



REMINDER

Board Meeting is at the

Surrey Campus
12666 – 72nd Avenue

Cedar Building
Room 2110
(Board Room)

Directions to Campus:

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



Surrey Campus
12666 72nd Avenue, Surrey

Directions to Meeting Room

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

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

1. **Call to Order**
2. **Approval of Agenda** 1 min.
3. **Consent Agenda / Gord Schoberg** 1 min.
 - 3.1. **Minutes 19 September 2012** Page 4
4. **New Business**
 - 4.1. **Senate Advice re Board Appeals Tribunal Procedures / Shelley Wrean** Page 11 15 min.
5. **Board/Senate Task Force on Bi-cameral Governance / Gord Schoberg**
 - 5.1 **Review of Board Manual Excerpts** Page 18 5 min.
6. **Governance Committee / Gord Schoberg**
 - 6.1. **Board Governance Items** 15 min.
 - 6.1.1. **Bylaw Revisions** Page 19
 - 6.1.2. **Board Governance Policies** Page 35
 - 6.1.3. **Board Governance Manual** Page 38
 - 6.2. **Review Notice of Position** Page 309 10 min.
 - 6.3. **Board Retreat** Page 322 10 min.
 - 6.4. **Code of Conduct Signing** Page 323 5 min.
 - 6.5. **Risk Management Update / Harry Gray, Louella Mathias** 20 min.
7. **Finance & Audit Committee / Shane King**
 - 7.1. **Second Quarter Financial Report** Page 336 2 min.
 - 7.2. **Draft Board Budget 2013-14** Page 338 5 min.
 - 7.3. **Bylaw No. 4, Fees Revision** Page 341 5 min.
8. **Student Affairs Report / Gordon Lee, Ron Maggiore** Page 345 10 min.
9. **President's Report / Alan Davis** Page 348 15 min.
10. **Senate Report – September 24, 2012** Follow link
 - 10.1. **President's Update / Alan Davis** Page 405 3 min.
 - 10.2. **Full Program Proposal, Bachelor of Science Major in Applications of Mathematics (for information)** Page 407

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|---|----------|--------|
| 11. Next Meeting Agenda Contribution / Gord Schoberg | | 1 min. |
| 12. For the Good of the Order / Gord Schoberg | | 2 min. |
| 13. Evaluation of the Board as a Group / Launi Skinner | Page 495 | 3 min. |
| 14. Information Package | Page 497 | |
| 15. Adjournment | | |

Next Meeting

**Regular Board Meeting
Wednesday January 30, 2013
Surrey Campus, Cedar Bldg, Room 2110
3:00-7:00 pm**

BOARD ITEM / Consent Agenda

Issue: **Minutes for Approval**

For Approval: **THAT the Board of Governors approve the minutes of 19
September 2012.**

**Wednesday, September 19, 2012
Langley Campus Boardroom 1030**

Present

Board

Alan Davis / President
Geoff Dean
Iman Ghahremani
Sandra Hoffman
Jared Penland
Kim Richter
Gord Schoberg / Chair
Lisa Skakun
Ken Tung
Amrik Virk

University Vice Presidents

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

University Community Members

Ariana Arguello / Manager Strategic Planning
Tru Freeman / Dean Community & Health Studies
Sandi Klassen / University Secretary
Kathy Lylyk / Executive Director Finance
Ron Maggiore / Vice Provost Students
Todd Mundle / University Librarian
Kerry Thompson / University Secretariat Office
Shelley Wrean / General Counsel

Regrets

Kristan Ash
Arvinder Bubber / Chancellor
Yuri Fulmer
Shane King
Launi Skinner

**Tour of Faculty of
Community & Health Studies
(CAHS) New Facilities**

Tru Freeman, Dean Community & Health Studies led a tour of the new CAHS facilities at the Langley campus.

Call to Order

The Chair called the meeting to order at 3:35 pm. Tru Freeman was thanked for providing members with a tour of the new CAHS facilities.

Oath of Office

The Chair administrated the Oath of Office to new Board members Lisa Skakun, Alan Davis, Geoff Dean, Iman Ghahremani, Sandra Hoffman and Jared Penland.

Approval of Agenda

The agenda was approved by consensus.

Consent Agenda

**Moved by Amrik Virk; seconded by Iman Ghahremani:
THAT the Board of Governors approve the Consent Agenda.**

MOTION CARRIED

Items included in the Consent Agenda:

- Minutes 20 June 2012
 - Public Bodies Report Year Ended March 31, 2012
 - Enrolment Statement Year Ended March 31, 2012
-

New Business

Post Baccalaureate Diploma in Technical Apparel Design

Senate approved this Concept and Full Program Proposal at its June 25, 2012 meeting. The Board Finance & Audit Committee reviewed the Concept and Full Program Proposal at its September 6, 2012 meeting and recommends it to the Board of Governors for approval.

Moved by Amrik Virk, seconded by Jared Penland:

THAT the Board of Governors approve the program Concept and the Full Program Proposal for a Post Baccalaureate Diploma in Technical Apparel Design.

MOTION CARRIED

Institutional Accountability Plan and Report 2011/12 – 2013/14

Ariana Arguello presented the Institutional Accountability Plan and Report for 2011/12 – 2013/14. The report was submitted to the Ministry for approval in July.

Details of the report were discussed and the Board thanked the Office of Institutional Analysis & Planning for their detailed work.

Dispensing with Monitoring Reports

Monitoring reports will become unnecessary with the implementation of the Board Manual. The President will continue to provide regular reports to the Board of Governors.

Moved by Ken Tung, seconded by Amrik Virk:

THAT the Board of Governors dispense with monitoring reports and executive limitations until further notice.

MOTION CARRIED

Board Appeals Tribunal

Moved by Geoff Dean, seconded by Jared Penland:

THAT the Board of Governors appoint the following Board Members to the Board Appeals Tribunal:

Three appointed Board Members:

Amrik Virk

Shane King

Lisa Skakun

One student Board Member:

Jared Penland

On faculty or staff Board Member:

Sandra Hoffman

MOTION CARRIED

Governance Committee

Political Fundraising Expenses Policy

The Ministry has notified public institutions that reimbursement for partisan political events is not a claimable expense. BC political parties have also stated that they will not accept donations from publicly funded institutions. The policy has been created to specifically address this issue.

**Moved by Iman Ghahremani, seconded by Sandra Hoffman:
THAT the Board of Governors approve the Political Fundraising Expenses Policy for University Comment.**

MOTION CARRIED

Board Only In camera Wording (Draft Board Manual)

Members discussed a recommendation from the consultant working on the Board Manual, based on best practices information, to hold regular *Board Only In camera* meetings without senior administration, or the President in attendance.

It was determined that the issue should be returned to the Board Governance Committee for further discussion.

**Moved by Amrik Virk, seconded by Sandra Hoffman:
THAT the item be referred back to the Board Governance Committee for reworking with the intention of providing the opportunity for a Board member only debrief after the In camera meeting.**

**MOTION CARRIED
OPPOSED: Kim Richter**

Finance & Audit Committee

Bachelor of Arts, Major in Political Science Full Program Proposal

The full program proposal for a BA with a Major in Political Science was previously approved by the Board of Governors, pending a recommendation for approval by the Board Finance & Audit Committee. The proposal was recommended at the September 6, 2012 Finance & Audit Committee meeting.

Campus Planning Policy and Procedures

**Moved by Jared, second by Iman Ghahremani:
THAT the Board of Governors approve the Campus Planning Policy and Procedures for University comment.**

MOTION CARRIED

Policy 3.4, Financial Planning / Budgeting

**Moved by Sandra Hoffman, seconded by Iman Ghahremani:
THAT the President is in compliance with Policy 3.4, Financial
Planning / Budgeting.**

MOTION CARRIED

Policy 3.5, Financial Conditions and Activities

**Moved by Lisa Skakun, seconded by Amrik Virk:
THAT the President is in compliance with Policy 3.5, Financial
Conditions and Activities.**

MOTION CARRIED

First Quarter Financial Report

Kathy Lylyk reported on the first quarter Financial Report. The University is on target and is comparable to last year at this time.

ACTION: Include numbers from last year in the report for comparison purposes.

Mid-Year Budget Proposal for FY 2013

**Moved by Amrik Virk, seconded by Jared Penland:
THAT the Board of Governors approve the Mid-Year Budget
Proposal for FY 2013.**

MOTION CARRIED

Student Affairs Report

Ron Maggiore gave a verbal report on the merger of Student Enrolment Management and Student Life & Community divisions. With the recent resignation of the VP Student Life, a reorganization of these two key areas has occurred. The result is a single portfolio, renamed the Student Affairs Division. The objective is to provide enhanced leadership, better strategic planning, and improved services to students. A transition document is in progress and will address consolidation of existing staff, Registrar responsibilities, improved financial aid processes and recruitment.

Student Affairs Report will be added as a standing item to the Board of Governors agenda.

President's Report

President Alan Davis reported on his activities to date.

A decision has been made to not go forward with the Access Copyright licence renewal.

President's Goals for Year One

Alan Davis reviewed the 5 key goals he has set for his first year at Kwantlen – strategic planning, academic planning, external relations, student strategy, and developing the internal Kwantlen climate.

ACTION: Ensure that all Board of Governors have access to the 2011 staff climate report.

Strategic Planning Update

The President has set June 2013 as the deadline for Board of Governors approval of the final 5-year strategic plan.

Senate Report

Board Representative's Update - no report

President's Update – no report

Board/Senate Task Force on Bi-cameral Governance

Protocol for Development of Policies and Procedures

**Moved by Sandra Hoffman, seconded by Amrik Virk:
THAT the Board of Governors approve revisions to the procedures of the *Protocol for Development of Policies and Procedures Policy (E4)*.**

MOTION CARRIED

Principles to Guide the Development of Policies and Procedures

**Moved by Amrik Virk, seconded by Jared Penland:
THAT the Board of Governors approve the Principles to Guide the Development of a Successful Model of Bicameral Governance.**

MOTION CARRIED

Next Meeting Agenda Contribution

Agenda items may be forwarded to Sandi Klassen.

Alan Davis and Geoff Dean will review the Education Today, Productivity Tomorrow report and present findings back to the Board.

For the Good of the Order

- Amrik Virk expressed his appreciation of the new Board members, noting they are a very well informed group.
- Kim Richter informed members that an expansion of the Langley Events Centre is under consideration and that Kwantlen may be asked to participate.
- Lisa Skakun commented that Kwantlen's strategic planning should include community partnering strategies.
- John McKendry's farewell dinner was held on September 13th. The event was well attended and enjoyed.
- Gord Schoberg met with John Yap, Minister of Advanced Education, Innovation and Technology. He also met with Rich Coleman, MLA Fort Langley/Aldergrove.

- Alan Davis will be speaking at the September 20, 2012 Surrey Board of Trade meeting.

Evaluation of the Board as a Group

Kim Richter observed that members were respectful, supportive and inclusive of each other. Excellent questions were put forward on the issues discussed at tonight's meeting. Future discussions could benefit from linking more with vision, mission and community.

Next Meeting

The next meeting is on Wednesday, November 21, 2012, at the Surrey campus.

Adjournment

The meeting adjourned at 6:23 pm.

BOARD CHAIR

BOARD ITEM/New Business

Issue: **Senate Advice re Board Procedures as Final Appeal Board-
Non-academic Misconduct**

For Information: At its September 19, 2012 meeting, the Board of Governors approved the Board Procedures as Final Appeal Board – Non-academic Misconduct (“Procedures”) and the Board of Governors Appeals Tribunal – Non-academic Misconduct Terms of Reference (“Terms of Reference”). The Board resolved to reconsider the Procedures after seeking the advice of Senate with respect to the Procedures.

At its October 29, 2012 meeting, Senate reviewed the Procedures and provided its advice to be provided to the Board. The Board Governance Committee reviewed that advice at its November 7 meeting and directed staff to revise the Procedures.

The advice that was considered, and the direction given with respect to such advice by the Board Governance Committee, is as follows:

Procedures - Section A

9. could be unfair to the student and does not honor the spirit in which it was created. Prefer that the student receive a written explanation that can be appealed. ***No revision made.***

10(d). notify parties of the types of representation that is allowed. ***Revision made to include the ability to have non-legal representation.***

13. can this be an advocate? If so, add this information. ***Revision made to include the ability to have non-legal representation.***

13. are all parties informed with fair notice if one is going to have legal counsel? ***Revision made.***

Does legal counsel = advocacy? No. Should be clearer. ***Revision made to include the ability to have non-legal representation.***

Procedures - Section B

3. add ‘or advocate’. ***Revision made to include the ability to have non-legal representation.***

Will all parties be informed who has legal counsel with fair notice? ***Revision made.***

Procedures - Section C

1.c – add information on anticipated timelines for decision/responses.

Revision made to include a requirement that the Tribunal provide direction on a reasonable timeframe.

6. define or explain the reference to a Student Conduct Record (explanation – this is a record typically held separately in the dean's office, as a confidential record) Definition would be helpful. *Revision made.*

Comments:

- use the word committee, not Tribunal. *No revision made.*
- advocacy or legal counsel. *Revision made to include the ability to have non-legal representation.*
- many universities have an advocacy system who act like legal counsel. Important to clarify who will be attending. *Revision made to include the ability to have non-legal representation.*
- advocacy –should mention ESL advocates. *Revision made to include the ability to have non-legal representation.*
- notices - timelines should be mentioned, in particular a minimum time frame for notification of a tribunal meeting. *Revision made to include a minimum notice period of a hearing or deadline for written submission..*

Terms of Reference

- Membership: could be a tie vote situation. if down to 3 minimum, if drop out due to a sudden understanding of a conflict of interest, how will that be handled. can't bring someone in part way through the process. *Outstanding.*

The revised Procedures are attached for the Board's reconsideration.

For Approval:

THAT the Board of Governors approve the revised Board Procedures as Final Appeal Board - Non-academic Misconduct.

Board Procedures as Final Appeal Board – Non-academic Misconduct

A General Procedures

- 1 These procedures govern an appeal of the President’s decision to discipline a student for non-academic misconduct, made under Policy C.21 or under s. 61(1) of the *University Act*.
- 2 The composition of the Appeals Tribunal is described in the Terms of Reference.
- 3 A student (the “Student”) may request an appeal of a disciplinary decision by the President within 21 days of issuance of the President’s decision by delivering a Notice of Appeal to the attention of the Chair of the Appeals Tribunal, c/o the University Secretary, and to the Office of Student Judicial Affairs (“OSJA”).
- 4 All communications by the Student or the OSJA to the Chair or Appeals Tribunal are to be made through the University Secretary unless specifically directed otherwise by the Chair of the Appeals Tribunal.
- 5 The grounds of appeal are:
 - a) there was a procedural error that significantly prejudiced the decision;
 - b) new information is made available, which could not have been available at the time of the original investigation, and that could reasonably reverse the outcome of the case; or,
 - c) the Student disagrees with the decision on the grounds that it is excessive, unreasonable or unfair.
- 6 The Notice of Appeal must be in writing, signed by the Student, and include:
 - a) the decision being appealed;
 - b) the grounds for the appeal;
 - c) the facts relied upon;
 - d) the relief sought;
 - e) whether the Student wishes to conduct the appeal based upon written submissions or seeks an in-person hearing;
 - f) if the Student seeks an in-person hearing, the names of any witnesses the Student wishes to call; and
 - g) copies of any documents upon which the Student wishes to rely in the appeal.

- 7 Within 21 days of receipt of the request for appeal, the OSJA prepares and delivers to the Chair of the Appeals Tribunal and to the Student a Response to the Student’s Notice of Appeal. The Response must be in writing and include:
 - a) a copy of the President’s decision;
 - b) a copy of the final report of the OSJA concerning the matter giving rise to the decision that is the subject of the appeal, if applicable;
 - c) whether the OSJA wishes to conduct the appeal based upon written submissions or seeks an in-person hearing;
 - d) if the OSJA seeks an in-person hearing, the names of any witnesses the OSJA wishes to call; and
 - e) copies of any documents or electronic records upon which the OSJA wishes to rely.

- 8 Within 7 days of receipt of the Response, the Student may deliver a Reply.

- 9 If the Appeals Tribunal concludes at any time that the appeal has no reasonable prospect of success, the appeal may be immediately dismissed.

- 10 The Appeals Tribunal may determine the practice and procedure to be followed in an appeal, including modifying any procedure described herein. Procedural matters in the discretion of the Appeals Tribunal include:
 - a) whether to extend any time limits set out herein;
 - b) whether to require disclosure or production of documents by one party to another;
 - c) whether the appeal or any part of it shall be conducted on the basis of written submissions or by electronic means instead of an in-person hearing; and
 - d) if an appeal is to be conducted by an in-person hearing, whether support persons (**in addition to Representatives, if any, as described in paragraph 13 below**) or observers may attend the hearing of appeal, and whether the proceedings will be recorded by court reporter or other audio or visual means. **If support persons or observers will be permitted to attend an appeal, the Student and the OSJA will be informed of such attendance by the Chair of the Appeals Tribunal, and will be provided with the names of such support persons or observers by the Chair of the Appeals Tribunal in advance of the hearing date.**

- 11 The Chair of the Appeals Tribunal may determine any preliminary or procedural issues or designate another member of the Appeals Tribunal to do so, and a pre-hearing conference attended by the Student and the OSJA may be conducted for this purpose.

- 12 Following receipt of the Notice of Appeal, Response, and any Reply and after consulting the Student and the OSJA, the Chair of the Appeals Tribunal sets the hearing date or the schedule for delivery of written submissions and notifies the Student and the OSJA. **A minimum of 14 days notice will be provided of a hearing date, or the date for delivery of written submissions.**

- 13 The Student and the OSJA are each entitled ~~to legal representation~~ **to have a legal or non-legal representative (“Representative”)** available to represent or assist throughout the appeal, including

a hearing of appeal. The Appeals Tribunal may have separate legal counsel. **Within 7 days of receipt of the notice of hearing date, each of the Student, the OSJA and the Chair of the Appeals Tribunal will notify the others of the name of the Representative or legal counsel, if any, that will represent or assist them with the appeal.**

- 14 If the Student or the OSJA fails to comply with a deadline under these procedures, fails to comply with an order of the Chair or a designated member of the Appeals Tribunal or fails to attend an oral hearing, the Appeals Tribunal may proceed to conduct the appeal or dismiss the appeal.

B Procedure at a Hearing of Appeal

- 1 The Chair introduces the Appeals Tribunal members and outlines the procedures to be followed.
- 2 The hearing of the appeal (the “Hearing”) is to be conducted in private and in confidence.

The Hearing will, therefore, be held *in camera*, except as otherwise permitted or required by the Appeals Tribunal hearing the appeal. Except for the purposes of obtaining legal advice about any aspect of the appeal and for such other purposes as may be permitted or required by the Appeals Tribunal hearing the appeal, the parties to the appeal, members of the Appeals Tribunal, and others properly in attendance at the Hearing should not discuss the content of the Hearing with anyone who is not in attendance.

Witnesses will be excluded except as required to present evidence.

- 3 The Student and the OSJA (or their **legal counsel Representative**) may each provide a brief opening statement.
- 4 The Student may then present evidence.
- 5 Once the Student has completed his or her presentation of evidence, the OSJA may present evidence.
- 6 In the event a Hearing is conducted with the attendance of witnesses, the questioning of witnesses is conducted as follows:
 - a) the party calling the witness addresses questions to the witness (“examination”);
 - b) the other party may then address questions to the witness (“cross-examination”);
 - c) the party calling the witness may re-examine the witness; on any issues arising in cross examination of that witness;
 - d) the Appeals Tribunal may then address questions to the witness;
 - e) the Student and the OSJA may then address further questions to the witness arising from the Appeals Tribunal members’ questions.

- 7 After the presentation of evidence by the Student and the OSJA, each may make closing submissions. The Student may reply to the OSJA's submissions.
- 8 In the event a party fails to attend a Hearing despite having had notice of the scheduled date and time of the Hearing, the Appeals Tribunal may proceed with the appeal in the absence of the party.

C The Decision

- 1 The Appeals Tribunal may
 - a) allow the appeal in whole or in part;
 - b) make any decision that the President could make with respect to the matter appealed;
 - c) refer the matter to the President or to the OSJA with or without directions for reconsideration or investigation **within a reasonable timeframe as determined by the Appeals Tribunal**; or
 - d) dismiss the appeal.
- 2 The Appeals Tribunal arrives at its decision on the basis of a majority vote of the members participating in the hearing.
- 3 A decision is rendered in writing, signed by the members of the Appeals Tribunal. Where a member of the Appeals Tribunal does not agree with the decision of the majority, he or she shall provide written reasons for the dissent.
- 4 The decision and any dissenting reasons will be delivered to the Student and to the OSJA.
- 5 If a Student is expelled or suspended, the OSJA will so inform the Registrar, the Registrar's assistant, the Manager of Operations, Security, the Deans and their Operation Managers of which course the Student was attending and the Instructors.
- 6 A copy of the decision of the Appeals Tribunal together with any dissent shall be kept in the Student Conduct Record **which is maintained by OSJA**.

BOARD ITEM / Board/Senate Task Force on Bi-cameral Governance

Issue: **Review of Board Manual Excerpts**

For Information: The Task Force reviewed the following sections of the Board Governance Manual that deal with Board/Senate interaction:

1. Section 1, Introduction
2. Section 3, Bicameral Governance
3. Section 16, Strategic Planning
4. Appendix B2, Principles to Guide the Development of a Successful Model of Bicameral Governance at Kwantlen Polytechnic University

Several comments were received, resulting in the following changes to the Board Manual:

1. Section 3 – Bicameral Governance – a revision was made to use the exact wording from the *University Act* with respect to Senate’s approval of the selection procedure for senior academic administrators. A general review of the Board Manual to consider where exact wording from the *University Act* should be used will be undertaken upon the next review of the Board Manual.
2. Section 16 – Strategic Planning – several revisions were made to delete references to specific Committees of Senate.

The Task Force also discussed the approach to development of a Selection, Appointment and Re-appointment of Senior Administrators, Academic and Non-academic Policy and Procedures and agreed on a general process upon which to build a timeline. All parties expressed a willingness to expedite the process by holding extraordinary meetings for review of the draft policy and procedures.

BOARD ITEM / Governance Committee

Issue: **Bylaw Revisions**

For Information: The Governance Committee reviewed and recommended revisions to the Board Bylaws at its November 7, 2012 meeting. Subsequently, notice of the Bylaw revisions was sent to the Board as required under Bylaw No. 8, *Amendment to Bylaws*. The following recommendations were made:

Rescind:

Bylaw No. 1, *University Board and Officers*
Bylaw No. 2, *Powers, Duties and Benefits of the President*
Bylaw No. 5, *Board Conduct and Conflict of Interest*
Bylaw No. 6, *Reimbursement of Expenses Incurred by Board Members*
Bylaw No. 10, *Board of Governors Oath of Office*.

These Bylaws will be unnecessary once the Board Manual is approved since their content is either covered in the Board Manual or it is merely a recitation of the *University Act*.

Revision:

Bylaw No. 3, *Meetings of the University Board of Governors*

Revision is required to eliminate provisions now found in the Board Manual and to create consistency between the Board Manual and this Bylaw.

Retain:

Bylaw No. 4, *Fees* (you received a notice to amend last week)
Bylaw No. 8, *Amendment to Bylaws* – it is proposed to re-number this as Bylaw No. 2
Bylaw No. 9, *Insurance and Indemnification* – it is proposed to re-number this as Bylaw No. 1

A motion to approve the above is attached to Agenda Item 6.1.3.

	BYLAW NO. 1
Adopted by	Board of Governors
Original Effective Date	16 November 1982
Revised	28 June 1995, September 2008, May 2009, 24 November 2010

BYLAW No. 1

UNIVERSITY BOARD and OFFICERS

1. The Board of Governors of the University shall be established in accordance with the *University Act*, (Board Composition; Part 6 / Section 19 (1)) and shall recognize the powers of Senate as set out in Section 35.2 (5)(6) of the *University Act*.
2. Pursuant to the *University Act*, the affairs of the University shall be governed by the Board whose members shall be appointed or elected.
3. The Board shall establish bylaws and resolutions to regulate the conduct of Board meetings and proceedings.
4. The Board shall annually elect from among the appointed members a Chair and Vice Chair who shall be eligible for re-election. The Board External Relations Committee shall present the names to the Board of Governors at the June meeting. The Chair and Vice Chair are normally elected at the meeting at which the names of the candidates are presented and take office for two years or until their successors are elected, commencing the following September 1. If there is more than one nominee for either office, the election for such office shall be by ballot.
5. In the event of the death, resignation or removal from office of the Chair of the Board, the Vice Chair shall automatically become Chair of the Board for the remainder of the term of office and the Board shall elect a new Vice Chair as soon as possible.
6. In the event of the death, resignation or removal from office of the Vice Chair, the Board shall hold an election for the position of Vice Chair. The successor will hold office for the remainder of the term for which the person's predecessor was appointed or elected.



BOARD CHAIR

24 November 2010

Approval Date

PRESIDENT

Date Bylaw to be effective
if different from Approval Date

In accordance with Section 25 (3) of the University Act, a person appointed or elected to fill a vacancy holds office for the remainder of the term for which the person's predecessor was appointed or elected.

7. The Chair shall have the same right of voting as other Board Members. In the case of a tie vote on a motion, the motion is defeated and the Chair must so declare.

Rescind



CHAIR

24 November 2010

Approval Date

PRESIDENT

Date Bylaw to be effective
if different from Approval Date

	BYLAW NO. 2
Adopted by	Board of Governors
Original Effective Date	16 November 1982
Revised	28 June 1995, September 2008

BYLAW

POWERS, DUTIES AND BENEFITS OF THE PRESIDENT

1. In accordance with the University Act 2008, the Board of Governors shall appoint, by resolution, a President who shall be the Chief Executive Officer of the University.
2. Pursuant to the University Act, the President shall be a “Voting Member of the University Board of Governors.
3. Pursuant to the University Act, the President shall, under the direction of the Board of Governors, supervise and direct the instructional, administrative and other staff of the University and exercise powers and perform duties assigned by the Board of Governors.
4. The President shall be paid a remuneration for services in an amount determined by resolution of the Board and with due regard to the annual Ministerial guidelines.
5. The President shall be reimbursed for reasonable travelling and out-of-pocket expenses incurred in the discharge of duties and shall receive such other entitlements of office as may be determined from time to time by resolution of the Board.

 CHAIR

_____ 17 September 2008 _____

Approval Date

 PRESIDENT

 Date Bylaw to be effective
 if different from Approval Date

Approved by: Board of Governors

Effective Date: 20 November 2002

Revised: 26 April 1995, 18 June 2003 , September 2008, May 2009

BYLAW No. 5

BOARD CONDUCT AND CONFLICT OF INTEREST

Purpose / Rationale

The effective governance of Kwantlen Polytechnic University is contingent on Board members fulfilling their roles and responsibilities with the highest standards of conduct. The purpose of this Bylaw is to explain the expectations that Kwantlen Polytechnic University places on its Board Members while members serve Kwantlen Polytechnic University.

Members of the Board hold a position of trust, are representing a public institution and should keep in mind at all times that their conduct reflects upon Kwantlen Polytechnic University. Members have a responsibility first and foremost to the welfare of the Institution and must function primarily as a Member of the Board, not as a member of any particular constituency. Board members will be expected to avoid any conflict of interest or perceived conflict of interest that might impair or impugn their independence or integrity.

