president overseeing KPU's leadership, staffing and infrastructure?	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

D.
Fiscal Management and Budgeting

	1 (Unsatisfactory)	**2** (Marginal)	**3** (Good)	**4** (Excellent)	**5** (Outstanding)	**Don't Know**
4. How effective are KPU's budgeting and financial management processes and how has the president influenced them?	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

E.
Internal Relationships

	1 (Unsatisfactory)	**2** (Marginal)	**3** (Good)	**4** (Excellent)	**5** (Outstanding)	**Don't Know**
5. How effective is the president in promoting an environment to enable student, faculty and staff success?	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

F.
External Relationships

	1 (Unsatisfactory)	2 (Marginal)	3 (Good)	4 (Excellent)	5 (Outstanding)	Don't Know
6. How effective has the president been in nurturing external relationships for the benefit of KPU?	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

G.
Decision Making and Problem Solving

	1 (Unsatisfactory)	2 (Marginal)	3 (Good)	4 (Excellent)	5 (Outstanding)	Don't Know
7. How well does the president delegate, make difficult decisions and facilitate problem solving?	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

H.
Modeling KPU Values

	1 (Unsatisfactory)	**2** (Marginal)	**3** (Good)	**4** (Excellent)	**5** (Outstanding)	**Don't Know**
8. How well does the President keep KPU's core values and guiding principles highly visible and integrated into KPU's daily business practices? (Mission & Mandate appended, Exhibit A)	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

I.
Other

	1 (Unsatisfactory)	**2** (Marginal)	**3** (Good)	**4** (Excellent)	**5** (Outstanding)	**Don't Know**
9. How well is the President effectively engaging and maximizing the potential value of the Board of Governors?	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

	1 (Unsatisfactory)	**2** (Marginal)	**3** (Good)	**4** (Excellent)	**5** (Outstanding)	**Don't Know**
10. Please rate the quality of information Governors receive from the President and his staff.	☐	☐	☐	☐	☐	☐

Your reasons and concrete examples:

III.
2012-2013 Goal Achievement

Based on the self-assessment of his performance for 2012-2013, which the President provided, would you please offer your comments on:

11. The President's progress on KPU's longer-term strategic directions – see Exhibit A, Vision 2018.

Your reasons and concrete examples:

12. Areas of exceptional achievement:

Your reasons and concrete examples:

13. Areas that require more attention:

Your reasons and concrete examples:

14. What one piece of advice would you give the President regarding his leadership of KPU?

Your reasons and concrete examples:

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│                                 │
│              IV.                │
│                                 │
│                                 │
│         Areas for Focus         │
│        During 2013-2014         │
│                                 │
│                                 │
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Based on the President's proposed goals and areas of emphasis for 2013-2014, which he also provided:

15. **Would you please offer your comments or observations regarding the planned direction of KPU in 2013-2014 (see Exhibit B)?**

Your reasons and concrete examples:

Please return the completed survey
By Friday, June 21, 2013.

Thank you for taking time
to complete this evaluation.

KPU Strategic Plan: Vision 2018

Mission

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

Vision 2018

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

- inspiring educators,

- all learners engaging in campus and community life,

- open and creative learning environments,

- relevant scholarship and research, and

- authentic external and internal relationships.

KPU Values

- Synergistic community relationships

- Supportive and collaborative learning and working environments

- Scholarship of discovery, creativity, integration, application, and teaching

- Rich learner experiences and a vibrant campus life

- Responsible stewardship of resources

- Multiple ways of knowing

- Excellence and innovation

- Diversity and inclusion

- Continuous personal and professional enrichment

- Access and flexibility

- Academic freedom

Goals and Strategies

QUALITY

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

a) Embed learning outcomes that prepare students for global citizenship and rewarding careers within the University's Academic Plan.

b) Enhance internationalization at KPU to allow learners and educators to develop a better understanding of the global challenges facing society.

c) Integrate sustainability into the core curriculum across disciplines.

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

a) Implement an integrated system that aligns institutional plans, allows for strategic allocation of resources, and facilitates the articulation of, and reporting on, annual goals and priorities.

b) Institutionalize effective quality assurance processes that allow for regular review of all areas of the University.

c) Review and adjust KPU's procedures to ensure efficiency and effectiveness.

d) Broaden the modes and increase the frequency of communication within the university community in order to enhance transparency, decision-making, collaboration, and relationship building among departments.

e) Implement initiatives that will attract, support, engage, and retain KPU's people and create an environment where all employees see themselves as contributing to student learning.

f) Continue to enhance environmental sustainability efforts on campus.

g) Create an inclusive and safe learning environment for everyone at KPU.

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

a) Assess, select, implement, and celebrate learning methodologies and educational delivery options that provide learners with the support within and beyond the classroom to succeed academically, personally, socially, and professionally.

b) Develop and implement retention strategies that identify groups of students at risk, set retention targets, and enhance student success.

c) Ensure that KPU's physical and virtual learning spaces and other infrastructure are able to accommodate curricular innovation and changing educational practices, and create vibrant campuses.

d) Improve the student experience in first year and beyond based on the recommendations arising from the 2011/12 internal study (Foundations of Excellence).

e) Ensure that programming builds on KPU's tradition of laddering to allow students recognition for previous learning and flexible options.

RELEVANCE

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

a) Implement a coordinated approach to document, expand, measure, and celebrate effective partnerships with KPU's communities.

b) Establish KPU as a place where the community gathers for informed discussions on relevant topics.

c) Establish KPU as a key partner in regional economic development.

d) Create distinct campus identities within the unifying institutional vision.

e) Cultivate KPU's relationship with its alumni in order to celebrate their accomplishments, respond to their life long educational needs, and support their role as KPU ambassadors in the community.
f) Partner with Aboriginal communities to develop appropriate educational pathways and programs to facilitate Aboriginal learner success.

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

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

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

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

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

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

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

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

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

REPUTATION

1. KPU is widely recognized for its teaching and its scholarship.

a) Develop and implement a plan for teaching and learning, including the role of instructional technologies that will extend and enrich the learning environment within and across disciplines.

b) Develop and implement a comprehensive plan that engages KPU in research and scholarship.

c) Promulgate and celebrate KPU's achievements in teaching, learning and scholarship.

2. KPU's unique identity is clearly articulated and well understood across the University and beyond.

a) Ensure that KPU's unique role in higher education, pride in its important endeavors, and the success of its students are all reflected in its publications and communications, internal and external.

b) Expand initiatives to improve KPU's recognition and reputation in the community.

3. KPU is the foremost provider of continuing and professional education in its region.

a) Establish the necessary infrastructure to effectively expand continuing and professional education in response to the changing needs of business, industry, and individual adults in KPU's region.

President's Goals 2013-14

B O A R D   I T E M / President's Report

Issue: **President's Report**

For Information:

Report to the Board of Governors
Alan Davis, President and Vice Chancellor
May 25th, 2013

This my final report to the Board for the 2012/2013 year. In addition to reporting on my own activities, I will provide some highlights from the university-wide report for all faculties and divisions which is also available to Board members on request.

I have engaged with the national and provincial associations in several ways, with visits to ACCC and Polytechnics Canada, attending a meeting of AUCC and BCAIU. I have also been engaged more locally with key agencies and projects such as the Surrey Health Technology /Innovation Boulevard initiative, the Township of Langley Economic Development Committee, Fraser Health, and the Performing Arts committee hosted by the Langleys.

"The Exchange" was organized by the Chip and Shannon Wilson School of Design at River Rock Casino, and it was ahuge success, including a high profile panel on the future of design on April 16th and of course the amazing Fashion Show on April 17th.

Another key event in KPU's calendar was the Foundation's Golf Tournament on May 22nd, which was sold out, with huge support from our sponsors and great contributions by student volunteers: about $45,000 was raised to support student scholarships.

The selection process for the position of provost has taken a lot of time internally, but the committee was very well supported by KPU's Human Resources.

From May 5 to 12th, I travelled with AVP International Stuart McIlmoyle to China to visit with current and future partner institutions (see below). It was an exhausting but very productive trip, and I hope to be able to report on its impact over the coming months.

Convocation is on May 29 to 31st, with a few changes in the ceremony, including a student speaker at each ceremony.

Highlights from the KPU Report for April and May, 2013

Office of International Students and Scholars

In May, a visit was conducted to China by our KPU President and AVP International. The visit to China was an important one since it was the first time Alan and Stuart had the chance to see KPU's Chinese partners and discuss with them our joint programs and promotion efforts. Some of the highlights of the meetings include discussions with the following parties:

- Canadian Embassy: Presentation of KPU's portfolio and discussion regarding growth opportunities with the education sector staff.
- BC Trade Offices- Beijing, Shanghai, and Guangzhou: Visits with the managers for the education sector in each of the three areas of China (North, East and South) being developed by the BC government. Good discussions were held. As a result, the three education sector managers are now planning to visit KPU on their delegation mission to Canada next month.
- Beijing University of Chinese Medicine: An initial meeting was held with this key university in China to learn more of their pioneering work being conducted in Europe and Asia. BUCM has had a successful partnership and joint degree program with the University of Middlesex in the UK since the 1990's as well as other partnerships in Germany and throughout Asia. Interest was expressed by BUCM to learn more about KPU and see if there are ways for collaboration and development of Chinese Medicine programs in Canada.
- Fuyang No 2 High school: Follow up was done on our successful partnership with Fuyang and also the planning for continued growth and student recruitment. Topics such as joint marketing, ESL training, curriculum support and student success were discussed.
- Guangdong University for Foreign Studies: Successful key meetings were held regarding methods to promote better communication, increase student enrollment, and faculty support. Also, the development of a potential KPU field school to China to be led by our business faculty was discussed. The visit was an important one to the continued growth of the GDUFS and KPU joint program.
- Richmond Development: A follow up visit was conducted with a potential developer brought to KPU via contacts within the municipal government of Richmond. The development company owns an eight million dollar property in Richmond close to the River Rock Casino and directly on the Canada line. Through contacts in Richmond, several meetings have been held to discuss the vision for the development of a student residence and an education complex in Richmond. International's recommendation is to pursue further talks with this company to see if a mutually beneficial cooperation can be developed for KPU and the City of Richmond.

Brazil: In April, our AVP International participated in two education delegations to Brazil led by the Association of Canadian Community Colleges (ACCC) and the Canadian Bureau for International Education (CBIE) respectively. The purpose of these delegations was to promote

further development of the Science Without Borders scholarship program that is being sponsored by the Brazilian government. Part of this trip included meetings conducted by ACCC with representatives of the Brazilian Ministry of Education to discuss further cooperation and training opportunities for Brazilians at Canadian institutions.

While in Brazil, Stuart visited with potential top-level universities to discuss partnership opportunities and long-term growth that would be mutually beneficial to each institution. Favourable responses were expressed and follow-up action is being conducted with our senior administration and deans to see what are the areas of interest and collaboration for KPU. Further information will be provided as these opportunities develop and solidify.

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

There are 17 additional Brazilian students joining Kwantlen in July 2013 as part of the Science without Borders Scholarship program, bringing the number to 48 scholarship students from Brazil. Areas of study include Design, Journalism, Information Technology, Business, Horticulture and Nursing. Given that the program is still in the initial two years of development, KPU growth in numbers is encouraging and feedback of the Brazilian students' engagement both in courses and in university has been excellent.

One key component of the SWB program is university-organized work internships. This summer twenty-three SWB scholarship students at KPU have secured four-month internship positions throughout the region within many high profile companies and organizations. Initial reports from employers regarding the quality and professionalism of these students have been extremely positive.

Office of the Provost:
Administrative searches have concluded for the Dean of Business and the Executive Director of Continuing and Professional Education.
KPU has been accepted as a member of ResearchImpact, a consortium of universities that are active in community engaged research. It is the first of the new universities to earn membership in this group. Participation in ResearchImpact will assist KPU in meeting strategic plan goals and objectives related to community engagement and scholarship.

Negotiations with the Kwantlen Faculty Association (KFA) took place in early April. These negotiations were both positive and productive.

Faculty of Arts
Faculty Publications: Dr. Daniel Bernstein (Psychology), Canada Research Chair:
- o Sommerville, J.A., Bernstein, D.M., & Meltzoff, A.N. (2013). Measuring false belief in centimeters: Adults and children fail to suppress privileged knowledge on a novel change-of-location task. *Child Development.* DOI: 10.1111/cdev.12110
- o Clifasefi, S.L, Bernstein, D.M., Mantonakis, A., & Loftus, E.F. (2013). Queasy

does it: False alcohol memories lead to diminished alcohol preferences. *Acta Psychologica.* 143, 14-19.

- o Mantonakis, A., Wudarzewski, A., Bernstein, D.M., Clifasefi, S., & Loftus, E.F. (2013). False memories can shape current consumption patterns. *Psychology, 4,* 302-308, DOI: 10.4236/psych.2013.43A044.
- o Posters presented at the Society for Research in Child Development included:
  - Bernstein, D.M., Wierda, M., Glasbergen, T., Azdad, H., Koot, H,, & Begeer, S. (2013, April). *Egocentric bias in children with Autism Spectrum Disorder.*
  - Caza, J., Atance, C., Belanger, M., & Bernstein, D.M. (2013, April). *'Babies Know What I Know': Younger Preschoolers Overestimate Infants' General Knowledge.*
  - Coburn, P., Bernstein, D.M., Jayakar, R., Thornton, A.E., & Thornton, W.L. (2013, April). *False belief understanding relies on working memory in adults.*
  - Coolin, **A., Aßfalg,** A., Bernstein, D.M., Thornton, W.L., & Sommerville, J.A. (2013, April). *Decomposing the psychological processes underlying developmental changes in theory of mind.*

The Faculty of Arts helped to fund a student delegation to represent KPU at Harvard's World Model UN conference in Australia, led by Saaed Abu-Haltam (Sociology. Saaed along with Kurt David Renvall (Political Studies) received the prestigious Harvard's Model UN Diplomacy Award. Delegation also included Sana Sohel (English/Creative Writing) and Nubwa Wathanafa (Sociology).

School of Business
A team of B.Tech students composed of Anitia Lee, Justin Stevens, and Prasidha Thapa, which was led by Chris Chu, completed the Newton Business Improvement Area website. The team worked closely with Tracy Kalaw, Investment and Intergovernmental Liaison, Economic Development Office of the City of Surrey. She commented, "They have been a pleasure to work with and have created something really good …They have excellent communication skills and listened well to us as 'clients'."

Three KPU business faculty, Rich Tong, Robert Ironside and Chamkaur Cheema, volunteered to be speakers and judges in the "Forward Vision Business Conference", a high school case competition with 70 participants on April 25th 2013.

Faculty of Community and Health Studies
The summer semester was kicked off with an open simulation lab time, enabling students returning to school after a break to come in and brush up on their nursing skills. This was a 3 day opportunity to practice any and all skills learned to date as well as new skills. Students from different programs worked together in both the psychomotor labs and simulation labs.

Faculty of Academic and Career Advancement
The Writing Does Matter at Kwantlen Forum took place on May 14th at the Surrey campus. This event, hosted by the Academic and Career Preparation Department, was a follow-up to last

year's Kwantlen Writing Symposium. The Forum was well attended by faculty and staff from across the University and is anticipated to become an annual event.

Chip and Shannon Wilson School of Design

The Bachelor of Interior Design recently received notice from the Council of Interior Design Accreditation (CIDA) informing the program of their decision to grant another full six year accreditation. This is a significant accomplishment and demonstrates the consistently high quality of student and faculty work. KPU's is the only Interior Design degree in western Canada to be accredited. With the impending shift over the next few years towards an accredited degree as entry to practice, it puts KPU in an excellent position as one of the preeminent interior design programs in Canada. In light of these coming changes, faculty have been developing bridging courses in order to facilitate entry for current practitioners in need of degree level credentials.

The most significant event that will prove to be a game-changer in the world of design in the whole west coast has just been initiated with meetings with Material Connextion in New York. The meeting was organized by lululemon and involved a team of their innovation leaders who introduce Kwantlen as a partner in shaping a hub of excellence in BC. Material Connextion is a clearly established brand in the growing research area of materiality. The world's largest companies are members who travel to New York to the resource center. The discussions of having Kwantlen open a branch would establish the first Canadian, and the first west coast office. There are already precedents in which Material Connextion works directly with universities around the world to establish different agreements. The fees are very modest for the opportunity. A full proposal will come forward with details.

Faculty of Science and Horticulture

The faculty hosted KPU's first Science Rendezvous on May 11. The Langley campus was transformed into a spectacular science experience. Over 500 community participants, primarily families, came to this free event to check out the exciting demonstrations, explosive experiments, and other hands-on activities. More than 60 faculty, staff and student volunteers from the Faculties of Science and Horticulture, Business, Arts and Community and Health Studies showcased scores of experiments. Community feedback was overwhelmingly positive. Science Rendezvous held its first event in 2008 in the Toronto area. Now, a national event, Science Rendezvous reaches over 30,000 people across Canada, promoting direct community involvement and enthusiasm for sciences. The KPU event was organized by Michelle Molnar, Faculty of Science and Horticulture Dean's Assistant.

As one example of the continuing outreach by faculty and staff in Horticulture, Jim Matteoni (Horticulture): presentation and hands-on lab examination of the arthropods that are used for control of aphids in organic food culture, with tips on, "How to Get the Most out of Nature's Finest!". This was done at the monthly BCARA (British Columbia Association for Regenerative Agriculture) meeting on the Langley campus.

Faculty of Trades and Technology

Appliance Servicing Program: A new partnership was established with Rinnai Corporation, a manufacturer/distributor of gas water heaters, tank less heaters, area heaters and other gas home products. As an official Rinnai Training site, this partnership will include displays, courseware, hardware and personal support, as well as a substantial donation of products

to KPU Plumbing and KPU Appliance Service Technology programs. This is a collaborative effort of both the Plumbing and Appliance Servicing programs to be able to increase our training offerings to students and industry.

CADD Technologies - KPU Builds – Bula Build Fiji 2013

8 homes were completed during the week in Koroipita, Fiji. There were 8 build teams of 7 people each; 3 Canadian teams, 3 American teams, 1 New Zealand team and 1 mixed team. A total of 22 homes were completed over 3 weeks through this World Build Project. About 100 homes have now been built in the community - the goal is to build about 300.

The purpose of this mission is to restore lives through a stable and safe community and to eradicate sub-human living conditions in Fiji. The evidence of the success of this vision is apparent in the people living in this community. The residents welcomed us warmly and many friends were made.

On an educational level, the success was profound. Our team was made up of 17 students (one from CADD) and 6 faculty/administrators (Daryl and Joanne Massey, Jane Fee, Steve and Preet Dooley and Don Reddick). At Kwantlen, we provide excellent educational and professional training for our students. What this type of activity provides to our students (and to our faculty/administrators) is a personal enrichment that makes them better people and citizens of the world. We are hopeful that the future sees Kwantlen embrace this type of outreach program, and that these new contacts and friends will eventually find their way into our Kwantlen community.

Welding: In February we introduced a 28-week foundation welder training program for First Nations students. This diverse group hails from across British Columbia and Alberta. They have an excellent aptitude for welding and are currently making great progress.

KPU Welding student Nathaniel Printis received the Gold Medal at the Provincial Skills Competition, and will advance to the Nationals representing KPU and the province of BC. Nathaniel started as an ACE-IT high school student, completing his Level C welding at Kwantlen. He got his first welding job in a sheet metal shop and has since gained experience from structural to bio medical welding while completing his "B" and "A" level tickets at KPU.

Library
On May 2, KPU's Surrey Library held a RDA workshop for 30 library resources cataloguers from across the lower mainland.   The workshops have been delivered by the BCLA Cataloguing and Technical Services Interest Group's training team led by Linda Woodcock of KPU. RDA is the new cataloguing standard officially adopted by many libraries around the world on March 31, 2013. Essentially RDA makes library record information more accessible with less jargon for library users while making the records more readable by machines. This was the 4th workshop and more will take place in the Okanagan in June and Prince George in July.

KPU Learning Centres hosted the national conference of the Learning Specialist's Association of Canada on May 22-24 at the Melville Centre for Dialogue. The conference attracted 120 participants from across Canada and the United States.

The conference theme of **The New Face of Learning: Transforming Lives** provided impetus for over 50 presentations ranging from Tech talks and short papers to demonstrations of ways in which technology is being used to enhance learning particularly for those students with learning disabilities or those who have learning difficulties. Also featured were roundtable and panel discussions on student motivation, training tutors in strategies for developing critical thinking and quantitative reasoning, and ways to work with faculty to embed learning strategies within the curriculum. Presentations include tutors while others presented at a distance from Grenada and Kingston, ON.

Marketing and Communications
KPU's total monetary value for media coverage was **$1,181,214.37 for March and April**

Facilities
CSWSOD: Completed architectural/design team selection for the building project.

Completed the assessment and photo inventory of over 100 pieces of existing equipment

Institutional Analysis and Planning
Surveys undertaken in March:
- Biennial Employee Survey
- KPU potential tagline survey
- C&HS employee survey re: new space
- Survey of former students about use of handheld devices
- In April:
    - Survey of students in the compressed ELST program
    - Psych 3500/4500 students re: possible course overlap
    - BSN program completers survey
    - Survey of all employees to garner opinions about distinct campus identities

Student Affairs
The 2nd annual Your Path Aboriginal Open House on Thursday, April 25th at the Surrey campus provided Aboriginal high school students from the region with a "day in the life of a KPU student" through hands-on labs, studios and lectures and interactions with KPU faculty and Aboriginal students. This year's event featured Inez Jasper, a Juno-nominated Stolo singer songwriter.

"Co-op Hiring: Let's Talk Win-Win" was published in BC Human Resources Management Association monthly online and written by Co-op faculty Anita Sangha, highlighting the benefits of sourcing talent through Co-op hiring and the "win-win" benefits for students and employers.

Advancement and External Affairs
Record Donations for 2012/2013: The unaudited donation numbers for fiscal 2012/2013 indicated that donations will be 34% ahead of last fiscal year. This is our seventh consecutive year with double digit growth and our seventh year of setting a record for total donations. We also confidently predict at this point, due to pledge payments already secured in fiscal 2013/14 that we will show double digit growth, and again it will be a record year.

KPU Cloverdale was the luncheon site for the Surrey Board of Trade Tour of Industry. Three busloads of business people (total 105) toured the Cloverdale campus and were treated to lunch, during which Dean Henry Reiser gave a five-minute presentation on KPU. Keynote speaker for the event was Bill Tam, President and CEO, British Columbia Technology Industry Association.

Financial Services
Since the last report, the focus of Financial Services has been on fiscal year-end reporting, most significantly because of the major accounting changes that were mandatory for the 2012-2013 fiscal year – a major endeavor faced by all BC post-secondary institutions under the PSAB guidelines.

On April 1, 2013, British Columbia returned to a Provincial Sales Tax (PST) system. PST and GST replaced the HST system on purchases invoiced after March 31, 2013. This change was felt mostly by the Accounts Payable and Accounts Receivable areas. Financial Services informed the Kwantlen community about the change, including links and guidelines to assist with determining exemptions to PST.

The FY13/14 budget was approved by the Board of Governors at the April 2 meeting.

Issue: **President's Senate Report for March 25, April 29 & May 27, 2013**

For Information: Senate approved the following items at the **March 25, 2013** meeting

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

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

    Senate Standing Committee on Academic Appeals
    Woo Tae (Jimmy) Son, student, Faculty of Trades and Technology
    Michaela Lucas, faculty, Faculty of Arts

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

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

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

- Graduates to March 25, 2013

Senate approved the following items at the **April 29, 2013** meeting

- Robert Wood as chair of the Senate Standing Committee on Academic Planning & Priorities
- Program Concept for a Minor in Medicinal Chemistry
- Revisions to
    - Associate of Science Degree in Chemistry
    - Bachelor of Arts Framework

- - Associate of Arts Framework
  - Criminology prerequisites
  - Graduate Nurse Internationally Educated Program
  - Special Education Teaching Assistant Program
  - Trades Vocational Testing
  - Certificate in Advanced Farrier Training
  - Bachelor of Business Administration in Entrepreneurial Leadership
  - Bachelor of Technology in Information Technology
- Dana Cserepes as chair of the Senate Standing Committee on Curriculum

- Moved THAT the Senate Standing Committee on Curriculum undertake a review of current reports, such as the Kwantlen English Threshold Project (KETP) document and initiatives related to:
  > *the required timing of the completion of 6.0 credits ENGL 1100 or higher for progression into upper level constituents of a major
  > *the cultural and linguistic issues impacting students with English as an additional language who take ENGL 1202 or 1204
  > *possible alternatives to support students success (ex., the development of adjunct courses, additional ENGL courses and / or discipline-specific writing intensive courses) and report back, with recommendations, to Senate in October 2013.
- The transfer of the Educational Studies Department from the Faculty of Academic & Career Advancement to the Faculty of Arts.
- Graduates to April 29, 2013
- Dana Cserepes was acclaimed Senate Vice Chair for the term of September 1, 2013 through to August 31, 2014
- Senate endorsed the Strategic Plan: Vision 2018

Senate approved the following items at the **May 27, 2013** meeting

- Revisions to
  - Bachelor of Applied Science in Sustainable Agriculture
  - Bachelor of Interior Design Program Rollout and Transition Plan

- Graduates to May 27, 2013

- Senate endorsed
  - Preview of the Academic Plan
  - Policy for Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions
- Moved THAT refer the Procedures for the Policy for Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions to the sponsor regarding the issues of attendance on Search Advisory Committees.

Issue: **Association of Governing Boards Conference Reports**

For   The following written reports are attached. Further oral reports will be
Information: provided by conference attendees at the Board meeting.

                Attached reports:
                1. Highlights from AGB / Geoff Dean
                2. Leading Change, AGB Workshop / Alan Davis

Gord presenting his group's work at the AGB International Members session.

Highlights from the Association of Governing Boards national conference
San Francisco, 2013
Geoff Dean, Kwantlen Polytechnic University

Overall comment: Valuable conference! We can learn a lot from other colleges and universities, and we're already doing a lot of good stuff that many of them could learn from too.

(Some quotes below are exact, some paraphrased, many unattributed, and many just my comments; all are from my scribbled notes)

from **the Opening Plenary:**

"We're a partner in the economic solution" but "so much of the population is undereducated. ... We must aim to bring undereducated adults into the system. ... It's all about the adults."
– Nancy Zimpher, Chancellor, SUNY

"We need a hybrid model, so that students can get what they want, when and how they want it – not just a classroom-based model." – Tony Coles, Board vice chair, Johns Hopkins

resources and vision are both needed, but vision is #1; we need to frame issues and align the organization around long-term thinking

Questions to panelists from host:

One thing you wouldn't change?
- faculty's commitment to students
- intense focus on delivering knowledge and developing leaders
- focus on giving back

Improvements?
- a 10-year financial plan
- a 360° review of President and Board
- educate Board members more about higher ed and its context
- depoliticize Board members
- take time to decide what to decide

Wisdom?
- focus more on undereducated, lower economic strata
- shared governance
- collaboration between institutions
- increase access and affordability

from **Top Public Policy Issues:**

There's a tension between the need for remediation and the need for graduation rates.

Put students who need remediation into credit-bearing courses as soon as possible, with mentoring and other supports; see Complete College America (a US national non-profit) for reports on increasing retention and graduation rates: www.completecollege.org/resources_and_reports

US data collection isn't well-done: Barak Obama and Sarah Palin both show as college dropouts in US stats, as they changed colleges before graduation.

from **Robert Reich's speech, 'Education for a Competitive Future':**

Two myths:

> Myth 1: There's such a thing as "American competitiveness": **no,** companies are international; low wages and taxes are not competitive; high productivity and quality are. (German wages and taxes are higher, and yet more of its economy is based on exports than the US's.)

> Myth 2: We need more emphasis on STEM (science, technology, engineering and math education): **no,** design esthetics are necessary; for example, the entertainment industry is a huge contributor to the economy, and there's [almost] no STEM in that.

A community's standard of living depends on its people's ability to add value.

Problem: the median US income hasn't increased in over 30 years (it's dropped since 2000); 70% of economic activity depends on consumer spending. But a lower median wage >> lower tax income to governments and lower consumer spending >> deficits, etc.

Why did wages stop rising in the late 70's, while productivity continued to grow? Productivity rose with tech change, not with increased labour productivity. Most jobs are now in service industries, which pay less.

If the education system doesn't support increased productivity, production gets moved to lower-wage countries.

There's a widening gap between the lower 80% and the upper 20%, and it correlates with their level of college education. The US myth of rags to riches isn't working any more. The US K-12 system is stratified, and US upward mobility is worse than that in the UK. [I think it's still OK in Canada, but not sure...]

"Community colleges are the great unsung heroes of the American education system"

"Higher education is not a private investment, it's a public good" – note the establishment of the US land grant colleges in the late 1800's

It's not just about getting a good job, it's about getting educated citizens.

The bias towards 4-year degrees is wrong.

Developing a one-year certificate on workforce readiness would be good. [Instruments for assessment of these skills has already been developed – see www.ets.org/workforce_readiness , www.act.org/products/workforce-act-workkeys and http://cae.org/performance-assessment/category/cwra-overview/   ]

The mass production model of K-12 education is not appropriate; the emphasis on tests has undermined creativity in the classroom.

How can we best measure the public good we're doing? Measure the number of students we get from low-income families and their success rates after graduation

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Regarding higher education costs, William Bowen in his *Higher Education in the Digital Age* explains the **'cost disease'** by which costs per student will naturally rise faster than inflation: "in labor-intensive industries such as the performing arts and education, there is less opportunity than in other sectors to increase productivity by, for example, substituting capital for labor. Yet markets dictate that, over time, wages for comparably qualified individuals have to increase at roughly the same rate in all industries. As a result, unit labor costs must be expected to rise faster in the performing arts and education than in the economy overall. ... [Bowen cites Robert Frank of Cornell, who gives this example:] 'While productivity gains have made it possible to assemble cars with only a tiny fraction of the labor that was once required, it still takes four musicians nine minutes to perform Beethoven's String Quartet No. 4 in C minor, just as it did in the 19th century.'" [But is this still true given that productivity rises more with tech change now?]

from **Today's College Students:**

Arthur Levine, Woodrow Wilson Foundation: ==Do we provide a **brick**, **click**, or **brick&click** learning environment?== (traditional, on-line, or blended)

"It's only technology if it happened after you were born." (Is the light bulb or refrigerator new technology to you? How about the car?)

Traditional HS graduates, now college freshmen, were born in 1994; they are ==digital natives attending analog universities with digital-immigrant faculty==

Student life has moved from on-campus to on-line; the hook-up culture leads to eroding interpersonal skills, with e-conflicts that are immediate but distant, with no time to reflect

much more parental involvement

the poor economy >> more students working FT, more student loans

issues: financial burden, quality, and retention

forecast and publicize tuition costs for three or four years ahead

improve financial aid to address lower-income middle class

from the **Innovative Enrolment Strategies** session:

==The best return on marketing investment is developing relationships with potential students and parents early on, in early high school years== [assuming HS kids are out target market – but ==how do we reach the adults?==]

Build brand awareness with direct marketing; combine enrolment management and marketing.

College fairs and open houses aren't very personal; to overcome this, arrange letters of invitation to individual students directly from the President

Use search technologies: buy a set of names, and contact them directly or in small groups; send invitations to apply directly to students, with application form or instructions enclosed

Students who provide their parents' e-mail address are more likely to apply and to enrol

Establish a parent organization; tell them about issues of cost and value

==Only 30% of high-ability students in the bottom quartile of family income go to universities, while over 85% of those in the top quartile do. This is due to a lack of supportive info given to those low-family-income students and their parents.==

[I asked about how to bring in more adult students: none of the presenters had worked on this.]

from the **Impact of High School Dropout Rates**:

K-12 teacher training needs to be improved, especially for STEM

We need to connect the K-12 system with the 13-16-post-grad system:
- connect grade 1 students with their local college or university
- have colleges sponsor classes in local schools
- have faculty and graduates visit schools
- ==have a K-12 educator on our Board==

The increase in public safety in New York City was due to a paradigm shift in police work, from dealing with the results of crime to working to prevent crime, addressing the causes of crime We need ==a paradigm shift== like that in higher education – ==a move to competency-based rather than time-based learning [Yes!!]==

The problem is not just subject matter difficulties, but attitude, motivation and study skills.

from **Sharing Governance:**

help demystify the Board to faculty by inviting some faculty and students to Board retreats and lunches [if we have such things]

after the Board makes a large decision, someone on the Board will be randomly chosen to role-play explaining the Board's decision to an unknown person, so the potential difficulties in explaining Board decisions can be worked through

The Board must use
- o   oversight
- o   foresight
- o   insight, and
- o   hindsight

At each Board meeting, have a presentation to the Board by one faculty member or a group of faculty about what they're doing, to (a) give the Board more insight into what the university is all about, and (b) give faculty a sense that the Board is interested in how things are going on the ground

Include non-Board faculty (and students) in various Board committees

Re bicameral governance etc., all new Board and Senate members should probably read the AAUP's *Statement of Government of Colleges and Universities*; see www.aaup.org/report/1966-statement-government-colleges-and-universities for this

from **How is Technology Changing Everything?**

Given the winds of change, do we build sea anchors or sails?

Advantages of technology in education:
- • anywhere, anytime access
- • simulations
- • connections between students and between students and the world
- • for faculty and the institution: data collection
  - o   learning analytics leading to improving the science of learning

Technology can free up faculty time to do more: "tech-enabled high touch"

Technology is helping upskill faculty roles, via data on where students are at

Candace Thille, Carnegie Mellon: "Best value is in blended mode"

Board's role: give the institution room to innovate

Not cheap to develop: need to collaborate across institutions

Should we have a Board cttee on IT, and/or have regular reports to the Board on how IT is being implemented to improve our courses?

We need to have Moodle evaluated.

The National Institute for Technology in Liberal Education has a useful introductory paper at http://open-ed.nitle.org/

Lewis Duncan, Rollins College: technology will enable "competency-based / learning-outcomes-based assessment [which] will fundamentally change us"

Leading Change

AGB Workshop, April, 2013

Report to the Board

Alan Davis

This workshop was run by Peter McTaggart, a former Chancellor and a scholar of higher education with a wealth of experience as a leader and in the recruitment and assessment of leaders. The topic invariably conflates the general issue of change with the leadership and effectiveness of presidents, and much of the discussion was around happy and horror stories from around the US.

The topics included: how Boards can lead change, how they can work with their presidents to make positive change, what mistakes do both make, and the barriers to change and how they can be overcome.

Good institutions have strong fiscal positions, brands and reputations, built through prudence. Better institutions develop relationships and connections through emotional intelligence and "savoir faire". The best institutions have change leadership, where the Board works collaboratively with the president, and both parties get along with purpose.

Inducements to change vary from survival, to having to achieve certain metrics, to having higher expectations. Change at KPU is driven by the latter 2.

Change-adept Boards are ready to challenge and support the president, with a Chair who engages and leads. The Board engages faculty and others and accepts change as the norm, rather than stasis; this is an issue at KPU. When and boards and the President are fully engaged collaboratively, this leads to strategic leadership, going beyond just good management and good governance.

In terms of the change milestones, KPU is well positioned, with strong commitment of the Board to Vision 2018: this will be tested as reaction to change begins and implementation strains appear. We will need to check in regularly regarding this level of support and trust.

There were many stories shared among the group, and Geoff Dean and Ken Tung were also at the workshop and can share their impressions.

All in all it was very worthwhile, with good resource materials, including a copy of the AGB publication *Leading Change*, and some key articles in a Resource Guide. Please let me know if you would like copies of these.

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

For Discussion: Jared Penland is assigned to evaluate the Board's own performance at the June 5, 2013 Board meeting.

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

Board Meeting Evaluation

Date: June 5, 2013

What went well	What could we do better

To change for next time:

1. Kwantlen "Upcoming Events / Activities 2013 (attached)

2. Kwantlen Faculty & Service Area Reports

KWANTLEN UPCOMING EVENTS / ACTIVITIES 2013 / 2014

If you are planning to attend any of the upcoming events, please be sure to advise Sandi Klassen at 604-599-2079 (e-mail Sandi.Klassen@kwantlen.ca)

Date	Time	Event/Activity	Location
2013			
Wednesday 5 June	3:00-7:00 pm	Board meeting	Cloverdale Campus Room 1853
Friday 7 June	8:15 am to 2:00 pm	KPU Day for Employees	Bombay Banquet Hall (behind Costco)
Wednesday 19 June	4:00-6:00 pm	Governance Committee	Cloverdale Campus, Room 1853
Monday 24 June	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Wednesday 18 September	3:00-7:00 pm	Board meeting	Surre Campus, Cedar Room 2110
Thursday-Friday, 3-4 October	TBD	Fall Convocation	Surrey Campus Gymnasium
Wednesday 13 November	TBD	General Awards Dinner	TBD
Wednesday 20 November	3:00-7:00 pm	Board meeting	Surrey Campus, Cedar Room 2110
2014			
Wednesday 29 January	3:00-7:00 pm	Board meeting	Langley Campus, Room 1130
Wednesday 2 April	3:00-7:00 pm	Board meeting	Cloverdale Campus, Room 1853
Saturday to Tuesday 12-15 April	Various	Association of Governing Boards Conference on Trusteeship	Orlando, Florida
Thursday to Saturday 1-3 May	Various	Canadian University Baords Association Conference (Board Chair & University Secretary attend)	Ottawa, Ontario

Report to the Board of Governors – June 2013

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Provost & Vice President Academic

- The development of an Academic Plan as a component of KPU's Strategic Plan is well underway. The Faculties have developed their academic plans and the KPU community has reviewed these plans at campus consultations during the first week in April. A synopsis of the Academic Plan is being finalized for inclusion in the Strategic Plan. It will go to Senate at the end of May. KPU's academic plan will be available for comment and review in August and will be submitted to Senate in the Fall.

- Searches for an Executive Director, Continuing & Professional Studies and a Dean of Business will conclude by the end of May.

- Diane Salter, Vice Provost Teaching and Learning began work on April 8. Since she joined KPU, Diane has been elected as Partnerships Chair for the Society for Teaching and Learning in Higher Education. On May 23 and 24 she has arranged for Jack Weiner, Emeritus Professor, University of Guelph, to present a series of workshops on supporting student learning in mathematics courses.

- KPU has been accepted as a member of ResearchImpact, a consortium of universities that are active in community engaged research. It is the first of the new universities to earn membership in this group. Participation in ResearchImpact will assist KPU in meeting strategic plan goals and objectives related to community engagement and scholarship.

- The Provost's Office continues to work with Finance and Administration and the Chip and Shannon Wilson School of Design on planning for the new building.

- Negotiations with the Kwantlen Faculty Association (KFA) took place in early April. These negotiations were both positive and productive.

- KPU in partnership with SFU is hosting the 2013 conference of the National Association of Vice Presidents Academic in October. Planning is well underway and the program will be announced in early June. The event will feature KPU students and faculty from the School of Music and the Chip & Shannon Wilson School of Design.

- The Provost's Office has provided support to the Faculty of Arts for the exploration of indigenous curricula. It has also assisted the Faculty of Science and Horticulture with curriculum development for new degrees.

Faculty of Arts

Faculty of Arts Initiatives

Our **Spring General Meeting of the Faculty of Arts** occurred on Monday April 29th in the Conference Centre on our Surrey campus. Highlights included a keynote address by our new Vice-Provost Teaching and Learning, Dr. Diane Salter, entitled "Demystifying the Scholarship of Teaching and Learning (SoTL): Practical Approaches for KPU Faculty."

This address followed two morning workshops on topics including MAC use in KPU Smart Classrooms, faculty rights and responsibilities in relation to campus safety, Arts approaches to new media/digital curricula and on-line learning, R.E.B. considerations for the scholarship of teaching and learning, and strategies for creating a 'conflict positive' work environment. These topics were developed through consultations with Arts department chairs and other faculty members, and provided a variety of important opportunities to learn how to improve our work environment and to participate in agenda-setting Faculty projects.

Our afternoon business meeting featured the presentation of the first annual Dean of Arts Teaching Award, awarded to **Lisa Robinson Kitt (Criminology) and Yanfeng Qu (Modern Languages)**. As well, faculty participated in a planning session on implementing the Academic Plan.

In March a joint committee of faculty and Dean's Office members awarded $23,000 to twelve Faculty of Arts students and faculty as part of our first Arts Special Purpose Funds competition. The awards will fund teaching innovation and research production and dissemination for recipients from seven different Arts departments.

Many of the programs in the Faculty of Arts recognized student degree and year-end achievements with celebrations such as the Kwantlen Psychology Student Research Celebration and the Bachelor of Fine Arts Graduate Exhibition (both April 2013).

Creative Works and Scholarly Publications:

> **Daniel Bernstein (Psychology)**:
> - Sommerville, J.A., Bernstein, D.M., & Meltzoff, A.N. (2013). Measuring false belief in centimeters: Adults and children fail to suppress privileged knowledge on a novel change-of-location task. *Child Development.* DOI: 10.1111/cdev.12110
> - Clifasefi, S.L, Bernstein, D.M., Mantonakis, A., & Loftus, E.F. (2013). Queasy does it: False alcohol memories lead to diminished alcohol preferences. *Acta Psychologica.* 143, 14-19.
> - Mantonakis, A., Wudarzewski, A., Bernstein, D.M., Clifasefi, S., & Loftus, E.F. (2013). False memories can shape current consumption patterns. *Psychology, 4,* 302-308, DOI: 10.4236/psych.2013.43A044.
> - Posters were presented at the Society for Research in Child Development included:
>   - Bernstein, D.M., Wierda, M., Glasbergen, T., Azdad, H., Koot, H,, & Begeer, S. (2013, April). *Egocentric bias in children with Autism Spectrum Disorder.*
>   - Caza, J., Atance, C., Belanger, M., & Bernstein, D.M. (2013, April). *'Babies Know What I Know': Younger Preschoolers Overestimate Infants' General Knowledge.*
>   - Coburn, P., Bernstein, D.M., Jayakar, R., Thornton, A.E., & Thornton, W.L. (2013, April). *False belief understanding relies on working memory in adults.*
>   - Coolin, **A., Aßfalg,** A., Bernstein, D.M., Thornton, W.L., & Sommerville, J.A. (2013, April).