Scope

All Board members.

As part of their commitment to the Board, members of the Board are required to affirm an oath agreeing to abide by the Board Conduct Bylaw.

Definitions

1. **Board** means the governing board as defined in the *University Act*.
2. **Member** means a person either appointed to the governing board by the Lieutenant Governor in Council, a person elected by a constituency as provided under section 19(1) of the *University Act*, or a person who is on the Board because of a position held (e.g.: Chancellor, President).
3. **President** means the President of Kwantlen Polytechnic University.
4. **Board Chair** means a member elected to the position of the chair from among the Board members.

CODE OF CONDUCT

1. Board members are expected to act at all times in good faith and with honesty and due diligence.
2. Board members are expected to regularly attend meetings and to adequately prepare for the duties expected of them.
3. The Board speaks with one voice. The Board Chair or someone designated by the Board represents the Board in the public. All Board members must refer to the Board Chair for public comments about the Board and its decisions.
4. Board members shall publicly stand by and uphold decisions of the Board.
5. The conduct and language of Board members must be free from any discrimination or harassment prohibited by the Human Rights Code of British Columbia and must not contravene Kwantlen Polytechnic University Human Rights Policy G.2.
6. Board members' conduct in Board meetings and while representing the Kwantlen Polytechnic University shall reflect social standards of courtesy, respect and dignity.
7. Confidential information must not be used for any purpose outside that of undertaking the work of the Board. To this end each member of the Board shall take due care to ensure that confidential information of the Board is not made public.
8. Performance of Board duties shall not result in any personal or private financial or other substantive gain for its members. (Private gain does not include Board related expenses.)

CONFLICT OF INTEREST

Actions taken in the course of performing duties as a member of the Board shall neither cause nor suggest the reality or perception that the member's ability to perform or exercise those duties has been or could be affected by private gain or personal interest. To that extent all Board members shall ensure that:

1. Board members do not have any contract for profit (other than contracts of employment) with the Kwantlen Polytechnic University on their own behalf or with any company in which they or any member of their family have an interest while the Board member is serving at the Kwantlen Polytechnic University;
2. Board members do not have personal financial interests, assets or holdings which could place the Board member in conflict with any decision, information or other matter that may be heard by or acted upon by the Board;
3. Board members shall not undertake any activity as a private citizen which conflicts with his/her responsibilities as a member of the Board;
4. Board members must remain impartial at all times toward individuals who deal with the Board and, as a member, avoid taking any action that may result in preferential treatment for any individual;
5. While they are Board members of the Institution, Board members should avoid memberships, directorships, voluntary or paid positions or affiliations which conflict with work undertaken in the course of performing their duties as a member of the Board.
6. Board members must avoid making decisions based solely on their membership in a constituent group within the Institution.
7. Board members must declare all permanent or temporary conflicts of interest which may arise from time to time in the course of their duties.

PROCEDURES

The following process is intended to assist the members of the Board and the Board Chair to resolve or handle situations where a real or potential conflict of interest exists on a temporary basis.

Declaration of Handling Temporary Conflicts of Interest

1. The Board Chair and all Board members will examine the agenda with a view to determining real or potential conflict of interest;
2. If the Board Chair or any Board member believes there is a conflict of interest situation, the Board Chair will advise the Board member involved of the real or potential conflict of interest. If a Board member believes there may be a conflict, he/she has an obligation to advise the Board Chair of the real or potential conflict;
3. If a real or potential conflict is deemed to exist, then the Board member will:
 - a. Declare the conflict at the commencement of the meeting at which the topic of conflict is scheduled;
 - b. For in-camera meetings, the Board member in conflict must absent himself or herself from the proceedings during the discussion and voting on the topic in conflict;
 - c. For public meetings, the Board member in conflict must refrain from discussing or voting on the topic in conflict.

4. If the Board member does not agree with the Board Chair that a conflict needs to be declared, the Board Chair will:
 - a. Call an in-camera meeting prior to the meeting at which the topic of conflict is scheduled;
 - b. Put the question to the full Board for a decision at the in-camera meeting;
 - c. The Board shall determine by majority vote whether or not a conflict of interest exists;
 - d. If a Board member is declared by majority vote to be in conflict of interest, he/she shall absent himself/herself from the proceedings during the discussion and voting on the topic in conflict.

5. In general, it will not be a conflict of interest for an elected Board member, who is also a member of a constituent group to participate in discussions and vote on matters which have an effect on the broad group (e.g. student, staff, faculty). For purposes of clarification, it is recommended that student Board members are permitted to vote on issues related to tuition and fees. The Board, however, remains the final arbiter of whether or not a conflict of interest exists.

Handling a Breach of the Code of Conduct or Conflict of Interest Rules

When a breach of the Code of Conduct has been identified or where a member fails to properly identify and address a conflict of interest, the Board Chair will take whatever action he or she believes is appropriate based on the nature and severity of the violation of this Bylaw. Such action may include in order of preference but not be limited to:

- a. warning;
- b. reprimand;
- c. asking the member not to attend Board meetings until the matter can be discussed with the full Board;
- d. recommending that the Board request the Lieutenant Governor in Council to remove the member from the Board.

Processing an Appeal

If the member rejects the decision of the Board Chair, he or she may appeal to the Board in writing. The appeal must be requested within five business days of the imposition of the penalty.

- The penalty will remain imposed until such time as the Board hears the appeal.
- The Board will make every effort to hear the appeal within one month of its imposition.

On hearing the appeal the Board may allow whatever evidence it considers appropriate, without regard to the rules of evidence.

After hearing the appeal, the Board may:

- Allow the appeal, or
- Impose any of the penalties listed above or request that the Lieutenant Governor in Council remove the appellant from the Board.

The decision of the Board is final.

CHAIR

_27 May 2009

Approval Date

PRESIDENT

Date Bylaw to be effective
if different from Approval Date

	BYLAW NO. 6
Adopted by	Board of Governors
Original Effective Date	16 November 1982
Revised	28 June 1995, September 2008

BYLAW

REIMBURSEMENT OF EXPENSES INCURRED BY BOARD MEMBERS

-
1. Each member of the Board shall be reimbursed by the University for any reasonable travelling and other out-of-pocket expenses incurred in discharging duties as a Board member.
 2. The mileage allowance for the use of the Board member's own automobile while on Board business shall be consistent with rates paid to employees of the University for use of private automobiles.

CHAIR

_____ 17 September 2008 _____

Approval Date

PRESIDENT

Date Bylaw to be effective
if different from Approval Date

	BYLAW NO. 10
Approved by	Board of Governors
Original	
Effective Date	26 April 1995
Revised	19 February 2003, September 2008

BYLAW

BOARD OF GOVERNORS OATH OF OFFICE

The following Oath of Office is to be sworn, signed, and dated before the Board at the commencement of all members' first meeting with the Board. The Ministry suggests that either the Board Chair or, if an institution prefers, a Commissioner of Oaths would be appropriate administrators of the Oath.

“I, _____, sincerely promise and swear (or affirm) that I will truly, faithfully and impartially, to the best of my ability execute the duties and responsibilities of my position as a Member of the Board of Kwantlen Polytechnic University. I have read and agree to abide by the Board Conduct and Conflict of Interest by-laws of this institution.”

 CHAIR _____ 17 September 2008 _____
 Approval Date

 PRESIDENT _____
 Date Bylaw to be effective
 if different from Approval Date

	BYLAW NO. 3
Approved by	Board of Governors
Original	
Effective Date	16 November 1982
Revised	19 February 2003, September 2008, May 2009, <u>November 2012</u>

BYLAW No. 3

MEETINGS OF THE UNIVERSITY BOARD OF GOVERNORS

1. Meetings

All Meetings of the University Board of Governors will be run according to the University Act, the Bylaws, the Board Manual and Robert's Rules of Order (current edition). ~~Pursuant to the *University Act*, fifty one percent (51%) of the members of the Board holding office constitutes a quorum for the transaction of business of the Board.~~

2. ~~Regular Meetings~~Public Attendance

~~All Regular Meetings of the Kwantlen Polytechnic University Board shall be open to the public and shall be held as often as necessary to transact the business of the Board, as fixed by resolution of the Board, and in any event not less than once each quarter.~~
All Board meetings shall be considered open to the public unless the Board determines otherwise in accordance with Section 15 of the Board Manual.

3. ~~In-Camera Agenda~~

- ~~1. Subject to the provisions of the **Freedom of Information and Protection of Privacy Act**, agenda items shall be considered *in camera* if they fall within one or more of the following classifications:

 - a. Items which are subject to solicitor/client privilege;
 - b. Items where disclosure could reasonably be expected to harm a security or disciplinary matter;
 - c. Items where disclosure could harm the financial or economic interests of the University;
 - d. Items relating to management of personnel or the administration of the University and that have not yet been implemented or made public;
 - e. Items concerning negotiations carried on by or for the University;
 - f. Items where disclosure could be harmful to individual or public safety;
 - g. Items where the disclosure of information could reasonably be expected to result in the premature disclosure of a proposal or project or in undue financial loss or gain to a third party;
 - h. Items where protection of a third party's personal information and privacy is involved.~~
- ~~2. Materials for distribution to the Board for *in camera* meetings are confidential and *in camera* discussions of the Board are confidential, unless the Board formally decides otherwise.~~
- ~~3. With the consent of the Chair, staff members on the advice of the President may be invited to attend *in camera* sessions of the Board.~~
- ~~4. The Chair may invite staff and other persons to attend *in camera* sessions of the Board.~~

4. Special Meetings

~~Special meetings of the Board may be called to deal with a particular issue. Only that business for which the special meeting has been called may be dealt with at the special meeting.~~

5. Notice of Meetings

~~Reasonable notice of any Regular, In-Camera or Special Meeting of the Board shall be given to the Members of the Board.~~

6. Agendas

~~Decisions on the inclusion or exclusion of agenda items shall be made by the Chair of the Board in consultation with the President or designate.~~

7. Distribution of Meeting Documents

- ~~a. An agenda, together with all supporting documents, shall be delivered to Board Members at least two days prior to all meetings.~~
- ~~b. An agenda for Regular Board Meetings only together with all supporting documents, excluding working papers, shall be provided to the Faculty Association, BCGEU and the Student Association prior to all Regular Board Meetings.~~
- ~~c. An agenda for Regular Board Meetings only shall be posted on each campus prior to the meeting.~~

8.3. Minutes

The Minutes of the University Board Meetings shall contain a record of the formal actions undertaken at the meeting.

~~The Minutes of the Regular, In-Camera and Special meetings shall be distributed to members of the University Board prior to the next Regular Meeting at which they are to be approved. When approved, the Minutes shall be signed by the Chair.~~

9.4. Actions of the Board

Except for matters requiring a bylaw, any action of the Board upon any matter coming before it shall be evidenced by resolution and the entry thereof in the Minutes of the Board shall be prima facie evidence of the action taken.

10. Telephone Conference Meetings

~~An absent member(s) may participate in a meeting of the Board or of any committee of the Board through a telephone conference or other communications device which allows all members to hear and speak. In such a meeting the absent member(s) should be deemed to have been present for quorum and voting purposes.~~

~~11.~~ **Electronic Media Response**

5.

Whenever there is a matter of urgency which requires the immediate attention of the Board, the Chair may ~~solicit from the Board Members a resolution dealing with the matter, If a resolution results the Chair may~~ instruct the President or designate to canvass the Board Members by any electronic media on the resolution and record each member's vote. The resolution shall be valid and effective if affirmed by a majority of the Board and shall be recorded in the minutes of the Board at its next meeting.

BOARD CHAIR

29 May 2009

Approval Date

PRESIDENT

Date Bylaw to be effective
if different from Approval Date



	BYLAW NO. <u>82</u>
Approved by	Board of Governors
Original	
Effective Date	16 November 1982
Revised	19 February 2003, September 2008, May 2009

BYLAW No. 82

AMENDMENT OF BYLAWS

-
1. The Board of Governors will make bylaws consistent with “Section 27 Powers of the Board” of the *University Act* and on other matters where it is deemed necessary.
 2. Bylaws may be amended at a meeting of the Board provided that written notice of a proposed amendment has been submitted to the Board at least two weeks prior to the Board Meeting at which the amendment will be considered.
 3. To carry the amendment requires a simple majority of the Board.

CHAIR

Approval Date

PRESIDENT

Date Bylaw to be effective
if different from Approval Date



Approved by:	BYLAW NO. <u>91</u> Board of Governors
Original Effective Date Revised	27 May 2009

BYLAW No. 91
Insurance and Indemnification

1. Every member shall be covered by an Accident Insurance Policy with benefits payable if the accident arises while the member was performing bona fide duties in connection with the member’s capacity as a Board Member.
2. Every Board Member shall be covered under the University’s general liability policy which includes Bodily Injury Liability, Property Damage Liability, Personal Injury Liability (libel, slander and defamatory statements included), Professional Errors and Omissions Liability, Cross-Liability and Defense costs.
3. No Board Member and no person acting under the authority of the *University Act* shall be personally liable for any damages suffered by a third party by reason of anything done or omitted to be done in good faith by the Board Member or other person in the course of the execution of the person’s duties on behalf of the University.
4. Every Board Member and officer of the University and their respective heirs, executors, administrators, successors and assigns, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the University, from and against:
 - a. all costs, charges and expenses whatsoever which such Board Member or officer sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against the member for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by the member in or about the execution of the duties of the member’s office;
 - b. all other costs, charges and expenses which the member sustains or incurs in or about or in relation to the affairs of the University, except such costs, charges or expenses as are occasioned by the member’s own willful neglect or default.

CHAIR

Approval Date

PRESIDENT

Date Bylaw to be effective
if different from Approval Date

BOARD ITEM / Governance Committee

Issue: **Board Governance Policies**

For Information: After reviewing the Governance Policies, the Governance Committee recommended that the following policies be rescinded because either their content is covered in the draft Board Manual or their content is part of a governance model different from the “best practices” model of governance that the Board is moving towards and is no longer relevant to Board operations.

The Governance Committee recommended revising one policy and retaining three others.

Each policy title is linked to the document.

Recommendation to Rescind Policies:

Section 1 Governance Process

- [1.0 - Global Governance Commitment](#)
- [1.1 - Core Values](#)
- [1.2 - Governing Style and Values](#)
- [1.3 - Board Job Products](#)
- [1.4 - Agenda Planning & Board Meeting Conduct](#)
- [1.5 - Board Members' Code of Conduct](#)
- [1.6 - Board Chair's Role](#)
- [1.7 - Board Committee Principles](#)
- [1.8 - Board Committee Structure](#)
- [1.9 - Board Relationship with Senate & the Kwantlen Foundation](#)
- [1.10 - Cost of Governance](#)
- [1.11 - Board Members' Individual Responsibilities](#)

Section 2 Board-President Linkage

- [2.0 - Global Governance-Management Connection](#)
- [2.1 - Unity of Control](#)
- [2.3 - Delegation to the President](#)
- [2.4 - Monitoring President Performance](#)
- [2.5 - President Compensation & Benefits](#)

Section 3 Executive Limitations

- [3.0 - Global Executive Constraint](#)
- [3.1 - Treatment of Students](#)
- [3.2 - Treatment of Employees](#)
- [3.3 - Compensation and Benefits](#)
- [3.7 - Emergency President Succession](#)
- [3.8 - External Alliances](#)
- [3.9 - Communication and Support to the Board](#)

Section 4 Ends Policy

- [4.0 - Global Ends Statement](#)

Appendices

- [Appendix A, Perpetual Monitoring Schedule For All Policies](#)
- [Appendix B, Executive Limitations Monitoring Tool](#)
- [Appendix C, Board Compliance Monitoring Tool](#)
- [Appendix D, Board Direct Inspection Monitoring Tool for Policy 3.9](#)
- [Appendix E, Board Process for Final Appeal Board Non-academic Misconduct](#)
- [Appendix F, History of Policy Manual Changes](#)
- [Appendix G, Evaluation of the Board as a Group](#)

Policy Recommended for Revision:

- [2.2 - Accountability of the President](#)

One clause of this policy must remain in effect until Appendix H, Appointment of Employees, is finalized. This clause states that the Board will appoint the President and Vice Presidents. Once Appendix H is approved, a recommendation to rescind Policy 2.2 will be brought forward.

Attached: Revised Policy 2.2 *Accountability of the President*, with track changes.

Policies to Retain:

The following policies will be retained until they are moved into Operational Policy:

- [3.4 - Financial Planning/Budgeting](#)
- [3.5 - Financial Condition and Activities](#)
- [3.6 - Asset Protection](#)

A motion to approve the above is attached to Agenda Item 6.1.3.



Section No. 2 Board-President Linkage
Policy No. 2.2 Accountability of the President
Approved by: Board of Governors
Effective: 21 January 2004
Revised: 16 January 2008, 24 March 2010,
November 21, 2012

POLICY

Accountability of the President

The President is the board's only link to operational achievement and conduct, so that all authority and accountability of employees, as far as the board is concerned, is considered the authority and accountability of the President.

Accordingly:

- ~~1. The board will never give instructions to persons who report directly or indirectly to the President.~~
- ~~2. The board will not evaluate, either formally or informally, any employee other than the President.~~
- 3.1. With the exception of the President and Vice Presidents, the board delegates responsibility to the President regarding the appointment of positions for senior academic administrative positions.
- ~~4. The board will view President performance as identical to organizational performance, so that organizational accomplishment of Ends and compliance with Executive Limitations will be viewed as successful President performance.~~

[Return to Bylaws & Policies Homepage](#)
[Return to Kwantlen's Home Page](#)

BOARD ITEM / Governance Committee

Issue: **Board Governance Manual and Motions relating to Board Governance Manual, Bylaws, Board Governance Policies and Appendices**

For Information:

1. A final version of the Board Governance Manual, along with a copy highlighting the changes from the version distributed to the Board on October 18, 2012 is attached.
2. As noted in Agenda Items 4.1 and 5.1, Senate provided its advice to the Board on the Board Procedures as Final Appeal Board – Non-academic Misconduct and the Board/Senate Task Force on Bicameral Governance provided comments regarding several sections of the Board Governance Manual, resulting in revisions to the Manual. A final clean up was also undertaken to correct typos and formatting, and to make minor revisions.
3. The Appeals Tribunal – Non-academic Misconduct Terms of Reference will likewise be submitted to Senate for advice at their November 26, 2012 meeting.
4. Appendix H, Appointment of Employees is still under development. Policy 2.2, *Accountability of the President*, as revised will be retained until this Appendix is ready for approval.
5. Approval of the Board Governance Manual must be concurrent with the rescinding and revision of various of the Bylaws, and the Board governance policies and appendices, as outlined in the proposed motions below.

For Approval: **THAT the Board of Governors rescind the following Bylaws:**
Bylaw No. 1, *University Board and Officers*
Bylaw No. 2, *Powers, Duties and Benefits of the President*
Bylaw No. 5, *Board Conduct and Conflict of Interest*
Bylaw No. 6, *Reimbursement of Expenses Incurred by Board Members*
Bylaw No. 10, *Board of Governors Oath of Office*;

AND

THAT the Board of Governors approve revisions to Bylaw No. 3, *Meetings of the University Board of Governors*;

AND

THAT the Board of Governors renumber Bylaw No. 9 as Bylaw No. 1 and Bylaw No. 8 as Bylaw No. 2;

AND

THAT the Board of Governors rescind all Board governance policies and appendices, except Policies 2.2 *Accountability of the President*, 3.4 *Financial Planning/Budgeting*, 3.5 *Financial Conditions and Activities* and 3.6 *Asset Protection*;

AND

THAT the Board of Governors approve revisions to Policy 2.2, *Accountability of the President*;

AND

THAT the Board of Governors approve the Board Governance Manual (“Board Manual”) as establishing the governance structure and policies pursuant to which the Board will exercise its responsibilities and discharge its duties;

AND

THAT the Board of Governors reconsider the Board of Governors Appeals Tribunal Non-academic Misconduct Terms of Reference, that form part of the Board Manual, after seeking the advice of Senate.



KWANTLEN POLYTECHNIC UNIVERSITY
BOARD MANUAL

NOVEMBER 14, 2012

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APPENDICES

A. Legal Framework

- A.1 *University Act*
- A.2 Board Bylaws

B. Bicameral Governance Framework

- B.1 Board of Governors & Senate Roles Matrix (per *University Act*)
- B.2 Principles to Guide the Development of a Successful Model of Bicameral Governance at Kwantlen (“Principles of Bicameral Governance”)¹
- B.3 Senate Bylaws

C. Board-Approved University Policies

Old #²	New #	Title	Approved by:
B1	BD005	Academic Schedule	Senate/Board
B3	BD006	Advisory Committees	Senate/Board
BP3.2 (s.5)		Exit Interviews	Board
BP3.4		Financial Planning/Budgeting	Board
BP 3.5		Financial Condition and Activities	Board
B12	BD007	Program Review	Senate/Board
C8	BD008	Plagiarism and Cheating	Senate/Board
E2	BD009	Auditors	Board
E4	BD010	Guidelines for the Development & Distribution of University Operational Policies & Procedures	Policy Protocol Replaces / BD
E9	BD011	Signing Authority	Board
L10	BD012	Principles for Program Prioritization	Senate/Board
L11	BD013	Program & Curriculum Development	Senate/Board
G7	BD014	Min Qualifications - Faculty Positions	Senate/Board

¹ Approved by Board/Senate Task Force on Bicameral Governance.

² Note that the old numbering system remains in effect and will so until the new numbering system takes effect.

E11	BD017	Management & Investment of Operating Funds	Board
E section As above	BD019 BD020	Advisory Boards (Non-Program) Asset Naming Opportunities	Board President/Board

D. Board Matrix (template)³

E. Delegation Request Template

F. Board Appointment Timeline

G. Board Procedures as Final Appeal Board – Non-academic Misconduct

H. Appointment of Employees

³ The Matrix referred to in the Board Manual is detailed in Section 18 (Board Composition and Succession Planning) and addresses the combination of skills and experience that Board Members, as a group, should possess.

1. INTRODUCTION

This Board Governance Manual (the “Board Manual”) has been prepared for the Board of Governors of Kwantlen Polytechnic University (“KPU”). The governance framework reflected in the Board Manual sets out the governance structure and policies pursuant to which the Board exercises its responsibilities and carries out its duties of stewardship and accountability.

KPU was established by the BC government in 1981 as Kwantlen College (which became Kwantlen University College in 1995 and Kwantlen Polytechnic University in 2008). In the 2011/2012 academic year, KPU offered 120 programs across four campuses and served over 17,500 students.

One important distinction upon KPU becoming an official Polytechnic University governed by the *University Act*, effective September 1, 2008, was the introduction of bicameral governance.

Bicameral governance within KPU delineates the strategic oversight of the Board from the academic responsibility of the Senate. KPU operates an integrated institution; both the Board and the Senate are governing bodies of KPU. The Board’s role is that of strategic oversight (to be informed about, but not supervise or direct the day-to-day activities, risks and successes of the organization), setting the overall vision and strategic direction, periodically assessing the operational status relative to that direction, and leaving the day-to-day operational issues to senior leadership. With support from KPU’s administration, the President plays a bridging role between the Board and the Senate.

The Board Manual incorporates the Board’s responsibilities as set out in the *University Act*, the Board Bylaws and the Principles of Bicameral Governance, and reflects best guidance as determined by the collaborative efforts of the Crown Agencies Secretariat and the Board Resourcing and Development Office.⁴

After this introduction, the Board Manual is divided into the following sections:

Governance Structure outlines the general roles and responsibilities of the Board and the Board vis-à-vis the Senate, the position descriptions for individual Board Members, the Board Chair and President, guidelines for Committees, including Terms of Reference for each Committee, the Principles of Bicameral Governance and the Senate Bylaws.

Governance Practices details the policies and processes that govern the Board’s work.

⁴ The Crown Agencies Secretariat and the Board Resourcing and Development Office have developed a series of checklists which incorporate good practices used in the public and private sectors, and are intended to provide guidance for British Columbia’s Commercial and Service Delivery Crown Corporations, Health Authorities, Colleges, Universities and the Board of Trustees for School Districts:

<http://www.fin.gov.bc.ca/brdo/governance/index.asp>.

Standards of Conduct contains a code of conduct to which all Board Members are required to adhere and an oath of office each Board Member swears or affirms.

The Board Manual also contains several appendices:

Legal Framework includes a link to the *University Act* and the Board Bylaws.

Bicameral Governance Framework contains a link to the Senate Bylaws, a copy of the Principles of Bicameral Governance and a copy of the Board of Governors & Senate Roles Matrix.

Board-Approved University Policies contains a link to the significant University policies that require the Board's approval.

Board Matrix contains a copy of the template Board Matrix, which is used to assess the gaps in Board skills competencies.

Delegation Request Template contains a copy of the template for delegation requests.

Board Appointment Timeline contains the process to follow when a Board appointment is required.

Board Procedures as Final Appeal Board – Non-academic Misconduct contains a copy of these procedures.

Appointment of Employees delineates Board delegation of employee appointments to the appropriate individuals or committees.

2. 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.⁵ 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.

2.2. BOARD STRUCTURE

The Board is composed of 15 members as follows:⁶

- a) the Chancellor;
- b) the President;
- c) two faculty members elected by faculty members;
- d) eight persons appointed by the Lieutenant Governor in Council (“Appointed Members”), two of whom are appointed from individuals nominated by the alumni association;
- e) two students elected by students; and
- f) one person elected by and from KPU employees who are not faculty members.

All Appointed Members should be independent of KPU; that is, free from any relationship that might interfere with the exercise of their independent judgment as a Board Member.

A Board Member elected by a constituency group (“Elected Member”) is not a delegate or representative of that group. Although the Elected Member can express and take into account that constituency’s interests and concerns, each Member has a duty to act in the best interests of KPU.⁷

⁵ *University Act*, s. 27(1).

⁶ *University Act*, s. 19(1).

⁷ *University Act*, s. 19.1.

2.3. TERM LENGTHS

Board Members hold office for terms of varying lengths. Faculty and KPU employee representatives are elected for three-year terms and student representatives are elected for one-year terms.⁸ Elected Members are eligible for re-election, but may not hold office for more than six consecutive years.⁹

Appointed Members are appointed for term lengths up to three years at the Government's discretion and may be re-appointed to a maximum of six consecutive years.¹⁰ Typically, Appointed Members are appointed for a one-year term and may be re-appointed for a second term of two years and a third term of three years.

The Chancellor and the President are members of the Board for so long as they hold their respective offices.¹¹

2.4. ELIGIBILITY

The following persons are not eligible to be or to remain Board Members:¹²

- a) members of the Parliament of Canada;
- b) members of the Executive Council or of the Legislative Assembly;
- c) a member of the public service in the ministry;
- d) a member of the public service designated by the Minister;
- e) a person who is an employee of KPU and who is a voting member of the executive body of, or an officer of, an academic or non-academic staff association of KPU who has the responsibility, or joint responsibility with others, to:
 - i) negotiate with the Board, on behalf of KPU's academic or non-academic staff association, the terms and conditions of service of members of the association, or
 - ii) adjudicate disputes regarding members of KPU's academic or non-academic staff association.

⁸ *University Act*, ss. 20(1) and(2).