> *Decomposing the psychological processes underlying developmental changes in theory of mind.*

- **Genni Gunn (Creative Writing)**: *Alternate Visions* Opera, premierd in Montreal 2007, was showcased at the Opera America conference in Vancouver at the Playhouse Theatre (May 2013)
- **Nicola Harwood (Creative Writing)**: *KHAOS the Opera*, premiered in Nelson, BC 2012, was showcased at the Opera America conference in Vancouver at the Playhouse Theatre (May 2013)
- **Jack Hayes (History/Asian Studies)**: "From Great Green Walls to Deadly Mires: China's Western and Northeastern Wetlands as Military Environments and Ecosystems." *Water History*, 5:1 (2013): 7-26.
- **Michael Ma (Criminology)**: "Chapter Eight: Integration and Inclusion of Newcomers and Minorities in Peterborough, Ontario" (co-author Dr. Davina Bhandar) in *Immigration, Integration, and Inclusion in Ontario Cities*, McGill-Queen's University Press (Feb 4 2013) ISBN-10: 1553392922
- **Greg Millard (Political Science)**: "The Jealous God: A Problem in the Definition of Nationalism" published by *Ethnicities,* online database
- **Cory Pedersen** along with student **Hayley Leveque (Psychology)** had their research on human sexuality referenced by Dan Savage in the *Georgia Straight* entitled "Emerging Adulthood: An Age of Sexual Experimentation or Sexual Self-Focus? A Moderated Mediation"
- **Diane Purvey (Dean of Arts)** co-wrote with John Churchley and Patricia Neufeld "Relational Acumen" in *Advances in Educational Administration: Understanding the Principalship, An International Guide to Principal Preparation*, Eds. Charles L. Slater and Sarah W. Nelson, Emerald, 2013, pp. 171-195.
- **Constanza Rojas-Primus (Modern Languages)**: Book review on research ethics issues involving human participants published in the *Journal of Empirical Research on Human Research Ethics* (JERHRE), Vol. 8, No. 2, pp. 161-162. Andrés Roussos, Malena Braun, Julieta Olivera, Conductas responsables para la investigación en psicología: guía de trabajo [Responsible Conduct of Research in Psychology]. Buenos Aires: FUNICS, 2012, 261 pp. (978-9-8727-9380-7)

Public Presentations

- **Dorothy Barenscott (Fine Arts)** presented "Object Lesson: Vancouver's Tobias Wong" at the Association of Art Historians Conference at University of Reading (April 2013)
- **Cherylynn Bassani (Sociology)**:ongoing engagement of "Where is My Public Servant", Northern Ireland; presented "Creation of Social Capital" Assessment of Youth Program" and "An Examination of Family, Peer, School and Neighbourhood Social Capital on the Health of Immigrant Children in Canada" at the 84th Annual meeting of the Pacific Sociological Association
- **Galib Bhayani (Criminology)** attended the 40th Annual Western Society of Criminology Conference in Berkeley to present the "Model of Accountability within Policing in BC"; he is a member of the Independent Investigators Office of BC; and he presented at the Kwantlen Model UN (February 2013)
- **Jack Hayes (Asian Studies)**: presenter and discussant, Presidential Panel at the Society for Military History "The Convergence of Military and Environmental History"; attended the American Society for Environmental History annual conference as a panel discussant and moderator for "Nature Conservation and World Heritage in a Global Context" (March & April 2013); "Prospects for Development(s): Environmental Governance and China's New Leadership." *The Great Chinese Political Transition of 2012-2013 and Its Impact on China and the World Seminar*, Asia Pacific Foundation of Canada & University of British Columbia with a webcast available (March 2013)
- **Michael Ma (Criminology),** as an invited keynote speaker, presented "Too Asian" at the Community and Race Relations Committee
- **Sam Migliore (Anthropology)** gave a presentation entitled "Ethics, Etiquette, and Community Engagement" at the Walking the Community Engagement Talk: A Celebration of Partnerships in the Faculty of Arts. (March 2013)
- **Amir Mirfakhraie (Sociology)** participated in The Middle East and Islamic Consortium of British Columbia (MEICON), University of Victoria, Faculty Symposium: Canada's Contribution to Middle Eastern and Islamic Studies, presenting on "Global Education, Canada, and Curriculum Reform in Iran" (March 2013)

- **Brian Pegg (Anthropology):** "After the Gold Rush. Archaeology in the Fraser Canyon" presented at BC Studies, a multi-disciplinary conference associated with a peer reviewed journal (May 2013)
- **Diane Purvey (Dean of Arts):** "After the Asylum: Making Public the Canadian Story," presented at Deinstitutionalization and After: Post-War Psychiatry in Global Perspective, University of Strathclyde, Glasgow, UK (May 9-10, 2013)
- **Yanfeng Qu (Modern Languages)** organized the 2013 Canadian Teaching Chinese as a Second Language Association Annual General meeting and Colloquium as the VP, Conference Chair, and Treasurer of the Association (April 2013); "Chinese Culture 'Preached and Practiced" was also presented at the event
- **Constanza Rojas-Primus (Modern Languages):** As part of the an inter-university project with CEFR (Common European Framework of Reference for Languages) Alignment for Post-Secondary Spanish Language Education, a talk was presented at the Standing Committee on Language Articulation (May 2013)
- **Sabine Stratton (Anthropology)** presented "Community Partnerships: The Whistler, B.C. Sled Dog investigation", in conjunction with the BC SPCA
- **Ashley Wright (History)**, as part of the Association for Asian Studies, presented "Social Purity and the Construction of the Opium Den in Colonial India and Burma" (March 2013)
- **Kira Wu (Fine Arts)** presented "Artistic & Cultural Inquiry; Exploring Opportunities for Interdisciplinary and Collaborative Research" at Walking the Community Engagement Talk: A Celebration of Partnerships in the Faculty of Arts (March 2013); she is also a Steering Committee member for the South Fraser Inter-Arts Collective (Artist-run collective)

Community Engagement:

- **Seema Ahluwalia** organized the following events in March 2013:
    - KPU Aboriginal Gathering Place Public Lecture entitled "Reality and Rhetoric in the Reconciliation Discourse" by Dr. Greg Younging (UBC Okanagan and Former Assistant Director of the Truth and Reconciliation Commission of Canada)
    - Professional development workshop for faculty, students and community partners entitled "Artistic and Cultural Inquiry: Exploring Opportunities for Interdisciplinary and Collaborative Research" featuring Dr. Ashok Mathur (TRU, Canada Research Chair in Cultural and Artistic Inquiry) and Kira Wu (KPU, Fine Arts)
    - Screening of award-winning documentary "The Thick Dark Fog" (Randy Vasquez, director) followed by Q&A with Dr. Greg Younging (UBC Okanagan), Carl Boneshirt, Sr (Sicangu Lakota Nation), and Lillian Howard (Mowachaht First Nation, Metro Vancouver Aboriginal Committee)
    - Public Education Symposium entitled "Indigenous Resurgence: An Invitation to Unite and Defend the Land, Air and Water" with Cheryl Gabriel (Kwantlen First Nation), Lillian Rose Howard (Mowachaht Elder); Dr. Greg Younging (UBC Okanagan); Dr. Ashok Mathur (TRU, Canada Research Chair in Cultural and Artistic Inquiry); Tamara Starblanket (Vancouver Native Education College); Lisa Monchalin (KPU, Criminology); Blue Horse Drum Group (Vancouver/Hope); Carl Boneshirt (Sicangu Lakota)
- **Daniel Bernstein (Psychology)** organized the NOWCAM conference with students from his lab and the Kwantlen Psychology Society held at KPU (May 2013)
- **Geography** participated in Science Rendezvous (May 2013)
- **Jack Hayes (History/Asian Studies)** is now the Associate Editor (China) of the journal *Pacific Affairs* in January and joined the executive board of said journal at the same time. This journal publishes quarterly on policy and related subjects in India, Southeast Asia, China, Japan, and the Koreas.
- The **Psychology department along with WorkSafe BC** and **Western Forest Products** is working to improve safety through improved training programs for provincial tree fallers. A research study concerning hazard recognition occurred at KPU Richmond (April, 2013). The research involves using 3-D digital photography and training under degraded visual conditions to better identify potentially hazardous conditions.
- **Fiona Whittington-Walsh (Sociology)**: The Vagina Monologues, organized by SOCI 3245 students, raised money for the Battered Women's Support Services of BC and WISH Centre for sex-trade workers (April 2013)

Institution-Wide Initiatives:

- **Daniel Bernstein (Psychology)** awarded the Canada Research Chair Tier II for Lifespan cognition; Canada Foundation for Innovation in support of CRC nomination (March 2013)
- **David Burns (Educational Studies)** presented "Transitioning to University: Education Versus Schooling" at the KPU Open House and "Understanding University: The Hidden Curriculum" as part of the KPU Boost camp (2013)
- **Fine Arts** provided workshops for the Aboriginal Open House for high school students across the Lower Mainland (April 2013)
- **Tracey Kinney (History)** attended the Chair Academy, BC Leadership Academy (April – May 2013)
- **Constanza Rojas-Primus (Modern Languages)** initiated a workshop for the department, provided by Dr. Rhonda Margolis from RLM learning, "Intercultural Pedagogy in the Language classroom: Translating Theory into Practice"
- **Fiona Whittington-Walsh (Sociology)** presented "Hope is Not a Plan" documentary with a panel from UBC, KPU, Civil Rights Now!, and the Kwantlen community (April 2013)

Student Success

- The **Faculty of Arts** helped to fund a student delegation to represent KPU at Harvard's World Model UN conference in Australia,led by **Saaed Abu-Haltam (Sociology. Saaed**along with **Kurt David Renvall (Political Studies)** received the prestigious Harvard's Model UN Diplomacy Award. Delegation also included **Sana Sohel (English/Creative Writing)** and **Nubwa Wathanafa (Sociology)**
- **Wajdi Abunnadi (Political Science)** was offered admission to University of Alberta, MA in Political Science program (thesis option)
- **Sarah Boorman (Psychology)**, Honours student, was offered admission to Graduate programs in Public Health from UBC, SFU, UVic
- **Lecia Desjarlais (Psychology)**, Bernstein Cognition Lab Supervisor, was admitted to the graduate program in Community and Regional Planning, UBC
- Six students, with the largest contingent from Kwantlen, participated in the 2013 BC Mandarin Speech Contest (March 2013); **Jennifer Hoff** won third prize in Non-Heritage Beginner Category; **Bjorn Jivung** won third prize in the Non-Heritage Intermediate and Advanced Category
- **Shewit Kidane (Political Science)** was part of an extensive write-up in the Vancouver Sun exemplifying the spirit of political engagement among youth.
- **Charmaine Leung** and **Betty Yeung (Educational Studies)** Undergraduate Research Assistants co-presented "Principles for Environmental Education" and "The Moral Content of Environment Education" (May 2013)
- **Niloufar Saffari (Psychology)** has been accepted into the graduate program in Occupational Health and Safety at UBC with an entrance scholarship (Fall 2013)
- **Bertrand Sager (Psychology),** Research assistant and lab member, wasadmitted to the graduate program in Psychology, SFU
- **Mariko Trurumura (Modern Languages)** was awarded the Confucius Institute Scholarship by the Chinese government to study Chinese at Beijing Foreign Studies University (Fall 2013)

School of Business

The KPU School of Business team competed in the APEX Biz IT Global Case Competition in Singapore May 12-16th. Earlier in 2013, the KPU team won the SFU Case IT Competition for the second straight year. Unfortunately, Natasha Campbell, Larisa Gorodetsky, and Steven Vu, along with their faculty coach Richard Wong (the team that won the APEX Competition last year) did not make the cut into the final round. We congratulate them on their exceptional year of competition results. Natasha and Larisa graduate this year and we look forward to hearing of their accomplishments.

The School of Business Supports the Local Business Community

Student Successes:

A team of B.Tech students composed of Anitia Lee, Justin Stevens, and Prasidha Thapa, which was led by Chris Chu, completed the Newton Business Improvement Area website. The team worked closely with Tracy Kalaw, Investment and Intergovernmental Liaison, Economic Development Office of the City of Surrey. She commented, "They have been a pleasure to work with and have created something really good …They have excellent communication skills and listened well to us as 'clients'."

Four business students, Ryan Sengara, Justin Soobotin, Keith Knight and Scott Henning, participated in the Vancouver Board of Trade April 30th Round Table on "Mining Builds Communities".

KPU School of Business student, David Dryden, was successfully named to the Surrey Board of Trade "Top 25 under 25". Chris Chu, who led the teams that developed the Newton Business Improvement Area website development team, was also a contender but did not make the list this year.

Faculty Successes:

Andrew Frank, a contract instructor in our department of Applied Communications, produced and launched an advocacy PR campaign for the Coastal First Nations during the last week of March. The campaign commanded newsworthy coverage on national and local television, radio, and several major newspapers. In less than 3 days, the video he produced had gone "viral" on the Internet with over 50,000 views. The campaign reflected the Coastal First Nation's concerns about the perils of oil tankers on the coast.

Dr. Mohammad Akbar, Economics, spoke with a committee of the Surrey Board of Trade on the *Investment Canada Act.* Ray Hudson, Manager, Policy Development and Communications in his thank you note said: "It [the presentation] provided a framework for our better understanding and a direction for action on the issue of foreign ownership."

David Ingre, long-time instructor in Applied Communications, presented "More Than Just Words" to a Surrey TALK audience.

Three KPU business faculty, Rich Tong, Robert Ironside and Chamkaur Cheema, volunteered to be speakers and judges in the "Forward Vision Business Conference", a high school case competition with 70 participants on April 25th 2013.

Other Faculty and Student Successes:

Dr. Stephen Peplow, KPU Business Quantitative Studies faculty, has developed a method for extracting spatial statistics by GIS that uses the statistics in an economic model that can be utilized to predict legislative outcomes. It will appear in a future issue of the peer-reviewed *International Journal of Humanities and Arts Computing*. Two Kwantlen students, Amy Zhang and Malcolm Little, worked as paid research assistants, supported by the 0.6% Targeted Fund, who assisted Dr. Peplow in developing this method.

Minli Lian, also with KPU's Business and Quantitative Studies department, successfully defended her dissertation for her PhD in Finance. Dr. Minli Lian will participate, as an invited presenter, at the World Finance Conference in July of this year. Her presentation "Explaining Hedge Fund Performance Fees" is based on the research conducted for her dissertation.

Dr. Abhijit Sen, CSIT faculty member and Prof Zhiqiang Yao of the North China Institute of Aeronautical Engineering (NCIAE) co-authored "The Realization of Students Ranking Assessment Management Information System". This article was published in the Journal of Software (Vol. 8, No. 3, March 2013) Special Issue: Ubiquitous Information Management and Communication.

Dr. Xing Liu, Chair of CSIT, and fourth-year BTech student Christopher Dong had their paper entitled "Development of Android Application for Language Studies" accepted for presentation to the international conference on "ICT in Teaching and Learning 2013".

Other Successes:

ASK, the student accounting club, raised over $1,100 in an evening fundraiser for the ALS Foundation. ASK has a community relations component in their mandate. Accounting students, under the guidance of faculty member Jane Chong, provided assistance, in the completion of income tax filings, to special needs groups. Accounting students in our fourth-year Not-for-Profit Accounting course provided 6 hours of free assistance to not-for-profit organizations that had various accounting challenges.

The Office of International Students and Scholars and the School of Business have partnered to offer a limited number of scholarships to Business students who wish to participate in the FHNW Swiss Summer School in Basel, Switzerland.

Community & Health Studies

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

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

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

- BPN students continue to be engaged in an International Nursing Module with Napier University of Edinburgh which began in January 2013. This is part of a longitudinal research project, commissioned by the CAHS International and Global Education Committee. This project will continue into 2014/15.
- BPN met with its Program Advisory Council on March 12, 2013.
- 2 BPN Faculty members participated at the 2013 RPNC World Congress for Psychiatric Nurses in Winnipeg, MB from May 2 to May 4, 2013. One Faculty member participated at Chair Academy workshop from April 28 to May 3rd, 2013 in Vancouver.
- 2 Faculty members have been accepted for Ph. D programs at Northern Colorado State University, CO, USA.
- One HCAP graduate joined the BPN in May 2013 and another will join semester 3 in May 2014 after completion of 2 prerequisites.
- BPN Faculty (regular and contract) completed a 3 day BPN retreat in Langley campus from April 23 to 25, 2013 as part of their professional development.
- 2 BPN Faculty members received Non-Violent Crisis Intervention program's Train the Trainer Certificate and will be holding NVCI classes for Kwantlen community through Professional Studies.

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

Attrition across the BSN Program:

Year	Semesters	Number of Students	Comments
One	One	**30**	January intake: 32 2 failed BIOL 1160 **This semester is not running in May**
	Two	**30**	Started semester with 31 students 1 withdrew from Program. Student realized that nursing is not for her

Year	Semesters	Number of Students	Comments
Two	Three		End of April: (cohort of Sept 2012-Jan 2016) 2 failed BIOL 1260 1 applied for compassionate withdrawal
		29	***This semester is not running in May***
	Four		Started semester with 31 students
		31	No change in numbers
	Consolidated Practice 2		End of April: (cohort of Sept 2011-Jan 2015) 1 student failed Nursing Practice 4 and has returned into semester 4 in May 2013
		27	May: This is the last running of this course
Three	Five		End of April: (cohort of Jan 2011-May 2014) 1 student failed Nursing Practice 5
		23	***This semester is not running in May***
	Six		Started semester with 23 students
		23 + 4 = 27	4 students from Scotland added for 5 weeks for the Nursing Practice 6 course
	Consolidated Practice 3 & 4 (CPE 3 & 4)		Started semester with 31 students CPE 3 is a preceptorhship experience in acute care CPE 4 is a preceptorship in the community No change in numbers
		31	
Four	Seven	31	End of April: (cohort of Jan 2010-May 2013) All students successful ***This semester is not running in May***
	Eight		Started semester with 30 students This is the final preceptorship in either acute care or community.
		30	No change in numbers
	Total as of May 13:	**172+29 (who are in semester off) = 201** (added only numbers in red & larger font)	

Admissions:

- Monthly Information Sessions are incorporating feedback from Faculty and potential students by having more discussion about the role of the nurse, as well as small-group break outs, a tour of CAHS and a short presentation from current students.
- Attendance for the Info Sessions is at 30-40 people per session. Potential students providing feedback that they find the sessions very helpful.

Curriculum:

In this period the BSN Faculty participated in two full Curriculum planning sessions resulting in the following outcomes:

- BSN Curriculum philosophy was reviewed and revised to improve the meaning and application for students and Faculty. Follow-up from this review will include updating the existing BSN Curriculum map, updating the Ecological health section, and threading Aboriginal health and learning through three key elements of the philosophy as revised.
- Students who completed the program in April (32) participated in program evaluation activities which included survey completion and focus group participation. Feedback from this group reinforced the message we have been receiving from students for a long time, namely that they want formal, definitive time within the curriculum dedicated to learning Pharmacology. Therefore, Faculty has formed a working group to present recommendations to BSN Curriculum Committee by June 30 2013 on how this might be planned and operationalized.
- The Professional registration exams for nurses will change significantly in 2015. The exams will be modeled after the licensing exams offered to nurses in the USA. This is a significant change for Nursing education and professional regulation in Canada. To date, Faculty used resources to help students prepare for the Canadian exams which follow a markedly different approach to testing for foundational nursing knowledge. Therefore to promote success in our graduates, Faculty are working to identify what resources exist that will help students master the style of exam and focus on the content typically tested in these new exams. Once the range of resources are narrowed down, a recommendation will be made to students and Faculty to utilize specific learning resources that Faculty deem to be the most comprehensive and helpful to promote success on the exams. In addition, content on pathophysiology and related nursing care in our program is being evaluated by another working group to assess the extent to which our courses will prepare students to succeed on the licensing exams in 2015. This working group will make recommendations to BSN Curriculum Committee by the summer so that Faculty will have an opportunity to decide if and how the pathophysiology content and its application to nursing practice might be augmented.
- The Chair of Curriculum and additional Faculty within CAHS are being supported to attend the upcoming Canadian Association of Schools of Nursing (CASN) Conference being held in Vancouver. As part of this conference, Faculty will participate in the workshop dedicated to reviewing how the licensing exam will differ come 2015.
- Work continues on gathering data to support our decision to acquire accreditation from the Canadian Association of Schools of Nursing (CASN). For example, key themes identified within the curriculum (leadership, end of life care) are expected to be integrated at various semesters in order to build students' depth and breadth of knowledge. Those themes are being tracked to ensure the appropriate learning outcomes are achieved by students.

Simulation:

- The spring semester simulation experienced a record high number of students participating throughout CAHS.
- The summer semester was kicked off with an open simulation lab time, enabling students returning to school after a break to come in and brush up on their nursing skills. This was a 3 day opportunity to practice any and all skills learned to date as well as new skills. Students from different programs worked together in both the psychomotor labs and simulation labs.
- The simulators and members of the simulation team participated in the KPU Open House as well as the Science Rendez-Vous.
- Summer semester will see the open simulation drop-in continue with a larger focus on case scenarios and interdisciplinary collaboration.

Update on Research and Scholarship:

- Dr. Balbir Gurm and Sherilyn Sweeney are conducting a study to understand the benefits of Faculty field schools/academic tours. Dr. Gurm facilitated a 12 day field school for 11 individuals to India. The purpose was to understand alternative healing practices and Indian culture.   The purpose of the study is to understand if field schools can help internationalize curricula. Can Faculty incorporate the knowledge gained into their teaching practices?
- Dr. Balbir Gurm, and the NEVR (Network to Eliminate Violence in Relationships) team have completed a study Understanding Abuse from Multiple Perspectives. The research explored abuse from the perspective of the lived experience of victims, offenders, and stakeholders in the community such as health care professionals, members of the justice system, and community service providers. The goal of the project was to gain a holistic understanding of the domestic abuse cycle for women from multiple perspectives and be able to identify and fill the gaps in community services offered to improve the lives of those affected by female domestic abuse.

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

- Laurel Tien was appointed Program Admissions and Progressions Chair (three year term).
- 18 BPN graduates entered the program in semester 3: total 33 students in cohort.
- June Kaminski became President of the Xi Eta Chapter, Sigma Theta Tau International Nursing Honor Society.
- June Kaminski joined the Truth and Reconciliation Steering Committee and will lead the Langley campus main event on September 20, 2013. A presentation regarding this initiative was given at the CAHS FoW meeting on May 3rd.
- Eleven new Faculty hired to teach summer semester Practice and Praxis 3: Capstone 1.
- Semester one and two curriculum is now being refined based on student and Faculty evaluation to meet the learning needs and utilize technology better in the future.
- Faculty are revising the three Qualifying Courses for CRNBC re-approval (deadline May 21):
- GNQU 1301: Fundamentals of Mental Health Nursing
- GNQU 1309: Fundamentals of Maternal/Child Nursing
- GNQU 1321: Fundamentals of Pediatric Nursing
- June Kaminski co-led an educational webinar for the Canadian Nurses for Health and the Environment on "Tar sands, Pipelines, and Super Tankers: Moving to Resolution" on April 15 and is co-writing a national resolution for action for the Canadian Nurses Association to support education and climate change action.