⁹ *University Act*, s. 21.

¹⁰ *University Act*, ss. 20(1.1) and 21.

¹¹ *University Act*, s. 20(3).

¹² *University Act*, s. 23(1).

2.5. COMMITTEES

The Board has established the following Standing Committees to assist it with its work:

- a) Finance and Audit;
- b) Governance;
- c) Human Resources; and
- d) Appeals Tribunal, Non-academic Misconduct.

The Board has established Terms of Reference for each committee that set out the committee's powers and duties, rules of procedure and accountability.

2.6. BOARD RELATIONS WITH SENIOR LEADERSHIP

The Board hires the President of KPU and delegates to the President overall responsibility for the operations of KPU within the parameters set by the Board.

This Board Manual outlines policies and guidelines that clarify the roles and responsibilities of the Board in relation to senior leadership. Board Members may direct questions or concerns on senior leadership performance through the Board Chair to the President, or through Board and Committee meetings.

2.7. BOARD RELATIONS WITH THE KWANTLEN FOUNDATION

The Board recognizes and supports the important fundraising work done by the Kwantlen Polytechnic University Foundation (the "Foundation") to fund KPU's key strategic priorities.

To support the Foundation's work, the Board:

- a) appoints a Board Member to the Foundation Board;¹³ and
- b) asks each Board Member to make a meaningful gift to the Foundation, commensurate with his or her means.

2.8. GOVERNANCE STRUCTURE REVIEW

These provisions regarding the governance framework at KPU are reviewed and approved at least every two years, or as required by legislative changes or developments in governance best practice, by the Board through the Governance Committee.

¹³ Foundation Bylaws, s. 37.

3. BICAMERAL GOVERNANCE

One important distinction upon KPU becoming an official Polytechnic University governed by the *University Act*, effective September 1, 2008, was the introduction of bicameral governance.

Bicameral governance within KPU delineates the strategic oversight of the Board from the academic responsibility of the Senate. KPU operates an integrated institution; both the Board and the Senate are governing bodies of KPU. The Board's role is that of strategic oversight (to be informed about, but not supervise or direct the day-to-day activities, risks and successes of the organization), setting the overall vision and strategic direction, periodically assessing the operational status relative to that direction, and leaving the day-to-day operational issues to senior leadership. With support from KPU's administration, the President plays a bridging role between the Board and the Senate. The President is a member of the Board and Chair of the Senate.

The Board is responsible for the business of KPU – its administration, finances, operations, assets and place in the community and the integrity of such.

The Senate has a more focused responsibility for the academic integrity of KPU, subject to the Board's involvement where academic matters interface with matters of business and the larger community. Composed primarily of the academic staff of KPU, the Senate is responsible for academic and curriculum-related matters, including setting curriculum content for courses, policies for examinations and student evaluations, and qualifications for admission.¹⁴

The *University Act* provides for Board interaction with the Senate in a number of areas and ways. Below is a brief outline of the Board's relationship with the Senate. Additional details are found in Appendix "B" of the Board Manual.

Consider recommendations from the Senate:

The Board must consider recommendations from the Senate for the establishment of faculties and departments with suitable teaching staff and courses of instruction.¹⁵

Consult with the Senate:

The Board must consult with Senate on specified matters, including the maintenance and order of real property, rules respecting the management, government and control of real property, buildings and structure and the conservation of heritage sites of KPU.¹⁶

¹⁴ *University Act*, s. 35.2(5).

¹⁵ *University Act*, s. 27(2)(i). Providing for their establishment also requires the approval of Senate (see below) – *University Act*, s. 27(2)(j).

¹⁶ *University Act*, s. 27(2)(d) and (e).

Seek advice from the Senate:

The Senate must also advise the Board and the Board must seek the advice of the Senate on the development of educational policy for specified matters (i.e. mission statement and educational goals, objectives, strategies and priorities of KPU; establishment, revision or discontinuance of courses and programs at KPU; establishment or discontinuance of faculties at KPU; qualifications for faculty members).¹⁷

With approval from the Senate:

The Board must get approval of the Senate on specified matters, including the selection procedure for the President, deans, librarians, registrar, and other senior academic administrators as the Board may designate;¹⁸ providing for the establishment of faculties and departments the Board considers necessary;¹⁹ providing for chairs, institutes, fellowships, scholarships, exhibitions, bursaries and prizes the Board and Senate consider advisable;²⁰ and determining the number of students – in the opinion of the Board – to be accommodated at KPU or in any faculty at KPU.²¹

The *University Act* also provides that the Board may appoint one person to be a non-voting member of the Senate to serve for one year.²²

To facilitate the transition from University College to Polytechnic University, the Board and Senate struck a joint task force on bicameral governance (the “Task Force”). The Task Force developed a set of principles to guide the development of a successful model of bicameral governance at KPU (Appendix B.2). The principles are broad in nature and intended to assist in developing policies in all areas involving both the Board and the Senate. In addition, the Task Force has developed draft procedures regarding the budget development and review and program approval processes. The Task Force’s work is ongoing in nature and new draft procedures will likely be developed in the future.

¹⁷ *University Act* s. 35.2(6).

¹⁸ *University Act*, s. 27(2)(f).

¹⁹ *University Act*, s. 27(2)(j).

²⁰ *University Act*, s. 27(2)(k).

²¹ *University Act*, s. 27(2)(r).

²² *University Act*, s. 35.2(2)(k).

4. BOARD TERMS OF REFERENCE

4.1. ROLE

As set out in the *University Act*, the Board is responsible to manage, administer and control KPU's property, revenue, business and affairs.²³

The Board delegates 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.

4.2. RESPONSIBILITIES

The Board's powers are set out in section 27(2) of the *University Act*. Further to the roles and responsibilities set out by statute, the Board establishes a governance framework to guide its work.

The key responsibilities of the Board are set out below. The President and the three Board Committees that provide in-depth concentration in key areas of Board responsibility support the Board's work.

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;²⁴
- b) monitors and evaluates the President's performance;
- c) oversees President succession planning and ensures plans are in place to deal with a planned or emergency departure of the President;
- d) provides advice and counsel to the President in the execution of the President's duties;
- e) with approval of the Senate, establishes procedures for the recommendation and selection of candidates for President, deans, librarians, registrar and other senior academic administrators as the Board may designate;²⁵
- f) delegates to the President or those individuals or committees outlined in Appendix H responsibility to appoint, promote and remove senior academic

²³ *University Act*, s. 27(1).

²⁴ *University Act*, s. 27(2)(g).

²⁵ *University Act*, s. 27(2)(f).

- administrators, faculty and other members of the teaching staff, and the officers and employees of KPU and set their salaries or remuneration, define their duties and their tenure of office or employment, all as set out in Appendix H;
- g) upon nomination by the alumni association and after consultation with the Senate, appoints the Chancellor in accordance with the *University Act*;²⁶ and
 - h) ensures that KPU human resources strategies provide for the development of key personnel consistent with the future leadership needs of KPU.

4.2.2. Strategy

KPU's senior leadership, in consultation with internal and external stakeholders and in accordance with KPU's fiscal accountability to the Government (i.e. the "budget letter") formulates a strategic plan and supporting operating and capital plans and budgets and the Board assesses and ultimately approves them.

The Board:

- a) reviews and approves KPU's mission, mandate, vision and commitment statements;
- b) participates in the development of and approves KPU's strategic plan;
- c) oversees the ongoing implementation of KPU's strategic plan;
- d) reviews and approves KPU's business plan (including key financial, facilities and human resources plans), and establishes key performance measures;
- e) reviews and approves KPU's annual capital and operating budgets;²⁷
- f) seeks the advice of the Senate on the development of educational policy for those matters outlined in the *University Act*;²⁸
- g) considers recommendations from the Senate for the establishment and discontinuance of faculties and departments;²⁹
- h) establishes the elements that comprise the academic and overall KPU student experience and processes to obtain student feedback; and
- i) monitors KPU's performance against the various plans and budgets, and agreed-upon key performance measures and approves revisions to the plans and budgets as required.

²⁶ *University Act*, s. 11(1).

²⁷ *University Act*, s. 27(2)(l).

²⁸ *University Act* s. 35.2(6).

²⁹ *University Act*, s. 27(2)(i) and 35.2(6)(e).

4.2.3. Risk

KPU's senior leadership is responsible for establishing processes, procedures and mechanisms by which key matters of risk are identified, and ensuring that strategies are developed to manage such risks.

The Board:

- a) with the advice of senior leadership, identifies KPU's key risks;
- b) ensures, through regular reviews and assessments, that senior leadership has established appropriate systems to identify and manage these risks; and
- c) receives regular reports on the management of these risks.

4.2.4. Financial Information, Systems and Controls

The Board:

- a) verifies that senior leadership has established and is applying appropriate audit, accounting and financial reporting principles;
- b) verifies that internal financial and operational controls and information systems are in place and functioning satisfactorily;
- c) directs and oversees KPU's internal and external audit; and
- d) reviews and approves the annual audited financial statements.

4.2.5. Monitoring and Reporting

The Board:

- a) publishes the Board's governance framework;
- b) monitors KPU's performance against the objectives set out in the strategic plan and agreed-upon key performance measures;
- c) identifies and monitors quantifiable measures and benchmarks relating to the academic and overall experience of KPU students;
- d) ensures financial results are reported fairly and in accordance with generally accepted financial reporting standards;
- e) reports quarterly to the Government on the annual capital and operating budget;
- f) annually, submits to the Government a copy of KPU's audited financials, the Accountability Plan and Report and the FTE Enrollment Report; and

- g) at the request of the Minister, prepares and submits, an annual report together with financial statements, and other information that the Minister considers necessary to carry out the Minister’s responsibilities under the *University Act*.³⁰

4.2.6. Code of Conduct and Ethics

The Board:

- a) establishes, and updates from time to time as required, a Code of Conduct for Board Members which includes the duties of Members of the Board or its Committees in conflict of interest situations;
- b) approves a Code of Conduct for KPU senior leadership and monitors through senior leadership, compliance with all significant policies that govern KPU’s operations; and
- c) ensures that systems are in place to provide equality of opportunities for faculty, staff and students.

4.2.7. Appeal

The Board:

- a) conducts appeal hearings for any member of the teaching and administrative staffs and any officer or employee of KPU suspended by the President;³¹
- b) conducts appeal hearings on matters of non-academic student discipline.

4.2.8. Communications

The Board:

- a) ensures KPU has a plan in place to communicate effectively with students, faculty, employees, government, stakeholders and the public.

The President is the primary spokesperson for KPU and the Board Chair is the primary spokesperson for the Board.

4.2.9. Government Relations

The Board:

- a) works in a collaborative relationship with the Government;
- b) requires senior leadership to report (both promptly and adequately) the financial performance of KPU to Government and stakeholders;

³⁰ *University Act*, s. 32(1) and s. 49(1). See for example the Ministry of Advanced Education’s reporting requirements for BC’s public post-secondary institutions due in fiscal year 2012/13 at <http://www.aved.gov.bc.ca/budget/welcome.htm>

³¹ *University Act*, s. 60(3).

- c) reports annually to Government on the Board’s stewardship for the preceding year, upon request of the Government; and
- d) in a timely manner, keeps Government informed of material issues that could affect KPU and KPU’s ability to meet targets set by Government.

4.2.10. Governance Effectiveness

The Board:

- a) establishes the framework for the governance of KPU;
- b) appoints non-program advisory boards, consisting, either wholly or partly of persons unconnected with KPU (“Advisory Board”);³²
- c) refers matters to an Advisory Board for advice and report, such advice and report which must be considered and weighed by any body in KPU which the Board so directs;³³
- d) reviews and updates the Board’s governance policies as contained in this Board Manual at least every two years or more frequently as required;
- e) develops a plan for long term Board composition and maintains the Board Matrix;³⁴
- f) provides comprehensive orientation and professional development sessions for Board Members; and
- g) annually examines the effectiveness of the Board, its committees and this Board Chair and its relationship with senior leadership, the Senate and Government.

4.3. RELIANCE ON MANAGEMENT

In carrying out its responsibilities, the Board relies on KPU’s senior leadership to provide it with accurate and fulsome information.

4.4. EXTERNAL ADVISORS

In carrying out its responsibilities, where appropriate (i.e. considering KPU’s internal resources, and the Board budget and subject to KPU’s procurement practices) and in consultation with senior leadership, the Board is entitled to retain and rely on external

³² *University Act*, s. 34(1).

³³ *University Act*, s. 34(1).

³⁴ Refer to Appendix “D” and Section 18 (Board Composition and Succession Planning) of the Board Manual for more information.

professional service firms, consultants and advisors (“external advisors”) as needed to fulfill its mandate.

When the Board retains external advisors, the Board must ensure that any relevant information, findings etc. of the external advisors is immediately reported to senior leadership, as appropriate. Typically the Board Chair will report to the President.

5. BOARD CALENDAR

BOARD CALENDAR					
	Jan	March	May/ June	Sept	Nov
HUMAN RESOURCES					
1. President Performance Evaluation <ul style="list-style-type: none"> • Approve President goals and objectives • Gather feedback • Feedback to President on Evaluation results 		□			
2. Approve President Compensation ³⁵					
3. Review President Succession Planning				□	
STRATEGY					
4. Review and Approve Mission, Mandate, Vision and Commitment Statements		□			
5. Strategic and Business Plans <ul style="list-style-type: none"> • Strategic Planning Session • Approve Strategic Plan • Approve Budget and Capital Plans 	□		□		
RISK					
6. Oversees Risk Review			□		

³⁵ Currently not applicable.

BOARD CALENDAR					
	Jan	March	May/ June	Sept	Nov
FINANCIAL INFORMATION, SYSTEMS AND CONTROLS					
7. Verify Audit, Accounting and Financial Reporting Principles					☐
8. Approve Audited Financial Statements			☐		
9. Approve Public Bodies Report				☐	
10. Review FTE Enrollment Report				☐	
MONITORING AND REPORTING					
11. Report on Board’s Stewardship for the Preceding Year, upon request of Government			☐		
12. Ensure Financial Reporting • Submit Financial Information to the Minister as required			☐		
13. Approve Accountability Plan and Report			☐		
CODE OF CONDUCT AND ETHICS					
14. Review and Update Code of Conduct for Board Members ³⁶					☐ Even years
15. Collect Conflict Declarations (annual)				☐	
COMMUNICATIONS					
16. Review Communications Plan			☐		

³⁶ Occurs every two years – indicate whether odd or even years.

BOARD CALENDAR					
	Jan	March	May/ June	Sept	Nov
GOVERNANCE EFFECTIVENESS					
17. Select/elect Board Chair			☐		
18. Appoint Committee members/Chairs			☐		
19. Review and set Board calendar Items			☐		
20. Set Meeting Schedule			☐		
21. Board Composition <ul style="list-style-type: none"> • review and approve Board Matrix • identify priority skills required on Board • identify candidates (as required) for recommendation to Government 				☐	
22. Governance Manual <ul style="list-style-type: none"> • Review manual; propose changes and update³⁷ 				☐	Even years

³⁷ Occurs every two years – indicate whether odd or even years.

6. BOARD CHAIR POSITION DESCRIPTION

6.1. ELECTION AND TERM

The Board Chair is elected in accordance with section 23.4 of the Board Manual annually by Board Members and may be re-appointed up to a maximum of three years.³⁸

6.2. ROLE

The principal role of the Board Chair is to provide leadership to the Board. The Board Chair is accountable to the Board, acts as a direct liaison between the Board and senior leadership, and represents the Board internally and externally, including acting as a spokesperson on behalf of the Board.

6.3. ELIGIBILITY

The Board Chair must be an Appointed Member.

6.4. DUTIES AND RESPONSIBILITIES

The Board Chair:

6.4.1. Working with Senior Leadership

- a) acts as a liaison between senior leadership and the Board;
- b) fosters a constructive relationship between the Board and senior leadership through regular contact with the President;
- c) acts as a sounding board, counselor and confidant for the President;
- d) ensures the President is aware of concerns of the Board and stakeholders;
- e) seeks to ensure that senior leadership presents to the Board all information necessary to allow the Board to effectively discharge its responsibilities;

6.4.2. Board Operations

- a) recommends an annual schedule of Board meetings;
- b) in concert with the President and the University Secretary, develops and sets the Board meeting agendas;
- c) calls meetings of the Board;
- d) presides over Board meetings;

³⁸ The Board may, in exceptional circumstances, extend the Board Chair's term beyond three years.

- e) upon request, reviews pre-meeting information packages for completeness, with the goal of providing Board Members with sufficient background information to enable them to prepare for the meeting;
- f) conducts Board meetings in an efficient, effective and focused manner;
- g) ensures proper minutes are recorded and presented at subsequent meetings;
- h) recommends to the Board the Chairs and members for each Committee;
- i) when not a member of a certain Committee, may nonetheless attend that Committee's meetings as a non-member;
- j) develops for approval by the Board, and monitors expenditures of, the annual Board budget;
- k) oversees issues raised with respect to conflicts of interest;
- l) signs documents on behalf of the Board as authorized by the Board;
- m) assists the Vice Chair in developing the optimal key skills and attributes required of the Board Chair by identifying shadowing and training opportunities and providing mentorship over the course of the year;
- n) assigns a current Board Member as a mentor to each new Board Member;

6.4.3. Board Effectiveness

- a) leads the Board in fulfilling its governance responsibilities as set out in the Board Terms of Reference;
- b) ensures the Board has cohesion of direction and purpose at a policy and strategic level;
- c) maintains an appropriate boundary between the Board and senior leadership responsibilities;
- d) liaises with Committee Chairs to ensure coordination between the work of the Committees and the Board and satisfactory Committee reports for the Board;
- e) at meetings, encourages participation of all Board Members and promotes a spirit of collegiality where robust questioning and discussion is encouraged by all Members;
- f) builds consensus and develops teamwork within the Board;
- g) with support from the University Secretary, hosts a recognition dinner for outgoing Board Members;
- h) fosters ethical and responsible decision making by the Board and its Members;
- i) ensures that each Board Member is contributing to the Board's work;

- j) makes himself or herself available to individual Board Members for questions, counsel and discussions relating to KPU;
- k) provides new Members with information on the Board’s key issues as part of the Board Member orientation program;
- l) keeps the Board up to date on all significant developments at KPU, both at and between meetings;
- m) in consultation with the Governance Committee, leads and/or participates in the Board and Board Member evaluation process;

6.4.4. Appointments, Re-Appointments and Government Relations

- a) acts as the principal interface between the Board and the Minister;
- b) liaises with the Board Resourcing and Development Office and the Minister regarding new appointments and re-appointments;
- c) assumes those appointments on external bodies that are typically assumed by reason of his/her position as Board Chair;

6.4.5. University Relations

- a) participates in Convocation and other events organized by KPU; and
- b) facilitates appeal hearings for any member of the teaching and administrative staff and any officer or employee suspended by the President or any hearings on matters of non-academic student discipline.

6.5. BOARD CHAIR EVALUATION

The Board formally evaluates the Board Chair’s performance on an annual basis. The evaluation process is set out in the section entitled “Board Chair Evaluation”.

6.6. EXPENSES

The Board Chair is entitled to reimbursement for reasonable expenses in accordance with section 25 of this Board Manual. The Board Chair’s expenses are reviewed quarterly by the Finance and Audit Committee.

6.7. VICE CHAIR

The Vice Chair:

- a) assists the Board Chair, President and the University Secretary in developing and setting Board meeting agendas;
- b) assists the Board Chair in coordinating and providing leadership to the Board;

- c) assumes leadership responsibilities for key initiatives or activities, as assigned;
- d) chairs a Board Committee as recommended by the Board Chair and approved by the Board;
- e) performs the Board Chair's duties in his/her absence, including an unplanned vacancy until a successor is chosen by the Board in accordance with section 23.4 of this Manual; and
- f) attends community events on behalf of the Board Chair, as assigned.

The Vice Chair must be an Appointed Member.

7. INDIVIDUAL BOARD MEMBER POSITION DESCRIPTION

7.1. INTRODUCTION

The Board has developed this Position Description to clarify Board Members' duties and to set out how the Board expects Board Members to discharge their duties and responsibilities. The duties and responsibilities of the Board as a whole are set out in the Board Terms of Reference.

7.2. STANDARDS OF CONDUCT

In discharging his or her responsibilities, each Board Member must:

- a) act honestly and in good faith with a view to the best interests of KPU; and
- b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

In keeping with these responsibilities, a Board Member is required to:

- a) act in the best interests of KPU as a whole and not in his or her self-interest, nor in the interest of a particular group or constituency;³⁹
- b) comply with Board policies, including the Board Manual and Code of Conduct for Board Members;
- c) comply with the *University Act*, regulations made under the *University Act*, and the Bylaws;
- d) make full and timely disclosure of any conflicts of interest in accordance with procedures set out in the Board's Code of Conduct in order to protect the integrity of KPU; and
- e) keep confidential information confidential, including all information associated with *in camera* meetings.

7.3. RELATIONSHIP WITH SENIOR LEADERSHIP AND STAFF

Each Board Member should be available as a resource to senior leadership.

Board Members may direct questions or concerns on senior leaders' performance through Board and Committee meetings, or through the Board Chair to the President.

³⁹ *University Act*, s. 19.1.

Board Members must respect the organizational structure of KPU. The Board acts collectively and no Board Member has the authority to direct any employee of KPU except the University Secretary or designate with regard to Board business.

7.4. PUBLIC STATEMENTS

The President is the primary spokesperson for KPU and the Board Chair is the primary spokesperson for the Board.

The Board speaks with one voice; although each Board Member has an important role as an ambassador of KPU, no Member should speak on behalf of KPU (e.g., to government or the media) in his or her capacity as an individual Board Member.

7.5. COMMUNITY ENGAGEMENT

Board Members are expected to engage with KPU's communities and stakeholders.

Board Members shall participate in, and act as official representatives of KPU at certain events organized by the Board or KPU (such as Board-hosted receptions and retirement dinners, awards ceremonies, and Convocations).

Board Members are valuable ambassadors of KPU who are well positioned to establish and foster strong relationships through two-way dialogue with community members and partners. Each Board Member is expected to listen to community members and partners and to share with them KPU's unique mandate, mission, and character as a Polytechnic University.

Board Members are free to attend municipal, regional, provincial and federal political fundraising events as valuable ambassadors of KPU but will not be eligible for reimbursement by KPU for expenses incurred with respect to such events or for other partisan purposes.

7.6. INFORMATION REQUIREMENTS

Board Members must devote the necessary time and attention to be able to make informed decisions on issues that come before the Board. While senior leadership will provide Board Members with the information that senior leadership thinks Board Members need in order to discharge their responsibilities, Board Members have a responsibility to ask for all information they think necessary to make an informed decision. Requests for information are directed through the Board Chair.

Board Members are expected to be knowledgeable about KPU's mandate, goals and objectives, and operations.

7.7. BOARD ACTIVITY

During meetings, a Board Member is expected to:

- a) be prepared and well-informed on relevant issues (through pre-read materials or otherwise);
- b) bring his or her own experience, wisdom, judgment and influence to bear constructively on issues;
- c) interact with fellow Board Members and senior leaders in a respectful and constructive manner;
- d) speak and act independently while remaining a team player;
- e) express opinions in a clear and respectful manner;
- f) express points of view for the Board's consideration even if they may seem contrary to other opinions previously expressed;
- g) ask probing questions when appropriate;
- h) listen to, and exercise tolerance for, others' perspectives;
- i) be adaptable, flexible and open-minded in the consideration and implementation of change;
- j) exercise a logical, rational approach to problem solving;
- k) analyze issues from many perspectives, considering the impact of decisions on KPU's internal and external environments (e.g., students, faculty, staff, stakeholders, Government, community);
- l) be innovative and resourceful in developing solutions;
- m) whenever possible, advise the Board Chair and President in advance of introducing significant and previously unknown information;
- n) focus inquiries on issues related to strategy, policy, implementation and results rather than issues relating to the day to day management of KPU; and
- o) once Board decisions are made, support those decisions in a positive manner.

Between meetings, each Board Member should be available as a resource to the Board and senior leadership, and as necessary and appropriate, communicate with the Board Chair and President.

In carrying out his or her responsibilities, each Board Member is expected to be actively engaged in and add value to the Board's work. Those Board Members who have particular areas of expertise are expected to use their unique skills and experience to the benefit of the Board, for example by contributing to discussions on topics within their area of expertise.

7.8. BOARD MEMBERS ELECTED BY CONSTITUENCIES

A Board Member elected by a constituency group is not a delegate or representative of that group. Although the Elected Member can express and take into account that constituency's interests and concerns, each Member has a duty to act in the best interests of KPU.⁴⁰

7.9. ATTENDANCE

Board Members are expected to maintain an excellent Board and Committee meeting attendance record. Pursuant to the *University Act*, unless excused by Board resolution, a Board Member who has not attended at least half of the regular meetings of the Board in any year is no longer a Board Member.⁴¹

Board Members should strive to attend meetings in person, but may participate in a Board meeting or Committee meeting by telephone or other means that permits all participants to hear each other, and is not required to be physically present to be counted as part of the quorum.

7.10. ORIENTATION AND PROFESSIONAL DEVELOPMENT

Board Members are required to participate in KPU's Board Member orientation program and ongoing professional development (for the Board or for an individual Board Member) as recommended by the Board. Board Members are also expected to undertake any required training and take time to educate themselves on governance duties and broad issues of the higher education sector.

Board Members attending a conference or workshop at KPU's expense will submit an oral report to the Board at the next Board meeting following the conference or workshop.

7.11. REMOVAL

The Government may, at any time, remove from office an Appointed Member.⁴²

The Government may, on a resolution of at least a 2/3 majority of the Board, remove from office a Board Member if the Board is satisfied that the person should be removed for cause.⁴³

⁴⁰ *University Act*, s. 19.1.

⁴¹ *University Act* s.22(2).

⁴² *University Act*, s. 22(1).

⁴³ *University Act*, s. 22(1.1).

7.12. RESIGNATION

A Board Member's resignation becomes effective at the time KPU receives a written resignation from him or her, or at the time specified in the resignation, whichever is later.

7.13. RE-APPOINTMENT

At least six months ahead of the end of an Appointed Member's term, the Board Member is required to inform the Board Chair whether he or she intends to seek re-appointment for a further term. If the Board Member desires a further term, the Board Chair will advise the Board Resourcing and Development Office as to the Board Member's performance during the Board Member's prior term and recommend whether the Board Member should be re-appointed. The Board Chair's advice and recommendation will be informed by the Board Chair's own observations and the results of any Board Member assessment feedback.

7.14. RE-ELECTION

Elected Members are re-elected in accordance with the Election Rules approved by Senate.

In advance of the election, the Board provides each constituency with a copy of the Individual Board Member's Position Description and the Board Matrix⁴⁴ in order to communicate to the constituencies the desired skills and experience for upcoming elections.

7.15. END OF TERM

Upon a Board Member's term ending, he or she must return to KPU all materials and other items belonging to KPU, including confidential Board materials.

⁴⁴ Refer to Appendix "D" and Section 18 (Board Composition and Succession Planning) of the Board Manual for more information.

8. PRESIDENT AND VICE-CHANCELLOR POSITION DESCRIPTION

8.1. INTRODUCTION

This position description describes the roles and responsibilities of the President and Vice-Chancellor (the “President”) of KPU. It should be read in conjunction with the President’s employment agreement.

8.2. APPOINTMENT

The *University Act* gives the Board the power to appoint the President as the chief executive officer of KPU.

The President is a Member of the Board⁴⁵ and reports to the Board.

8.3. ROLE

The President is the chief executive officer of KPU and must generally supervise and direct the academic work of KPU.⁴⁶ The President has overall responsibility for leading and managing KPU through the development and implementation of strategies and policies and efficient and effective operations.

8.4. ACCOUNTABILITY

The President is accountable to the Board.

8.5. DUTIES AND RESPONSIBILITIES

The President:

8.5.1. Leadership

- a) leads and manages KPU academically and operationally within the objectives set out in the strategic plan and agreed-upon performance measures;
- b) provides leadership in the establishment and articulation of KPU’s mission, mandate, vision and commitment statements;
- c) ensures that KPU operates within established policies and priorities by apprising the Board of all matters affecting its responsibilities as set out in provincial statutes and regulations;

⁴⁵ *University Act*, s. 63(a).

⁴⁶ *University Act*, s. 59(1).

- d) develops and implements operational policies to guide KPU within the framework of the vision and strategic goals approved by the Board;
- e) directs and monitors KPU's activities in a manner that ensures the assets of KPU are safeguarded and optimized;
- f) summons meetings of a faculty when the President considers it necessary or advisable to do so;⁴⁷
- g) convenes joint meetings of all or any of the faculties at the President's discretion;⁴⁸
- h) establishes committees the President considers necessary or advisable;⁴⁹
- i) chairs meetings of the Senate;⁵⁰
- j) with support from KPU's administration, plays a bridging role between the Board and the Senate;

8.5.2. Strategic

- a) Provides leadership in developing institution-wide short and long term plans through a consultative process;

8.5.3. Reporting

- a) Makes any necessary recommendations to the Board and Senate and reports on any matter referred to the President by the Board or Senate;⁵¹
- b) Monitors KPU's educational, administrative and financial performance and provides reports as appropriate;
- c) Prepares and publishes an annual report on KPU's progress;⁵²

8.5.4. Board

- a) supports the Board Chair and the Board in carrying out the Board's governance responsibilities, including the timely provision of relevant information;

⁴⁷ *University Act*, s. 59(2)(b).

⁴⁸ *University Act*, s. 59(2)(b).

⁴⁹ *University Act*, s. 59(2)(d).

⁵⁰ *University Act*, s. 35.2(2)(b) and s. 63(b).

⁵¹ *University Act*, s. 62(1)(b) and (c).

⁵² *University Act*, s. 62(1)(a).

8.5.5. Budget

- a) prepares and submits to the Board an annual budget in consultation with the appropriate standing committee of the Senate;⁵³

8.5.6. Financial and Risk Management

- a) ensures the integrity of KPU's internal control and management systems;
- b) identifies, and reports to the Board on, the principal risks of KPU and ensures the implementation of effective systems to manage those risks;

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;
- c) appoints, promotes and removes members of the teaching and administrative staffs and the officers and employees of KPU as outlined in Appendix H;
- d) authorizes lectures and instruction in any faculty to be given by persons other than the appointed members of the teaching staff;⁵⁴
- e) may suspend any member of the teaching and administrative staffs and any officer or employee of KPU and must promptly report the action to the Board with a statement of his or her reasons;⁵⁵
- f) upon nomination by the alumni association, appoints one alumni member who is not a faculty member to the Senate;⁵⁶

8.5.8. External Relations

- a) acts as the primary spokesperson for KPU and oversees KPU's interface with the public and stakeholders;
- b) develops and implements a communications program to support KPU's strategic objectives;
- c) maintains effective relationships in dealings with the provincial and municipal governments, educational institutions, professional associations, unions, business, alumni, Foundation and the public at large;

⁵³ *University Act*, s. 62(2).

⁵⁴ *University Act*, s. 59(2)(c).

⁵⁵ *University Act*, s. 60(1) and (2).

⁵⁶ *University Act*, s. 35.2(2)(i).

- d) presents KPU’s submissions to the Minister;⁵⁷

8.5.9. Funds and Grants

- a) ensures that funds are raised and grants are obtained to fulfill the vision of KPU;
and

8.5.10. Outside Commitments

- a) obtains Board approval prior to accepting public service commitments and/or outside board appointments.

8.6. OFFICES

The President is:⁵⁸

- a) a Board Member and must attend its regular meetings;
- b) Chair of the Senate;
- c) a member of all standing committees of the Senate except the standing committee on appeals;
- d) a member of each faculty; and
- e) in the absence of the Chancellor, Chair of Convocation with the obligation to confer degrees.

8.7. COMPENSATION

The Board determines the President’s compensation,⁵⁹ subject to parameters set for executive compensation in B.C.’s public sector by the Public Sector Employers’ Council.⁶⁰

⁵⁷ *University Act*, s. 62(3).

⁵⁸ *University Act*, s. 63.

⁵⁹ *University Act*, s. 27(2)(g).

⁶⁰ The Public Sector Employers’ Council coordinates the management of executive compensation in British Columbia.

9. UNIVERSITY SECRETARY POSITION DESCRIPTION

9.1. INTRODUCTION

This position description describes the roles and responsibilities of the University Secretary of KPU.

9.2. APPOINTMENT

The University Secretary reports to General Counsel. On a functional basis the University Secretary is accountable to the Board Chair and to the President as Chair of Senate.

9.3. ROLE

The University Secretary supports the Board by coordinating and facilitating the activities of the Board and Board Committees to ensure the effective and efficient operation of KPU's bicameral governance framework. The University Secretary acts as a liaison among the Board, the Senate and senior leadership.

9.4. DUTIES AND RESPONSIBILITIES

With respect to the Board, the University Secretary:

- a) provides secretarial and administrative assistance to the Board and Board Committees including organizing, preparing and distributing agendas and supporting documentation, writing reports and minutes of meetings, and disseminating policy to Committee Members;
- b) maintains the official minutes, Bylaws and other public and confidential documents of the Board;
- c) works closely with the Board Chair, the President, senior leadership and Committee chairs, to ensure timely input of recommendations and information to Board Committees and to the Board;
- d) ensures policies and procedures of the Board are publicly available;
- e) maintains up-to-date knowledge of legislation related to the Board, KPU and bicameral governance and imparts knowledge to aid planning and decision-making;
- f) under direction of the Governance Committee, coordinates the ongoing revision and publication of the Board Manual, the Bylaws, and KPU's Policy and Procedure Manual;
- g) facilitates policy development and revision in support of the Board;

- h) provides continuity to the Board, Senate and committees by providing historical information and interpretations of policies and practices, particularly with respect to procedures established by the Board or Senate, or those which are implicit in the committee structure;
- i) under direction from the Governance Committee, participates in providing orientation for new Board Members and ongoing professional development for all Board Members and supports them in understanding their roles and responsibilities;
- j) under direction from the Board Chair, prepares and monitors the Board's budget;
- k) coordinates the conduct of Board elections;
- l) provides administrative support for the Presidential Search process;
- m) provides administrative support in liaising with the Ministry of Advanced Education and the Board Resourcing and Development Office; and
- n) under direction from the Board, distributes and controls the Corporate Seal.

The University Secretary has many duties and responsibilities outside of his or her position with the Board. For example, the University Secretary also works closely with the Senate and its committees.

9.5. CONFLICT

If there is a conflict of interest (actual, potential, or apparent) on any particular matter, between the University Secretary's administrative or managerial responsibilities within KPU and his/her responsibilities to the Board, it is the responsibility of the University Secretary to draw it to the attention of the Board through the Board Chair.

10. COMMITTEE OPERATING GUIDELINES

The Board has the power to appoint the Committees it considers necessary and advisable, including joint Committees with the Senate.⁶¹

Current Committees of the Board are:

- a) Finance and Audit;
- b) Governance;
- c) Human Resources; and
- d) Appeals Tribunal, Non-academic Misconduct

The Board may from time to time establish task forces, advisory committees or other temporary working groups to address time limited projects.

Each Committee's Terms of Reference are set out separately in the Board Manual. The provisions below set out the operating guidelines applicable to all Committees, except the Appeals Tribunal, Non-academic Misconduct.

10.1. PURPOSE

The purpose of the Committees is to provide in-depth concentration in key areas of Board responsibility and to help the Board carry out its work.

10.2. MANDATE

Each Committee reviews its own Terms of Reference annually and submits any proposed changes to the Governance Committee for review and recommendation to the full Board.

10.3. ACCOUNTABILITY AND DECISION-MAKING (INCLUDING RECOMMENDATIONS)

Each Committee is accountable to the Board.

Under the *University Act*, the Board may confer on the Committees power and authority to act for the Board.⁶² However, no Committee has the power and authority to act for the Board unless specifically authorized by the Board through the applicable Committee Terms of Reference or otherwise (for example, through a motion at a Board meeting).

⁶¹ *University Act*, s. 27(2)(c).

⁶² *University Act*, s. 27(2)(c).

As such, the Committees have no authority to direct senior leadership, speak for, or commit KPU unless specifically authorized by the Board through the applicable Committee Terms of Reference or otherwise.

In the absence of express authority to act for the Board, decisions, if any, made by a Committee are recommendations to the Board in respect of the subject on which it was created to advise. The Board takes into consideration, but is not bound by, Committee recommendations.

Regardless of whether the power and authority to act for the Board has been delegated to a Committee, no Committee may make a decision that may have a material impact on KPU's strategic plan (see section 16); such decisions must be made by the Board.

Decisions made by a Committee are determined by consensus, or, if necessary, by majority vote.

10.4. COMPOSITION

The Board, on the recommendation of the Board Chair, appoints Committee Chairs and members. A Board member may belong to more than one Committee at one time.

A Committee member may be removed or replaced at any time and will cease to be a Committee member upon ceasing to be a Board Member.

The Board Chair may be appointed a member of any Committee, in which case he or she is counted in establishing quorum and has a vote. The Board Chair is an *ex officio* member of all Board Committees when he or she is not otherwise appointed a member. When serving on a Committee in an *ex officio* capacity, the Board Chair observes, provides advice and oversees the coordination of the Committee's work in relation to the Board, but does not vote.

10.5. MEETINGS

10.5.1. Frequency

Each Committee meets at least four times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any two Committee members.

10.5.2. In Camera

Committee meetings are held *in camera* (held in the absence of the public). At the request of the Committee chair, non-Committee members may be invited to attend a meeting to present information, answer questions about a particular agenda item, etc.

Subject to the exception below, when not a member of a certain Committee, an individual Board Member may attend that Committee's meetings as a non-member

upon notice to the University Secretary. When attending a Committee meeting in this capacity, the Board Member observes the meeting, but does not vote.

Attendance at the Human Resources Committee meetings is limited to Appointed Members.

10.5.3. Attendance

Most Committee meetings are held in person and Committee members are expected to attend in person. If attending an in person Committee meeting by teleconference, a Committee member must inform the University Secretary in advance.

Some Committee meetings are held by teleconference.

10.5.4. Agenda

The Committee Chair, in consultation with the senior leader(s) assigned to support the Committee and the University Secretary or designate, develops the agenda for each Committee meeting.

Under normal circumstances, the agenda and supporting materials are distributed to Board Members at least five days in advance of the meeting.

Board Members who wish to suggest items for discussion at Committee meetings and additions to the agenda should contact the Committee Chair or the University Secretary at least two weeks prior to the Committee meeting. The Committee Chair may exercise his or her discretion whether to include the suggested item on an upcoming Committee meeting agenda.

10.5.5. Notice

The Committee meeting schedule is set a year in advance, and notice of upcoming regular meetings of each Committee is given at the previous regular Committee meeting. Wherever possible, at least 48 hours notice is given of extraordinary Committee meetings.

10.5.6. Information for Meetings

Material distributed to the Board Members in advance of Committee meetings should be concise, yet complete, and prepared in a way that focuses attention on critical issues to be considered and decisions, if any, sought from the Committee.

10.5.7. Quorum

The quorum for a Committee meeting is a majority of members.

10.5.8. Location

In person Committee meetings are normally held on one of KPU's campuses.

10.5.9. Minutes

The University Secretary or designate ensures the minutes of each Committee meeting are prepared in a timely fashion. Committee minutes, once approved by the Committee Chair, are distributed to the Board.

10.6. REPORTING

Each Committee reports to the Board by distributing the Committee's minutes in advance of the next Board meeting.

In addition, at the next Board meeting, the Committee Chair provides an oral report that summarizes, at a high-level, what the Committee has been working on (since it last reported to the Board), what the Committee is bringing forward for discussion or approval, and what is coming up on the Committee's work plan.

On an annual basis, the Committee provides a high level summary report (maximum two pages) on what the Committee has been working on for the previous year and what is coming up on the Committee's work plan.

10.7. COMMITTEE SUPPORT

One or more members of KPU's senior leadership team and the University Secretary or designate support each Committee in carrying out its work.

10.8. EXTERNAL ADVISORS

Where appropriate (i.e. considering KPU's internal resources, and the Board budget, and subject to KPU's procurement practices), in consultation with senior leadership and with approval of the Board Chair, each Committee is entitled to retain and rely on external professional service firms, consultants and advisors as needed to fulfill its mandate.

When a Committee retains external advisors, the Committee must ensure that any relevant information, findings etc. of the external advisors is immediately reported to senior leadership, as appropriate. Typically, the Committee Chair will report to the President or the designated senior leader(s) supporting the Committee.



11. FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE

Primary responsibility for the financial reporting, accounting systems, risk management, management plans and budgets, internal controls and treasury of KPU is vested in senior leadership and overseen by the Board.

11.1. PURPOSE

The purpose of the Finance and Audit Committee (the “Committee”) is to assist the Board in fulfilling its obligations and oversight responsibilities relating to financial planning, the audit process, financial reporting, the system of corporate controls and risk management, and when required, to make recommendations to the full Board for approval.

In the process of overseeing KPU’s audit procedures, the Committee will have unrestricted access to KPU’s personnel and documents, and will be provided with the resources necessary to carry out its responsibilities, including external advisors in accordance with section 10.8 of the Board Manual.⁶³

11.2. COMPOSITION AND QUORUM

The Committee is composed of four to six Members, three of whom must be Appointed Members and “independent”.⁶⁴

Committee members should be financially literate.⁶⁵ At least one member of the Committee should have a financial designation or relevant financial management expertise.

A majority of members of the Committee constitutes a quorum.

When the Finance and Audit Committee is overseeing audit procedures, meeting attendance is limited to those Committee members who are Appointed Members. Typically the Committee will address finance matters in the first part of the meeting and audit matters in the second.

⁶³ See section 10.8 for additional information on external advisor engagement.

⁶⁴ In this context, “independent” means having no material direct or indirect association with Kwantlen, which could, in the view of Kwantlen’s Board, reasonably interfere with the exercise of the Member’s independent judgment.

⁶⁵ In this context, “financially literate” means that the Member has the ability to read and understand a set of financial statements which present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by Kwantlen’s financial statements.



11.3. FINANCIAL OVERSIGHT DUTIES AND RESPONSIBILITIES⁶⁶

Subject to the powers and duties of the Board, the Finance and Audit Committee will perform the following duties with respect to financial oversight of KPU.

11.3.1. Financial Planning

The Committee:

- a) reviews and makes recommendations to the Board in respect of:
 - i) financial plans and budgets forwarded to the Board for approval;⁶⁷
 - ii) the appropriateness and validity of any material assumptions and estimates used in the preparation of such plans or budgets;
 - iii) the consistency of the plans and budgets with strategic plans, policies, objectives and initiatives approved by the Board;
 - iv) the consistency of the financial plans and budgets with any other financial data;
 - v) any significant assumptions, forecasts, targets or performance goals used by senior leadership in the preparation of the financial plans and/or budgets;
 - vi) tuition and other academic and major mandatory fees;⁶⁸
 - vii) the provision of funds for student loans;⁶⁹
 - viii) the collection of fees on behalf of student societies;⁷⁰
 - ix) the provision of funds for chairs, institutes, fellowships, scholarship, exhibitions, bursaries and prizes the Board and Senate consider advisable;⁷¹
 - x) the determination of student enrolment, with approval of the Senate;⁷²

⁶⁶ Typically, these matters are addressed in the first part of each Committee meeting when both Elected and Appointed Members may be present.

⁶⁷ *University Act*, s.27(2)(l).

⁶⁸ *University Act*, s.27(2)(m).

⁶⁹ *University Act*, s.27(2)(q).

⁷⁰ *University Act*, s. 27.1(1).

⁷¹ *University Acts*, s. 27(2)(k).

⁷² *University Act*, s. 27(2)(r).



- xi) develop the Board of Governors annual budget for approval by the Board of Governors;
- b) ensures the Board receives, on a timely basis, meaningful financial information regarding KPU's current financial status and up-to-date forecasts required to make decisions; and
- c) reviews and approves, or designates to the Finance and Audit Committee Chair to review and approve, the President's monthly expense and perquisite reimbursement.

11.3.2. Investments and Indebtedness

The Committee:

- a) reviews (and recommends to the Board) policies with respect to KPU's investments and indebtedness; and
- b) monitors KPU's investments and indebtedness.

11.3.3. Property

The Committee:

- a) in consultation with Senate, recommends to the Board rules respecting the management, governance and control of KPU's real property, buildings and structures;⁷³
- b) oversees facilities planning and real property matters including:
 - i) financing arrangements;
 - ii) acquisition and disposition, both owned and leased and through both purchase and donation;
 - iii) development of long-term master site and facility plan for KPU's campuses;
 - iv) development of specific facilities to accommodate KPU's academic, ancillary and related activities;
 - v) selection and appointment of professionals and contractors involved in the planning and construction of KPU's facilities subject to KPU's procurement practices;
 - vi) development of sustainable, efficient and long-term facilities;

⁷³ *University Act*, s. 27(2)(d).



- c) in consultation with Senate, recommends to the Board policies regarding the conservation of KPU's heritage sites;⁷⁴
- d) reviews (and recommends to the Board) policies with respect to KPU's intellectual property, including those matters specified in the *University Act*.⁷⁵

11.3.4. Risk Management

The Committee performs the risk management duties set out in section 17 of the Board Manual ("Risk Management Oversight").

11.4. AUDIT OVERSIGHT RESPONSIBILITIES

Subject to the powers and duties of the Board, the Finance and Audit Committee will perform the following duties with respect to audit oversight of KPU.

When the Finance and Audit Committee is overseeing audit procedures (under section 11.4), meeting attendance is limited to those Committee members who are Appointed Members.⁷⁶

11.4.1. External Audit

The Committee:

- a) recommends to the Board the appointment of the External Auditor (subject to KPU's procurement practices);⁷⁷
- b) determines whether the performance of the External Auditor is satisfactory, effective and meets the requirements of KPU;
- c) reviews all issues related to any change in External Auditor and the planned steps for an orderly transition;
- d) confirms the independence of the External Auditor;
- e) reviews and recommends the terms of the External Auditor's engagement, and the appropriateness and reasonableness of the proposed fees (subject to KPU's procurement practices);⁷⁸

⁷⁴ *University Act*, s. 27(2)(e).

⁷⁵ *University Act*, s. 27(2)(u) and (v).

⁷⁶ Typically, these matters are addressed in the second part of each Committee meeting.

⁷⁷ Pursuant to section 33 of the *University Act*, unless the Auditor General is appointed in accordance with the *Auditor General Act* as the Auditor of the Board, the Board must appoint an Auditor to audit the accounts of the Board at least once each year.

⁷⁸ Typically, the RFP for the External Auditor occurs every five years.



- f) reviews and recommends to the Board the audit plan with the External Auditor and senior leadership;
- g) determines whether senior leadership has provided full and open disclosure to the External Auditor's inquiries;
- h) reviews problems experienced by the External Auditor in performing the audit, including any restrictions imposed by senior leadership and all significant accounting issues on which there was a disagreement with senior leadership;
- i) reviews the post-audit opinion letter containing the recommendations of the External Auditor and reviews the senior leadership's response and subsequent follow-up to any significant identified weaknesses;
- j) reviews and approves the provision of non-audit services provided by the External Auditor; and
- k) meets with the External Auditor at least annually.

11.4.2. Accounting Systems and Internal Controls

The Committee:

- a) through discussion with senior leadership and the External Auditors, obtains reasonable assurances that KPU has implemented appropriate systems of internal control:
 - i) over financial reporting, information technology, data security and protection of personal information and privacy, and that these systems are operating effectively;
 - ii) to ensure compliance with its policies and procedures and that these systems are operating effectively; and
 - iii) to identify, monitor, mitigate and report significant financial or operational risk exposures and that these systems are operating effectively;
- b) reviews with Legal Counsel on at least an annual basis:
 - i) any legal matters that could have a significant impact on KPU's financial statements;
 - ii) KPU's compliance with applicable and material legal and regulatory requirements;
- c) reviews the evaluation of internal controls by the External Auditor, including any recommendations for improvement of KPU's accounting procedures and internal controls, together with senior leadership's response; and



- d) directs the External Auditor's examinations to particular areas of concern with respect to internal controls.

11.4.3. Internal Audit

The Committee:

- a) reviews and approves the terms of an Internal Auditor's engagement;
- b) recommends to the Board the appointment of an Internal Auditor, subject to KPU's procurement practices;
- c) reviews and approves the Internal Audit plan;
- d) ensures the Internal Auditor's approach to risk and internal controls is appropriate;
- e) determines whether the performance of the Internal Auditor is satisfactory, effective and meets the requirements of KPU;
- f) ensures there are adequate resources for the Internal Auditor in performing its functions, including any restrictions imposed by senior leadership and all significant difficulties or disagreements with senior leadership;
- g) receives the Internal Auditor's reports; and
- h) meets with the Internal Auditor at least annually.

11.4.4. Financial Reporting

The Committee:

- a) reviews KPU's annual financial statements to ensure they are fairly presented in all material respects in accordance with generally accepted accounting and financial reporting principles;
- b) reviews all public reporting by KPU to ensure that it represents a complete, accurate and balanced picture of KPU's performance and financial situation;
- c) reviews the financial statements and reports, and recommends their approval or disapproval to the Board; the Committee will provide an explanation if it cannot recommend approval;
- d) discusses with senior leadership and with the External Auditor:
 - i) all proposed changes in accounting policy;
 - ii) the import and presentation of all large risks or uncertainties;
 - iii) compliance with accounting standards;
 - iv) adjustments arising out of the audit process and related party transactions; and



- v) all estimates or judgments of senior leadership that may be material to financial reporting;
- e) discusses with senior leadership and the External Auditor significant financial reporting, record or presentation issues identified during the fiscal period and the manner of their resolution;
- f) examines the audited annual financial statements in conjunction with the reports of the External Auditor, which may include determining whether the statements:
 - i) properly reflect the significant accounting policies selected;
 - ii) reflect estimates and other financial statements elements that are reasonable and consistent;
 - iii) adequately disclose all major transactions and issues;
 - iv) disclose all post-year-end significant events; and
 - v) are understandable, relevant, reliable and comparable; and
- g) reviews and recommends to the Board approval of the:
 - i) annual audited financial statements;
 - ii) management discussion and analysis that accompanies the audited financial statements; and
 - iii) significant financial reports made publicly available.

11.4.5. Alleged Financial Wrong-Doing

The Committee:

- a) ensures that senior leadership has implemented a process to receive and respond to complaints or allegations of wrong-doing or questionable acts by KPU, its employees or Board Members with respect to financial wrong-doing; and
- b) reviews and advises the Board with respect to complaints of alleged financial wrong-doing.

11.4.6. Material Litigation

The Committee:

- a) reviews with Legal Counsel on at least an annual basis any material litigation risks; and
- b) reviews with Legal Counsel the adequacy of provisions and estimates made in financial information including the financial statements relating to material litigation issues.



11.4.7. Compliance

The Committee:

- a) confirms the appropriate policies and procedures are in place for monitoring compliance with applicable laws and ascertains their adequacy and the levels of compliance;
- b) advises the Board on any new or pending developments in accounting and/or reporting standards;
- c) reports to the Board all financial matters of which the Committee has knowledge that may materially affect the current or future position of KPU; and
- d) reviews such other matters that the Committee or the Board deems advisable or timely.

11.5. MEETINGS

The Committee meets at least four times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any two Committee members or the External Auditor.

11.6. COMMITTEE SUPPORT

The Vice-President Finance and Administration, Provost and Vice-President Academic and Executive Director, Finance, and the University Secretary or designate support the Committee in carrying out its work.

11.7. RESPONSIBILITY FOR POLICY REVIEW

The Committee has responsibility to review at least every two years, and more frequently if necessary (e.g., based on legislative changes, or a development in governance best practices) all Board Bylaws, Board-Approved University Policies and sections of this Board Manual which relate to finance or audit matters, including the following:

11.7.1. Board Bylaws and Board Manual Sections

- Finance and Audit Committee Terms of Reference
- Risk Management Oversight
- Board Member Remuneration and Expenses
- Board Member Liability Coverage (Bylaw 9)

11.7.2. Board-Approved University Policies

- E2 (Appointment of Auditors)
- E4 (Guidelines for the Development & Distribution of University Policies & Procedures)



- E9 (Signing Authority)

11.8. COMMITTEE TIMETABLE

The timetable for the Committee's activities is reflected in the calendar set out below.



Finance and Audit Committee Calendar					
	Jan	March	May/ June	Sept	Nov
FINANCIAL PLANNING					
1. Review financial plans				☐	
2. Review annual budgets		☐			
3. Review Board budget					☐
FINANCIAL REPORTING					
4. Review financial reports				☐	
5. Review audited financial statements			☐		
6. Review accounting policies, financial reporting practices and proposed changes thereto	☐				
EXTERNAL AUDIT					
7. Review External Auditor’s engagement			☐		
8. Review External Audit plan			☐		
INTERNAL CONTROLS					
9. Review internal controls and ensure adequacy				☐	
10. Review compliance with statutory and regulatory requirements				☐	
INTERNAL AUDIT					



Finance and Audit Committee Calendar					
	Jan	March	May/ June	Sept	Nov
11. Review Internal Audit Plan					☐
12. Review Internal Audit performance				☐	
13. Review engagement of Internal Auditor	☐				
RISK MANAGEMENT					
14. Review senior leadership’s report on identification and management of material risks					☐
15. Review insurance coverage of material business risks and uncertainties					☐
16. Lead annual review of material risks				☐	
OTHER					
17. Review applicable Board and organizational policies			☐		

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.

12.2. COMPOSITION AND QUORUM

The Human Resources Committee is composed of at least four Board Members and only includes Appointed Members.

Committee members are familiar with good practices in human resources including executive compensation, human resources planning, labour relations, recruitment and evaluation.

A majority of members of the Human Resources Committee constitutes a quorum.

Attendance at the Human Resources Committee meetings is limited to Appointed Members.

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:
 - 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;

- f) reviews and recommends to the Board KPU’s philosophy and guidelines for senior leadership compensation in consideration of Public Sector Employers’ Association (PSEC) guidelines;
- g) upon Government request, sends the Committee chair or designate to review and consider PSEC guidelines;
- h) with approval from Senate, establishes procedures for the recommendation and selection of candidates for the President;⁷⁹
- i) leads and oversees the appointment process for the President;
- j) develops, recommends to the Board, and annually reviews KPU’s human resources policies regarding appointments, promotions and removals;
- k) reviews senior leadership’s recommendations for programs, policies and practices with respect to the development of KPU’s human resources;
- l) performs the risk management duties set out in section 17 of the Board Manual (“Risk Management Oversight”);
- m) ensures that senior leadership has implemented a process to receive and respond to complaints or allegations of wrong-doing or questionable acts by KPU, its employees or Board Members with respect to non-financial wrong-doing; and
- n) assumes other related responsibilities as assigned by the Board.