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

- Starting May 6, 2013, the GNIE program has semesters one and three in session. Semester three has 34 students currently enrolled; two students failed the surgical clinical course that finished March 2013 (the January 2013 semester had an overload variance of one person). Both students indicated that they wish to return to semester two to complete the program in the future.
- Semester one has 35 students enrolled in the program as of May 6, 2013.
- The May 2012 intake graduated 31 students as of April 2013; these students will be eligible to sit the June 2013 Canadian Registered Nurse Exams.
- Results from the February sitting of the Canadian Registered Nurse Exams has shown a positive trend for students graduating from the GNIE program.

CRNE Exam	Pass	Fail
February 2013	87%	13%
October 2012	77%	23%
June 2012	69%	31%
February 2012 No first time writers	N/A	N/A
October 2011	79%	21%
June 2011	81%	19%
October 2010	55%	45%
June 2010	52%	48%
February 2010	85%	15%
October 2009	85%	15%
October 2008	52%	48%
February 2008	81%	19%

- The new course outlines for the upgraded GNIE program have received Senate approval and are being implemented starting September 2013. The new course outlines and changes have been approved by the College of Registered Nurses of British Columbia (CRNBC). Faculty members are developing the various courses slated to be taught in semester one in September.
- The Admission Requirements for the GNIE program have changed slightly in that the requirement of having graduated from a program within the past 10 years is being eliminated. This decision was made as there was no literature to support this requirement. As well, the CRNBC currently evaluates internationally educated nurses extensively prior to recommending nurses take the GNIE program. This change received Senate approval.

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

- GNUR 1104 (Pharmacology) and GNUR 1180 (Workshops and Labs) completed May 19th. Fourteen students successfully completed Pharmacology. 20 students successfully completed the workshops and labs and are now entering into GNUR 1210 (preceptorship).
- GNUR 1120 (theory) was cancelled for the summer semester due to poor registration. The course will now be offered for the fall semester.
- Four students completed preceptorship within this time frame.

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

Students	17 students of January 2013 intake were successful in semester 1. 16 will move on to semester 2 - One student left program to follow another career path 60 applicants for September 2013 intake 14 have met the pre-reqs and have been offered a seat in the program
Program	- Commenced discussions with Home Support Agencies to secure additional practicum placements for summer 2013 - Consultation process complete. Draft Vision, Mission and 5 Year Plan for the HCA program ready to go forward to AP&P and Budget and Faculty Council
Faculty	- Program Coordinator position filled, Judith DeGroot is the successful candidate - Beant Sindhar is the successful candidate for the .5 Faculty position

7. **HEALTH UNIT COORDINATOR (HAUC):**

January 2013 Evening Cohort:

- One student withdrew during the first semester for personal reasons.
- The evening cohort has entered into their second semester with a total of 23 students.
- Instructors Lisa Gedak and Michelle Home developed a SIM lab for the evening cohort that provided students with an opportunity to develop their communication skills in simulation. The telephone lab at the Cloverdale campus was utilized for this exercise and student feedback forms indicated it was a positive learning experience.
- Students have requested an additional opportunity to further develop their communications skills in simulation during semester 2.
- This cohort raised funds and collected items for the Langley food bank, Big Brothers and Children's Hospital Foundation. They raised approximately fifty pounds of food for the Langley food bank. They dropped off six full car loads of clothing and household items to Big Brothers and raised $2238.00 for BC Children's Hospital Foundation at the Shark Club Pub night Fundraiser. A great success! This information was shared with Joanne Saunders, Communication & Marketing Services and Nicole Poole will include it in the "Gives Back" summer edition.

September 2012/2013 Day Cohort :

- Two students who were academically unsuccessful withdrew from the program in the second semester.
- Currently we have 22 students on practicum, which will conclude at the end of May.

- Michelle Home developed a student orientation and scavenger hunt for the HAUC day cohort using the nursing SIM labs 1830 and 1840. Student feedback is currently being processed.

Community Engagement:

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

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

- The BC Ministry of Health is in the process of finalizing the funding allocation for the next fiscal year of operation for the BC IEN Assessment Service.
- Successful Advisory Committee meeting in March 2013.
- Work continues between the BC IEN Assessment Service and the BC Ministry of Health to create a sustainable service for the assessment of internationally educated nurses (IENs).
- The Professional Studies' Office has been approached by the BC Nurses' Union to develop customized training opportunity for nurses who are moving from long term care into the acute setting.

9. <u>**SPECIAL EDUCATION TEACHING ASSISTANT (SETA)**</u>:

- March – overflow Info Sessions and Group Meetings.
- April – overflow Info Sessions and Group Meeting.
- SETA full-time program for September 2013 in Langley campus is now full (66 students - 2 cohorts of 33 students each).
- We had 208 qualified applicants apply for 66 positions.
- SETA part-time program for September 2013 in Richmond campus is still accepting applications (33 students – 1 cohort). We have currently 20 qualified applicants with more attending May info sessions.
- Sylvia Woodyard continues to participate on the EA Standards Committee whose current purpose is to develop and establish standards of practice for Education Assistants. The committee is currently working on goals for years 1, 3 and 5.
- Bill Cowell presented on Classroom Management at a Richmond School District Conference.
- Nancy Norman had a Research Article published in a scholarly journal.
- Nancy Norman presented research on anxiety at the American Educational Research Association in San Francisco and at the Society for Research on Child Development in Seattle.
- Carol Hansen developed a proposal for upcoming conferences on teaching person-centered practice.
- March 12/13 IPAC:
- Attended by all our Community Advisors for a successful and positive exchange of ideas and information about current industry/District needs and offerings.
- The request was made to have these meetings more than twice per year and the plan is to offer them three times per year.
- Faculty presented at the Kwantlen Open House event.
- Faculty presented at KPU School Counselors' Event April 25th.
- Representatives from a variety of School Districts Human Resources came to speak to both Langley and Richmond students about the benefits of working for their School District. School Districts represented were: Langley, Abbotsford, Maple Ridge/Pitt Meadows, Surrey, Richmond, and Vancouver.

The Chip and Shannon Wilson School of Design

Now that the academic year is complete, members of the Chip and Shannon Wilson School of Design are engaged in a number of activities related to the ongoing operation of the School; these activities include student interviews and portfolio assessments for September intakes, Coordinator and faculty recruitment, program and curriculum reviews, course preparation, and professional development. In addition, they are highly involved in the development of new initiatives, including Continuing and Professional Studies offerings, the design of the new building for the School, and the defining of Design Pedagogy and investigating best practices in the scholarship of teaching and learning as it relates to Design.

Current Programs and Enrolments

As the programs complete their intake process, faculty are reporting two things: stronger candidates and lower than expected applicant numbers. While the cohorts will be filled, discussion has taken place regarding the drop in applications. Areas of examination have been identified and further work will take place in the Fall to ensure that applicant numbers are strong.

Future Planning

Design's Faculty Council approved a three year Faculty Plan for the Wilson School of Design at its May 13th, 2013 meeting. The Faculty Plan addresses the commitments made in the Business Plan, extends programming and international opportunities, and aligns with KPU's Strategic Plan and the foundations of the Academic Plan.

Space Planning

Current Renovations

In order to accommodate the current renovations on the first floor of the Richmond Campus, the Wilson School of Design's Dean's Office has been relocated to faculty offices on the third floor of the Design wing. The Dean's Office will remain in this new location until the new building is complete. This relocation, along with the implementation of the second year of the Product Design degree program and renovations to existing classrooms for studio/workshop/lighting lab/resource space, has put the School in very tight quarters. While extending the timetable across daytime and evening hours and into the weekend has provided a solution for student space, further creative alternatives will be needed to accommodate new faculty members coming on board.

New Building

The functional space program for the new building is nearly complete and as can be expected, the results are indicating a need for more space than is available. The User Committee, comprised of representatives from Design, Facilities, and Senior Leadership, has engaged in a number of discussions regarding the possibilities for this space. The difficult task now begins in determining what might be omitted, left behind, or reconceptualized.

KPMB Architects and Public Architecture and Communication, the successful team leading the design for the new building, met with KPU's Program Management Committee and Design Team on May 14th and participated in a detailed site visit. They are in the process of planning a series of Design charrettes with faculty, staff, alumni, and the community that will both aid in envisioning what the building can be and assist the decision-making regarding space allocation.

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

Bachelor of Interior Design Receives Six Year CIDA Accreditation

The Bachelor of Interior Design recently received notice from the Council of Interior Design Accreditation (CIDA) informing the program of their decision to grant another full six year accreditation. This is a significant accomplishment and demonstrates the consistently high quality of student and faculty work. Kwantlen's is the only Interior Design degree in western Canada to be accredited. With the impending shift over the next few years towards an accredited degree as entry to practice, it puts KPU in an excellent position as one of the preeminent interior design programs in Canada. In light of these coming changes, faculty have been developing bridging courses in order to facilitate entry for current practitioners in need of degree level credentials.

The Exchange

The Chip & Shannon Wilson School of Design hosted a three day event called The Exchange at the River Rock Casino Resort from April 15-17, 2013. The Exchange celebrated the convergence, interaction, and dialogue between students and professionals engaged in design. During this three day event, graduating students from all design disciplines came together to showcase their work in The Exhibit, hosted a panel discussion on design at The Event, and capped off the three day event with The Show a fashion show showcasing 4th year collections.

This was the first time the School of Design's emerging designers collaborated and showcased their work together. This year's event was a great success drawing in over 2300 people over the three days including industry partners, media, community, parents and alumni. The Exchange allowed for student from all design disciplines to come together, showcase student work, and bring together community. This year's exhibition of student work at The Exchange reinforced the academic reputation of the School of Design and KPU as a whole.

GDMA Student Fundraising: Potluck Café Society

The graduating students of the Graphic Design for Marketing degree program (GDMA) raised over $1500.00 for the Potluck Café Society, a non-profit organization that helps the residents of Vancouver's Downtown Eastside. Funds were raised through the production and sales of a cookbook, Recipes for Success; a silent auction held at The Exchange; and a donation of the proceeds from a viewing of Coast Modern, an independent film that Premiered at Vancouver's Doxa Festival in May 2012, held by the Interior Design students. The students' contribution will help to support the Potluck Café Society's vital and highly successful community programs.

FASN & FMRK Student Fundraising: Breast Cancer Health and Awareness

Faculty member Sharon Greeno and the Fashion/Fashion Marketing students participated in the annual "Bust a Move for Breast HealthTM" - a community fundraiser celebrating positive advancements for breast health. Through the sales of baked goods and a raffle of industry gifts, the group raised over $1,000.00 to contribute to this important cause.

Kwantlen Fashion Design and Fashion Marketing Students Collaborate in Surrey Museum Exhibit

Students from the Fashion Design and Fashion Marketing programs collaborated on an exhibit for the Surrey Museum, titled In the Style of…. The following is an excerpt from the Surrey/North Delta Leader (May 16, 2013, pg.41):

What would you do if you were offered the opportunity to create a composition for an influential fashion designer such Christian Dior, Oscar de la Renta, or Vivienne Westwood? How would you put your own spin on their iconic

style? This is was the question posed to Kwantlen Polytechnic University fashion design and marketing students when the Surrey Museum began the planning process for its new feature exhibition, In the Style of…

The exhibition, which is on display until June 8, celebrates the innovators, pioneers and architects of 20th century fashion as interpreted by Kwantlen fashion design students. Kwantlen students were asked to adapt a found garment by cutting, tearing, stretching, shrinking, burning or other method to capture a designer's signature look, while demonstrating their own personal style.

Kwantlen fashion marketing students were then challenged to collaborate with the fashion design students to create the displays used in the gallery to showcase the student creations.

This collaboration was met with great enthusiasm by the Surrey Museum staff, who expressed the desire to work with KPU on other collaborative projects in the future. (As well, the Richmond Art Gallery has expressed an interest in developing collaborative partnerships with the Wilson School of Design.)

Congratulations to fashion marketing/fashion design faculty Lindsay Norris for her devotion to this installation during her first year as faculty with Kwantlen. She worked tirelessly with museum personnel, students from both fashion programs, curator Ivan Sayers, and other fashion faculty in this first ever collaboration between students from the two fashion programs.

2009 Kwantlen Grad Recognized in North Shore News

Kwantlen Polytechnic Fashion Design & Technology 2009 graduate Patty (Boetzkes) Nayer was recently recognized in the North Shore News (Local designer offers eco-friendly options, Rosalind Duane, May 12, 2013) for her collection of eco-friendly bridal wear. Nayer knew from early on where she wanted to go with her career. For her graduation thesis, she designed three wedding dresses created with eco-friendly fabrics and called the line, PURE MAGNOLIA, the name that she still uses four years later for her wedding dress studio in Lynn Valley.

Patty attributes her success to offering made to measure dresses and plus sizing to her customers. As part of her focus to offer eco-conscious garments, Nayer's wedding dresses are created in her studio. Nayer also reconstructs garments from scrap fabrics and as part of her annual sample sale, invites her clients to bring in their dresses to sell on consignment alongside the samples.

Duane explained that Nayer's eco-minded approach to fashion was inspired by her childhood growing up on the North Shore surrounded by nature. Knowing how hard it is to make it in the apparel world, and be successful, Fashion faculty member and one of Nayer's former instructors, Cosimo Agostino, expressed how rewarding it feels for him to see her success.

Faculty Achievement: Paola Gavilanez

Paola Gavilanez, faculty member in Interior Design, is a successful recipient of a grant from US-based IES (Illuminating Engineering Society). Selected for one of only 21 seats open to faculty across North America, Paola will attend the Teachers of Lighting Workshop in Peachtree, Georgia. This concentrated, hands-on workshop will provide "*instruction in design, science and technology of lighting to full time and part time academic faculty who currently teach and have responsibility for lighting education.*"

The high level of expertise that Paola will gain through this activity will be of benefit to all students and faculty in Design as they begin to integrate the use of the newly built Lighting Lab into their courses.

Faculty Appointments: Coordinator Positions

I am very pleased to announce that as of August 15, 2013, Andhra Goundrey will be stepping into the role of Coordinator, Bachelor of Design: Fashion and Technology and Sharon Greeno will be stepping into the role of Coordinator, Diploma in Fashion Marketing. Both Andhra and Sharon are long time and highly respected members of the Chip and Shannon Wilson School of Design and have made significant contributions to the Fashion programs and to their industry. They have a great deal to bring to these roles and we look forward to working with them in their new capacities.

Faculty of Science & Horticulture

Activity Report

April 11- 12: Our Faculty hosted the 7th annual South Fraser Regional Science Fair on the Surrey campus. 125 students from 31 schools in the Surrey and Delta areas, from grades 7 -12 created projects: biotechnology, earth and environmental sciences, engineering and computing sciences, health sciences, life sciences, or physical and mathematical sciences. Students competed to represent BC at the Canada-wide Science Fair in Lethbridge, Alberta, from May 11-18. Many faculty and staff acted as judges for the event plus organized science demonstrations and hands-on activities for the student delegates. Administrative assistant Barb Maloney was the key event planner.

April 25: Faculty and staff volunteered to present demonstration and lead hands-on activities for students attending the KPU Aboriginal High School Student Open House, Surrey campus.

May 2: Many faculty and staff participated in the High School Counselors Conference on the Surrey campus. At this event we showcased our Sustainability programs and the two new Biology programs.

May 11: Our Faculty hosted KPU's first Science Rendezvous. The Langley campus was transformed into a spectacular science experience. Over 500 community participants, primarily families, came to this free event to check out the exciting demonstrations, explosive experiments, and other hands-on activities. More than 60 faculty, staff and student volunteers from the Faculties of Science and Horticulture, Business, Arts and Community and Health Studies showcased scores of experiments. Community feedback was overwhelmingly positive. Science Rendezvous held its first event in 2008 in the Toronto area. Now, a national event, Science Rendezvous reaches over 30,000 people across Canada, promoting direct community involvement and enthusiasm for sciences. The KPU event was organized by Michelle Molnar, Faculty of Science and Horticulture Dean's Assistant.

In May we were given the green light to launch two new degree programs, **BSc Major in Biology and BSc Major in Health Science**. Info sessions for students and parents have been very successful. Students pursuing the B.Sc. Major in Biology will undertake a rigorous course of study that requires laboratory work and undergraduate research. The program will equip students for graduate study, health professional and teacher certification programs, or jobs in industry, government or academic research. The B.Sc. Major in Health Science includes a core of basic science, health science and elective courses that will provide graduates with not only a solid science foundation but also critical health research, communication, and management skills. Graduates will be prepared for careers in health care and research practice, and will also meet the prerequisites to qualify for entry into health professional schools or graduate studies.

The Minor in Medicinal Chemistry Program Concept proposal was approved by Senate on April 29th. It has been submitted to the Board Finance and Audit Committee for consideration on May 21.

For the first time, the Environmental Protection Technology (EPT) program is fully subscribed and the B. Applied Sci. in Sustainable Horticulture has close to 30 new applicants for September 2013 intake. This is a strong indication that new students are very interested in pursuing sustainability focused studies.

Faculty, Staff and Student Activities:

Roger Abrahamsen, Lee Beavington, Bradley Fessenden (Biology) have been acting as mentors for the inaugural KPU Biology Students Club which will launch in the Fall.

Ann Marie Davison (Biology): attended the Joint Conference of Human Genome Meeting and 21st International Congress of Genetics, April 12-18, Singapore and the Pacific Northwest Genetics Exchange, May 3 in Vancouver.

Jane Hobson and Pat Thomas (Biology): represented KPU at the Health Educator's Articulation Meeting at Capilano University, May 6-7 and the AD Instrument Data Acquisition and Experimental Techniques Workshop for Life Sciences and Kinesiology at University of Calgary, May 9-10.

Korri Thorlacius, Monica DeBoers and Ann Marie Davison (Biology): represented KPU at the BCBio Conference May 10th at Capilano University.

Carl Whitney (Biology): Outreach to Burns Bog Conservation Society: assisted in setting up a citizen science project that focuses on timing of seasonal events such as leaf emergence and flowering; initiated discussions of a long-term partnership between the BBCS and KPU with emphasis on research in the Delta Nature Reserve; provided information on bog organisms to the BBCS executive.

Jennifer Au (Chemistry): represented KPU at the annual British Columbia Council on Admissions and Transfer (BCCAT) Chemistry Articulation Committee meeting held on May 10th at Capilano University.

Paul Richard (EPT) met with 50 grade ten students at John Oliver Secondary School in Vancouver to promote our sustainability-related programs.
Paul Richard (EPT) is pleased to host PhD candidate Dilier Viciedo from Sancti Spiritus University, Cuba, in partnership with ISH, thanks to funding from AUCC. Dillier will be researching properties of compost lixiviate and effective micro-organisms and help EPT students who are involved in the composting research project. He is also participating in some EPT classes.
EPT student projects of note: A very original research project was completed by a graduating EPT student, providing estimates of the amount of greenhouse gases produced by the new food cart program of the City of Vancouver. While small, the contributions from the portable generators are not negligible, supporting the contention that permanent plug-in stations (originally intended for electric vehicles) could alleviate this particular source of pollutants. The EPT program has nearly finalized its move to the Langley campus, with the installation of the air monitoring equipment. Students will be active sampling ambient air quality during the months of May and June. Work has been initiated to see whether a partnership with Metro Vancouver and the BC Ministry of Environment can be developed to establish a year-round air monitoring program.
Don Mathewson (Physics): hosted APEG-BC R/D chapter meetings at KPU Richmond.

Tak Sato (Physics): gave the presentation entitled, 'Console Controlled Labs' at the Physics Articulation meeting, UFV on May 4.

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

Mar 12 - Langley Farmers Market AGM- Keynote presentation

Mar 20 - Vancouver Food Policy Council on Bio-regional Food System project
Mar 28 - Langley Town Hall Discussion- Has the ALR Outlived Its Usefulness?
Apr 10 - Vancouver Farm Folk /City Folk AGM- presentation on South-West BC Bio-regional Food System project

Apr 13 - Vancouver-Society Promoting Environmental Conservation. Workshop- Fruit Tree Canopy Management
Apr 29 - Dawson, YT- Presentation to Tr'ondek Hwech'in First Nation Government and Elders on the Yukon Food System Design and Planning Project

Kent Mullinix (ISH) and his team met with various community stakeholders and partners including:
   - Lana Popham, NDP Agriculture Critic and Agricultural Land Commission Chair Richard Bullock
   - Briefing meeting with Clair Gram, Vancouver Coastal Health re: south-west BC Bio-regional Food System project.
   - Whitehorse, YT- Briefing meeting with Minister Brad Cathers (Energy, Mines and Resources) re: Yukon Regional Food System project (with Caitlin Dorward and Norma Kassi).
   - Whitehorse, YT, Dr. Anyslie Ogden, Senior Science Advisor, Government of the Yukon, re: Yukon Regional Food System project.
   - Whitehorse, YT, Mr. Lyle Henderson, Deputy Minister- Energy, Mines and Resources, Govt. of the Yukon and others, re: Yukon Regional Food System project.
   - Ross McMillan, Ex. Dir. Tides Canada, re: briefing on south-west BC Food System project
   -Whitehorse, YT- Meetings with Yukon Agricultural Association Representative about the Yukon Food System Design and Planning Project.
   - Whitehorse, YT- Meetings with Yukon Government agriculture Branch staff about the Yukon Food System Design and Planning Project.

Kent Mullinix (ISH): represented KPU at the Yukon Agricultural Association AGM, Whitehorse, YT, April 29
Caitlin Dorward (ISH): BC Nature Annual Conference and AGM, Abbottsford- Presentation, Sustainable Food Systems for the 21st Century.
Norma Kassi (ISH): Mayo, YT- Presentation to Nacho Nyak Dun First Nation Government and Elders on the Yukon Food System Design and Planning Project.

Norma Kassi (ISH): Whitehorse, YT- Presentation to the Yukon Anti-Poverty Coalition re: Yukon Food System Design and Planning Project.
Anna Rallings (ISH and Sustainable Agriculture program): attended Coquitlam- Colony Farm Regional Park's "Partners in the Park" event, showcasing our vision for the potential Research & Education Laboratory Farm site at the park to the community.

Deborah Henderson (ISH – Bio-control and Food Safety). On behalf of KPU, coordinated the First National Workshop on Effective Micro-organisms in Sustainable Agriculture at Sanctí Spíritus Cuba, April 22-23, and gave the conference presentation "*Microorganismos Eficientes: Biostimulatory effects on plants*".
Deborah Henderson (ISH): Met with Cuban partners of Collaborative Food Security project in the province of Sanctí Spíritus Cuba to plan for the next year of Internships, research, and partnerships. She also hosted visit of AUCC to Kwantlen Students for Development project in Cuba, April 20-24, 2013.
Deborah Henderson (ISH). Published the article entitled, 'Vegetable Disease Management, the promise of biocontrol' in the 55th Annual Horticulture Growers' Short Course 2013 Proceedings, and 'Surviving a Municipal Pesticide Ban.' in Canadian Groundskeeper Magazine.
Andrés Torres (ISH). Published the article, 'Organic Strawberry Production under Protected Cultivation: Feasibility and Challenges.' BC Berry Grower Magazine.

Andrés Torres and Deborah Henderson (ISH). Hosted the ISH Research Greenhouse Open House bimonthly events to showcase research projects – these have been <u>very</u> popular with vegetable and ornamental growers and other industry members. They also hosted a tour for BC Institute of Agrologists.

Jim Matteoni (Horticulture): presentation and hands-on lab examination of the arthropods that are used for control of aphids in organic food culture, with tips on, "How to Get the Most out of Nature's Finest!". This was done at the monthly BCARA (British Columbia Association for Regenerative Agriculture) monthly meeting on the Langley campus.

Jim Matteoni (Horticulture): presented a talk at Darvonda Growers: "Let the insects do the work: Choosing landscape and garden plants to attract beneficial insects and get them to stay." This was a community talk to local gardening and floristry operations from across the lower mainland.

Jim Matteoni (Horticulture); presented a talk and discussion on 'Genetically Modified Plants and Transgenic Food Crops: What it means to us' at the BC Association for Regenerative Agriculture monthly meeting.

Bruce McTavish (Horticulture): chaired the board meeting for HortEduction BC (ITO for Horticulture and Agriculture in BC).

Bruce McTavish (Horticulture) participated in the strategic planning meetings in San Diego for the North American Plant Protection Organization (NAPPO). These meetings included government and industry representatives from Canada, US, and Mexico. March 17 -22.

Susan M. Murray (Horticulture): chaired the Board Certified Master Arborist Test Committee, International Society of Arboriculture, Champaign, Illinois, meeting in San Francisco, CA. April 24-26.

Shelley Murley (Horticulture): hosted a CHT primer week in Spaniards Bay, Newfoundland for O'Neill's Gardenland.

Poonam Singh (Horticulture): published the article entitled, **'**A new propagation method for rapid multiplication of chrysanthemum under *in vivo* conditions.' In the International Journal of Conservation Science.

Tony Puddicombe (Horticulture): has been asked to review a book for the provincial magazine "BeeScene".

Tony Puddicombe (Horticulture); was a scout for the Vancouver Cherry Blossom Festival.

Tony Puddicombe (Horticulture): hosted a class of 22 Grade 2-3 students at the Field lab in Langley. They weeded, added soil and dug over 6 planters in our demonstration vegetable garden. Many worms were found.

Stan Kazymerchyk (Horticulture): gave the following presentations**:**

> Mar 14: Western Washington Golf Superintendents Association, Anacortes, WA re: "Selling Capital"

> Apr 9:   BC Golf Superintendents Association, Summerland, re: "Pesticide Ban Strategy"

> Apr 11: BC Golf Superintendents Association, Vancouver, re: "Pesticide Ban Strategy"

> May 2: BC Golf Superintendents Association, Abbotsford, re: "Pesticide Ban Strategy"

> May 9: Vancouver Island Sportsfield Managers Association, re: "Sustainable Fertility Management

Carol Barnett (Horticulture): taught plant propagation to a class of advanced students in the Master Gardeners Advanced Program, Van Dusen Gardens, Vancouver.

Carol Barnett (Horticulture): is a member of the organizing committee for the International Plant Propagators' Society Western Region Annual Meeting for 2014.

Michelle Nakano (Horticulture): published an article in Landscape and Groundskeeping entitled, 'Green Roof Plants: Establishment, Viability and Maintenance'. This was a collaborative research project (2010-2013) with the Centre of Architectural Ecology, School of Construction and Environment, BCIT. Funding was provided by Agriculture and Agri-Food Canada, through the Canadian Agricultural Adaptation Program (CAAP) delivered by the Investment Agriculture Foundation of BC. Further funding provided by the BC Landscape and Nursery Association, BCIT, and Kwantlen Polytechnic University.

Michelle Nakano (Horticulture) led her Hort 2420 Landscape Design 2 students in the creation of landscape designs for the Langley Montessori School playground, as well as a foundation planting for a new road sign at the Langley Secondary School.

Over the Spring semester the School of Horticulture hosted weekly gardening adventure for student from Douglas Park Elementary School.

On **April 10** the School of Horticulture vegetable production students hosted their research project abstract and poster presentations. These included a variety of sustainable production methods, examination of innovative crops, and evaluation of cultural production recommendations to maximize crop growth and development.

On **April 13** the School of Horticulture hosted its annual Awards Celebration Night at the Langley Coast Hotel. Students were able to mingle with the award sponsors and enjoy an evening of celebrating the 20th anniversary of the Kwantlen School of Horticulture.

On **April 27** the School of Horticulture hosted the Annual Plant Sale and two day staff presale.

Dean Betty Worobec accompanied Deborah Henderson on visits to the University of Sancti Spritus, Cuba from April 20-24 where she met with AUCC and university dignitaries, officials from Sanidad Vegetal and LabioFam, all of which are partners supporting the work terms of KPU student participants in Kwantlen Students for Development. She attended the conference where our students presented their research projects and a Cuban National Research Conference organized and hosted by all partners, including KPU.

Faculty of Trades and Technology

Cloverdale Campus – Program Updates/Growth

APPLIANCE SERVICING Program

A new partnership was established with Rinnai Corporation, a manufacturer/distributor of gas water heaters, tank less heaters, area heaters and other gas home products. As an official Rinnai Training site, this partnership will include displays, courseware, hardware and personal support, as well as a substantial donation of products to KPU Plumbing and KPU Appliance Service Technology programs. This is a collaborative effort of both the Plumbing and Appliance Servicing programs to be able to increase our training offerings to students and industry.

PSCM Program

The Public Safety Communications Program (PSCM) staged it's final exam on Thursday April 25, 2013, where students of the program participated in a simulation of "a day in the life" of a tri-service emergency communications centre. Industry professionals from police, fire and ambulance volunteered their time to participate as field units and to provide feedback. The students performed extremely well and were commended on their actions and team working skills. They are now looking forward to entering into their new careers. Prospects are looking good. Recruiting is currently underway for the September 2013 intake to the program.

The provincial government should mandate foundational training for those people who answer 9-1-1 calls and work in emergency services communications centres. While there are a number of in-house training programs for this career, there are no professional standards for hiring emergency communicators. The Kwantlen Public Safety Communications Program gives its graduates a sound foundation of tri-service emergency communications. Our students are well prepared, both personally and academically for the rigors of this demanding profession.

CADD Technologies - KPU Builds – Bula Build Fiji 2013 - "A Resounding Success On Every Level"

On a Humanitarian Level, 8 homes were completed during the week in Koroipita, Fiji. There were 8 build teams of 7 people each; 3 Canadian teams, 3 American teams, 1 New Zealand team and 1 mixed team. A total of 22 homes were completed over 3 weeks through this World Build Project. About 100 homes have now been built in the community - the goal is to build about 300.

The purpose of this mission is to restore lives through a stable and safe community and to eradicate sub-human living conditions in Fiji. The evidence of the success of this vision is apparent in the people living in this community. The residents welcomed us warmly and many friends were made.

On an Educational Level, the success was profound. Our team was made up of 17 students (one from CADD) and 6 faculty/administrators (Daryl and Joanne Massey, Jane Fee, Steve and Preet Dooley and Don Reddick). At Kwantlen, we provide excellent educational and professional training for our students. What this type of activity provides to our

students (and to our faculty/administrators) is a personal enrichment that makes them better people and citizens of the world. We are hopeful that the future sees Kwantlen embrace this type of outreach program, and that these new contacts and friends will eventually find their way into our Kwantlen community.

We would like to thank and congratulate the students who undertook this venture and are largely responsible for its success. As well, Kwantlen Polytechnic University should be commended on its support of this initiative and encouraged in viewing this type of program as a very worthy inclusion to our educational vision.

Electrical Program

The Level 3 class is running smoothly and we are proceeding towards implementing the level 4 program. This fall we expect to run another Foundation program as an experiment in the afternoon/evening shift.

Welding Department

2013 has been an exciting and productive time for our welding department. Some highlights include:

- New program offerings
- Shop expansion
- Equipment acquisitions
- Growth in specialized training

First Nations

In February we introduced a 28-week foundation welder training program for First Nations students. This diverse group hails from across British Columbia and Alberta. They have an excellent aptitude for welding and are currently making great progress.

Shop Expansion

We have recently completed construction of six new welding workstations. These multi-purpose booths will increase our capacity to accommodate ongoing programs and specialized upgrading.

The booths were a joint project of our welding faculty and the KPU Facilities department. Considerable cost-savings on the project were achieved through this partnership.

Equipment Acquisition

Recent equipment acquisitions include:

- State-of-the art submerged arc welding equipment
- Virtual welding simulators
- Multi-process welding power sources
- Multi-function hydraulic ironworker

This new equipment will enhance our ongoing training and specialized programs for local industry.

Specialized Training and Testing

Our revenue producing training and testing activity continues to grow. The Welding department works with up to 50 students per month for testing and upgrading. We serve private and corporate clients from across Western Canada and Washington State.

The Welding department extends an invitation to the entire KPU community to come and visit our facility at Cloverdale Campus anytime, at their convenience.

Polytechnic Canada Annual Conference

KPU was represented at the 2012-2013 Polytechnics Canada AGM held in Toronto. Presentations were made on the Applied Research activities from the member institutions and the afternoon presentations were in the area of Sustainable Constructions. The AGM summary asked all present to engage in collaboration on research projects and share expertise offered at each institution.

Industry Training Authority

Labour Market Agreement Programs (FY 2012-2013 & FY 2013 - 2014)

In fiscal year 2012-2013 the Faculty of Trades & Technology was funded to offer 48 foundation seats for First Nations and met the 100% of the enrolment targets. The programs offered began in FY 2012/13 and will be ending in August 2013 which are:

- Carpentry Foundation for Aboriginal Skills Group and is located in Pemberton, BC
- Carpentry Foundation for Squamish Nation Employment & Training and is located in North Vancouver, BC
- Welding Level C Pilot for the First Nation Employment Society on the Cloverdale campus
- Total funding including Welder Student Living Support Allowance and Admin support funding: $461,351.52

Discussions are currently taking place with the Industry Training Authority for fiscal year 2013-2014 for First Nations programs in the following areas:

- Carpentry Foundation for Aboriginal Skills Group and is located in Pemberton, BC
- Metal Fabrication for the First Nation Employment Society on the Cloverdale campus (8 seats)

For FY 2013/14 the following LMA-ITA funding has been secured

- Introduction to Trades
- Welder Student Living Supports for previous fiscal course ending in August 2013
- Total funding including Admin support funding : $176,000

Ministry of Advanced Education

Skills Program Funding (SIP FY 2012-2013 & 2013-2014)

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

- Carpentry Foundation: cancelled due to low enrolment
- Parts & Warehousing Foundation: 50% utilization
- Electrical Foundation: 106.25% utilization
- Millwright Foundation: 106.25%
- Total funding: $184,960

For fiscal year 2013-2014 the Faculty of Trades & Technology submitted a funded proposal to offer 54 seats through the Skills Program Funding. Approval of the proposal is anticipated in July 2013:

- Electrical Foundation (evening intake for ace-it and regular admission)
- Metal Fabrication Foundation (6 seats for regular admission)
- Trades Transition Boot Camp: Introduction to Trades (2 intakes, 6 weeks each for 30 seats)

Continuing Education/Professional Studies/Partnerships

Grants received over and above ITA base funding, to fund industry responsive programming in the Faculty of Trades and Technology:

During the 2012-13 fiscal year KPU Cloverdale realized advances and continued achievement in the following key areas:

1. **Low Voltage Integration Program (level 1)** - Four intakes, of this now provincially and nationally recognized program, were delivered in 2012/13, following a successful introduction in 2011/12. Enrolment typically exceeds the required number of registrants.

   Industry has demonstrated its enthusiastic support of the program, with 75 – 85% of grads securing employment in the field upon completion of the program. Outcomes were consistent with the priorities of both the BC Jobs Plan and the Skills and Training Plan.

   The Low Voltage program was funded through the Labour Market Agreement (LMA), specifically the Employment Skills Access (ESA) Initiative. Total funding received to deliver this program was $390,000.

2. **Data Networking/IT Technician** – a new offering and an extension of the very successful Low Voltage Integration program.   This course of study has been developed in consultation with local industry to meet an identified training need and will deliver its first intake in the fall of 2013. Due to a growing trend in a variety of industries, to move to automation, system control, and wireless communication through IP based products,

bandwidth requirements on local networks are increasing at exponential rates. As a result, there is an increasing demand for skilled workers who can design and install the necessary network infrastructure to meet this growing market.

This program is financed through the Ministry of Jobs, Tourism and Skills Training, specifically the Skills Development Employment Benefit (SDEB) fund for a total of $256,000.

3. **Water Remediation** – 2013 saw the launch of this new program which is the only one of its kind in Canada meeting the specific needs of the restoration industry. To date there have been 4 intakes with an additional 4 to be offered during 2013. On average, 85% of graduates from each intake are employed by industry, which speaks to the quality of training received. Targeted to First Nations, training was initially delivered through the Maple Ridge School District. Future intakes will take place at First Nations training centres in North Vancouver, Delta and Surrey. Both industry and WorkSafe BC have expressed their enthusiastic support of this initiative. The program is financed through the Ministry of Advanced Education (AVED) for a total of $350,000.

4. **Low Voltage Integration Program (level 2)** - Development of this program is well underway with expected delivery in late summer 2014. Development funding has been received through AVED for a total of $125,000.

5. **Introduction to Trades** – This program, is targeted to individuals who are interested in trades and technology training but unsure of their direction. The first intake will take place at the North Vancouver Squamish Training Centre in the latter part of fall 2013.

   LMA funding has been received totalling $100,000. We have been advised that an extra $200,000 is available for program delivery in the July 2013 budget of the Ministry of Jobs, Tourism and Skills Training.

6. **Plumbing Foundation** – The launch of a foundations program through the Maple Ridge School District will take place in September 2013. We've had tremendous response, receiving 36 applications for 16 seats. Funding will be provided by the Industry Training Authority (ITA) and is part of an initiative of the Faculty of Trades and Technology to open new programs in conjunction with our School District partners.

Total FTE for the programs listed above are 250+.

Other initiatives:

- We continue to move forward in our discussions with TUV Nord to develop an IT program which will compliment our Low Voltage program, adding an IT component for testing and safety of specially designed equipment.
- To date in 2013, donations from industry partners to the Low Voltage program are in excess of $150,000.
- We are in the early stages of discussion regarding a potential Water Remediation program to be delivered through the Burnaby School District.
- Pending - potential of another $360,000 to re-deliver the Low Voltage (level 1) program.

First Nations Partnerships

Site visits were made to the Squamish First Nations Training Centre and Pemberton Training Centre where issues in delivery and staffing were addressed. The partnerships are very strong and the students in the Carpentry Foundation and Water Damage Remediation programs were fully engaged in their programs. The first graduating class in the Water Damage Remediation program all received job offers and a second cohort will be launched this Summer.

Cloverdale Campus –Career Fairs and Events

The next scheduled **Open Houses** will be June 3rd and August 12th between 4:00 and 6:30 p.m. at the Cloverdale campus. The shops/labs will be open and faculty available to answer questions as needed.

Skills Canada National Competition 2013

KPU Welding student Nathaniel Printis received the Gold Medal *at the Provincial Skills Competition, and will advance to the Nationals representing KPU and the province of BC.* Nathaniel started as an ACE-IT high school student, completing his Level C welding at Kwantlen. He got his first welding job in a sheet metal shop and has since gained experience from structural to bio medical welding while completing his "B" and "A" level tickets at KPU.

Silver and a Bronze Medals in Industrial Mechanic/Millwright were also awarded to KPU students Derek Layton (3rd yr) and Chris Bonneville (2nd yr) respectively at Skills BC. (Although not a medal winner, KPU student Cameron Archer came in 4th place. It was a very close competition with grades ranging from 85 to 82.)

Mason Hill, a 17 year-old ACE-IT student received a Silver Medal in Plumbing and was the only high school student in the Plumbing event, competing against post-secondary competitors already working in industry.

A KPU Horticulture team received Gold Medals in the provincial competition and will also advance to the Nationals.

The Nationals were last held in Vancouver 11 years ago. As Educational Sponsors/Partners, we are proud to support the 19th Skills Canada National Competition (SCNC) which is being held in Vancouver, June 5th – 8th. SCNC is Canada's largest Trade and Technology challenge. Over 500 competitors will compete in over 40 events at BC Place. This event will determine those members selected to represent Team Canada for the WorldSkills Competition in Leipzig, Germany in July 2013. We extend our congratulations and encouragement to all KPU competitors, and wish Nathaniel lots of success!

Delta Trades and Technical Career Fair

The **Corporation of Delta** hosted a **Trades & Technical Career Fair** at the Sungod Recreation Centre in North Delta on Wednesday, May 8, 2013.

The event was intended to help Delta students, teachers, parents, and the general public, discover the lucrative career options that exist in the trades and technical areas. It is anticipated there will be a shortfall of over 100,000 skilled workers by 2020. Many opportunities will exist for people with the right training.

The Career Fair had 50 exhibits and was attended by approximately 2,500 people throughout the day.

"I think it's important for young people today to know that there are many options to a successful career and they don't necessarily need to attend university to achieve their dreams," said Mayor Lois Jackson. "We hope that students and their parents will come away from the fair excited about the potential for a career in the trades or other technical jobs."

We received numerous accolades and thanks for our participation in the event, and for the level of engagement and interaction with the students from the Delta School District. Mayor Jackson and her staff were extremely impressed and appreciative of our presence.

Michael Gomm, Senior Policy Analyst, and coordinator for the Corporation of Delta said "The Kwantlen exhibits received rave reviews from everyone I talked to – they were true highlights of the event."

Kwantlen student volunteers showed great enthusiasm and did a great job engaging the Delta high school students – they were fantastic ambassadors for Kwantlen!

There was a lot of effort invested in this high profile event by faculty, staff and students, and their passion for Trades and Technology was evident. Kwantlen was showcased in it's best light!

Surrey Board of Trade Tour of Industry – Friday, May 3rd

This tour of industry showcased some of the unique businesses that already exist in Surrey and what has made them successful. Upon arrival, SBOT guests toured KPU Cloverdale with faculty, and concluded with a luncheon and guest speaker. Bill Tam, CEO of the BC Technology Industry Association spoke on the topic of: BC Should Aim for Technology Leadership. Students from the Welding and Electrical programs sat with SBOT members during lunch and spoke of their experience at Kwantlen.

On a lighter note: KPU "Foxy Fillies" win Best Dressed Team at the 36th Annual Cloverdale Bed Races!

(The Annual Cloverdale Bed Races are sponsored by the Cloverdale District Chamber of Commerce, Cloverdale BIA, and the Cloverdale Rodeo and Country Fair.)

The Faculty of Trades & Technology entered two teams in the Cloverdale Rodeo Bed Races - the 'Foxy Fillies' and 'Hoof It' (Farrier students). Although neither team could challenge the 4 time winners (Turkey Party Rentals) of the 36th Annual Cloverdale Bed Races, the Foxy Fillies dazzled the crowd nonetheless and came away with the Best Dressed team award! Both KPU teams demonstrated great community pride, team spirit and sportsmanship – We`re honing our skills for next year`s race!

Library Services and Learning Centres

Library Services

1) **Resource Description and Access (RDA) Workshop**

On May 2, KPU's Surrey Library held a RDA workshop for 30 library resources cataloguers from across the lower mainland.   The workshops have been delivered by the BCLA Cataloguing and Technical Services Interest Group's training team led by Linda Woodcock of KPU. RDA is the new cataloguing standard officially adopted by many libraries around the world on March 31, 2013. Essentially RDA makes library record information more accessible with less jargon for library users while making the records more readable by machines. This was the 4th workshop and more will take place in the Okanagan in June and Prince George in July.

2) **Campus Library News**

Cloverdale

The entire collection was shifted to make way for new Graphic Novels donated by a retired faculty member. The graphic novels along with the fiction section were moved to the front of the library shelving making both collections more visible. The graphic novels are very popular, especially the Walking Dead series, that keeps "walking" out the door. The new location of both the graphic novels and the fiction has been well received by the trades students as it gives them an opportunity to peruse materials that are not school related thereby allowing them some downtime from their studies.