12.4. MEETINGS

The Committee meets at least four times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any two Committee members.

12.5. COMMITTEE SUPPORT

The Associate Vice President Human Resource Services and the University Secretary or designate support the Committee in carrying out its work.

12.6. RESPONSIBILITY FOR POLICY REVIEW

The Committee has responsibility to review at least every two years, and more frequently if necessary (e.g., based on legislative changes, or a development in governance best practices) all Board-Approved University Policies and sections of this Board Manual which relate to human resource matters including the following:

⁷⁹ *University Act*, s. 27(2)(f).

12.6.1. Board Manual Sections

- Human Resources Committee Terms of Reference
- President and Vice Chancellor Position Description
- President Evaluation
- President Succession Planning
- Appointment of Employees (Appendix H)

12.6.2. Board-Approved University Policies

- G7 (Minimum Qualifications – Faculty Positions)

12.7. COMMITTEE TIMETABLE

The timetable for the Human Resources Committee’s activities is reflected in the calendar set out below.

Human Resources Committee Calendar

	Jan	March	May / June	July / Aug	Sept	Nov
1. With the Board Chair, review and lead President evaluation process and recommend appropriate process for upcoming year: <ul style="list-style-type: none"> a. President goals and objectives b. President self-evaluation c. Board evaluation of President 			<input type="checkbox"/> Begin		<input type="checkbox"/> approve	
2. Review senior leadership succession and development plans	<input type="checkbox"/>					
3. Review human resources policies and any recommended changes		<input type="checkbox"/>			<input type="checkbox"/>	
4. Review and recommend to Board senior leadership compensation structure and philosophy			<input type="checkbox"/>			
5. With the President, leads the process and develops the President Succession Plan	<input type="checkbox"/>					
6. Reviews the President Succession Plan						

13. GOVERNANCE COMMITTEE TERMS OF REFERENCE

13.1. PURPOSE

The purpose of the Governance Committee is to develop and recommend KPU's approach to good governance and KPU's governance framework, support and oversee Appointed Member recruitment, and to lead processes to support and evaluate the effectiveness of the Board, Committees, the Board Chair and individual Board Members.

13.2. COMPOSITION AND QUORUM

The Governance Committee is composed of at least four Board Members, inclusive of the Board Chair, who is the Governance Committee Chair, the Finance and Audit Committee Chair and the Human Resources Committee Chair, and may include Appointed and Elected Members.

A majority of members of the Governance Committee constitutes a quorum.

13.3. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Governance Committee:

- a) at least every two years, reviews the governance framework (including this Manual) for KPU and advises the Board regarding:
 - i) areas of concern;
 - ii) best practices; and
 - iii) recommended changes;
- b) ensures appropriate structures and procedures are in place to allow the Board to function effectively;
- c) annually reviews the composition of the Board as a whole and recommends, if necessary, changes to the Board Matrix to ensure the desired Board makeup includes an appropriate balance of knowledge, experience, skills, expertise and diversity;⁸⁰
- d) annually or as vacancies arise, works with the Board Chair and President to identify any gaps that should be filled by newly Appointed Member candidates and recommends to the Board the desired skills and experience for potential new Board Members;

⁸⁰ Refer to Appendix "D" and Section 18 (Board Composition and Succession Planning) of the Board Manual for more information.

- e) in respect of Appointed Members, works with the Board Chair and President to identify potential candidates for appointment to the Board;⁸¹
- f) in respect of Elected Members and in advance of an election, ensures that through the election sites each constituency is provided with a copy of the Individual Board Member’s Position Description and the Board Matrix⁸² in order to communicate to the constituencies the desired skills and experience for the upcoming election;
- g) leads the Board Chair succession planning process as detailed in the Board Chair Succession Planning section of the Board Manual;
- h) ensures programs are in place for new Board Member orientation and ongoing professional development;
- i) assists and supports the annual review processes for evaluating the effectiveness of the Board, the Board Chair, Committees, Committee Chairs and individual Board Members under section 20 of the Board Manual;
- j) periodically reviews and assesses KPU’s communications to stakeholders and the general public with respect to its policies and practices in the area of governance, including the communication contained on KPU’s internal and external websites;
- k) considers recommendations from the Senate for the establishment and discontinuance of Faculties and Departments;⁸³
- l) receives program proposals for review with regard to adherence to the strategic priorities, mission, vision and mandate of KPU;
- m) annually reviews and ensures the adequacy of KPU’s Code of Conduct for Board Members;
- n) annually obtains Code of Conduct Declarations from Board Members;
- o) addresses Code of Conduct issues as delegated to the Committee by the Board;
- p) performs the risk management duties set out in section 17 of the Board Manual (“Risk Management Oversight”); and
- q) assumes other related responsibilities as assigned by the Board.

⁸¹ Potential candidates are recommended to the Ministry of Advanced Education and the Board Resourcing and Development Office through the Board Chair, assisted by the University Secretary.

⁸² Refer to Appendix “D” and Section 18 (Board Composition and Succession Planning) of the Board Manual for more information.

⁸³ *University Act*, s. 27(2)(i) and 35.2(6)(e).

13.4. MEETINGS

The Governance Committee meets at least four times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any two Committee members.

13.5. COMMITTEE SUPPORT

The President or designate and the University Secretary or designate support the Committee in carrying out its work.

13.6. RESPONSIBILITY FOR POLICY REVIEW

The Committee has responsibility to review at least every two years, and more frequently if necessary (e.g., based on legislative changes, or a development in governance best practices) all Board Bylaws, Board-Approved University Policies and sections of this Board Manual related to governance matters, including the following :

13.6.1. Board Bylaws and Board Manual Sections

- Meetings of the University Board of Governors (Bylaw 3)
- Governance Structure
- Board Terms of Reference
- Board Calendar
- Board Chair Position Description
- Individual Board Member Position Description
- Committee Operating Guidelines
- Governance Committee Terms of Reference
- Board Meeting Guidelines
- Strategic Planning
- Board Composition and Succession Planning
- Orientation and Professional Development
- Board and Board Member Evaluation
- Board Chair Succession Planning
- Code of Conduct for Board Members

13.6.2. Board-Approved University Policies

- B1 (Academic Schedule)

- B3 (Advisory Committees)
- B12 (Program Review)
- C8 (Plagiarism and Cheating)
- E4 (Operational Policies & Procedures)
- L10 (Principles for Program Prioritization)
- L11 (Program & Curriculum Development)
- BD019 (Advisory Boards (Non-Program))

13.7. COMMITTEE TIMETABLE

The timetable for the Governance Committee’s activities is reflected in the calendar set out below.

Governance Committee Calendar					
	Jan	Mar	May / June	Sept	Nov
1. Review governance framework and applicable Board and organizational policies					☐
2. Oversee orientation for new Board Members	As required				
3. Recommend and lead professional development for Board Members	☐				
4. Oversee Board Succession Planning process				☐	
5. Review Board evaluation processes and recommend appropriate process for upcoming year; lead evaluation process a. Board evaluation started b. Board evaluation completed		☐	☐		
6. With Board Chair, review skills and experience required on Board and confirm or amend Board Matrix				☐	
7. Appointed Members: With Board Chair and President, identify and recommend candidates for Board appointment	As set out in Appendix F “Board Appointment Timeline”				

Governance Committee Calendar					
	Jan	Mar	May / June	Sept	Nov
8. Elected Members: Liaise with constituency regarding preferred background, experience, skills	As required				
9. Review Code of Conduct for Board Members			☐		
10. Obtain Code of Conduct declarations (annual)				☐	
11. Lead and oversee Board Chair succession planning process		☐			

14. BOARD OF GOVERNORS APPEALS TRIBUNAL TERMS OF REFERENCE

14.1 AUTHORITY

- a) The Appeals Tribunal’s mandate is to conduct appeals from decisions of the President concerning matters of non-academic discipline.
- b) The Board has delegated its power and authority to determine an appeal of such a decision to the Appeals Tribunal and the decision of the Appeals Tribunal shall be the decision of the Board.

14.2 LINKS TO LEGISLATION

- a) The relevant legislation and policies are as follows:
 - i) *University Act, ss. 27(2), 35.2(6)(j), 61*
 - ii) *Policy C21, Student Conduct*

14.3 MEMBERSHIP

- a) The members of the Appeals Tribunal shall be one student Board Member, one faculty or staff Board Member and three Appointed Members.
- b) The Board may remove, replace or appoint additional members to the Appeal Tribunal at any time.
- c) A quorum for the conduct of an appeal is three.
- d) The appointments continue for the lesser of three years or as long as the member of the Appeals Tribunal remains a Board Member, except as follows.
- e) If upon the expiry of his or her term as a Board Member, an Appeals Tribunal member is participating in an appeal, the person remains a member of the Appeals Tribunal for the purposes of the subject appeal only and the Board may appoint an additional member to the Appeals Tribunal.

14.4 EXECUTIVE POSITIONS

- a) The Board Chair will appoint a Chair of the Appeals Tribunal.
- b) Where an appeal is conducted by a quorum of the Appeals Tribunal and the Chair of the Appeals Tribunal is not part of the quorum, the members of the quorum conducting an appeal shall elect a Chair for the purposes of that appeal, in which case the references in the Procedures to the “Chair of the Appeals

Tribunal” apply to the elected Chair.

14.5 MEETING PROTOCOLS

- a) The Appeals Tribunal will meet as required for the conduct of appeals.
- b) The meeting protocol in the Board Manual does not apply to the conduct of appeals. An appeal is conducted in accordance with the Appeal Procedures set out in Appendix G, *Board Procedures as Final Appeal Board – Non-academic Misconduct* (“Appendix G”).
- c) Appeals are conducted in private, except as permitted by the Appeals Tribunal conducting the appeal.
- d) A quorum for the conduct of an appeal is three. The decision of the majority is the decision of the Appeals Tribunal.
- e) If, after the commencement of an appeal, a member of the Appeals Tribunal is unable to continue to participate in that appeal, the remaining Appeals Tribunal member or members may complete the appeal and the decision is the decision of the Appeals Tribunal.
- f) All members of the Appeals Tribunal participating in an appeal must be present for the entire appeal in order to participate in the decision.
- g) Decisions of the Appeals Tribunal are made in accordance with the Appeal Procedures set out in Appendix G.
- h) Minutes are not kept.

14.6 OPERATING PROCEDURES

- a) Appeals are to be conducted in accordance with the principles of natural justice and procedural fairness, and in accordance with the Appeal Procedures set out in Appendix G.

14.7 CONFLICT OF INTEREST

- a) No member of the Appeals Tribunal may participate in an appeal if to do so would give rise to a conflict of interest or a reasonable perception of bias.

14.8 ACCOUNTABILITY

The Chair of the Appeals Tribunal shall annually report:

- a) The number of appeals that have been heard and decided since the last report;
- b) A summary of each appeal that has been decided, prepared in a manner that is not likely to disclose the identity of the individuals involved, and that includes:
 - i) the decision, act or treatment that was the subject of the appeal;
 - ii) the grounds for the appeal;
 - iii) the relief sought by the Appellant;
 - iv) the disposition of the appeal; and
- c) the number of appeals that are pending where no decision has been rendered.

14.9 RESOURCES

- a) Resources will be the provision of training and legal counsel to the Appeals Tribunal conducting an appeal.

15. BOARD MEETING GUIDELINES

Under the *University Act*, the Board has the ability to make rules for the meetings of the Board and its transactions.⁸⁴

15.1. FREQUENCY

The Board typically holds five regular meetings per year that are open to the public.⁸⁵

The Board also holds an annual strategic planning session that is restricted to the Board and senior leadership. The Board may also hold special meetings as required.

The Board's calendar will be determined in June of each year for the following academic year.

15.2. LOCATION

Board meetings are normally held on one of KPU's campuses.

15.3. REGULAR BOARD MEETINGS – OPEN AND *IN CAMERA* SESSIONS

Regular Board meetings are open to the public. They are typically followed by an *in camera* session.⁸⁶ All matters dealt with by the Board at regular Board meetings are dealt with in the open sessions except the following matters which are dealt with at the *in camera* sessions:

- a) items which are subject to solicitor/client privilege;
- b) items where disclosure could reasonably be expected to harm a security or disciplinary matter;
- c) items where disclosure could harm KPU's financial or economic interests;
- d) items relating to management of personnel or the administration of KPU and that have not yet been implemented or made public;
- e) items concerning negotiations carried on, by or for KPU;
- f) items where disclosure could be harmful to individual or public safety;

⁸⁴ *University Act*, s. 27(2)(a).

⁸⁵ Pursuant to s. 26(1) of the *University Act*, the Board is statutorily required to meet at least once every three months.

⁸⁶ *In camera* meetings are meetings held in the absence of the public.

- g) items where the disclosure of information could reasonably be expected to result in the premature disclosure of a proposal or project or in undue financial loss or gain to a third party;
- h) items where protection of a third party's personal information and privacy is involved; and
- i) any other item that in the opinion of the Board Chair is not appropriate to discuss in an open session.

15.4. AGENDA

The Board Chair, in consultation with the President and with support from the University Secretary, develops the agenda for each Board meeting.

The agenda and supporting materials will be distributed to Board Members typically five days in advance of the meeting.

For regular meetings, the agenda and supporting materials (excluding working papers) are distributed electronically to the Faculty Association, BCGEU, and Student Association and posted on the Board's webpage.

Board Members who wish to suggest items for discussion at Board meetings and additions to the agenda should contact the Board Chair or the University Secretary at least two weeks prior to the Board meeting. The Board Chair may exercise his or her discretion whether to include the suggested item on an upcoming Board meeting agenda.

15.5. NOTICE

The Board meeting schedule is set a year in advance, and notice of upcoming regular meetings of the Board is given at the previous regular Board meeting. Notice of special Board meetings will be in accordance with Section 15.13 of the Board Manual.

15.6. INFORMATION FOR MEETINGS

Material distributed to the Board Members in advance of Board meetings should be concise, yet complete, and prepared in a way that focuses attention on critical issues to be considered and decisions sought from the Board. Materials assembled in support of Board meetings will be coordinated by the University Secretary. All material submitted for consideration by the Board becomes part of the record of the Board, and will be deposited with the University Secretary for maintenance, safekeeping and access.

Reports may be presented during Board meetings, including by Board Members, members of senior leadership, students, faculty, interested parties and invited external advisors. Presentations on specific subjects at Board meetings should briefly summarize

the material sent to Board Members, so as to maximize the time available for discussion on questions regarding the material.

On major items requiring a Board decision, the President provides or arranges for a covering memo outlining the background to the proposal, the main reasons for the recommendations, how the recommendations fit within KPU's strategy, the financial implications, the anticipated risks and the accompanying communications strategies, if applicable.

15.7. DELEGATIONS AT REGULAR BOARD MEETINGS – OPEN SESSIONS

Any person or persons, including constituency groups or representatives (a "delegation") wishing to address a regular Board meeting shall make a request in writing, using the template found in Appendix E, to the University Secretary at least two weeks prior to the meeting.

Delegations shall be permitted at the discretion of the Board Chair, in consultation with the President as required, and the Board Chair, acting on behalf of the Board, shall decide on the allocation of time.

Prior to being allocated a time to present to the Board, the delegation must provide a written submission (maximum two pages in a form set by the Board) outlining the delegation's position and listing the persons who will be attending as part of the delegation. The written submission will be distributed with the meeting agenda.

Speaking time for a delegation shall be limited to a maximum of five minutes. A time extension may be given by agreement of the Board.

There may be a limit on the number of delegations able to appear at a given Board meeting.

Board Members shall not enter into debate with the delegation upon the completion of their presentation. Members should only ask questions for clarification and to obtain additional, relevant information. All remarks and questions, whether from delegates or Board Members, shall be directed through the Board Chair.

No delegation shall:

- a) speak disrespectfully of any person;
- b) use offensive words or non-parliamentary language;
- c) speak on any subject other than the subject for which they have received approval to address the Board; or
- d) disobey the rules of procedure or a decision of the Board Chair.

The Board Chair may curtail any delegation, any questions of a delegation or debate during a delegation for disorder or any other breach of this policy and, where the Board Chair rules that the delegation is concluded, the delegation shall immediately withdraw.

15.8. MEDIA AT REGULAR BOARD MEETINGS – OPEN SESSIONS

Media is welcome to attend the open sessions of KPU's Board Meetings. In order to avoid disruption of the meeting and in giving consideration to space restrictions, cameras and operators will not be permitted. The Board also wishes to avoid the distraction of cameras and sound technicians attempting to make live recordings of the meetings. To accommodate the media and to avoid these distractions, cameras (both still and video) will be allowed to take cover shots of the meeting during the first five minutes. The cameras and microphones, both audio and video, are then removed from the boardroom. The Board welcomes media interviews with Board and KPU spokespersons outside the boardroom.

15.9. PROCEDURES AT MEETINGS

The following describes general procedures regarding the conduct of meetings.

- a) The quorum for any meeting of the Board shall be 51% of Board Members.⁸⁷
- b) The affirmative votes of a majority present and voting at a meeting at which a quorum is present are sufficient to pass a Board resolution.
- c) The Board Chair has the same right to vote as other Board Members, and in the case of a tie vote on a motion, the motion is defeated, and the Board Chair must so declare.⁸⁸
- d) A Board Member may participate in a Board meeting by telephone or other communication device that allows the participants to hear each other, and is not required to be physically present to be counted as part of the quorum.
- e) Voting is by a show of hands unless determined otherwise by the Board for a particular resolution or to accommodate a Board Member participating by telephone conference call.
- f) Board meetings will adjourn four hours after the scheduled time of commencement. The time for adjournment may be extended for a maximum of 30 minutes at a time at any meeting by a successful motion for extension, which is not debatable, and requires an affirmative vote of two-thirds majority.

⁸⁷ *University Act*, s. 26(2).

⁸⁸ *University Act*, s. 26(3).

- g) Robert’s Rules of Order (current edition) apply to Board meetings, subject to the provisions of the Board Manual.

15.10. MINUTES

The Board Chair is provided with the draft minutes of each meeting of the Board as soon as possible after each meeting. Once approved by the Board, the minutes serve as the official record of the meeting and are filed in a secure location.

Copies of the minutes from the open session of the regular Board meetings will be posted on the Board’s webpage and sent electronically to all other persons required by statute to receive them.

Minutes of *in camera* meetings will be approved by the Board and are filed in a secure location.

15.11. BOARD DELIBERATIONS AND CONFIDENTIALITY

The details of any matter discussed at an *in camera* meeting of the Board must be held in strict confidence by all those in attendance. By resolution of the Board, any of the matters discussed at an *in camera* meeting may be brought forward for discussion at a regular meeting open to the public.

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.

15.13. SPECIAL MEETINGS OF THE BOARD

In order to address a particular issue, a special meeting of the Board can be convened by the Board Chair and must be convened by the Board Chair upon request of any other four Board Members. Special meetings should only be called when the particular issue

is of an urgent nature and the business cannot wait until the next scheduled Board meeting. Notice of a special Board meeting must set forth every issue the special meeting will address and the Board can only discuss the business that was stated in the notification.

15.14. ATTENDANCE

Board Members are expected to attend all meetings. Unless excused by Board resolution, a Board Member who does not attend at least half of the Board's regular meetings in any year is deemed to have vacated his or her seat.⁸⁹

⁸⁹ *University Act, s. 22(2).*

16. STRATEGIC PLANNING

16.1. INTRODUCTION

Planning is a critical component of good management and good governance. While the Board has the responsibility for ultimate plan approval, senior leadership has the responsibility to develop the plan and work collaboratively with the Board in areas of critical strategic importance.

The strategic plan is the cornerstone of KPU's planning framework and the priorities as set out in the strategic plan are reflected in KPU's annual operating and capital budgets.

16.2. ROLES AND RESPONSIBILITIES

16.2.1. Government

The Government and KPU have signed a Government Letter of Expectations (or similar document), reflecting agreement on respective roles and responsibilities, including high-level strategic priorities and public policy issues. Overall goals and objectives for the Ministry of Advanced Education are identified in the annual ministry service plan.⁹⁰

Every year, the Government, through the Ministry of Advanced Education, provides KPU with a budget letter that outlines the student enrolment targets and operating budget allocations to support targeted programs and priority issues for the coming fiscal year.⁹¹

The financial parameters for KPU are also set by the Government's tuition limit policy.⁹²

16.2.2. Senior Leadership

Senior leadership, led by the President, is responsible for the development of the strategic plan and the annual operating and capital budgets.

⁹⁰ Annual ministry service plan available at: <http://www.aved.gov.bc.ca/budget/welcome.htm>

⁹¹ Budget letter is available at: <http://www.aved.gov.bc.ca/budget/welcome.htm>

⁹² Available at <http://www.aved.gov.bc.ca/tuition/welcome.htm>

16.2.3. Board

The Board:

- a) ensures there is an appropriate planning process in place that involves adequate consultation with key stakeholders; and
- b) reviews, questions, offers advice, validates and ultimately approves KPU's strategic plan, and monitors its implementation.

At various stages of development of the strategic plan, the Board is briefed on the status of the planning process and may be asked to review draft elements of the plan.

16.2.4. Senate

The Senate plays an advisory role with respect to strategic planning and participates in the strategic planning process on an annual basis. The Senate advises the Board, and the Board must seek advice from the Senate, on the development of educational policy for several matters, including KPU's mission statement and educational goals, objectives, strategies and priorities.⁹³

16.3. FIVE-YEAR STRATEGIC PLANNING FRAMEWORK

KPU plans for long-term success and sustainability. Every five years the President leads a comprehensive planning process resulting in a five-year strategic plan. Annually, during each year of the five-year strategic plan, the plan is reviewed and adjustments are made as necessary to reflect any changes in KPU's internal or external environment and/or to KPU's risk profile (see section 16.4 below).

Prior to beginning the strategic planning process, the President reviews with the Board the proposed process to develop the five-year strategic plan, including the proposed involvement of the Senate and other key stakeholders. The Board reviews and approves the strategic planning process.

16.4. ANNUAL PLANNING FRAMEWORK

Annually, during each year of the five-year strategic plan, the strategic plan is reviewed and adjustments are made as necessary to reflect any changes in KPU's internal or external environment and/or to KPU's risk profile.

The annual review process for the five-year strategic plan consists of several key contact points between senior leadership, the Senate and the Board.

⁹³ *University Act*, s. 35.2(6)(a).

16.4.1. Process

Following consultation with the Board, the Senate and key stakeholders, senior leadership meets with the Board and the Senate to review senior leadership's view of any changes in KPU's internal or external environment (including the financial parameters set by the Government) and/or KPU's risk profile and, in light of those changes, any proposed adjustments to the five-year strategic plan. The Board and the Senate provide feedback to senior leadership and the goal of this session is to ensure alignment between the Board, the Senate and senior leadership on any changes to the five-year plan and to articulate the upcoming year's initiatives (the annual plan).

Taking into account the feedback on key strategic issues, senior leadership prepares a draft of any proposed adjustments to the five-year strategic plan and a draft of the annual plan for the upcoming year for review by the Board. Once approved by the Board, senior leadership incorporates appropriate components of the annual plan into the operating and capital budgets.

16.4.2. Annual Operating and Capital Budget Approval

Following approval of the annual plan, KPU develops rolling operating and capital plans to implement KPU's strategic initiatives, and an annual operating and capital budget.

Senior leadership develops KPU's annual operating and capital budgets after receiving departmental budgets in the Fall of each year and seeks advice from the Senate Standing Committee on the University Budget. Senior leadership then presents the budgets to the Board for approval the following March.

16.4.3. Performance Reporting Measures Approval

Following the annual planning framework review and in connection with the development of the operating and capital plans, the Board and senior leadership agree on a set of key performance measures for KPU. While some of the performance measures are derived directly from the annual operating and capital budgets, other measures are identified according to their short and long term strategic importance to KPU.

16.5. PERFORMANCE REPORTING

Using a dashboard, senior leadership reports to the Board at each Board meeting on the performance of KPU, whether it is achieving its targets as identified and any actions planned for areas that are not meeting expectations.

16.6. TIMELINES

The schedule for completion of the strategic plan, annual operating and capital budget as well as performance-reporting measures is developed by the President and approved by the Board.

17. RISK MANAGEMENT OVERSIGHT

17.1. INTRODUCTION

KPU takes seriously its obligation to ensure that material risks are identified, that systems are implemented to manage or eliminate those risks, and that those systems are regularly reviewed and updated. A material risk is defined as the chance of something happening, measured in terms of probability and impact, that may adversely affect the achievement of KPU's strategic objectives.

The following outlines the risk management roles and responsibilities for the President, the Board, and the appropriate Board Committee.

17.2. DUTIES AND RESPONSIBILITIES

17.2.1. President

Primary responsibility for KPU's risk management is vested in the President and overseen by the Board.

The President is responsible for establishing processes, procedures and mechanisms by which key matters of financial and non-financial risk are identified, and ensuring that strategies are developed to manage such risks.

17.2.2. Board

The Board has responsibility to:

- a) understand the key financial and non-financial risks of KPU's operations;
- b) ensure, through regular reviews and assessments, that senior leadership has established appropriate systems to manage these risks; and
- c) receive regular reports on the management of material risks to KPU.

In particular, the Board will review with senior leadership the policies and procedures that are in place to identify, manage and monitor material risk including, but not limited to:

- a) safety and security – (i.e. safety and security of students, staff, faculty and other KPU personnel);
- b) human – (i.e. illness, death, injury or other loss of key individuals);
- c) operational – (i.e. disruption to supplies and operations, loss of access to essential assets);
- d) reputational – (i.e. loss of stakeholder confidence, damage to reputation);
- e) procedural – (i.e. failures of accountability, internal systems and controls, fraud);

- f) financial – (i.e. interest rates and investments, non-availability of funding);
- g) technical – (i.e. advances in technology, technical failure);
- h) natural – (i.e. weather, natural disasters, disease);
- i) political – (i.e. changes in Government, tax, public opinion, policy);
- j) structural – (i.e. situation where staff, students or technology can be harmed);
and
- k) such other risk issues of concern to the Board and senior leadership.

17.2.3. Finance and Audit Committee

The Finance and Audit Committee supports the Board with respect to risk management, and provides a leadership role in ensuring that other Board Committees oversee and support the Board with respect to risks in each Committee’s areas of expertise.

In addition to coordinating other Committees’ risk oversight responsibilities, the Finance and Audit Committee:

- a) provides leadership to the Board’s overall approach to risk management oversight;
- b) leads an annual review with the Board on KPU’s material risks and senior leadership’s systems to eliminate or manage such risks (see section 17.5);
- c) understands the material risks to KPU;
- d) reviews KPU’s risk management controls and policies and seeks input and assistance from other Board Committees as appropriate;
- e) reviews senior leadership’s systems to manage these risks;
- f) receives regular reports on the management of material risks to KPU;
- g) obtains reasonable assurance that senior leadership’s systems to eliminate or manage these risks are effective;
- h) ensures KPU is adequately insured to cover material business risks and uncertainties; and
- i) reviews KPU’s disaster recovery plans.

17.3. HUMAN RESOURCES COMMITTEE

The Human Resources Committee supports the Board and the Finance and Audit Committee with respect to risk management in the Human Resources Committee’s areas of expertise, including safety and security, and human risks to KPU.

The Human Resources Committee:

- a) understands these material risks to KPU;
- b) reviews senior leadership's systems to manage these material risks;
- c) receives regular reports on the management of these material risks to KPU; and
- d) obtains reasonable assurance that senior leadership's systems to eliminate or manage these material risks are effective.

17.4. GOVERNANCE COMMITTEE

The Governance Committee supports the Board and the Finance and Audit Committee with respect to risk management in the Governance Committee's areas of expertise, including reputational and political risks to KPU.

The Governance Committee:

- a) understands these material risks to KPU;
- b) reviews senior leadership's systems to manage these material risks;
- c) receives regular reports on the management of these material risks to KPU; and
- d) obtains reasonable assurance that senior leadership's systems to eliminate or manage these material risks are effective.

17.5. RISK REVIEW

At least annually, the Board oversees a risk review where it reviews:

- a) KPU's material risks (including those identified above);
- b) the adequacy of senior leadership's systems, policies and procedures to identify and manage risk; and
- c) the effectiveness of senior leadership's risk management process.



18. BOARD COMPOSITION AND SUCCESSION PLANNING

18.1. INTRODUCTION

Effective Boards are composed of Board Members having the right combination of personal attributes and relevant skills and experience.

The KPU Board is composed of:

- a) The Chancellor and the President;
- b) Appointed Members; and
- c) Elected Members.

All Board Members are responsible to act in the best interests of KPU at all times. The duties and responsibilities of individual Board Members are set out in the Individual Board Member Position Description.

As set out below, the Board maintains an analytical framework for assessing desired competencies, expertise, skills, background and personal qualities that are sought in potential candidates for appointment or election to the Board. This framework is shared with bodies that appoint or elect Board Members.

18.2. KEY CONSIDERATIONS IN BOARD COMPOSITION

The optimal Board composition for KPU involves a consideration of the following four broad categories.

18.2.1. Personal Characteristics

All Board Members should be committed to KPU's vision, mission and values and possess the following personal characteristics:

- commitment to innovative and interdisciplinary education;
- integrity and accountability;
- the ability to hold views and express them in a collegial manner;
- informed judgment;
- the ability to provide wise, thoughtful counsel on a broad range of governance issues;
- a preference for Board and team performance over individual performance;
- high performance standards;
- a history of achievements that reflects high standards for themselves and others;



- ability to commit the time required; and
- no actual, potential or apparent conflicts.⁹⁴

18.2.2. Specific Skills and Experience

Board Members, as a group, should possess a combination of skills and experience relevant to KPU's strategic goals and the Board's oversight responsibilities. The specific skills and experience sought may change from time to time in keeping with changes to KPU's internal and external opportunities or challenges.

Relevant skills and experience identified by the Board Resourcing and Development Office:

- Accounting
- Investment management
- Business (executive) management
- Risk management
- Real estate
- Communications
- Marketing
- Public relations
- Labour relations
- Human resources
- Trades management
- Legal expertise
- Financial expertise
- Public sector: knowledge of how government operates
- Previous leadership experience
- Tourism industry
- Engineering
- Governance and board experience
- Community involvement

Additional skills and experience identified by the Board:

- Strategic planning

⁹⁴ It is acknowledged that Elected Members, by reason of being elected by constituencies, bring with them certain conflicts that are deemed acceptable and managed by the Board. Refer to the Code of Conduct for more information.

18.2.3. Board Leadership

In order for the Board to be effective, it is important that the Board include some Board Members who have the necessary skills, experience and desire to fill key leadership positions on the Board including the Board Chair and Committee Chairs.

18.2.4. Diversity

Within the context of the required Board skills, consideration is given to bringing together a diverse group of Board Members with the goal of creating robust Board dynamics, fulsome Board discussions and ensuring different perspectives are brought to issues. Diversity in this context includes diversity of backgrounds, perspectives and problem solving approaches. The Board should also reflect cultural and gender diversity relevant to the community served by KPU.

18.3. PROCESS

The Board Chair, Governance Committee and Board Members all play key roles in identifying the needs of the Board and potential candidates to fill those needs.

18.3.1. Identifying Required Skills and Experience

In consultation with the Board Chair, the Governance Committee leads a process to identify specific skills and experience desired in new Board Members to fill upcoming vacancies.

In order to identify the desired skills and experience, the Governance Committee develops and analyzes the Board Matrix to determine:

- a) the optimal attributes desired for the Board as a whole;
- b) the skills, background and experience of continuing Appointed Members; and
- c) the “priority needs” (i.e., those attributes that should be added and/or strengthened on the Board) to be filled in the appointment of new Members.

Appendix “D” sets out a form of Board Matrix to be used as a guide by the Governance Committee in reviewing the needs of the Board and the priority needs in new Board appointments.

In completing the Board Matrix, each year the Board:

- a) reviews and revises the list of desired skills and experience along the horizontal axis as required;

- b) marks the key skills and experience of each continuing Board Member;⁹⁵ and
- c) circulates the completed Board Matrix to Board Members for their review and approval.⁹⁶

The completed Board Matrix, as approved by the Board, is used as a guide in identifying potential candidates.

18.3.2. Process Considerations – Appointed Board Members

As noted by the Board Resourcing and Development Guidelines:

“While, ultimately, it is the government’s responsibility to appoint directors, ideally, after consultation with the organization, the organization should be satisfied that the appointee has the skills and knowledge necessary to enhance the effectiveness of the board and will be a good fit with the board culture.”

Once the needs of the Board are determined as set out above, the Governance Committee, together with the Board Chair and after consultation with the President, identifies individuals qualified to stand for re-appointment and/or searches proactively to identify individuals to become new Members of the Board, consistent with any qualifications, expertise and characteristics approved by the Board. All Board Members are encouraged to identify for the Governance Committee’s consideration individuals who meet the desired skills and experience.

The Board Chair (with support from the University Secretary) plays a lead role in liaising with the Ministry of Advanced Education and the Board Resourcing and Development Office with respect to Appointed Members. Throughout the recruitment and appointment process, the Board Chair consults with the Board Resourcing and Development Office on the background, experience and skills required on the Board, potential Appointed Member candidates, and feedback on the performance of incumbent Board Members.

In relation to any current Appointed Member that is eligible for re-appointment, the Board Chair provides the Board Resourcing and Development Office with an assessment of the Board Member’s performance during the preceding term, based on the Board Chair’s personal assessment and any feedback provided through a Board Member evaluation process (if applicable).

⁹⁵ In completing the competencies of each continuing Board Member, the Board Member receives a check mark for each area in which the Board Member makes a significant contribution and is expected to play a leadership role on the Board.

⁹⁶ Board Members who disagree with their key skills analysis can recommend changes to the Governance Committee.



At least six months prior to the expiry of a Board Member's term, the Board, through the Board Chair, and after consultation with the Governance Committee, using the Board Resourcing and Development Office's processes:

- a) provides notice to the Board Resourcing and Development Office that the term of the Board Member is about to expire;
- b) provides a written request for a new appointment to fill such vacancy;
- c) provides the Board Resourcing and Development Office with the Board's analysis of the needs to be filled in a new appointment; and
- d) provides the names and biographical information of any individuals recommended by the Board to fill the vacancy.

18.3.3. Process Considerations – Elected Members

Prior to an election being held, the Board, through the Board Chair, ensures that via the election sites each constituency is provided with:

- a) the Individual Board Member Position Description; and
- b) the Board's analysis of the needs to be filled on the Board as a whole.

19. ORIENTATION AND PROFESSIONAL DEVELOPMENT

The Governance Committee, with the assistance of senior leadership, ensures there is an orientation program for new Board Members.

19.1. GOALS

The goals of the orientation program are to:

- a) ensure that each new Board Member has a clear understanding of KPU's formal governance framework, including the role of the Board, its supporting committees and the Senate, and the expectations in respect of individual Board Member performance;
- b) help each new Board Member build an understanding of KPU, its operations and working environment including:
 - i) its strategic goals and initiatives;
 - ii) summary details of its principal assets, liabilities and significant commitments;
 - iii) its major risks and risk management strategy;
 - iv) key performance indicators;
 - v) any operational or financial constraints imposed by legislation or otherwise;
 - vi) the Code of Conduct, including its conflict of interest and confidentiality provisions;
- c) build a link with the individuals who make up KPU, including:
 - i) opportunities to meet and get to know fellow Board Members;
 - ii) meetings with senior leadership;
 - iii) visits to KPU's campuses to meet faculty, staff and students; and
- d) build an understanding of KPU's main relationships, including Government, key constituencies and other key stakeholders.

19.2. MATERIALS

New Board Members receive a comprehensive set of briefing materials including:

- a) the Board Manual;
- b) the most recent strategic plan and annual report;

- c) minutes from the previous year's Board public meetings;
- d) a schedule of dates for upcoming Board meetings and Committee meetings; and
- e) minutes from the previous year's Committee meetings for any Committee that the Board Member will be joining.

19.3. PROCESS FOR NEW MEMBERS

Each new Board Member is expected to participate in an initial orientation session.

The Governance Committee ensures that arrangements are made for the orientation session for a new Board Member. The session is scheduled as soon as possible after his/her appointment or election. The session includes specific orientation in respect of any Committees that the new Board Member will be joining.

19.4. MENTOR

The Board Chair assigns a current Board Member as a mentor to each new Board Member. The mentor acts as a resource and advisor at the start of the new Member's tenure. This mentoring program provides the new Board Member with a chance to get comfortable with his or her new role, and to interact one-on-one with someone who may have experience in the areas in which the new Board Member has any questions. It is also an opportunity for the new Board Member to become acclimatized to the Board, by gaining a sense of its culture, and to meet other Members in informal situations.

The mentor:

- a) follows up after Board meetings to debrief and answer questions, including basic questions that it might be easier for the new Board Member to ask of a mentor than of an entire Board;
- b) encourages the new Member to actively participate in the Board;
- c) initiates informal contact between Board meetings for the first few months of a new Board Member's tenure, to facilitate an ongoing discussion of 'how' to be a Board Member of KPU;
- d) provides advice and direction to the new Member as required, including with respect to, for example:
 - i) Board norms and behaviours;
 - ii) the background of any current controversies; and
 - iii) history of major Board/organizational issues;
- e) assists the new Board Member to access resources and information as needed; and

- f) provides feedback to the Governance Committee on the Board's orientation process to address information gaps or areas that have been overlooked for the future benefit of new Board Members.

19.5. PROFESSIONAL DEVELOPMENT

The Board is committed to ongoing professional development for Board Members.

Typically, the Board as a whole attends a retreat once per year.

Typically, each Board Member also attends one professional development conference per year, such as the annual conference of the Association of Governing Boards and Colleges. Criteria for Board Member attendance at professional development conferences is as follows:

- a) attendance must be of value to the Board or KPU;
- b) a minimum, but adequate, number of Board Members should be selected to attend;
- c) those attending should be selected on the basis of their educational needs as Board Members;
- d) a Board Member has an excellent record of attendance at Board meetings; and
- e) a Board Member continues to be eligible for re-appointment or re-election.

Board Members are encouraged to bring to the Governance Committee's attention additional professional development opportunities that may be of value to the Board or Board Members. If a Board Member wishes to take advantage of such a professional development opportunity not previously identified by the Board, and seeks reimbursement from the Board for expenses related to the opportunity, the Board Member must obtain the prior approval from the Governance Committee using the following criteria for selection:

- a) valuable for Board education, policy development, information gathering and clarification of legislation or procedures;
- b) valuable to the education or development of new Board Members; and
- c) opportunity for interaction with educational leaders and other professional colleagues.

19.6. ORIENTATION SCHEDULE

The following table sets out the steps in the orientation process and identifies the individual who is responsible for each component.

Orientation - Month One

	Who	Action
1	Board Chair (with support from the University Secretary)	Send welcome letter to new Board Member
2	The University Secretary	<p>Send materials to new Board Member:</p> <ul style="list-style-type: none"> • the Board Manual • the most recent strategic plan and annual report • minutes from the previous year’s public Board meetings • a schedule of dates for upcoming Board meetings and Committee meetings • minutes from the previous year’s Committee meetings for any Committee that the Board Member will be joining <p>Request from new Board Member:</p> <ul style="list-style-type: none"> • Code of Conduct declaration • biographical information for publication (website) • picture for publication (website) • Beneficiary insurance form
3	Board Chair (with support from the University Secretary)	<p>Meeting with new Board Member to discuss:</p> <ul style="list-style-type: none"> • Board operations • performance expectations and appraisals • major issues • proposed Committee assignment • Board agenda template, Board package, practices at Board meetings, etc. • division of responsibilities between Board & senior

	Who	Action
		<p>leadership</p> <p>At commencement of a new Board Member's first meeting, administers the Oath of Office⁹⁷</p>
4	President	<p>Meeting with the new Board Member to give an overview of:</p> <ul style="list-style-type: none"> • KPU's operational environment, stakeholders and community • KPU's mission, values, objectives • key challenges, opportunities and related strategies <p>Arrange for new Board Member to tour KPU campuses</p> <p>Arrange for new Board Member to meet with each member of the senior executive team to learn about their areas of responsibility</p>
5	Existing Board Member (Mentor)	Meeting with new Board Member to describe perspective of Board activities and advice based on experience

Orientation – Month Three

	Who	Action
1	Board Chair / President (with support from the University Secretary)	<p>Meet with new Board Member to obtain feedback on orientation process, determine comfort level with his/her role, and to determine if more information or training is required for the new Board Member</p> <p>Ensure Board Member has an appropriate opportunity to attend a Senate meeting as an observer</p>

⁹⁷ Refer to Section 27 of the Board Manual for more information.

20. BOARD AND BOARD MEMBER EVALUATION

20.1. INTRODUCTION

The Board is committed to Board evaluation, the purpose of which is to provide Board Members with an opportunity each year to examine how the Board, the Board Chair, the Board's Committees, Committee Chairs and individual Board Members are performing, and to identify opportunities for improvement.

20.2. PROCESS

The process used varies from year to year. Each year, the Governance Committee recommends to the Board the specific evaluation process to be undertaken. The process is appropriate to the Board's stage of development, and takes into account past Board evaluation processes and results.

20.3. BOARD EVALUATION

20.3.1. Objective

The objective of the Board evaluation process is to assist the Board to:

- a) assess the overall performance of the Board and measure the contributions made by the Board to KPU in keeping with stakeholder expectations;
- b) evaluate the mechanisms in place for the Board to operate effectively and make decisions in the best interests of KPU;
- c) add value to KPU; and
- d) achieve and maintain excellent governance practices.

20.3.2. Areas to be Evaluated

Board evaluation is designed to review the effectiveness of the Board. Typical assessments evaluate the following areas:

- a) the quality of Board meetings including appropriateness, effectiveness and sufficiency of topics, time allocation, pre-meeting information packages and presentations;
- b) Board dynamics, including the quality of the discussion;
- c) the appropriateness and sufficiency of financial and operational reporting;
- d) the quality of the relationships between the Board and senior leadership and the Board and the Senate;
- e) KPU's practices with respect to business conduct and ethical behaviour;

- f) Board Member training and education;
- g) Board processes with respect to strategic planning, risk management, President evaluation, succession and compliance; and
- h) the Board’s relationship with the Government, key stakeholders and the public.

20.4. BOARD CHAIR EVALUATION

20.4.1. Objective

The objective of the Board Chair evaluation process is to provide feedback to the Board Chair to improve the overall performance of the Board Chair and, in turn, the Board.

20.4.2. Areas to be Evaluated

Board Chair evaluation is based on the expectations of the Board Chair set out in the Board Chair Position Description and covers such areas as:

- a) integrity and ethics;
- b) management of Board meetings;
- c) management of information flow between the Board and senior leadership;
- d) management of the Board’s decision-making processes;
- e) relationship with the President;
- f) relationship with Board Members; and
- g) relationship with Government, key stakeholders and the public on behalf of the Board.

20.5. COMMITTEE EVALUATION

20.5.1. Objective

The objective of Committee evaluation is to improve the functioning of the Committee and thus contribute to the Board’s overall performance.

20.5.2. Areas to be Evaluated

Committee evaluation covers such areas as:

- a) the appropriateness of the Committee’s mandate;
- b) the composition of the Committee;
- c) the contributions of the Committee to the Board’s work; and
- d) the quality of reporting to the Board.

20.6. COMMITTEE CHAIR EVALUATION

Committee Chair evaluation covers such areas as:

- a) integrity and ethics;
- b) management of Committee meetings;
- c) management of information flow between the Committee and the Board;
- d) management of the Committee's decision-making processes;
- e) relationship with the Board Chair; and
- f) relationship with Committee members.

20.7. INDIVIDUAL BOARD MEMBER EVALUATION

20.7.1. Objective

The objective of individual Board Member evaluation is to provide feedback to each Board Member on his or her performance so the Board Member may develop his or her effectiveness and, in turn, the Board's effectiveness.

20.7.2. Areas to be Evaluated

Individual Board Member evaluation is based on the expectations of individual Board Members set out in the Individual Board Member Position Description and covers such areas as:

- a) key areas of contribution;
- b) level of engagement;
- c) communications style; and
- d) advice on how Board Member's contributions could be greater.

21. PRESIDENT EVALUATION

21.1. INTRODUCTION

The evaluation of the President is one of the most important responsibilities of the Board and is carried out under the leadership of the Human Resources Committee and the Board Chair. A formal evaluation process makes performance expectations clear for both the Board and the President and provides an opportunity for the Board and President to have an open, frank and constructive discussion regarding the President's leadership of KPU.

The main objectives of the President evaluation process are to:

- a) assess and reward the President's past performance;
- b) assess the President in light of the future leadership needs of KPU and set strategic objectives and goals for the President for the upcoming year; and
- c) strengthen Board/President relations.

While the Human Resources Committee and Board Chair provide a leadership role in carrying out the evaluation process, it involves input from the whole Board.

21.2. PERFORMANCE BENCHMARKS

The President has general responsibilities to lead KPU as set out in the President's employment agreement and the President Position Description in the Board Manual.

In addition to the President's general responsibilities, each year the President and the Board agree on specific performance goals and objectives for the President for the upcoming year. The annual goals and objectives typically reflect:

- a) key performance measures for KPU developed by the Board for the upcoming year related to KPU's strategic plan;
- b) specific goals related to the President's leadership of KPU, including eight key task areas
 - i) Institutional Agenda
 - ii) Academic Leadership
 - iii) General Management and Planning
 - iv) Fiscal Management and Budgeting
 - v) Internal Relationships
 - vi) External Relationships
 - vii) Decision Making and Problem Solving

- viii) Modeling KPU Values; and
- c) the President's personal professional development goals.

21.3. ANNUAL PERFORMANCE EVALUATION

The President's performance is evaluated annually. The President is evaluated on:

- a) execution of the President's responsibilities as chief executive officer of KPU; and
- b) achievement of the annual performance goals as set out in the President's annual goals and objectives.

21.4. PROCESS

The President evaluation process involves the following steps:

- a) In July of each year, the President prepares annual performance goals and objectives for the following academic year, specifying how progress against each target will be measured. The President shares those targets with the Human Resources Committee, which reviews and if necessary amends them, in consultation with the President. The targets are then presented to the full Board for discussion in September, revision if required, and approval.
- b) Mid-way through the academic year, the Human Resources Committee, the Board Chair and the President review and discuss the President's targets and progress against them.
- c) In May and June of each year, the President evaluation process takes place as follows.
 - i) The President prepares a written self-appraisal, rating his or her performance against the President's general responsibilities and the previously agreed-upon annual goals and objectives.
 - ii) The President's self-appraisal is provided to the Human Resources Committee.
 - iii) The Human Resources Committee obtains input from all Board Members as to the President's performance. Feedback may be obtained by way of a written survey questionnaire, Board discussion or some other format.
 - iv) In addition to feedback from Board Members, the Board may obtain feedback from various stakeholders relevant to KPU.⁹⁸

⁹⁸ Each year, the Human Resources Committee may identify several relevant internal and external stakeholder groups or individuals from whom feedback is sought.

- v) All feedback is consolidated by the Human Resources Committee and discussed in confidence with the Board.
- vi) Following discussion by the Board, the Board Chair and Chair of the Human Resources Committee meet with the President to provide the President with a written summary of the Board’s evaluation.
- vii) The President may provide the Board with a written response to the review, through the Human Resources Committee or the Board Chair.

21.5. COMPENSATION REVIEW

Following the President’s response, if any, the Board, on the advice of the Human Resources Committee, determines the President’s remuneration subject to the PSEC guidelines.

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 responsible for President succession planning and 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 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, the Human Resources Committee and the President.

22.3.1. Board

The Board 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.

22.3.2. 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 leads the annual President succession plan review with 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.

22.3.3. 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.

23. BOARD CHAIR SUCCESSION PLANNING

23.1. INTRODUCTION

The Board Chair, as the presiding Member of the Board, ensures that all critical relationships are effectively managed to achieve objectives of the Board. The Board Chair's role includes working with the President, managing affairs of the Board and KPU in collaboration with the Board and senior leadership and leading the Board in the exercise of its responsibilities.

KPU maintains a Board Chair succession plan that identifies qualified and available candidates. The plan is intended to ensure the stability, continuity, effectiveness and renewal of the Board Chair position. As set out below, the Board strives to select the Board Chair on the basis of consensus.

This section of the Board Manual should be read in conjunction with the Board Chair Position Description.

23.2. KEY SKILLS AND EXPERIENCE

Annually, the Board, supported by the Governance Committee, reviews the optimal key skills and attributes required of the Board Chair. The optimal skills and attributes, as approved by the Board are set out below. While it is recognized that no individual may possess all of these attributes, the ideal candidate to serve as Board Chair should display a significant number of them.

Commitment to Higher Education: a commitment to post-secondary education and KPU's mission.

Time Commitment: the ability to commit the time required to devote to undertaking the Board Chair's responsibilities as set out in the Board Chair Position Description.

Community/Business Credibility: recognized stature as a business and/or community leader at a local or provincial level.

Leadership: a strong consensus builder and leader of people, with experience motivating and mentoring senior executives.

Sensitivity to Academic Environment: prepared to work collaboratively and respect the role of the Senate, students, faculty members and others involved in decision-making at KPU.

Board Experience: an understanding of contemporary governance standards and expectations in the context of a higher education institution.

Public Sector: public sector experience, an understanding of the fact that KPU operates within a highly public environment and respect for the role of government(s) in post-secondary education.

23.3. ACCOUNTABILITY

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

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

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

23.4. PROCESS

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

- a) On an annual basis, the Committee reviews the Board Membership to obtain reasonable satisfaction that there are candidates who could serve in the Board Chair and Vice Chair positions.
- b) When recommending new candidates for the appointment to the Board, the Committee considers the need for Board leadership, including the Board Chair and Vice Chair positions.
- c) When consulting with the Board Chair regarding the recommendation of Board Members to serve as Committee members or Committee chairs, the Committee considers the needs of the Board Chair succession planning process.
- d) When the Board Chair (or Vice Chair, as applicable) position becomes vacant (the unplanned succession situation) or is anticipated to become vacant within the following year (the planned succession situation), the Committee leads the transition process as follows:
 - i) The Committee reviews the current Board Membership and identifies potential Board Chair (or Vice Chair, as applicable) candidates, who, in

the Committee's view, match the key skills and experience criteria set forth in this section of the Board Manual. While there is no presumption that the current Vice Chair will become the Board Chair, the Committee may consider that the Board Chair assists the Vice Chair in developing the optimal key skills and attributes required of the Board Chair role by identifying shadowing and training opportunities and providing mentorship over the course of the Vice Chair's term.

- ii) The Committee ascertains from those Board Member(s) identified as potential Board Chair (or Vice Chair, as applicable) candidates their interest and willingness to serve as Board Chair (or Vice Chair, as applicable).
- iii) Once ascertaining the interest of the potential Board Chair (or Vice Chair, as applicable) candidate(s), the Committee consults with all Board Members and the President to ascertain their support for one or more of the candidates. The Committee Chair has one on one conversations to facilitate the exchange of views and build consensus.
- iv) In the event there is immediate consensus on one candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Committee will so inform the Board and seek confirmation from the Board as to the election of the new Board Chair (or Vice Chair, as applicable).
- v) In the event there is more than one candidate interested in assuming the Board Chair (or Vice Chair, as applicable) position, and there is not immediate consensus among Board Members as to the preferred candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Board shall vote by secret ballot on the new Board Chair (or Vice Chair, as applicable).

24. BOARD MEMBER LIABILITY COVERAGE

24.1. EXCLUSION OF LIABILITY

Under the *University Act*, Board Members are protected against actions for damages in respect of any act or omission in the course of their duties, excepting acts of bad faith.

Section 69(1) of the *University Act* provides:

An action or proceeding must not be brought against a member of a board, senate or faculties, or against an officer or employee of a university, in respect of an act or omission of a member of a board, senate or faculties, or officer or employee, of the university done or omitted in good faith in the course of the execution of the person's duties on behalf of the university.

24.2. LIABILITY COVERAGE

Board Members are covered under KPU's insurance policies and are indemnified by KPU as outlined in KPU's Bylaws.⁹⁹

⁹⁹ Bylaw 9



25. BOARD MEMBER REMUNERATION AND EXPENSES

25.1. REMUNERATION

No remuneration is paid to any Board Member in respect of their service as a Board Member.

25.2. EXPENSES

Board Members are reimbursed by KPU for travelling and out-of-pocket expenses necessarily incurred by them in the discharge of their duties in accordance with the Expense Claim Regulations (Policy E6).

Board Members are not eligible for reimbursement by KPU for expenses incurred with respect to municipal, regional, provincial and federal political fundraising events, or for other partisan purposes.

26. CODE OF CONDUCT FOR BOARD MEMBERS

26.1. INTRODUCTION

KPU is committed to the highest standards of ethics and integrity. The purpose of this Code of Conduct (the “Code”) is to establish minimum standards of conduct expected and required of all Board Members, and to support ethical decision-making at KPU. The Code is not exhaustive, and it is acknowledged that no articulation of policies, guidelines and procedures to govern conduct can anticipate all situations. The Code applies to all Board Members of KPU.

The provisions of the Code are in addition to, and not in substitution for, any Board Member’s obligation to KPU imposed upon by common law, equity or statute.¹⁰⁰ Compliance with the Code shall not relieve a Board Member from any such obligation. Consequently, a Board Member uncertain of his or her duties in any particular circumstance should raise this concern with the Board Chair in order to obtain appropriate guidance and advice.

This Code:

- a) reviews Board Members’ duties;
- b) explains conflict of interest and provides examples of conflicts of interest specific to KPU and of a general nature;
- c) provides guidance to all Board Members with respect to matters of compliance, conflict of interest, confidentiality, accounting practices and communications, complaints procedure and responsibility to disclose;
- d) outlines the consequences of a breach of the Code; and
- e) provides a Form of Declaration for Board Members to sign to confirm their agreement to comply with the Code.