The library received a new addition as a depository library. The Canadian Institute of Plumbing and Heating (CIPH) graciously donated copies of all their published works. If we were to purchase all of these items, it would cost us over $2500 and we've also an open invitation to request further copies. This came about with the tireless work of Angela Ryan (Trades Librarian) and Sven Rohde (Director of Plumbing). Other depository collections are being worked on.

Langley

Langley has extended summer hours for the first time for the 2013 summer. Previously only open to 4:30 pm, the Library is now open until 6 pm, Monday-Thursday.

The entire general book collection was moved over the September to April semesters to balance out the collection over available shelving while providing expansion room. The shift was physically done by student assistant Mark Hurrell.

The Learning Centres

1) **LSAC Conference**

KPU Learning Centres hosted the national conference of the Learning Specialist's Association of Canada on May 22-24 at the Melville Centre for Dialogue. The conference attracted 120 participants from across Canada and the United States.

The conference theme of **The New Face of Learning: Transforming Lives** provided impetus for over 50 presentations ranging from Tech talks and short papers to demonstrations of ways in which technology is being used to enhance learning particularly for those students with learning disabilities or those who have learning difficulties. Also featured were roundtable and panel discussions on student motivation, training tutors in strategies for developing critical thinking and quantitative reasoning, and ways to work with faculty to embed learning strategies within the curriculum. Presentations include tutors while others presented at a distance from Grenada and Kingston, ON.

2) **Tutor Training**

In April three Instructional Associates were certified and registered with the National Tutor Association (NTA) as Tutor Trainers, eligible to provide training for internal and external tutor certification. Twelve tutors were also certified as meeting the highest standard for tutor certification and once the students have graduated with their Bachelor's degrees they will be eligible for certification as Professional Tutors through the NTA. We are the first Canadian institution to do this.

The Director is preparing materials to obtain an NTA Affiliate status. This would allow KPU to provide training and certificates to students and others who wish to be credentialed as an NTA Professional Tutor in the future. We would be the first Canadian institution eligible to do this.

Communications and Marketing Services

The Communications and Marketing Services department is moving to Surrey campus on May 16th, where we will be better able to serve the needs of all internal faculties and departments. With the volume of requests for marketing materials, it makes sense to be located at the busiest campus where we can meet with more of our internal community and ensure we are producing the pieces that will best market our University, programs, faculty, and students.

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

KPU PR Coverage – March & April 2013

From March 1 to April 30, 2013, KPU distributed a total of 28 press releases:

March 2013 included the following 17 press releases:

- KPU instructor selected by National League for Nursing to participate in a selective Faculty Leadership Development Program for Simulation Educators
- KPU and BCcampus host Open Textbook Workshop
- KPU to showcase community partnerships at the inaugural Arts Community Partnerships Conference
- KPU invites you to an *Idle No More* Teach-in
- KPU turfgrass diploma students ace WCTA conference experience
- KPU public relations students raise $9,000 for Autism Support Dogs
- KPU students lead model United Nations event at home and in Australia
- KPU and Métis Nation British Columbia sign memorandum of understanding
- KPU hosts Skills Canada Competition
- KPU instructor receives Canada Research Chair Tier II award to study lifespan cognition
- KPU's Sustainable Food Systems Working Group receives $50,000 donation from Vancity
- KPU's 4th annual March Madness Basketball Tournament a slam dunk!
- Dr. Diane Salter appointed vice provost teaching and learning at KPU
- KPU public relations student reshapes practicum experience
- KPU Builds team receives the Vancouver Giants Medal of Valor
- KPU's 2nd annual Road Hockey Tournament a big success!
- KPU instructor teams up with the Coastal First Nations to launch "Sound of Silence" oil spill awareness campaign

April 2013 included the following 11 press releases:

- *The Exchange* – a three day event celebrating emerging designers
- Explore every day science at KPU's Science Rendezvous 2013!
- KPU's Model United Nations team wins diplomacy award at Harvard World MUN Australia
- KPU students named finalists at the Chartered Accountants School of Business Case Competition

- KPU Surrey to host the seventh annual South Fraser Regional Science Fair
- KPU celebrates student leadership and service
- KPU automotive, electrical and millwright students participate in the annual Provincial Skills Competition
- KPU launches two new bachelor of science degree programs in biology and health science
- Kwantlen students take gold at provincial Skills Canada competition, advance to national competition
- Call for KPU Research Ethics Board (REB) Community Member

KPU's Media Coverage

During these months, coverage was received on 724 occasions:

302 mentions in March 2013
422 mentions in April 2013

Monetary Value

KPU's total monetary value for media coverage was **$1,181,214.37**

Month by month breakdown:	March	302 mentions worth **$694,406.91**
	April	422 mentions worth **$486,807.46**

The value of coverage varies depending on the circulation of each media outlet, ie. national publications have a higher value than local publications due to audience size – similarly, television and radio typically have high values than print due to audience 'reach'.

KPU's most relevant stories with high monetary value:

03/01/2013 - Just beyond city centre's gleam, Surrey's a farming powerhouse - $10,401.72

03/04/2013 - Right to Die - Topics - Macleans.ca - $558,537.60

03/08/2013 - City's not-so-secret weapon; Mayor Dianne Watts is Surrey's most effective evangelist, educating the rest of B.C. on the transformation of the province's second-most populous municipality - $24,256.47

03/12/2013 - Creating curves in a cinch - $14,508.70

3/31/2013 - University Students' Reservations: About Dietetics as a Career Choice - $10,229.70

04/02/2013 - Finding comfort in scary neighbourhood - $3,135.74

04/04/2013 - Education brain drain hitting Surrey hard; Thousands of more spaces needed to keep skilled workers - $6,106.75

04/11/2013 - Building an Earth-friendly wardrobe - $10,035.48

4/14/2013 - Embracing 'slow fashion'; Design student creates sustainable, earth-friendly collection for her thesis - $13,840.54

4/26/2013 - Big competition for big donations; Vancouver Art Gallery among many campaigns seeking financial generosity from major donors - $26,686.38

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

- Eco-fashion show at SFU Surrey
- Kwantlen hosts anti-violence conference
- Nursing Faculty E-Health Award 2012
- Pipeline foes meet at KPU
- Kwantlen fourth at PACWEST playoffs
- Kwantlen musicians bold as brass
- Student food project heads to Cuba
- Gold for skilled teens
- Kwantlen and Metis Nation: An understanding
- KPU Instructor Teams Up with the Coastal First Nations to Launch 'Sound of Silence' Oil Spill Awareness Campaign
- A basketball win, with Extra Cheese
- Medal for KPU Builds
- Unlimited talent: Kwantlen's fine arts grad exhibition opens Wednesday
- Richmond students bare fashion design souls at grad show
- The art of interior design
- Kwantlen's model citizens

Facilities Services

CAPITAL PROJECTS

Langley moves	Completed planning, furniture layout and moves for administrative personnel in Horticulture and Counseling personnel.
Richmond CSWSOD Building	▪ Completed architectural/design team selection for the building project. ▪ Completed the assessment and photo inventory of over 100 pieces of existing equipment
Richmond Phase 2 Renovations	▪ Omicron Construction was the successful General Contractor selected for the project with demolition underway. ▪ Space planned and coordinated moves for 50 employees, 330+ pieces of furniture ▪ 20+ directional signs to correspond with Student Services temporary relocation ▪ Design, renovation and relocation of mailroom function to within Copy Centre.
Surrey Employee Lounge	Repurposed former Nursing lab into new Employee Lounge
Surrey Signage	50+ door signage updates to correspond with ongoing office moves
Surrey churn in preparation for MarCom move to Surrey.	Space planned and modified Evolve workstations and relocated 12 faculty offices, meeting room, conversation lab & BCGEU office.
Surrey Arbutus churn	Integratinto office of Research and Scholarship. Provided new furniture configuration and 3 workstations and upgraded existing work stations to office of Research and Scholarship.
Surrey departmental furniture.	Provided space planning and furniture for 19 individual requests.
Surrey Design Planning	Completed options and 3D model for IAP/Foundation/President Office reorganization.
General	Surplus Furniture Inventory consisting of over 65 pieces were identified and labeled. Input into our Master surplus inventory list completed.

PREVENTATIVE MAINTENANCE

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

BCHydro Energy Manager Agreement	Signed agreement for an Energy Manager with potential of up to $50,000 contribution from BC Hydro to perform Energy Management work.
Strategic Energy Management Plan (SEMP)	KPU's SEMP revised and approved for 2013. The SEMP is a key part of our energy efficiency program and supports the BC Hydro Energy Manager Agreement deliverables.
Energy Interval Metering at all campuses	New interval energy metering interfaced with the building automation system has been installed for each campus to help identify further energy efficiency opportunities.
Life Safety Equipment Maintenance Program	The Life Safety Equipment Maintenance Program has been revised and a tender has been issued, closed and a new contract issued for inspection and maintenance work.
Preventative Electrical Maintenance	• Thermographic imaging of primary electrical systems has been completed. • An inspection of the welding and millwright shop 600 volt electrical buss duct distribution system has been completed. • Atrium & Welding shop lighting system at Cloverdale Campus safety upgrades completed for all light fixtures including new light tubes and ballasts installed.
Welding Exhaust System	New exhaust fan system installed to support additional welding booths at Cloverdale.
Electrical ground fault protection (GFI)	Added GFI protection to electrical circuits in Richmond and Surrey in laboratories and to the kitchen area in Cloverdale to improve electrical safety.

High Voltage Electrical System Repair	Shut down the main electrical to perform repair work to replace faulty ground fault interrupter relay at Langley Campus.
Crawlspace inspection at Langley Campus	The quarterly maintenance inspection of the crawlspace was completed by Facilities staff. Previously this work was contracted out with an average cost per inspection of $2000.
EPT weather station relocation for Langley Campus	The EPT weather station equipment has been relocated from Richmond campus and set up at Langley Campus in a new chain link compound that was constructed at the south side of the campus.
Building Automation System upgrades at Richmond Campus	Upgrades to replace obsolete components for all stairwells, north and south main entrance heating systems, and parking lot elevator vestibules. Systems can now be programmed with operating setbacks to reduce energy consumption and GHG emissions.
Server Room Air Conditioning System Replacement	New air conditioning for the main IET server room at the Surrey campus rejects waste heat from the server room to the geo-exchange field during winter months to help heat other buildings on campus. This project will reduce GHG emissions.
Server Room Security	Replaced and upgraded the Surrey campus main server room security system.
Arbutus AHU Refurbishment at Surrey Campus	The old DX air conditioning system, heating and cooling coils, motor and VFD motor drive have been replaced with energy efficient components and the system has been tied to the geo-exchange system for improved energy efficiency. This project will reduce GHG emissions.
Heat Exchanger capacity increased	Increased the capacity of the heat exchanger for the Surrey Main building to resolve heating system capacity issues during cold weather and improve occupant comfort.
Sidewalk Replacement	Replaced asphalt sidewalks at Surrey Campus with cement to eliminate trip hazards and increase wheel chair accessibility with the addition of more wheelchair ramps.

FACILITIES OPERATIONS

Improvements for the Main External Telephone enquiries	Facilities Services and Student Enrollment Services have partnered to create a single point of contact linking external telephone enquiries for Student Information (V. 2000) and for General University Information (V. 2100). The common telephone directory improves customer service by providing; - Direct links for prospective and current students calling in for information. - New direct links to individual campus Libraries and Bookstores - New prerecorded campus operating hour information, eliminating wait times to speak to an operator. - New links to the employee voicemail system and mailbox directory after General University Information reception has closed.
Support to Major Events on Campus	**Room bookings has provided support in the planning of several profile events on campus including the Vagina Monologues, Board of Trade luncheon at Cloverdale, KSA Road Hockey Tournament, Counselor's Conference, School District Science Fair, Kiwanis Fraser Valley Music Festival, regional school district Science Fair, and Science Rendezvous event at Langley. On Saturday April 20th, over 1200 external users were on site at the Surrey campus for 3 major events; (Imagination Destination, Rotary 50/50, LPI exams).**
Lean Sensei Hosts	**Facilities were hosts to external Lean Green Training teams at Surrey and Langley. Training teams worked with the FSG's to optimize their work areas and work flow creating great efficiencies and enhanced team pride and ownership.**
Langley washrooms Conversion to 100% Recycled Paper Towels	**Continuing with success achieved in Langley's south wing, all washroom paper towels at Langley have been converted to an environmentally sensitive 100% recycled content product. Moving away from the previous bleached, non-recycled content product has added value in lower towel costs.**
Earth Hour Saturday March 22nd 8:30 – 9:30 p.m.	**As participants in this world wide event, Facilities turned off exterior building, parking, and non-emergency lighting on all campuses. Audits completed during this period provided information for additional energy saving opportunities after campuses are**

	closed.
Crosswalk Safety Improvements, Richmond Campus	**To improve line of sight for pedestrians and approaching vehicle traffic at the western entrance, a long section of perimeter hedging was removed and replaced with low ground cover. Additional lighting improvements, concrete pressure washing, and stair tread painting has improved pedestrian awareness and safety at this crosswalk.**
Tree Audit, all campuses	**The landscape contractor completed an assessment with a prioritized strategy to address immediate safety and tree health pruning needs. Immediate hazards are being removed.**
Fire Drill Surrey	Participated in the training of Floor Wardens and in the simultaneous evacuation of all buildings during the subsequent fire drill.
Mechanical System Emergency Repairs, Richmond, Langley	**Unrelated and simultaneous leaks of domestic hot and cold water lines as well as compressed air line failures required daytime emergency repairs without disruption to the Richmond campus.** **Potential water main break that could have shut down the Langley campus. As emergency excavation took place, the leak was determined to be a fire hydrant sub-line capable of being isolated. Emergency campus closure was not required.**

Institutional Analysis and Planning

➢ STRATEGIC PLANNING

The March 4 "stress testing" session used the scenarios of higher education in 2012 developed last year to provide a future perspective for assessing the robustness of the Strategic Plan. This session showed the need for a few adjustments, and also developed a set of priorities for the Plan's implementation. The revised plan was reviewed by the Academic Planning & Priorities Committee of Senate in mid-April which forwarded it to Senate. On April 29 Senate endorsed the Strategic Plan 2013 -2018 to go forward to the Board of Governors.

In early April consultation sessions were held across the four campuses to introduce the Faculty Plans and begin to align them with the Strategic Plan. At these sessions visitors were asked to comment on suggestions for distinctive campus identities. Comments on the campus identity question were also solicited in an on-line survey.

The Strategic Plan: Vision 2018 document and website are being prepared for the formal unveiling of the plan June 7. Preliminary measures to track progress towards the Strategic Plan goals are being identified.

➢ ACADEMIC PLAN

IA&P is providing logistical support and process design to the Academic Planning process. The Academic Planning Task Force met in April to look at the Academic Foundations – a set of statements that will be the university's commitments to students and the organizing framework of the Academic Plan, Phase I of the Academic Plan will be completed in September.

➢ SERVICE UNITS PLANS

Support for planning is being provided to the direct reports of the VP Finance and Administration so that they can align their units' efforts with the institutional priorities identified in the Strategic Plan: Vision 2018.

➢ ACCOUNTABILITY PLAN AND REPORT TO GOVERNMENT

Work began in March to align the Ministry Priorities with the Goals of the new Strategic Plan and to prepare the Institutional Accountability Plan and Report. The draft Accountability Plan and Report is due for submission to the Ministry June21 this year.

➢ SURVEY OF EMPLOYEE ENGAGEMENT

Responses were collected in mid-March from almost 50% of KPU's employees. While the final report won't be released until June, preliminary analysis shows that employee confidence in senior leadership is considerably higher than in spring 2011. Other topics show little change.

➢ ADMISSION DECLINED SURVEY REPORT

This survey was conducted by Academic Group on KPU's behalf in November 2012. To try to determine the factors that influences their decision, prospective students who had been offered admission to KPU in fall 2012 but who had not registered were asked a number of questions. The two most important factors identified were availability of program and reputation.

➢ SURVEYS ADMINISTERED BY IA&P
- In March:
  - Biennial Employee Survey
  - KPU potential tagline survey
  - C&HS employee survey re: new space

- - Survey of former students about use of handheld devices
  - In April:
    - Survey of students in the compressed ELST program
    - Psych 3500/4500 students re: possible course overlap
    - BSN program completers survey
    - Survey of all employees to garner opinions about distinct campus identities

- AD HOC DATA INTERNAL REQUESTS TO IA&P
  - 15 in March
  - 20 in April

- STUDENT APPRAISAL OF INSTRUCTION SURVEY
  The spring 2013 online survey was conducted in March and April and the in-class survey mainly in late March. Classes taught by 573 instructors were included and a total of roughly 36,000 questionnaires were sent. The online survey yielded a participation rate of 33%, 2% less than fall 2012's participation rate but 4% more than spring 2012's rate. The improvement relative to the same term last year may be accounted for by the availability of the survey links in the students' myKwantlen account for the first time this term.

  Results show that students gave Kwantlen instructors consistently high ratings. Instructors were rated very highly on the items "*shows enthusiasm for teaching the course*" and "*relates course subject matter to real world situations*." On the other end, the lowest ratings were on the items "*relates the course subject matter to other courses in the program and/or to the field of study or discipline*" and "*clarifies what students are expected to do when each assignment is given*."

- FILLING POSITION
  IA&P is in the process of filling a vacancy for the Manager, Strategic Analysis position created when the long-time incumbent left for a position at VCC.

- GROUP OF FIFTY MEETING
  The Group of Fifty comprises the management personnel in service units at KPU. It meets twice yearly for information exchange and professional development. IA&P managed the logistics for the first two of these meetings.

Student Affairs

Please find below a summary of the key events and accomplishments of the division of Student Affairs for the period of March 1 through April 30, 2013. The division includes the departments of *Aboriginal Student Services, Admissions and Student Enrolment Services, Assessment and Testing Services, Athletics, Co-operative Education and Career Services, Counselling, Educational Advising, New Student Programs, Records and Graduation, Recreation, Registration and Student Information Systems, Services for Students with Disabilities, Student Awards and Financial Assistance, Student Life and Development,* and *Transfer Credit.*

ABORIGINAL STUDENT SERVICES

- The Aboriginal Gathering Place sponsored a weeklong series of events focused on the Canadian residential schools and the **truth and reconciliation** process, including the most recent installment of the Gathering Place Lecture Series, film screenings, workshops and a day-long symposium on Indigenous resurgence.

- The **2nd annual Your Path Aboriginal Open House** on Thursday, April 25th at the Surrey campus provided Aboriginal high school students from the region with a "day in the life of a KPU student" through hands-on labs, studios and lectures and interactions with KPU faculty and Aboriginal students. This year's event featured a Inez Jasper, a Juno-nominated Stolo singer songwriter.

ATHLETICS

- The annual **Athletics Banquet** hosted 126 varsity athletes, parents and KPU staff to recognize the achievements of individual athletes and the varsity teams across the 2012-13 competition year.
- A review of the **Eagles varsity logo** was completed, with an official unveiling to take place in Summer 2013.

CENTRE FOR CO-OPERATIVE EDUCATION AND CAREER SERVICES

- **KPU's Online Job Posting System**, Career Connection, saw 190 new employer contacts post 323 job opportunities for students and alumni, an increase of 77% over the previous two months. New employer and community contacts include BC Ferries Services, 2013 Special Olympics – BC Summer Games, First Calgary Financial, and the Surrey Association for Community Living. 235 new students and alumni joined the online job posting system during this period.

- **Career Day** reached maximum capacity, hosting 46 employers and garnering very positive feedback. About 1700 students were in attendance (a significantly higher turnout than last year) and 30 KPU students volunteered their time. 67 students participated in a 'Peer to Peer Resume Review.'

- **167 Co-op job opportunities** were posted for work terms beginning in May (**a 17% increase over the period last year**) at organizations such as the City of Surrey, WorkSafeBC, ICBC, Canada Revenue Agency, PCL Construction and the RichmondHospital Foundation

- ❖ Co-op faculty attended **CGA Connect in the Fraser Valley** to connect professional accountants, students and faculty and explore Co-op and career opportunities.

- ❖ **"Co-op Hiring: Let's Talk Win-Win" published** in BC Human Resources Management Association monthly online and written by Co-op faculty Anita Sangha, highlighting the benefits of sourcing talent through Co-op hiring and the "win-win" benefits for students and employers.

EDUCATIONAL ADVISING

- Central Advising is formatting **Course Planning 101**, a new online student course planning and registration video workshop series. The website and videos go live in late May for Fall 2013.

- Arrangements were finalized to implement **AdvisorTrac,** an online appointment booking system. The system will go live in August 2013.

OFFICE FOR NEW STUDENT PROGRAMS

- **Annual Counselors Open House** resulted in our largest attendance, with over 120 high school counselors from around Metro Vancouver on campus to meet and learn more about the departments and faculties. Feedback was extremely positive.

- ONSP continues to pursue new and innovative ways to introduce high school students to the KPU environment. Our first pilot pathway program, the **XCEL program** ran with 21 students in two Langley School District high schools and has now expanded to all Langley students, with 36 participants anticipated for this Fall. A similar pilot is now planned with the Surrey School District for 30 Grade 12 students to take concurrent classes on the Surrey campus.

- As part of an initiative by the BCCIE, ONSP **hosted 8 high school counselors from Washington and Oregon** for a visit and a tour, the highlight of which was attending *The Show* at the River Rock, showcasing for our guests the amazing work of our fashion design students.

- ONSP recruiters traveled to the **United States, Ukraine, Mexico, China, Korea, India and the Kingdom of Saudi Arabia**.

OFFICE OF THE REGISTRAR

- Continued discussions with the **Admissions Framework Committee** and the Provost's Office. Worked to develop some concrete scenarios, admission standards by Faculty, to help illustrate the direction of the framework to SSCC and Senate.

- **International Deposit Deferrals** - Beginning Fall 2013, international students can now request to have the international deposit and their offer of admission deferred to a subsequent term.

- **International applications processed increased** from 306 in Summer 2012 to 380 for Summer 2013. Fall applications received to date are currently up over last year in May, with international up by 4.72% and domestic up by 1.83%.

- **Launch of New Programs Applications** intake cycle opened for three new programs for the 2013-2014 academic year:
    - Faculty of Science and Horticulture (Fall 2013): Bachelor of Science Major in Biology and Bachelor of Science in Health Science
    - Chip and Shannon Wilson School of Design (Spring 2014): Technical Apparel Design Post Baccalaureate Diploma
    - *

- Preparation is currently underway for our **Spring Convocation** ceremonies. To date, 770 graduands have confirmed participation in 5 ceremonies.

- Worked with Facilities and IET to **combine SES's existing Call Centre with Facilities** as they phase out an obsolete switchboard system. The new system consolidates all general telephone inquiries under one telephone number with a newly joint "phone tree" that is co-managed between Facilities, SES and IET. SES Supervisors participated in supervisory training with Telus as part of the roll out of the enhanced Call Centre system.

- Successful administration of the **Fee Payment Deadline** activity (April 18 - 23); processed $2.1M in payments at the front counters of the four campuses during the four days;

- SAFA staff had collaborative discussions with the Credit Counseling Society of BC on the delivery of **lunch-time financial literacy workshops** on credit counseling, managing credit cards, debt management, preparing budgets and setting up savings accounts. These are to be delivered on all four campuses in the summer and fall.

- Soft launch of a pilot of a **Work Study Program** with two departments, reviewing documentation/processes and interviewing student applicants for the Summer 2013 term.

- Two SAFA employees (Associate Registrar, Student Financial Services & Scholarships Coordinator) delivered two **presentations entitled *"Insights into the Adjudication of Scholarships and Awards"* and *"LEAN 101"*** at the Association of Awards Personnel of BC in Victoria.

- The **automation of Academic Standing** processing has continued; processing time is now less than two hours; 177 suspended or required to withdraw students were notified by email before the end of the first week of classes.

RECREATION

- Basketball took precedence at KPU's Surrey campus gymnasium with 9 teams competing in the 4th Annual March Madness 3-on-3 Basketball Tournament.

- Fifteen KPU student teams played through snow, hail, rain, and finally some sun during the 2nd annual KPU 4 on 4 Road Hockey Tournament - more than double last year's participants.

- The International Dodgeball tournament was the first combined event planned by KPU Rec and the Office of International Students. 30 contestants showed-up to dip, dodge, duck, and dive in the Surrey gym.

SERVICES FOR STUDENTS WITH DISABILITIES

- Established committee with OISS, ELST, Learning Centre and SSD to establish a process/procedure/ guidelines for coordinated/informed access and support **for international students with disabilities**.

- SSD Faculty assisted ELST faculty in developing an **internal document for instructors to recognize and refer students** with disabilities to services.

STUDENT LIFE AND DEVELOPMENT

- **The Celebration of Leadership and Service** reception celebrated 28 outstanding contributors to campus life and the community from business, arts, health and science, Each recipient has held a volunteer position for at least one year, while enrolled in full time studies and maintaining good academic standing.

- A delegation of 4 KPU students represented **KPU at the Harvard World MUN** in Melbourne, Australia. Sponsored by the Faculty of Arts, the Office of the Provost, and Student Engagement, **the KPU delegation was one of only 15 teams amongst the 2000 delegates to be recognized with a diplomacy award.**

Office of Advancement

Development Office

Record Donations for 2012/2013

The unaudited donation numbers for fiscal 2012/2013 indicated that donation will be 34% ahead of last fiscal year. This is our seventh consecutive year with double digit growth and our seventh year of setting a record for total donations. We also confidently predict at this point, due to pledge payments already secured in fiscal 2013/14 that we will show double digit growth, and again it will be a record year.

Foundation Golf Tournament – Sold Out

The Kwantlen Polytechnic University Foundation's 3rd Annual Golf Tournament in support of student athletes is scheduled for Wednesday, May 22, 2013, sold out nearly 2 months before the event. Current numbers infdicated this will be a record event.

Staffing Challenges

Currently Advancement is facing a number of staffing challenges.The area operates with very small staff complement, and due to a maternity leave, medical leave, resignation to pursue another postion and a planned leave of absence we are four postions short in fundraising. Currently only the CAO and one Advancment Officer in place. In May two replacement staff will start, however due to the nature of fundraising short term replacements are far from ideal and it will be a challenging year.

Alumni Relations

An alumni event took place on April 13 at a Vancouver Whitecaps FC game. 28 tickets were sold for the game under the KPU Alumni discount code. An alumni direct mail campaign is being piloted to engage and fundraise with the alumni body.

Planning for the 2013 Distinguished Alumni Awards luncheon taking place on October 24 is underway. Applications for the awards are now being accepted. The event will be held at the Eagle Quest Golf Course in Surrey.

The spring 2013 applications for KPUAA sponsorship fund have been received and will be reviewed by the alumni sponsorship committee in the coming weeks.

Processes for the 2013 KPU Alumni Board of Directors online election taking place in November is being organized at this time.

Affinity partnerships for alumni are being explored on an ongoing basis and contracts and procedures are being reviewed and procedures are being implemented for this process.

External and Government Relations

Meetings with internal and external stakeholders continue and a list of "deficiencies" is being compiled.

Provincial election activities included attending Greater Langley Chamber of Commerce meetings with each of the Liberal, NDP and Conservative party leaders and co-hosting an all-candidates' debate at KPU Langley with the Greater Langley Chamber of Commerce.

As well, External Affairs planned and hosted two all-candidates meetings focused on post-secondary education issues. The first was held at KPU Surrey on April 30, with eight candidates from four parties in attendance and about 150 in the audience.

Our May 6 meeting at KPU Richmond was co-hosted with SUCCESS and the Kwantlen Political Science Society. In all, 10 candidates representing six parties attended. There were about 75 in the audience, although numbers fluctuated throughout the night.

Meetings were held with Langley Township Mayor Jack Froese and with the TOL Economic Development Department. A number of initiatives and projects were discussed. Follow-up and concrete plans will unfold over the summer.

KPU will participate in the BC Seniors Games, which the Langleys will co-host in September 2014. Marlyn Graziano has been named to the Board of Directors for the Games and members of the Nursing and Community and Health faculties will assist with planning and setting up the Medical Services Directorate for the Games.

KPU Cloverdale was the luncheon site for the Surrey Board of Trade Tour of Industry. Three busloads of business people (total 105) toured the Cloverdale campus and were treated to lunch, during which Dean Henry Reiser gave a five-minute presentation on KPU. Keynote speaker for the event was Bill Tam, President and CEO, British Columbia Technology Industry Association.

Community outreach/involvement continued at a number of events, including Mayor Dianne Watts' State of the City address, Surrey's first Community Summit, Surrey's Vaisakhi Gala, the Surrey Food Bank Breakfast With The Bank fundraiser, Hike for Hospice in South Surrey/ White Rock and the Richmond Chamber of Commerce 911 Awards.

Office of Research and Scholarship

These are the "highlights" from the reporting period:

Research Chairs
- Our nomination for our second Chair was unsuccessful. We are looking at the feedback, which in itself is almost unfathomable, to assess how we will proceed with resubmission in October. A number of clarifications on Institutional commitment need to be made, as well as the candidate tightening up their proposal. We believe there will be a very good chance of success second time submitting

SSHRC Insight Grants
- 6 submissions were made to SSHRC for this program. We were unsuccessful on all counts; 1 was deemed ineligible (subject matter), 3 were rejected and 2 received a "4A" rating, which indicates that the project was favored but no funds were available. Nationally the success rate was only 21%, and at small/medium institutions ~13%. There was also a greater than 50% rate of 4As in this category. I'm part of a group that is looking at the pattern (pending SSHRC data) and strategizing how we can overcome the inertia to funding. Later this month we will be getting the results of the *Insight Development Grants* that may be an indicator of our "maturity" in the eyes of SSHRC reviewers.
- One of the faculty to receive a 4A was our CRC in Psychology. Whilst this appears disturbing it seems to be a trend. I am working with the Chair over the summer to identify new sources of funding.

Kwantlen Innovation Incubator
- We are still waiting on the result of this application. It has been almost 6 months.

ResearchImpact
- Kwantlen has recently joined this network, comprising 10 Universities across Canada, led by York. We are by far the smallest in terms of research activity, but our experience in experiential learning and integrated research was highly appealing to the group. I foresee great things coming from this relationship.
- We will be spending the summer establishing the management structure of *Community Engaged Research* in ORS.

BCARIN
- The *British Columbia Applied Research and Innovation Network* is a newly constituted (Jan 2013) group of BC Colleges that aim to work together promoting Applied Research activity. We have been invited, and accepted the invitation, to join.

Faculty of Academic and Career Advancement

Dean's Office

Summer semester started with continued growth and activity in the Faculty of Academic and Career Advancement.   The Faculty's Academic Plan was approved by Faculty Council on April 5, 2013. The organization of a Faculty event in August 2013 is underway to further develop and operationalize elements of the Academic Plan.

In terms of enrolments, our international and domestic English Language Studies enrolments are up dramatically from summer 2012 resulting in a number of non-regular faculty hires for the coming semester.

As noted in the report, a number of other hires have recently taken place or will take place in the near future. Within the Dean's Office, we have recently hired a new Administrative Assistant, Marna Langner-Schulz, and a search is underway for a new Business Manager as Jas Parmar moves to the Faculty of Arts.

We continue to work on increasing our enrolments in our Academic and Career Preparation program and plan to offer an additional Career Choices and Life Success intake at the Surrey campus in the coming year to help meet our developmental FTE targets. Evelina Lo was hired by the Office of New Students as a recruiter for ACA programs; through this position, we are increasing our community outreach activities for the purposes of recruitment.

On the note of faculty achievements and contributions, two major events were developed and hosted by the Faculty recently.   The inaugural Faculty of Academic and Career Advancement Poster Presentations, an event held to celebrate the scholarly and creative activities of the Faculty, was successfully held in May, leading the way for future scholarly activities within the Faculty.   Also held in May was the Kwantlen Writing Forum, the follow-up to last year's Kwantlen Writing Symposium. The Forum was hosted by the Academic and Career Preparation Department and was well attended by faculty and staff from across the University.

Various discussions have recently taken place with a number of community agencies and other possible community partners to determine how we may be able to work with them in the future.

In closing, we were pleased to receive $30,000 from the Royal Bank of Canada in support of our Aboriginal Phoenix Learning Centre program.

Programs – New, Revised, Reviewed

Academic and Career Preparation (ACP)

ACP Planning Retreat: The department held a short retreat to discuss its academic plan.   Three major priorities were identified:

- Improving the Enrolment Pathway
    - continue to work with Admissions et al on improving the recruitment, application, admissions, assessment and registration process for students who can't (or shouldn't) go directly into a university-level program
    - hold open houses on all campuses

- - work towards having all students assessed as they enter Kwantlen, rather than using HS grades (see the Predictors of Success research)
  - establish a cross-disciplinary Foundation Year, to create a cohort to help students become more prepared as university learners
- Curriculum Development
  - develop content-specific sections for various disciplines
  - develop courses with reachable goals for students with cognitive difficulties; better connections with SSD, APPD, the Learning Centres
  - embed standardized phonetics in every ENGQ course
  - continue to improve our blended and wholly online courses, which are going well. (Surprisingly, younger students seem to prefer face-to-face, but their progression once in the mode is good.)
- Marketing
  - internally, within KPU
  - externally

Course Renumbering: To simplify our system, ACP has renamed all its ABEE, ABEM and other ABEx courses as ENGQ, MATQ, and other xxxQ courses (or subsumed them into existing xxxQ courses), renumbering them where necessary to indicate their sequence better and ensure that all courses can be offered in both semester and self-paced modes. This took a fair bit of Curriculum Committee work, but it will help make our program easier to understand and promote. We also aim to have all courses listed in the timetables, regardless of the mode in which they are taught.

Access Programs for People with Disabilities (APPD)

Curriculum Revisions: Work has continued on the APPD Curriculum redesign for the Senate Standing Committee on Curriculum (SSCC) and to date the APPD Curriculum Committee has developed 21 new course outlines and submitted them to the FACA Curriculum Committee for approval.

APPD Information Sessions: APPD Information Sessions are scheduled for May 21 and 22, 2013 on Richmond, Surrey and Langley Campuses to start the process for 2013 Intake.

Career Choices, Life Success (CCLS)

CCLS Surrey Mixed Women/Men Cohort: A mixed cohort is being planned for the Spring 2014 semester, with a January 2014 start date.

Course Outline Development: Curriculum development is in full-swing with support from the Associate Dean.

Student Recruitment: CCLS has initiated monthly Information Sessions to increase community awareness through monthly advertisements.   The program continues to rely heavily on free community newspaper announcements.

Enrolment

- Spring 2013 Semester
  - CCLS experienced an overload of 2 students to a total of 24 students enrolled
  - This is credited to a strategic marketing strategy with input from Jas Parmar, Nicole Lotz and Elly Morgan.
- Fall 2013 Semester
  - 19 prospective students have attended CCLS Information Sessions for the Fall 2013 program

- 17 CCLS Screening Interview Applications have been completed from prospective students

English Language Studies (ELST)

New Accelerated English Language Studies Courses: Enrolments of both international and domestic students have increased, and duplicate sections have been added for some levels in both Spring and Summer due to high enrolment demand.

Our Faculty & Staff

Faculty Achievements

Olivera Jovovic: ELST faculty member Olivera Jovovic presented a workshop on "Diagnostic Approach to Teaching Listening" at the BC Teal Conference 2013.

Kathleen Haggith: Dean Kathleen Haggith provided two presentations at the 29th Annual Pacific Rim International Conference on Disability and Diversity:

"Canadian Community's Response to the Service Delivery Needs of Transitioning Youth" and

"British Columbian Community's Response to the Service Delivery Needs of Today's Transitioning Youth".

New Chairs and Coordinators

Academic and Career Preparation: Geoff Dean will take on the Co-chair role as of September, 2013. Peter Robbins is the outgoing Co-chair.

English Language Studies:

- New Co-chair Ann Talbot began term in May 2013. Denise Nielson is the outgoing Co-chair.
- New E-Learning Coordinator Lesley Hemsworth began term in May 2013.

Staffing Needs

We have recently increased the qualified faculty lists in both our English Language Studies and Academic and Career Preparation departments hiring nine new faculty for ELST and eight new faculty for ACP. As well, both Instructional Associate and faculty searches are currently underway with the APPD Department.

Jas Parmar, the Faculty of Academic and Career Advancement's Business Manager, has recently accepted the position of Business Manager with the Faculty of Arts. The search for a new ACA Business Manager is currently underway.

Our Students

Convocation: A total of 39 students from the Faculty of Academic and Career Advancement will be participating in the Kwantlen Convocation Ceremony on May 29th, 2013. Graduates are from programs in both our English Language Studies and Access Programs for People with Disabilities departments as follows:

- Diploma in English Language Proficiency – 2 Grads
- Work Exploration Program – 11 Grads
- Job Preparation Program - 15 Grads

- Vocational Skills Training (VST) Program – 10 Grads
    - VST Child Care Aide (CCA) option - 5 Grads
    - VST Food Services Assistant option – 3 Grads
    - VST Early Childhood Educator (ECE) Assistant option- 2 Grads

Successes of 2013 Grads: By the end of April 2013, both of the 2 Grads in ELST (100%) and 28 of the 37 Grads in APPD (76%) had plans in place for further education. Since these programs continue until the end of June, some of the Grads are still in the process of transition planning.

Special Events

Fuyang

Two ELST faculty members (Arthur Ling and Susan Saint) travelled in May to Fuyang, China to work with our partnership high school, Fuyang.

ACA Poster Presentations Live 2013

In celebration of scholarship that occurs within ACA, the first Annual Faculty Poster Presentation event was held on May 15th showcasing the scholarly and creative activities of ACA faculty and staff. By all accounts, the inaugural scholarship event was a success!

APPD Transition Fair Participation

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

Writing Does Matter at Kwantlen

The Writing Does Matter at Kwantlen Forum took place on May 14th at the Surrey campus. This event, hosted by the Academic and Career Preparation Department, was a follow-up to last year's Kwantlen Writing Symposium. The Forum was and was well attended by faculty and staff from across the University and is anticipated to become an annual event.

ACA Welcome Back

The ACA Welcome Back will take place on Monday, August 26, 2013 in the Melville Centre for Dialogue, Richmond campus.

BC TEAL Annual Conference 2014

The BC TEAL Conference in 2014 will be hosted by ACA and held at KPU Richmond Campus May 9th and 10th in the Melville Centre for Dialogue, Richmond campus.

University Secretariat

During the period covered by this report (March 18, 2013 – May 17, 2013) General Counsel supported the work of each of the units of the University Secretariat (University Governance and Policy Group, Student Risk and Judicial Affairs, and Freedom of Information and Protection of Privacy) and provided legal advice to the Board and senior administration at Kwantlen. Detailed reporting of such legal advice is not included, given the public nature of this report.

A brief outline of the work undertaken by each of the units within the University Secretariat during the reporting period follows.

Shelley Wrean
General Counsel
KWANTLEN POLYTECHNIC UNIVERSITY

University Governance and Policy Group

The University Governance and Policy Group of the University Secretariat organized, supported and followed up on at least 33 Board and Senate meetings and committee meetings during the reporting period, and attended a number of other meetings.

Work continues on a new policy classification system, as well as a renewal of the outward facing policy website.

The last of the course outlines have been entered manually into the new development/approval system and the process is now fully automated. As with any new system, small fixes are occurring as issues arise.

Student Risk and Judicial Affairs

Cases

The Office of Student Risk and Judicial Affairs (OSJA) received seven new cases during the period covered by this report. Of those seven cases two proceeded to a full conduct investigation and the remaining five cases involved some type of intervention by OSJA. There were three cases where OSJA provided advice and guidance to KPU personnel.

Ongoing work continues on previous cases, some involving the Behavioural Intervention Team and one involving a mediation between two students.

Administration

Ongoing work continues on Student Judicial Affairs protocols and procedures.

Work has begun on selecting a consultant to assist with the revision of Policy C.21 (Student Conduct) and related policies and procedures.

Presentations regarding OSJA were made to the Council of Deans and the School of Business all Chairs meetings. A presentation on Campus Safety was made at the Faulty of Arts General Meeting in collaboration with Security and Occupational Health and Safety.

Database

OSJA has fully implemented the new student conduct database, Symplicity.

Behavioural Intervention Team (BIT)

Ongoing monthly team meetings and work continues on formalizing BIT policy, protocols and procedures. Work continues on an educational campaign for the KPU community with respect to the work of the BIT. In collaboration with SFU, OSJA is working on developing a community of practice with other post-secondary BIT chairs with our first meeting to be held in late May or early June.

Student Risk Management

Continued support was provided for faculty and staff providing guidance and advice on dealing with issues involving students that may pose some level of risk for the institution.

In collaboration with KPU's Organizational Risk department, work has begun on planning the 2013 Risk Management conference in collaboration with the Ministry's Risk Management Branch.

In addition, OSJA and KPU's Organizational Risk department continue to work on reviewing and/or developing:

- affiliation agreements, contracts, MOUs/LOIs, partnership/project agreements, practicum/work experiences and waivers and informed consents relating to student activities;
- a risk management web page; and
- field trip/travel guidelines.

Freedom of Information and Protection of Privacy

FOI Access Requests

Two new requests were received. These two, along with two previously active request files (four total) were closed during the period covered by this report.

Privacy Guidance

A memo outlining the proper method for handling requests by law enforcement for student information was prepared and was shared with the Academic Council.

Information and Educational Technology (IET)
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1. Strategic Initiatives

1.1. Student Experience

1.1.1. Mobile apps for students
Implementation of the Mobile App solution by Ellucian (maker of Banner Student Information System) is in progress. The target is to go live by Fall 2013.

1.1.2. Course Outline Database
Completed the implementation of redesigned SharePoint based system to support the course outline development and approval workflow. Pending APAC approval, the next phase is to implement workflow for publishing approved course outlines on the public website.

2. Agile Infrastructure

2.1.1. Thin Client rollout
Completed the first phase of thin clients rollout to faculty and staff offices.

2.1.2. Server and storage upgrade
Completed upgrade of data storage system to provide enhanced functionality and additional capacity.

3. Operational Initiatives

3.1. Process Improvement

3.1.1. Lean Thinking
- Hosted Green Belt training session with 5S Kaizens conducted on 3 areas in the Langley Campus: Facilities storage and workshop, HR file storage, and Finance payroll office. The exercises were highly successful, resulting in gained spaces and enhanced efficiency in all three areas.
- The University now has 5 employees certified in Lean Green Belt. The Green Belts will work as a coordinated team to provide training and conduct improvement Kaizens across the University.

3.1.2. Email Enhancements
3.1.2.1. High Availability
The Exchange email system was enhanced with the high availability feature that have the email boxes stored on redundant servers. This minimizes planned downtime required for routine maintenance and unplanned downtime in case of hardware failure.

3.1.2.2. Email Quota and Retention

Email quota has been implemented as part of the data management strategy to contain the growth of email data which has doubled in the last 2 years. Retention schedule has also been applied to automatically clean out the deleted mail folder and calendar entries older than 7 years.

3.1.3. IET Risk Register

The IET Risk Register was completed under the guidance of the Director, Organizational Risk.

3.2. Regulatory Compliance

3.2.1. PCI-DSS (Payment Card Industry Data Security Standard)

The University's payment card provider Moneris has recently reclassified the institution from a level 4 merchant to level 3 when we process more than 20,000 e-commerce transactions annually. A PCI Compliance Committee was formed with members from Finance, IET and Student Services. The committee is charged with the tasks to strengthen our network security practices, information security policies and payment card information handling procedures to comply with the higher standard required for level 3 merchants. Substantial progress has been made and we are on track to achieving compliance by the target date of 2013 year end. The committee will also be responsible to ensure compliance on an ongoing basis.