26.2. DEFINITIONS

In the Code:

- a) “Appointed Member” means an individual who is appointed to the Board by the Lieutenant Governor in Council;
- b) “associate” means:
 - i) a spouse of the Board Member;
 - ii) a son or daughter of the Board Member;

¹⁰⁰ The President has additional obligations with respect to conflicts of interest per his or her employment contract.

- iii) a relative of the Board Member who is living in the family residence, other than his or her son or daughter, who is living in the family residence;
 - iv) a friend of the Board Member;
 - v) a corporation of which the Board Member beneficially owns, directly or indirectly, more than 20% of the voting rights attached to all outstanding voting securities of the corporation; and
 - vi) a trust or estate in which the Board Member has a substantial beneficial interest or for which the Board Member serves as trustee.
- c) “Board Member” means Appointed Members and Elected Members;
 - d) “Conflict of Interest” has the meaning set out in section 26.4 of the Code;
 - e) “Elected Member” means an individual who is elected to the Board by a constituency group;
 - f) “friend” means an individual with whom the Board Member is connected by frequent or close association;
 - g) “private interest” means a pecuniary or economic interest or advantage and includes any real or tangible benefit that personally benefits the Board Member or his or her associate;
 - h) “relative” means a relative by blood, adoption or marriage; and
 - i) “spouse” means a person to whom the Board Member is married or with whom the Board Member is living in a marriage-like relationship, including a person of the same gender, but does not include a person from whom the Board Member is separated or living apart and with whom the Board Member has entered into an agreement to live apart or who is the subject of an order of a court recognizing the separation.

26.3. DUTIES

KPU’s Board Members’ duties include the following:

Duty of Loyalty – Board Members must act honestly, in good faith and in the best interests of KPU. In placing the interests of KPU ahead of their own personal or business interests, Board Members must:

- a) be honest in their dealings with KPU and with others on behalf of KPU;
- b) avoid situations where they could profit at the expense of KPU, appropriate a business opportunity of KPU or otherwise put themselves in a position of conflict between their own private interests and the best interests of KPU;

- c) avoid speaking against or undermining any decision of the Board, regardless of whether the Board Member agrees with or voted for that decision; and
- d) avoid engaging in activity or speaking publicly on matters where this could be perceived as an official act or representation of KPU unless specifically authorized to do so by the Board Chair.

Duty of Care – Board Members owe a duty of care to KPU and must exercise the degree of skill and diligence reasonably expected from an ordinary person of his or her knowledge and experience.

Duty of Confidentiality – Board Members must not divulge confidential information that they receive as Board Members to anyone other than persons who are authorized to receive the information. The duty to maintain information in confidence continues after a Board Member ceases to be a Board Member.

Duty to Disclose – Board Members have a duty of continuing disclosure. If a Board Member becomes aware of a matter which he or she has a duty to disclose or report under this Code, the Board Member must advise the Board Chair as soon as is reasonably practicable.

Duty of Compliance – Board Members shall comply with all applicable laws and regulations and with KPU's Bylaws and policies as adopted by the Board from time to time, including the Board Manual and this Code. No Board Member shall commit or condone an illegal act or instruct another Board Member to do so. All Board Members are expected to follow the spirit as well as the letter of the law.

Duty of Knowledge – Board Members must familiarize themselves with the relevant legislation applicable to KPU and to Board Members and to satisfy themselves that appropriate safeguards are in place to assure KPU of their compliance with that legislation.

26.4. CONFLICT OF INTEREST

A conflict of interest is a situation in which the private interests of a Board Member conflict, potentially conflict or appear to conflict with his or her duties to KPU, including his or her duty to act in the best interests of KPU.

An **actual conflict of interest** exists where a Board Member exercises an official power or performs an official duty, at the same time knowing that, in exercise of such performance, there is the opportunity to further a private interest.

A **potential conflict of interest** exists where there is some private interest that could influence the performance of a Board Member's duty or function or the exercise of power, provided that she or he has not yet exercised that duty or function.

An **apparent conflict of interest** exists where a reasonable person might hold the apprehension that a conflict of interest exists on the part of the Board Member.

In this Code, “**Conflict of Interest**” includes actual, potential, and apparent conflicts of interest.

KPU’s primary and strongest defence against Conflicts of Interest is a strategy of avoidance. By creating systems and processes that, as a matter of practice, avoid Conflicts of Interest, KPU can most effectively reduce the associated risks.

Each Board Member has a responsibility first and foremost to the welfare of KPU.¹⁰¹ Except for systemic Conflicts of Interest, as discussed below, every Board Member should avoid any situation in which there is a Conflict of Interest.

26.5. CONFLICTS OF INTEREST RELATING TO ELECTED MEMBERS

Elected Members are in a unique situation in relation to Conflict of Interest considerations. By reason of their membership in a particular constituency of KPU, or by reason of their position within KPU, they are more likely than Appointed Members to have a Conflict of Interest. Given that the Board structure is prescribed by the *University Act*, certain Conflicts of Interest in relation to Elected Members are deemed to be acceptable and should not require the Elected Member to be excluded from the discussion or voting. On the other hand, because of the unique position of Elected Members, there will be situations where the Conflict of Interest is significant enough to require that they be excluded from discussion or voting.

Conflict of Interest situations that involve Elected Members will generally fall into one of four categories.

- a) **Constituency Membership.** In situations where the Elected Member has an interest in a matter or issue under consideration that is shared in common with a substantial section of the constituency of which he/she is a member and who elected him or her to the Board, the Elected Member will not be taken to have a Conflict of Interest for the purpose of this Code and is expected to participate in the discussion and voting. Examples include discussions regarding:
 - i) KPU’s budget; and
 - ii) tuition.
- b) **Duty to the Constituency.** In situations where duties of an Elected Member to the constituency that elected him/her conflict with the Elected Member’s duty to KPU, and the Conflict of Interest is of a significant, ongoing nature, the Elected Member must either resign from the KPU Board or from his or her position with the constituency. Under the *University Act*, a KPU employee is not eligible to be a Board Member if he or she is a voting member of the executive body of, or an

¹⁰¹ *University Act*, s. 19.1.

officer of, an academic or non-academic staff association of KPU who has the responsibility, or joint responsibility with others, to:

- i) negotiate with the Board, on behalf of the association, the terms and conditions of service of that association; or
- ii) adjudicate disputes regarding members of the association.¹⁰²

However, a student who is a voting member or an officer of the Kwantlen Student Association board is not prohibited from being an Elected Member.

- c) **Commercially Sensitive.** In situations where the issue under consideration is of a commercially sensitive nature that potentially involves the corporate interests of the constituency, then the Conflict of Interest is deemed to be of a significant nature and Elected Members of that constituency should not participate in such discussions or voting. Examples of this type of Conflict of Interest include:
 - i) discussions relating to audit matters;
 - ii) discussions related to collective bargaining; and
 - iii) review of KPU's internal controls.

One of the ways KPU manages such Conflicts of Interest is by establishing a practice that when the Finance and Audit Committee is overseeing audit matters, meeting attendance is limited to Appointed Members. Typically, the Finance and Audit Committee addresses finance matters in the first part of the meeting and audit matters in the second.

- d) **One-off.** In situations where a Conflict of Interest arises that is not regularly recurring, the Conflict of Interest can be managed under a well-defined protocol that requires the Elected Member to disclose the Conflict of Interest and refrain from participating in the discussion or voting. For example:
 - i) decisions directly affecting a specific instructional program in which a student Elected Member is enrolled; faculty or staff Elected Members are employed in the program or service areas; or an Elected Member's associate is enrolled in or employed in the program or service areas.

26.6. CONFLICTS OF INTEREST RELATING TO BOARD MEMBERS

The following examples have been developed to provide guidance to Board Members in areas where Conflict of Interest or other ethical issues may arise. They do not constitute an exhaustive list. Further, these examples are provided for reference purposes and are

¹⁰² *University Act*, s. 23(1)(g).

not in substitution for, any Board Member's obligation to KPU imposed upon by common law, equity or statute (for example, securities legislation).¹⁰³

Corporate Opportunity – No Board Member should receive personal financial benefit through the use or misuse of confidential information in relation to the business of KPU. Examples of situations that could contravene this policy are:

- a) taking advantage, for personal gain, of a business opportunity known because of one's position with KPU;
- b) speculating in any commodity or real estate that is or is likely to be acquired or required by KPU; and
- c) conducting any private business activity from or by using any KPU asset for personal purposes, unless expressly authorized to do so by consent of the Board, in writing.

Investment Activity – Board Members may not, directly or indirectly through associates, acquire or dispose of any interest, including publicly traded shares, in any entity when in possession of confidential information obtained in the performance of their duties with KPU that could affect the value of such interest.

Non-Profit Associations and Professional Associations – From time to time, a Board Member may reach a position of leadership in a non-profit or professional association where he or she may be viewed as a spokesperson for that group. In such situations, the Board Member should take reasonable steps to ensure that when speaking on behalf of such an association he or she is seen as speaking for the organization and not as a spokesperson of KPU.

Use of KPU Property – KPU assets must not be misappropriated for personal use by Board Members. Board Members are entrusted with the care, management and cost-effective use of KPU's property, including the use of KPU's name, and should not make use of these resources for their own personal benefit or purposes. Board Members should ensure that any KPU property assigned to them for business purposes is maintained in good condition, and should be able to account for such property.

26.7. PROTOCOL FOR DEALING WITH CONFLICTS OF INTEREST

Declaration of Conflicts of Interest - Upon declaration of a Conflict of Interest at, or prior to, a Board meeting, the person recording the meeting's proceedings notes the declaration and the Board Member must, as applicable:

- a) refrain from further participation in any activities involved with the matter;

¹⁰³ The President has additional obligations with respect to conflicts of interest per his or her employment contract.

- b) absent him or herself from the proceedings during discussion or voting on that particular matter, contract or arrangement, if the meeting is *in camera*;
- c) refrain from discussing or voting on that particular matter, contract or arrangement, if the meeting is open to the public.

Knowledge of Conflict of Interest - A Board Member has an obligation to declare a Conflict of Interest at the earliest possible time and, in any event, prior to discussion or decision of an issue.

Possible Conflict of Interest - Where a Board Member other than the Board Chair is unsure of whether he or she is in Conflict of Interest, that Board Member should raise the possible Conflict of Interest with the Board Chair, and the Board Chair determines whether or not a Conflict of Interest exists. If the Board Chair is unsure of whether he or she is in Conflict of Interest, the Board Chair should raise the possible Conflict of Interest with the Vice Chair, and the Vice Chair determines whether or not a Conflict of Interest exists.

A Board Member who perceives another Board Member other than the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Board Chair at the first opportunity. The Board Chair determines whether or not a Conflict of Interest exists. A Board Member who perceives the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Vice Chair at the first opportunity. The Vice Chair determines whether or not a Conflict of Interest exists.

Where the Board Chair (or the Vice Chair, as applicable) has determined that a possible Conflict of Interest does not exist, the Board Chair (or the Vice Chair, as applicable) will report to the Board his or her findings at the meeting where the topic will be discussed.

Where a Board Member has been declared by the Board Chair (or the Vice Chair, as applicable) to be in a Conflict of Interest, and that Board Member does not agree with the Board Chair (or the Vice Chair, as applicable) that a Conflict of Interest needs to be declared; or, where the Board Chair (or the Vice Chair, as applicable) has reported to the Board his or her decision that a possible Conflict of Interest did not exist, and any Board Member disagrees with this decision, the Board Chair (or the Vice Chair, as applicable) will:

- a) call an *in camera* meeting prior to the meeting at which the topic for which the possible Conflict of Interest may exist is scheduled to be discussed;
- b) put the question to the full Board for a decision at the *in camera* meeting.

The Board shall determine by majority vote whether or not a Conflict of Interest exists. If a Board Member is declared by majority vote to be in a Conflict of Interest, he/she shall abide by the steps outlined above regarding declarations of Conflict of Interest.

Conflict of Interest Discovered After Consideration of a Matter - Where a Conflict of Interest is discovered after consideration of a matter, the Conflict of Interest must be

declared to the Board and appropriately recorded at the first opportunity. If the Board determines that the Board Member's involvement has, or could be perceived to have, influenced the decision,¹⁰⁴ the Board must re-examine the matter.

26.8. CONFIDENTIALITY OF BOARD INFORMATION

Board confidentiality is essential to ensure that full and frank discussion of issues deemed as confidential may take place in an atmosphere free from the risk of inappropriate disclosure. All information shared by Board Members and those presenting information to the Board shall be treated with utmost confidentiality, except when it is clearly understood that the information is in the public domain.

KPU Board Members may only disclose confidential information to external third parties when disclosure is authorized or required by law or an enactment in a court proceeding. Any other external disclosure of confidential information is subject to prior approval of the Board Chair and President.

26.9. ACCOUNTING PRACTICES AND COMMUNICATIONS

KPU's policy is that strict compliance with prescribed accounting procedures and controls will be practiced at KPU at all times. All assets, liabilities, income and expenses shall be correctly identified and recorded in the appropriate books of account. No Board Member shall make any false or misleading statement to internal or external auditors or conceal or omit information necessary to make statements to such auditors meaningful. No Board Member will withhold any books or records relevant to any subject under review from the internal or external auditors.

26.10. COMPLAINTS PROCEDURE

The Board of Governors is committed to maintaining an atmosphere in which the Board can receive and address all complaints regarding violations or perceived violations of the Code.

All complaints received from Board Members in respect of the Code shall be referred to the Chair of the Governance Committee, other than complaints with respect to the Board Chair. All complaints received from Board Members in respect of the Code that relate to the Board Chair shall be referred to the Vice Chair. Complaints cannot be made anonymously. The Chair of the Governance Committee (or the Vice Chair, as applicable) shall conduct such investigation as he or she considers appropriate and ensure any documentation obtained as part of the investigation is retained in a secure location. The privacy of an individual who makes a complaint in respect of this Code will be respected as much as is possible in the circumstances. The Board is responsible for

¹⁰⁴ An example of a situation where the Board Member has or could be perceived to have influenced a decision is where the member expressed his/her views to the other Members on the matter in question.

ensuring that any Board Member who, in good faith, has made a disclosure of a breach or potential breach of this Code does not suffer any adverse consequences as a result.

All disclosures will be kept confidential unless the matter disclosed constitutes an actual or potential threat of serious harm to KPU, its students or employees or to the general public.

The Board prohibits discrimination, harassment or retaliation against anyone who provides information or otherwise assists in an investigation or proceeding regarding an alleged breach of the Code. A Board Member who legitimately, and in good faith, makes a complaint regarding a breach or perceived breach of the Code shall not, as a result of those activities, be discriminated, harassed or retaliated against in the terms or conditions of Board membership. However, since such allegation of impropriety may result in serious personal repercussions for the subject of the complaint, the Board Member making the allegation of impropriety should have reasonable and probable grounds before making a complaint and should undertake such reporting in good faith, in the best interests of KPU, and not for personal gain or motivation.

Any Board Member who retaliates against the Board Member who has made a complaint regarding the Code is subject to discipline up to and including recommendation of termination of that person's Board Membership.

In the event that an investigation reveals that a complaint was made frivolously or undertaken for improper motives or in bad faith or without a reasonable basis, as determined by the Board, appropriate disciplinary action may be taken in accordance with section 26.11 of the Code.

26.11. PUNITIVE ACTION FOR BREACHES

Should a Board Member contravene any provision in this Code, the Board has the power (on a vote of at least a two-thirds majority of the Board) to impose punitive action, including one or more of the following:

- a) issue a letter of reprimand; or
- b) pass a resolution providing the Lieutenant Governor in Council with the authority to remove a Board Member from the Board for cause.¹⁰⁵

¹⁰⁵ *University Act*, s. 22(1.1).

26.12. PROCESSING AN APPEAL TO A PUNITIVE ACTION FOR BREACH OF THE CODE

If a Board Member rejects the decision of the Board, he or she may appeal to the Board in writing. The appeal must be requested within five business days of the imposition of the penalty. The penalty will remain imposed until such time as the Board hears the appeal. The Board will make every effort to hear the appeal within one month of its imposition.

On hearing the appeal, the Board may allow whatever evidence it considers appropriate, without regard to the rules of evidence.

After hearing the appeal, the Board may allow the appeal, or confirm its original decision.

26.13. EXEMPTION FROM CODE OF CONDUCT REQUIREMENTS

In extraordinary circumstances, where it is not contrary to the law and where it is clearly in the best interests of KPU to do so, and upon a Board resolution, a Board Member may be exempted in writing from a requirement of this Code following full and detailed disclosure by the Board Member of all material and relevant circumstances respecting the matter. Conditions may be attached to an exemption, and the Board will publicly disclose any exemptions from Code requirements.

If a Board Member is exempted from a requirement of this Code for the continuation of circumstances that would otherwise be considered a Conflict of Interest, the Board Member must refrain from participating in any way in any decision-making respecting the subject matter of the Conflict of Interest except to the extent specifically authorized in the decision granting the exemption.

26.14. ANNUAL DECLARATION

Board Members are required to annually complete the Form of Declaration set out below to acknowledge that they have read and understand the Code.

FORM OF ANNUAL DECLARATION FOR BOARD MEMBERS

Name: _____

This Statement discloses information as of _____.
[date]

I have read and understood the Code of Conduct for Board Members outlined in Kwantlen Polytechnic University’s Board Manual (the “Code”) and I agree to comply with all of its terms.

A Conflict of Interest (as defined in the Code) with my duty as a Board Member of Kwantlen Polytechnic University may arise because:

I, _____(print name), declare that:

1. Other than disclosed above, I do not have any relationships or interests that could compromise, or appear to compromise, my ability to exercise judgment with a view to the best interests of Kwantlen Polytechnic University.
2. I have read and considered the Code and agree to conduct myself in accordance with its terms.
3. I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.

Signature

Print Name

Date

27.OATH OF OFFICE

The following Oath of Office is to be sworn, signed, and dated before the Board at the commencement of all Members' first meeting with the Board. The Ministry of Advanced Education suggests that either the Board Chair or, if an institution prefers, a Commissioner of Oaths would be appropriate administrators of the Oath.

"I _____, sincerely promise and swear (or affirm) that I will truly, faithfully and impartially, to the best of my ability execute the duties and responsibilities of the Board of Kwantlen Polytechnic University. I have read and agree to abide by the Code of Conduct for Board Members (including the Conflict of Interest provisions) of Kwantlen Polytechnic University as outlined in the Board Manual."

University Act

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96468_01

Board Bylaws

Bylaw No. 1, Insurance and Indemnification <http://kwantlen.ca/policies/bylaws/bl-01.html>

Bylaw No. 2, Amendment of Bylaws <http://kwantlen.ca/policies/bylaws/bl-02.htm>

*Bylaw No. 3, Meetings of the University Board of Governors
<http://kwantlen.ca/policies/bylaws/bl-03.htm>*

Bylaw No. 4, Fees <http://kwantlen.ca/policies/bylaws/bl-04.htm>

Board of Governors & Senate Roles (per University Act)

Powers of Board

<p>27 (1) The management, administration and control of the property, revenue, business and affairs of the university are vested in the board.</p> <p>(2) Without limiting subsection (1) or the general powers conferred on the board by this Act, the board has the following powers:</p> <p>(a) to make rules for the meetings of the board and its transactions;</p> <p>(b) to elect from among its members appointed by the Lieutenant Governor in Council a chair, and, when necessary, an acting chair;</p> <p>(c) to appoint a secretary and committees it considers necessary to carry out the board's functions, including joint committees with the senate, and to confer on the committees power and authority to act for the board; *</p> <p>(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 for the purpose of the university, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment;</p> <p>(h) if the president is absent or unable to act, or if there is a vacancy in that office, to appoint an acting president;</p> <p>(i) to consider recommendations from the senate for the establishment of faculties and departments with suitable teaching staff and courses of instruction;</p> <p>(l) to receive from the president and analyse and adopt with or without modifications the budgets for operating and capital expenditure for the university;</p>	<p>(m) to set, determine and collect the fees</p> <p>(i) to be paid for instruction, research and all other activities in the university,</p> <p>(ii) for extramural instruction,</p> <p>(iii) for public lecturing, library fees, and laboratory fees,</p> <p>(iv) for examinations, degrees and certificates,</p> <p>(v) for the use of any student or alumni organization in charge of student or alumni activities, and</p> <p>(vi) for the building and operation of a gymnasium or other athletic facilities;</p> <p>(n) to pay over</p> <p>(i) the fees collected for a student or alumni organization that the organization may request, and</p> <p>(ii) in accordance with section 27.1, the fees collected for a student society or a provincial or national student organization;</p> <p>(o) to administer funds, grants, fees, endowments and other assets;</p> <p>(p) to select a seal and arms for the university and have sole custody and use of the seal;</p> <p>(q) to provide for student loans;</p> <p>(s) to enter into agreements on behalf of the university;</p> <p>(t) to control vehicle and pedestrian traffic on the university campus;</p>	<p>(u) to acquire and deal with</p> <p>(i) an invention or any interest in it, or a licence to make, use or sell the product of an invention, and</p> <p>(ii) a patent, copyright, trade mark, trade name or other proprietary right or any interest in it;</p> <p>(v) to require, as a term of employment or assistance, that a person assign to the board an interest in an invention or an interest in a patent, copyright, trade mark, trade name or other proprietary right resulting from an invention</p> <p>(i) made by that person using the facilities, equipment or financial aid provided by the board, or</p> <p>(ii) made by that person while acting within the scope of the person's duties or employment, or resulting from or in connection with the person's duties or employment as an officer or employee of the university;</p> <p>(w) to pay to a municipality incorporated under an Act a grant in a year not exceeding the lesser of</p> <p>(i) the amount that would be payable as general municipal taxes in the year on property of the university within the municipality if the property were not exempt from these taxes, and</p> <p>(ii) the amount specified by the minister or calculated in the manner specified by the minister;</p> <p>(x) to make rules consistent with the powers conferred on the board by this Act;</p> <p>(y) to do and perform all other matters and things that may be necessary or advisable for carrying out and advancing the purposes of the university and the performance of any duty by the board or its officers prescribed by this Act.</p>
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Chancellor 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 or, in the case of the University of British Columbia, after consultation with the council.

Board Membership

- 20** (1) Each member of the board elected under section 19 (1) (c) and (f) and (2) (c), (d), (h) and (i) holds office for 3 years and after that until a successor is elected.
- (1.1) Each member of the board appointed under section 19 (1) (d) and (2) (e) holds office for a term of up to 3 years and after that until a successor is appointed.
- (2) Each member of the board elected under section 19 (1) (e) or (2) (f) or (g) holds office for one year and after that until a successor is elected.
- (3) The chancellor and president are members of the board for so long as they hold their respective offices.

Reappointment or re-election

- 21** The appointed members of the board are eligible for reappointment and the elected members are eligible for re-election, but those members must not hold office for more than 6 consecutive years.

Removal from office

- 22** (1) The Lieutenant Governor in Council may, at any time, remove from office an appointed member of the board.
- (1.1) Despite section 19, the Lieutenant Governor in Council may, on a resolution passed by the vote of at least a 2/3 majority of the members of the board, remove from office a member of the board
- (a) elected under section 19 (1) (c), (e) or (2) (c), (d), (f), (g), (h) or (i), or
- (b) appointed under section 19 (1) (d) or (2) (e)
- if the board is satisfied that the person should be removed for cause.
- (2) Unless excused by resolution of the board, a member who does not attend at least half of the regular meetings of the board in any year is deemed to have vacated his or her seat.

Persons not eligible

- 23** (1) The following persons are not eligible to be or to remain members of the board:
- (a) members of the Parliament of Canada;
- (b) members of the Executive Council or of the Legislative Assembly;
- (c) [Repealed 2006-15-45.]
- (d) a member of the public service in the ministry;
- (e) a member of the public service designated by the minister.
- (f) [Repealed 2003-48-32.]
- (g) a person who is an employee of the university and who is a voting member of the executive body of, or an officer of, an academic or non-academic staff association of the university who has the responsibility, or joint responsibility with others, to
- (i.) negotiate with the board, on behalf of the academic or non-academic staff association of that university, the terms and conditions of service of members of that association, or
- (ii.) adjudicate disputes regarding members of the academic or non-

Board Membership (cont'd)

academic staff association of that university.

- (2) A member of the board who ceases to be eligible during his or her term of office immediately ceases to be a member of the board.

Vacancies on the board

- 24** (1) If a vacancy arises on the board because of the death of a member or for any other reason before the end of the term of office for which a member has been appointed or elected, the secretary of the board must enter a declaration of the vacancy in the minutes of the board.
- (2) A declaration under subsection(1) is conclusive evidence of the vacancy.

Method of filling vacancies and effect of vacancy

- 25** (1) If a vacancy exists in respect of an appointed member, the Lieutenant Governor in Council must appoint a person to fill the vacancy.
- (2) If a vacancy exists in respect of an elected member, the appropriate body must elect a replacement.
- (3) A person appointed under subsection (1) or elected under subsection (2) holds office for the remainder of the term for which the person's predecessor was appointed or elected.
- (4) A vacancy on the board does not impair the authority of the remaining members of the board to act. **Other Board Items**

Best Interests of university

19.1 The members of the board of a university must act in the best interests of the university

Board chair

19.2 (1) The members of the board of a university, other than the University of British Columbia, must elect a chair from among the 8 members of the board appointed under section 19 (1) (d).

Meetings of Board

- 26** (1) The board must meet as often as is necessary to transact the business of the board, and in any event at least once every 3 months.
- (2) Fifty one percent of the members of the board constitutes a quorum for the transaction of business of the board.
- (3) The chair has the same right to vote as the other members of the board, and, in the case of a tie vote on a motion, the motion is defeated, and the chair must so declare.

Limit on Expenditures

- 29** (1) The board must not incur any liability or make any expenditure in a fiscal year beyond the amount unexpended of the grant made to the university and the estimated revenue of the university from other sources up to the end of and including that fiscal year, unless an estimate of the increased liability or over-expenditure has been first approved by the minister and Minister of Finance.
- (2) [Repealed 1998-6-18.]