Finance

Since the last report, the focus of Financial Services has been on fiscal year-end reporting, most significantly because of the major accounting changes that were mandatory for the 2012-2013 fiscal year – a major endeavour faced by all BC post-secondary institutions under the PSAB guidelines.

On April 1, 2013, British Columbia returned to a Provincial Sales Tax (PST) system. PST and GST replaced the HST system on purchases invoiced after March 31, 2013. This change was felt mostly by the Accounts Payable and Accounts Receivable areas. Financial Services informed the Kwantlen community about the change, including links and guidelines to assist with determining exemptions to PST.

The FY13/14 budget was approved by the Board of Governors at the April 2 meeting.

After attaining his CGA designation, Amarjit Garcha left Kwantlen to pursue a career with the College of New Caledonia in Prince George. Accounting Analyst, Evelyn Forrest, has moved from Accounting Services to the Financial Reporting and Systems area.

Payroll Services welcomed its new Supervisor, Tracey Smith, and the return of Sarika Sharma, who had been seconded to Human Resources for the past year. In April, Payroll participated in the Lean Sensei project -- over a period of four days, the group organized and de-cluttered the Payroll area, which still looks good a month later. Payroll reports that the BCGEU retroactive payments were calculated and paid out in early May. With full staffing in place, Payroll's focus will now be on cross-training and improving efficiencies.

The Bookstore is conducting student, faculty, and staff focus groups over the next couple of months and will have more to report after they have been completed.

Supply and Business Services

University Spend Analysis:

Christine Monroe, Manager Supply Services has completed the comprehensive spend analysis report for fiscal year 2012/2013 for the Vice President Finance and Administration with detailed information regarding the University's annual expenditures of $19 million for goods and services.

The report examines a wide variety of expenditure categories such as contracts for services and professional services; operating expenses such as paper, office and classroom supplies, computers and cellphones; information for asset purchases, invoice payments, blanket purchase orders and purchasing card purchases for key areas such as wholesale trade, business expenses, hospitality and travel.

Along with information from the Finance Banner System, the spend analysis report provides insights on to challenges and opportunities to consider when seeking to drive more value and accountability from department budgets.

The attached summary provides of the report with the full report provided on Supply Department and Administrative Council SharePoint sites to provide an in-depth opportunity for evaluation and discussion.

Security

Month	Accomplishment
April	All security officers are wearing Name Tags starting APRIL 1 2013. All security officers have personal Business cards with a prevention/contact message.
April	Draft copy of KPU Security SOP's received from KITTERINGHAM..the SOP'S are now subject to review by KPU
April	In-house direct service phones installed in CAHS (West Bldg) For immediate contact with security/first aid
April	Security was involved in an information meeting with/ Judicial Affairs to the Faculty of Arts explaining the direction of security, B.I.T. (Behavioral Intervention Team) ,how to report conduct issues.

Human Resources and Risk Management

Emergency Management

Planning – Evacuation
Continued Evacuation Planning through the period. Conducted 2 training sessions for 24 Surrey Floor Wardens on March 26th and 29th, followed by an evacuation drill and debriefing on April 26th.

Planning – Continuity
The hire of a permanent administrative assistant is pending.

Planning – CEMS
Submitted a proposal and recommendation paper for approval. No approvals yet received.

Planning – EOC
Submitted costing estimates and awaiting funding approval for EOC development and implementation. Project scope, timeline and resources will be defined in collaboration with IET.

Planning – TALENS
Continued to work with IET and Marketing and Communications on this project.

Training – Floor Warden
See Planning – Evacuation.

Training – Campus Emergency Management System (CEMS)
Training
Completed development and implementation courseware estimates for in-service training. Awaiting approval.

Exercises and Drills - Surrey
See Planning – Evacuation. Conducted an evacuation drill and debriefing session on April 26th. Evacuation instructions for Surrey have yet to be signed by the President and Vice Chancellor.

Meetings, Forums, Conferences, Courses
International Association of Emergency Managers – Universities and Colleges Caucus (UCC)
- Scheduled monthly

BC Post-Secondary Emergency Planning Committee (PSEPC)
- Scheduled quarterly

BC South West Region Emergency Planning Committee (REPC)
Scheduled monthly

Employee Relations

The process is well underway for several senior administrative searches with decisions expected in the near future.

The University and the KFA has reached a tentative settlement for a new collective agreement from April 01, 2012 to March 31, 2014. Ratification by the parties will occur shortly.

Administrators in pay grades 6 -9 have received an invitation to participate in the Leadership Development Program hosted by Human Resource Services. The response has been positive. The first session is scheduled for May 21st and will provide information on Managing Effectively in a Unionized workplace.

Employee Services

In December of 2012 the Support Staff Compensation Template Table concluded bargaining. Arising from that Agreement was a Letter of Understanding, requiring the Parties to develop an Early Intervention Program (EIP) for support staff. A representative from KPU's Human Resource Services management team sat as the Chair of the provincial Joint Steering Committee that was struck to develop the EIP.

Between February 4, 2013, when the Parties first met, and March 4th, the Joint Early Intervention (JEIP) program was developed and launched. On March 5, 2013, a one day training session was conducted for 78 representatives (employer and union) from across the province. The expectation at the end of the day was that these individuals would return to their local institutions and establish joint committees to implement the JEIP for their support staff employees.

The KPU Joint Committee, comprised of 6 members, 3 appointed by the union and 3 by management, held their first meeting on March 26th, and every third week thereafter. The implementation at KPU has been smooth and the Committee is working together very effectively. It is anticipated that the JEIP will reduce the duration of sick leaves, ensure support staff employees are referred to and receive appropriate early intervention, rehabilitative and medical assistance, and return to work in a supported and timely manner.

Health and Benefits

In May, the Health and Benefits team launched the start of KPU's Wellness Program. While employee focused, there will be many opportunities to include, and partner with, the student population. National Mental Health Week, which ran from May 6 through 12, was chosen as the soft launch for the Wellness Program. Over the course of the next 3months the Wellness Steering Committee will develop wellness activities, educational materials, and plan events to meet the needs of employees as identified in the Health, Wellness and Recreation Survey, conducted in October of 2012. The full Program will launch in September and will focus on the 4 pillars of: mental health; heart and stroke; cancer prevention; and, nutrition and lifestyle.

Occupational Health and Safety

University Fire Safety Program Review

In collaboration with the office of Emergency Planning and Facilities, the OH&S office has completed the review the University's Fire Safety Program. The review consisted of updating the written fire safety plan and instruction to occupant signage, establishing designated assembly areas, recruiting and training floor wardens and conducting fire drills.

March 26 & 28 : On March 26th and 28th orientation sessions were held for Surrey fire wardens.

April 26: On April 26th a fire drill was conducted at the Surrey campus. The drill involved complete evacuation of all the buildings and involved participation of employees and students.

WorkSafe BC Compliance

Currently reviewing accident investigation program to ensure consistency with requirements of Workers Compensation Act and the Occupational Health and Safety Regulation.

Risk Management

IMPROVING ACCOUNTABILITY

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

- Completed the compilation of a risk register with IET. Key risks have been identified. Appropriate mitigation strategies under development.
- Begun development of a Risk Reporting Framework for the university with the Risk Management Steering Committee

EXPANDING UNDERSTANDING OF RISK MANAGEMENT IN THE POST-SECONDARY SECTOR

- Developed the working plan for the ERM Group in BC Postsecondary institutions. 14 institutions are on the core working group.
- In collaboration with the BC Government, begun planning for the second Risk Management Conference

OPERATIONAL RISK

- Begun development of a set guidelines for faculty to use when taking students on off campus learning trips
- Ongoing management of insurance and liaison with the BC Government Risk Management Branch

Institute of Material Innovation

Preamble:

This is the second quarterly report for the Institute of Material Innovation (IMI). The institute was formed after the announcement of the new Chip and Shannon Wilson School of Design by a university executive decision to grow design research in the university. Despite the lack of clarity for deliverables the IMI quickly established itself within the community. This period indicates that IMI has also executed on some of these deliverables established in a framing document on its vision and strategy.

The vision that is being developed for IMI is congruent with the KPU Strategic Plan that calls for: quality, relevance, and reputation to be the three cornerstones for the university. IMI is an institute focused on applied research that represents the key trait of a polytechnic university. The quality of the teaching and the innovative nature of the university will be leveraged to enhance the academic portfolios of the individual faculty creating opportunities to engage in applied research. The quality demonstrated, coupled with the relevancy of the research, will lead to growth in the reputation of the university. It is the strength of the university that is harnessed by an institute that is agile and adaptable. This characteristic of IMI allows it to be a catalyst for new opportunities that supports the university and the community, formed primarily through its freedom of not being connected to any one Faculty unit.

IMI is devoted to the whole continuum of learning and advancement of knowledge within the frame of materiality. It is within this view that scholars, researchers, students, faculty members, industry and community members are all essential. All of these participants can offer insights, research, and outcomes that ultimately benefit the enrichment of the community in terms of the benefits that materials make within their lives. This structure will allow for applied and trans-disciplinary material innovation research through business; science; art and material culture; user-centered design; and through design thinking.

Achievement and Events

1.0   Space that was provided to set up a material resource lab together with an office space was taken back and the material samples stored due to lack of security. Even though options were provided, the Faculty asked for the office space to be relocated but nothing has been done with the space. This shift in space after material samples were displayed has greatly delayed the establishment of the resource center.

2.0   The Executive Director has worked on the Evaluation Team for the architectural consultant for the new Chip and Shannon Wilson School of Design. The RFI and RFP were both rigorous and rewarding processes resulting in a team of prime consultants being hired.

3.0   Research trips to the Simon Fraser University, University of Edmonton, and the University of Calgary to examine the equipment needs for the new School of Design helped towards the production of a document that aided the spatial programming.

4.0   Working with numerous committees (Steering, Project Management, User, and Evaluation Team) the Executive Director is clearly a link to all aspects of the Building of the new Chip and Shannon Wilson School of Design.

5.0   The meeting in mid March with the Museum of Anthropology (MOA) to discuss the proposed workshop in which First Nations artisans work with designers, scientists, technologists, and entrepreneurs towards the repositioning of a material knowledge was met with a very positive response. Numerous artisans were listed to contact, and the

Vancouver Opera were also linked to be an option for support. MOA and UBC were jointly involved with a Symposium on Traditional Knowledge and the related issues of ownership. This has led to links being made to extend the research.

6.0   Meetings have been set up with the Office of Research and Scholarship to clarify approaches that Design Research has taken worldwide, and for IMI to clearly lead that direction. Further meetings have been arranged with the Dean of Design (pro tem) and the VP of Research.

7.0   The Office of Research and Scholarship and the Executive Director were heavily engaged with the submission of a proposal (KATMIS) to the Western Economic Development Fund (WED). It was aimed at growing start-up companies to the next level, as incubation is valuable but most companies fail if they cannot grow beyond the first stage. The initial approach was to focus on the advanced textile industries in our catchment area, and was seen as a positive submission with a final decision pending.

8.0   Related to this idea of advancing young companies, Mr Bill Mak approached the Executive Director of IMI, earlier in the year, with an idea of involving students in a project to fund their innovative ideas. Mr Mak is an internationally trained and recognized designer and educator. A few of his notable engagements and projects were with Microsoft, Google, Parsons School of Design, Royal College of Art, and Eindhoven University of Technology. Upon listening to the opportunities at KPU and with the IMI agenda to work with industry to develop material innovation, he was very willing to work with the various Faculties to engage in the idea of bring venture capitalist to the table to grow young firms and ideas. This idea has developed further since the early part of the year with members of the School of Business very eager to be involved. Members of lululemon have also agreed to be involved in the panel.

9.0   The Executive Director has made links with the Faculty of Science & Horticulture and the Faculty of Trades & Technology to develop a Design Science Program of studies. Meeting with Tom McMath on March 11 went extremely well with further investigation underway. Industry partners are very keen on this development and it represents a truly Polytechnic approach that is unique.

10.0   IMI has set up discussion with Horticulture and the CEO of Sustainable TV. Further opportunities were discussed involving the School of Design. This will highlight the reputation that KPU has in the community.

11.0   Meetings with Emily Smith, CEO of Maker Faire® has opened up the opportunities for IMI to work with Techno-Hackers who are forging new ground with digital fabrication and design. Her links have also led to an introduction with Sharon Kallis who is developing a research proposal to build on her successful work with fabric knowledge and horticultural processes. This also feeds well into the First Nations research project mentioned earlier and potential research projects with Colin Doylend, Director of Canada Community Energy Development Inc. Meetings with Colin next month will extend the earlier conversations.

12.0   Working with Linda Naiman, CEO of Creativity at Work, on the workshop with First Nations artisans led to interest from TIFF out of Sweden. They were very interested in developing an EU research grant proposal for 400,000 Euro in which IMI at Kwantlen would be the major component that engaged 9 other universities and institutes across 9 different countries. Despite IMI completing the required documentation in a very fast turnaround, the TIFF group found that they could not meet their own deadline. However, with KPU and IMI being the only Canadian institute it indicated the interest from other parts of the world that we are ready to engage on a world stage.

13.0   The Executive Director for IMI has taken over the guidance for an Ethics application for the visiting scholar for the School of Design. This link will allow for opportunities for open in China for research and visiting professorship funding.

14.0   David Dunne who is the Director of Radius at SFU and an adjunct at the Beedie School of Business has heard about the IMI activities and is setting up a meeting to discuss possible synergies. Jane Fee will join me for this meeting and it could lead to opportunities for Design Thinking to be fully engaged at KPU.

15.0 Leva Lee at the Educational Technology User Group (ETUG) contacted IMI regarding attending a workshop on educational technologies. IMI has also made contact with Knowillage ® < http://www.knowillage.com> who have developed an innovative approach to search engines and knowledge acquisition/testing.

16.0 The most significant event that will prove to be a game-changer in the world of design in whole west coast has just been initiated with meetings with Material Connextion in New York. The meeting was organized by lululemon and involved a team of their innovation leaders who introduce Kwantlen as a partner in shaping a hub of excellence in BC. Material Connextion is a clearly established brand in the growing research area of materiality. The world's largest companies are members who travel to New York to the resource center. The discussions of having Kwantlen open a branch would establish the first Canadian, and the first west coast office. There are already precedents in which Material Connextion works directly with universities around the world to establish different agreements. The fees are very modest for the opportunity. A full proposal will come forward with details.

Issues to Develop

1.0 The position description needs to be finalized and currently sits with the Executive Director for a final edit.

2.0 Relationship to the CSWSOD needs to remain disconnected to allow fluidity in transdisciplinary activity. Making it a sub-set of the School of Design will end any opportunity for the Institute to grow.

3.0 Currently the ideas, projects, and engagement activities are run without a budget, and without support. This issue is crucial to resolve, as IMI requires the tools to make it successful. The vision of the IMI being a flagship for applied research is very clear, but it cannot happen on just faith, it requires internal and external support.

International

DEVELOPMENT & MARKETING TRIPS TO BRAZIL AND CHINA

Brazil:

In April, our AVP International participated in two education delegations to Brazil led by the Association of Canadian Community Colleges (ACCC) and the Canadian Bureau for International Education (CBIE) respectively. The purpose of these delegations was to promote further development of the Science Without Borders scholarship program that is being sponsored by the Brazilian government. Part of this trip included meetings conducted by ACCC with representatives of the Brazilian Ministry of Education to discuss further cooperation and training opportunities for Brazilians at Canadian institutions.

While in Brazil, Stuart visited with potential top-level universities to discuss partnership opportunities and long-term growth that would be mutually beneficial to each institution. Favourable responses were expressed and follow-up action is being conducted with our senior administration and deans to see what are the areas of interest and collaboration for KPU. Further information will be provided as these opportunities develop and solidify.

China:

In May, a visit was conducted to China by our KPU President and AVP International. The visit to China was an important one since it was the first time Alan and Stuart had the chance to see KPU's Chinese partners and discuss with them our joint programs and promotion efforts. Some of the highlights of the meetings include discussions with the following parties:

- Canadian Embassy: Presentation of KPU's portfolio and discussion regarding growth opportunities with the education sector staff.
- BC Trade Offices- Beijing, Shanghai, and Guangzhou: Visits with the managers for the education sector in each of the three areas of China (North, East and South) being developed by the BC government. Good discussions were held. As a result, the three education sector managers are now planning to visit KPU on their delegation mission to Canada next month.
- Beijing University of Chinese Medicine: An initial meeting was held with this key university in China to learn more of their pioneering work being conducted in Europe and Asia. BUCM has had a successful partnership and joint degree program with the University of Middlesex in the UK since the 1990's as well other partnerships in Germany and throughout Asia. Interest was expressed by BUCM to learn more about KPU and see if there are ways for collaboration and development of Chinese Medicine programs in Canada.
- Fuyang No 2 High school: Follow up was done on our successful partnership with Fuyang and also the planning for continued growth and student recruitment. Topics such as joint marketing, ESL training, curriculum support and student success were discussed.
- Guangdong University for Foreign Studies: Successful key meetings were held regarding methods to promote better communication, increase student enrollment, and faculty support. Also, the development of a potential

KPU field school to China to be led by our business faculty was discussed. The visit was an important one to the continued growth of the GDUFS and KPU joint program.

- New Continental Inc. (Mr. Liu): A follow up visit was conducted with a potential developer brought to KPU via contacts within the municipal government of Richmond. Mr. Liu of New Continental Inc. is a resident of Vancouver and an immigrant to Canada from China. Mr. Liu 's development company owns an eight million dollar property in Richmond close to the River Rock Casino and directly on the Canada line. Through contacts in Richmond, several meetings have been held to discuss the vision of Mr. Liu for the development of a student residence and an education complex in Richmond. While in China, Stuart and Alan met with Mr. Liu and viewed some of his other successful construction and development projects. A favourable impression was made by the visit of Mr. Liu's current and previous projects in China. International's recommendation is to pursue further talks with Mr. Liu and his company to see if a mutually beneficial cooperation can be developed for the region of Richmond.

ENROLLMENT & STUDENT SUPPORT

Several new and ongoing initiatives have been carried on by International in the areas of enrolment and student support in the months of April and May. These include:

- Testing and assessment was conducted by KPU at our partner schools in China. In April, two ELST faculty and two members of the OISS team travelled to China to support partnership activities. From these visits, a confirmation was given of an additional 27-30 students that are projected to arrive this fall at KPU as new International students.

- Educational Studies in conjunction with OISS has organized a specialized course offering of our EDUC 1100 that will focus on international student transition to western post-secondary education in Canada. The first launch is scheduled for an intensive eight week offering in July 2013. This is a pilot and the hope is to expand course offerings for other international students in the future.

- Numbers continue to increase of international student enrolment through the Kingdom of Saudi Arabia's scholarship program. In Fall 2012, KPU received approval as an English as a Second Language provider as well as an undergraduate studies approved institution. ESL scholarship students from Saudi Arabia have increase over 400% since Fall 2012 from 7 students to 38 students for Summer 2013. This brings the total number of scholarship students from Saudi Arabia in both ESL and undergraduate level programming to 95. This success has been built upon strategic hiring of an Arabic speaking advisor who has been able to support these students while here at KPU.

- The International Peer Mentor initiative initiated by OISS completed its pilot successfully and there are plans for a more substantial roll out of this program. Academically strong international students are paired with new incoming international students and also international students experiencing academic challenges. This program aims at assisting our students to transition successfully into the academic world at KPU and to engage more fully in student life.

SCIENCE WITHOUT BORDERS

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

There are 17 additional Brazilian students joining Kwantlen in July 2013 as part of the Science without Borders Scholarship program, bringing the number to 48 scholarship students from Brazil. Areas of study include Design, Journalism, Information Technology, Business, Horticulture and Nursing. Given that the program is still in the initial two years of development, KPU growth in numbers is encouraging and feedback of the Brazilian students' engagement both in courses and in university has been excellent.

One key component of the SWB program is university-organised work internships. This summer twenty-three SWB scholarship students at KPU have secured four-month internship positions throughout the region within many high profile companies and organizations. Initial reports from employers regarding the quality and professionalism of these students have been extremely positive.

GLOBAL COMPETENCY CERTIFICATE

Continued planning and development has been conducted regarding the Global Competency Certificate to be created at KPU. This certificate will focus on helping our students become successful leaders through the development of cross-cultural communication and global awareness. This certificate will fill the need in developing awareness among students, faculty and also future employers on the critical need for cross-cultural communication skills and knowledge.

Sandra Schinnerl, Director of OISS, has been selected as the point-person and lead in the development process for this certificate. Initial steps will include consultations with faculty, community members and other university stake holders to discuss key concepts. Also, continued research on other universities and their certificates will be conducted. Findings of these combined areas will be then shared with members of the KPU community before moving to the next step of the process, the overall design and selection of key criteria that will become components of this certificate.

SUPPORT & CULTURAL ACTIVITIES FOR INTERNATIONAL STUDENTS

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

Welcome & Orientation of New International Students

International is proud to announce that the largest intake of international students for a Summer semestre at KPU. 189 new international students joined KPU for the summer semestre. A full orientation program was provided for the students to help them in their adjustment to Canada and to better understand the resources available to them here at the university.

BBQ event at Stanley Park

This month, fifty international students participated in a sold out event held at Stanley Park by the OISS office. Students had a chance to intermingle and have fun in a truly Vancouver setting. Photos of this event and other similar activities sponsored by the OISS office can be found on our facebook page.

http://www.facebook.com/kpu.oiss

Future events of a similar nature will be held and plans to also integrate our KPU domestic Canadian students in these international events are being developed.