<p>Other Board Items (cont'd)</p>	
<p>Short Term Borrowing</p> <p>31 (1) The board may, by resolution, borrow money required to meet the expenditures of the university until the revenues of the current year are available.</p> <p>(2) Money borrowed under subsection (1) must be repaid out of current revenues and may be secured by promissory notes of the university.</p> <p>Annual Report</p> <p>32 (1) The board must make an annual report of its transactions to the minister, in which it must set out</p> <p>(a) a balance sheet and a statement of revenue and expenditure for the year ending on the preceding March 31, and</p> <p>(b) other particulars the minister may require.</p> <p>(2) A copy of the annual report must be sent promptly to the senate.</p> <p>Audit</p> <p>33 Unless the Auditor General is appointed in accordance with the <i>Auditor General Act</i> as the auditor of the board, the board must appoint an auditor to audit the accounts of the board at least once each year</p> <p>Advisory Boards</p> <p>34 (1) The board may</p> <p>(a) appoint advisory boards, consisting, either wholly or partly, of persons unconnected with the university, on terms and for purposes the board may consider advisable, and</p> <p>(b) refer to an advisory board for advice and report any subject or matter that the board considers advisable.</p> <p>(2) The advice and report of an advisory board appointed under subsection (1) must be considered and weighed by any body in the university to which the board directs the advice to be given or report to be made. Borrowing</p> <p>58 (1) With the approval of the minister and Minister of Finance, a university may borrow money for the purpose of</p> <p>(a) purchasing or otherwise acquiring land for the use of the university, or</p> <p>(b) erecting, repairing, adding to, furnishing or equipping any building or other structure for the use of the university.</p> <p>(2) The board may</p> <p>(a) enter into any agreement that it may consider necessary or advisable for carrying out the purposes mentioned in this section, and</p> <p>(b) execute in the name of the university all agreements, deeds and other instruments considered necessary or</p>	<p>advisable to carry into effect the provisions of the agreement.</p> <p>d) (3) [Repealed 1998-6-19.]</p> <p>e) Suspension of staff member</p> <p>60 (1) The president has power to suspend any member of the teaching and administrative staffs and any officer or employee of the university.</p> <p>(2) On the exercise of the power, the president must promptly report the action to the board with a statement of his or her reasons.</p> <p>(3) A person who is suspended under this section has a right of appeal to the board.</p> <p>Jurisdictional disputes</p> <p>70 (1) If a question arises respecting the powers and duties of the convocation, chancellor, president, faculties or an officer or employee of the university, that is not provided for in this Act, the board must settle and determine the question.</p> <p>(2) A decision of the board under subsection (1) is final.</p>

Board with Senate Role	Senate's Advisory Role to Board
<p>27 (2) Powers of the Board</p> <p>(c) to appoint a secretary and committees it considers necessary to carry out the board's functions, including joint committees with the senate, and to confer on the committees power and authority to act for the board;</p> <p>(d) in consultation with the senate, to maintain and keep in proper order and condition the real property of the university, to erect and maintain the buildings and structures on it that in the opinion of the board are necessary and advisable, and to make rules respecting the management, government and control of the real property, buildings and structures;</p> <p>(e) in consultation with the senate, to provide for conservation of the heritage sites of the university, including any heritage buildings, structures and land of the university;</p> <p>(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;</p> <p>(j) subject to section 29 and with the approval of the senate, to provide for the establishment of faculties and departments the board considers necessary;</p> <p>(k) to provide for chairs, institutes, fellowships, scholarships, exhibitions, bursaries and prizes the board and the senate consider advisable;</p> <p>(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 in the university or in any faculty of it, and to make rules considered advisable for limiting the admission or accommodation of students to the number so determined;</p>	<p>Senate of a special purpose, teaching university</p> <p>35.2 (6) The senate of a special purpose, teaching university must advise the board, and the board must seek advice from the senate, on the development of educational policy for</p> <p>(a) the mission statement and the educational goals, objectives, strategies and priorities of the special purpose, teaching university;</p> <p>(b) the establishment, revision or discontinuance of courses and programs at the special purpose, teaching university;</p> <p>(c) the preparation and presentation of reports after implementation by the special purpose, teaching university without prior review by the senate of</p> <p>(i) new non-credit programs, or</p> <p>(ii) programs offered under service contract;</p> <p>(d) the priorities for implementation of new programs and courses leading to certificates, diplomas or degrees;</p> <p>(e) the establishment or discontinuance of faculties at the special purpose, teaching university;</p> <p>(f) the evaluation of programs and educational services;</p> <p>(g) the library and resource centres;</p> <p>(h) the setting of the academic schedule;</p> <p>(i) the qualifications for faculty members;</p> <p>(j) the adjudication procedure for appealable matters of student discipline;</p> <p>(k) the terms for affiliation with other post-secondary bodies;</p> <p>(l) the consultation with community and program advisory groups concerning the special purpose, teaching university's educational programs;</p> <p>(m) other matters specified by the board.</p>

PRINCIPLES TO GUIDE THE DEVELOPMENT OF A SUCCESSFUL MODEL OF BICAMERAL
GOVERNANCE AT KWANTLEN POLYTECHNIC UNIVERSITY

The following principles have been prepared to guide the development of a successful model of bicameral governance at the University. These principles are broad and will assist in developing policies in all areas involving both the Board and Senate.

1. EDUCATION

The Board and Senate will develop, through ongoing educational opportunities, a common and solid understanding of the University Act, the powers assigned to each of the bodies, the spirit and intent of the Act, its limitations and uncertainties and options to address these limitations and uncertainties.

2. MUTUAL TRUST, RESPECT AND GOODWILL

The Board and Senate recognize the need to develop and maintain an attitude of mutual trust, respect and goodwill, both in their collective roles as two critical bodies within the University and as individual members within those bodies; the Board and Senate recognize that maximizing the potential of the University requires building on the strengths and abilities of each of these bodies.

3. STRATEGIC ADVICE

Both the Board and Senate recognize that their role is to provide broad, strategic* direction to the University, leaving operational** issues to University management.

4. MULTI-YEAR PLANNING

Planning and consultation between the two bodies will involve both immediate and long-term issues, using the approach of revolving, multi-year plans.

5. ONGOING COMMUNICATIONS

The Board and Senate recognize the need to strive, on an ongoing basis, to share, understand and solicit feedback on the issues that each body is responsible for as well as the issues for which they bear joint responsibility; both bodies also recognize the importance of timely feedback allowing sufficient time for response and, where necessary, action.

6. BROAD CONSULTATION

Both parties recognize the desirability of soliciting and encouraging the feedback and advice of the broader University community regarding those matters that relate to bicameral governance issues.

7. ACCOUNTABILITY

The University will provide Senate, on a regular basis, with a report that summarizes actual versus planned results on those strategic issues that are within the purview of Senate.

8. REGULAR MEETINGS

The Board and Senate and the appropriate committees of each will establish regular, face-to-face meetings in a manner that will permit meaningful dialogue, representative of the broader University perspective.

9. DOCUMENTATION

Requests for information, decisions and other forms of communication will be documented in writing with reasonable expectations for timely feedback.

10. POLICY DEVELOPMENT

The Board and Senate will develop a protocol that, while acknowledging the ultimate authority of one body or the other with respect to certain issues, opens up meaningful opportunities for dialogue and exchanges of information so that each body makes the most informed decision possible.

*Strategic planning involves thinking about issues that are long-term, that are fundamental to the University and that set broad directions for the institution.

**Operational decision-making involves the day-to-day implementation of strategic decisions.

Senate Bylaws

<http://kwantlen.ca/senate/bylaws.html>

Old #	New #	Policy Title	Approved by:	Link
B1	BD005	Academic Schedule	Senate/Board	http://kwantlen.ca/policies/B-Education/b01.pdf
B3	BD006	Advisory Committee	Senate/Board	http://kwantlen.ca/policies/B-Education/b03.pdf
BP3.2 (s.5)		Exit Interviews	Board	http://kwantlen.ca/policies/A-Board/3-2trtmteemployees.pdf
BP3.4		Financial Planning/Budgeting	Board	http://kwantlen.ca/policies/A-Board/3-4finplng.pdf
BP3.5		Financial Condition and Activities	Board	http://kwantlen.ca/policies/A-Board/3-5fincondition.pdf
B12	BD007	Program Review	Senate/Board	http://kwantlen.ca/policies/B-Education/b12.pdf
C8	BD008	Plagiarism and Cheating	Senate/Board	http://kwantlen.ca/policies/C-LearnerSupport/c08.pdf
E2	BD009	Auditors	Board	http://kwantlen.ca/policies/E-FinanceAdmin/Audit%20Policy%20Final%2011%2003%2023%20%28E2%29%20%28BD009%29.pdf http://kwantlen.ca/policies/E-FinanceAdmin/Audit%20Procedures%20Final%2011%2003%2023%20%20(E2)%20(BD009).pdf
E4	BD010	Protocol for the Development of University Policies Policy	Senate/Board	http://www.kwantlen.bc.ca/_shared/assets/e04_policy123590.pdf http://www.kwantlen.ca/_shared/assets/e04_procedures1_12092523589.pdf

E9	BD011	Signing Authority	Board	http://kwantlen.ca/policies/E-FinanceAdmin/E09%20Signing%20Authority%20Policy%20BD011.pdf http://kwantlen.ca/policies/E-FinanceAdmin/E09%20Signing%20Authority%20Procedure%20BD011.pdf
L10	BD012	Principles for Program Prioritization	Senate/Board	http://kwantlen.ca/policies/L-EducationCouncil/L10.pdf
L11	BD013	Program & Curriculum Development	Senate/Board	http://kwantlen.ca/policies/L-EducationCouncil/L11.pdf
G7	BD014	Qualifications for Faculty Members	Senate/Board	http://kwantlen.ca/policies/G-HumanRes/G7%20Qualifications%20or%20faculty%20policy%2012%2001%2025.pdf http://kwantlen.ca/policies/G-HumanRes/G7%20Qualifications%20or%20faculty%20procedures%2012%2001%2025.pdf
E11	BD017	Management & Investment of Operating Funds	Board	http://www.kwantlen.bc.ca/_share_d/assets/e11_mgmt_u_funds22940.pdf http://www.kwantlen.bc.ca/_share_d/assets/e11_mgmt_u_funds_procedures22941.pdf
E section	BD019	Advisory Boards (Non-Program)	Board	http://kwantlen.ca/policies/E-FinanceAdmin/Advisory%20Boards%200%28Non%20Program%29%20Policy%20BD019.pdf http://kwantlen.ca/policies/E-FinanceAdmin/Advisory%20Boards%200%28Non%20Program%29%20Procedure%20BD019.pdf
E section	BD020	Asset Naming Opportunities	President/Board	http://kwantlen.ca/policies/E-FinanceAdmin/Asset%20Naming%20Opportunities%20Policy%20BD020.pdf

				f http://kwantlen.ca/policies/E-FinanceAdmin/Asset%20Naming%20Opportunities%20Procedures%20BD020.pdf
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Competency Matrix for Governing Board

Name	Appointment Expiry	Renewable To	Specialized Sectoral Experience/Education	Accounting	Investment Management	Business Management	Risk Management	Real Estate	Communications	Marketing	Public Relations	Labour Relations	Human Resources	Trades Management	Legal Expertise	Financial Expertise	Public Sector: Knowledge of how government operates	Previous Leadership experience	Tourism Industry	Engineering	Governance & Board Expertise	Community Involvement	Gender	Ethnic Diversity	Geography
John Doe	YYYY MM DD	Yes/No 2016	B.A., M.A., LL.B. Chartered Accountant LGIC	x	x	x	x	x	x	x		x	x	x	x	x	x	x	x	x				x	
Sally Smith	YYYY MM DD	Yes/No YYYY (if re-elected)	Elected Student																						
	YYYY MM DD	Yes/No YYYY																							
	YYYY MM DD	Yes/No YYYY																							
	YYYY MM DD	Yes/No YYYY																							
	YYYY MM DD	Yes/No YYYY																							
	YYYY MM DD	Yes/No YYYY																							

Delegations to the Board
Template for Delegation Requests

Date of Request:

Name:

University Constituency:

Contact Information:

**Other Persons in Delegation
(attending Board meeting):**

Date of Board Meeting:

Description of the Issue:

Action Taken to Date:

Board Action Sought:

Selection, Appointment and Re-appointment of Board Members

The Governance Committee of the Board of Governors is responsible for the sourcing of candidates for Board vacancies. It is responsible for creating a list of suitable candidates from which to draw upon when vacancies arise. In order to do this, the process below will be followed.

University Secretary	August	1. Send a Competency Profile form to all Board Members and compile the results
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Governance Committee	September	2. Review Competency Profile Matrix to determine selection criteria
	September to January	3. Review and complete <i>Notice of Position</i> for the Ministry
		4. Solicit candidates for appointment (three names per vacancy) a. For alumni vacancies, request three nominations from the Alumni Association, including resumes and completed Candidate Profiles
		5. Ask for and review resumes, short listing suitable candidates
		6. Ask short listed candidates to complete the <i>Candidate Profile</i>
		7. Review <i>Candidate Profiles</i> and recommend candidates to the Board

Board	January	8. Review recommended candidates from the External Relations Committee at an in camera meeting 9. Approve or not approve the recommendations
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University Secretary	End of February	10. Prepare and submit the approved Candidate Profiles to the Ministry, along with the <i>Request for Appointment Cover Sheet, Request for Appointment</i> document and <i>Performance Reviews</i> of current members being re-appointed
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Ministry / Board Resourcing & Development Office (BRDO)	March to June	11. Complete its due diligence
		12. Review/approve candidates for appointment or recommendation to Executive Council
		13. Prepare Order in Council (OIC) and forward to Legislative Council for approval
		14. Send OIC to Cabinet Operations for appropriate Cabinet Agenda

Lieutenant Governor in Council	June/July	15. Deposit OIC after signature.
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BRDO	July	16. Notify appointees and the Agency of appointment.
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University Secretary	July/August	17. Notify the Board Chair and the President of the appointment(s) and send a welcome package to appointee(s)
		18. Arrange for orientation of the new Board Member(s)

Board Chair	July/August	19. Phone and welcome the new Board Member(s)
		20. Inform the University Secretary once that is completed

Process for Re-appointment of Board Members

University Secretary	November	1. Fill out the “Board Member Performance Appraisal” form in draft
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Governance Committee	November-December	2. Ask Board Members who are eligible for re-appointment if they wish to let their names stand for re-appointment
		3. Complete the “Board Member Performance Appraisal” form from the Ministry
		4. Review the “Performance Appraisal” and makes a

		recommendation to the Board
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Board	January	5. Consider the External Relations Committee’s recommendation at an in camera meeting. (The Board Member whose re-appointment is being considered is asked to leave the meeting for the discussion)
		6. Recommend if the Board Member should be re-appointed or not
		7. Complete the form and the Board Chair will sign it

University Secretary	End of February	8. Submit the completed form to the Ministry along with the other required documents
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Board Procedures as Final Appeal Board – Non-academic Misconduct

A General Procedures

- 1 These procedures govern an appeal of the President’s decision to discipline a student for non-academic misconduct, made under Policy C.21 or under s. 61(1) of the *University Act*.
- 2 The composition of the Appeals Tribunal is described in the Terms of Reference.
- 3 A student (the “Student”) may request an appeal of a disciplinary decision by the President within 21 days of issuance of the President’s decision by delivering a Notice of Appeal to the attention of the Chair of the Appeals Tribunal, c/o the University Secretary, and to the Office of Student Judicial Affairs (“OSJA”).
- 4 All communications by the Student or the OSJA to the Chair or Appeals Tribunal are to be made through the University Secretary unless specifically directed otherwise by the Chair of the Appeals Tribunal.
- 5 The grounds of appeal are:
 - a) there was a procedural error that significantly prejudiced the decision;
 - b) new information is made available, which could not have been available at the time of the original investigation, and that could reasonably reverse the outcome of the case; or,
 - c) the Student disagrees with the decision on the grounds that it is excessive, unreasonable or unfair.
- 6 The Notice of Appeal must be in writing, signed by the Student, and include:
 - a) the decision being appealed;
 - b) the grounds for the appeal;
 - c) the facts relied upon;
 - d) the relief sought;
 - e) whether the Student wishes to conduct the appeal based upon written submissions or seeks an in-person hearing;
 - f) if the Student seeks an in-person hearing, the names of any witnesses the Student wishes to call; and
 - g) copies of any documents upon which the Student wishes to rely in the appeal.



- 7 Within 21 days of receipt of the request for appeal, the OSJA prepares and delivers to the Chair of the Appeals Tribunal and to the Student a Response to the Student’s Notice of Appeal. The Response must be in writing and include:
 - a) a copy of the President’s decision;
 - b) a copy of the final report of the OSJA concerning the matter giving rise to the decision that is the subject of the appeal, if applicable;
 - c) whether the OSJA wishes to conduct the appeal based upon written submissions or seeks an in-person hearing;
 - d) if the OSJA seeks an in-person hearing, the names of any witnesses the OSJA wishes to call; and
 - e) copies of any documents or electronic records upon which the OSJA wishes to rely.

- 8 Within 7 days of receipt of the Response, the Student may deliver a Reply.

- 9 If the Appeals Tribunal concludes at any time that the appeal has no reasonable prospect of success, the appeal may be immediately dismissed.

- 10 The Appeals Tribunal may determine the practice and procedure to be followed in an appeal, including modifying any procedure described herein. Procedural matters in the discretion of the Appeals Tribunal include:
 - a) whether to extend any time limits set out herein;
 - b) whether to require disclosure or production of documents by one party to another;
 - c) whether the appeal or any part of it shall be conducted on the basis of written submissions or by electronic means instead of an in-person hearing; and
 - d) if an appeal is to be conducted by an in-person hearing, whether support persons (in addition to Representatives, if any, as described in paragraph 13 below) or observers may attend the hearing of appeal, and whether the proceedings will be recorded by court reporter or other audio or visual means. If support persons or observers will be permitted to attend an appeal, the Student and the OSJA will be informed of such attendance by the Chair of the Appeals Tribunal, and will be provided with the names of such support persons or observers by the Chair of the Appeals Tribunal in advance of the hearing date.

- 11 The Chair of the Appeals Tribunal may determine any preliminary or procedural issues or designate another member of the Appeals Tribunal to do so, and a pre-hearing conference attended by the Student and the OSJA may be conducted for this purpose.

- 12 Following receipt of the Notice of Appeal, Response, and any Reply and after consulting the Student and the OSJA, the Chair of the Appeals Tribunal sets the hearing date or the schedule for delivery of written submissions and notifies the Student and the OSJA. A minimum of 14 days notice will be provided of a hearing date, or the date for delivery of written submissions.

- 13 The Student and the OSJA are each entitled to have a legal or non-legal representative (“Representative”) available to represent or assist throughout the appeal, including a hearing of



appeal. The Appeals Tribunal may have separate legal counsel. Within 7 days of receipt of the notice of hearing date, each of the Student, the OSJA and the Chair of the Appeals Tribunal will notify the others of the name of the Representative or legal counsel, if any, that will represent or assist them with the appeal.

- 14 If the Student or the OSJA fails to comply with a deadline under these procedures, fails to comply with an order of the Chair or a designated member of the Appeals Tribunal or fails to attend an oral hearing, the Appeals Tribunal may proceed to conduct the appeal or dismiss the appeal.

B Procedure at a Hearing of Appeal

- 1 The Chair introduces the Appeals Tribunal members and outlines the procedures to be followed.
- 2 The hearing of the appeal (the “Hearing”) is to be conducted in private and in confidence.

The Hearing will, therefore, be held *in camera*, except as otherwise permitted or required by the Appeals Tribunal hearing the appeal. Except for the purposes of obtaining legal advice about any aspect of the appeal and for such other purposes as may be permitted or required by the Appeals Tribunal hearing the appeal, the parties to the appeal, members of the Appeals Tribunal, and others properly in attendance at the Hearing should not discuss the content of the Hearing with anyone who is not in attendance.

Witnesses will be excluded except as required to present evidence.

- 3 The Student and the OSJA (or their Representative) may each provide a brief opening statement.
- 4 The Student may then present evidence.
- 5 Once the Student has completed his or her presentation of evidence, the OSJA may present evidence.
- 6 In the event a Hearing is conducted with the attendance of witnesses, the questioning of witnesses is conducted as follows:
 - a) the party calling the witness addresses questions to the witness (“examination”);
 - b) the other party may then address questions to the witness (“cross-examination”);
 - c) the party calling the witness may re-examine the witness; on any issues arising in cross examination of that witness;
 - d) the Appeals Tribunal may then address questions to the witness;
 - e) the Student and the OSJA may then address further questions to the witness arising from the Appeals Tribunal members’ questions.
- 7 After the presentation of evidence by the Student and the OSJA, each may make closing



submissions. The Student may reply to the OSJA's submissions.

- 8 In the event a party fails to attend a Hearing despite having had notice of the scheduled date and time of the Hearing, the Appeals Tribunal may proceed with the appeal in the absence of the party.

C The Decision

- 1 The Appeals Tribunal may
 - a) allow the appeal in whole or in part;
 - b) make any decision that the President could make with respect to the matter appealed;
 - c) refer the matter to the President or to the OSJA with or without directions for reconsideration or investigation within a reasonable timeframe as determined by the Appeals Tribunal; or
 - d) dismiss the appeal.
- 2 The Appeals Tribunal arrives at its decision on the basis of a majority vote of the members participating in the hearing.
- 3 A decision is rendered in writing, signed by the members of the Appeals Tribunal. Where a member of the Appeals Tribunal does not agree with the decision of the majority, he or she shall provide written reasons for the dissent.
- 4 The decision and any dissenting reasons will be delivered to the Student and to the OSJA.
- 5 If a Student is expelled or suspended, the OSJA will so inform the Registrar, the Registrar's assistant, the Manager of Operations, Security, the Deans and their Operation Managers of which course the Student was attending and the Instructors.
- 6 A copy of the decision of the Appeals Tribunal together with any dissent shall be kept in the Student Conduct Record which is maintained by OSJA.

Appointment of Employees

[Under development. Until complete, current Board Policy will apply]

Issue: Notice of Position

*For Information/
Discussion:* The Governance Committee reviewed the attached Notice of Position at its November 7, 2012 meeting, making several revisions and recommending it to the Board of Governors for approval.

Two appointed Board Members' terms of office expire July 31, 2013, creating the potential for two vacancies. Both Board Members are eligible for re-appointment. Yuri Fulmer could be re-appointed for a further three years and Amrik Virk could be re-appointed for a further one year term.

The Board Resourcing and Development Office requires KPU to send it a current Notice of Position, which it then posts on its website and invites applicants.

For Approval: **THAT the Board of Governors approve the Notice of Position for 2013 Board appointee vacancies.**

Business and Structure

Kwantlen Polytechnic University is a public post secondary institution offering undergraduate university degrees and trades qualifications, certificates and diplomas. With about ~~18,132 Full Time Equivalent~~ students and a budget of over \$1~~24~~0 million, it is larger than over half the universities in Canada. Kwantlen has campuses in Richmond, Surrey, Cloverdale and Langley.

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

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

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

For further information, visit www.kwantlen.ca

Strategic Direction

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

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

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

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

Governance Structure

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

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

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

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

Board policies are located at:

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

Section A

[Board Governance Manual \(insert link\)](#)

Board Responsibilities and Accountabilities

Role

The Board's broad role is that of:

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

Responsibilities

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

~~Accordingly, the board has direct responsibility to:~~

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

~~Create written governing policies that address the broadest levels of all organizational decisions and situations.~~

~~Create assurance of successful President performance.~~

~~Conduct appeals hearings according to the standard procedures found in Appendix E of the Board's Policy Manual. <http://www.kwantlen.ca/policies>~~

~~Advocate on Kwantlen Polytechnic University's behalf with various political and community leaders when required.~~

4. BOARD TERMS OF REFERENCE (excerpt from Board Manual)

4.1. ROLE

As set out in the *University Act*, the Board is responsible to manage, administer and control Kwantlen's property, revenue, business and affairs.¹

The Board delegates to the President responsibility for the day-to-day operations of Kwantlen. Board Members serve part-time and the Board's role is one of governance and oversight of Kwantlen.

4.2. RESPONSIBILITIES

The Board's powers are set out in section 27(2) of the *University Act*. Further to the roles and responsibilities set out by statute, the Board establishes a governance framework to guide its work.

The key responsibilities of the Board are set out below. The President and the three Board Committees that provide in-depth concentration in key areas of Board responsibility support the Board's work.

4.2.1. Human Resources

The Board:

- a) appoints the President as the chief executive officer of Kwantlen, 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) oversees President succession planning and ensures plans are in place to deal with a planned or emergency departure of the President;

¹ *University Act*, s. 27(1).

² *University Act*, s. 27(2)(g).

- d) provides advice and counsel to the President in the execution of the President's duties;
- e) with approval of the Senate, establishes procedures for the recommendation and selection of candidates for President, deans, librarians, registrar and other senior academic administrators as the Board may designate;¹
- f) delegates to the President or those individuals or committees outlined in Appendix H responsibility to appoint, promote and remove senior academic administrators, faculty and other members of the teaching staff, and the officers and employees of Kwantlen and set their salaries or remuneration, define their duties and their tenure of office or employment, all as set out in Appendix H;
- g) upon nomination by the alumni association and after consultation with the Senate, appoints the Chancellor in accordance with the *University Act*;² and
- h) ensures that Kwantlen human resources strategies provide for the development of key personnel consistent with the future leadership needs of Kwantlen.

4.2.2. Strategy

Kwantlen's senior leadership, in consultation with internal and external stakeholders and in accordance with Kwantlen's fiscal accountability to the Government (i.e. the "budget letter") formulates a strategic plan and supporting operating and capital plans and budgets and the Board assesses and ultimately approves them.

The Board:

- a) reviews and approves Kwantlen's mission, mandate, vision and commitment statements;
- b) participates in the development of and approves Kwantlen's strategic plan;
- c) oversees the ongoing implementation of Kwantlen's strategic plan;
- d) reviews and approves Kwantlen's business plan (including key financial, facilities and human resources plans), and establishes key performance measures;
- e) reviews and approves Kwantlen's annual capital and operating budgets;³
- f) seeks the advice of the Senate on the development of educational policy for those matters outlined in the *University Act*;⁴

¹ *University Act*, s. 27(2)(f).

² *University Act*, s. 11(1).

³ *University Act*, s. 27(2)(l).

⁴ *University Act* s. 35.2(6).

- g) considers recommendations from the Senate for the establishment and discontinuance of Faculties and Departments;¹
- h) establishes the elements that comprise the academic and overall Kwantlen student experience and processes to obtain student feedback; and
- i) monitors Kwantlen's performance against the various plans and budgets, and agreed-upon key performance measures and approves revisions to the plans and budgets as required.

4.2.3. Risk

Kwantlen's senior leadership is responsible for establishing processes, procedures and mechanisms by which key matters of risk are identified, and ensuring that strategies are developed to manage such risks.

The Board:

- a) with the advice of senior leadership, identifies Kwantlen's key risks;
- b) ensures, through regular reviews and assessments, that senior leadership has established appropriate systems to identify and manage these risks; and
- c) receives regular reports on the management of these risks.

4.2.4. Financial Information, Systems and Controls

The Board:

- a) verifies that senior leadership has established and is applying appropriate audit, accounting and financial reporting principles;
- b) verifies that internal financial and operational controls and information systems are in place and functioning satisfactorily;
- c) directs and oversees Kwantlen's internal and external audit; and
- d) reviews and approves the annual audited financial statements.

4.2.5. Monitoring and Reporting

The Board:

- a) publishes the Board's governance framework;
- b) monitors Kwantlen's performance against the objectives set out in the strategic plan and agreed-upon key performance measures;
- c) identifies and monitors quantifiable measures and benchmarks relating to the academic and overall experience of Kwantlen students;

¹ University Act, s. 27(2)(i) and 35.2(6)(e).

- d) ensures financial results are reported fairly and in accordance with generally accepted financial reporting standards;
- e) reports quarterly to the Government on the annual capital and operating budget;
- f) annually, submits to the Government a copy of Kwantlen's audited financials, the Accountability Plan and Report and the FTE Enrollment Report; and
- g) at the request of the Minister, prepares and submits, an annual report together with financial statements, and other information that the Minister considers necessary to carry out the Minister's responsibilities under the *University Act*.¹

4.2.6. Code of Conduct and Ethics

The Board:

- a) establishes, and updates from time to time as required, a Code of Conduct for Board Members which includes the duties of Members of the Board or Committees in conflict of interest situations;
- b) approves a Code of Conduct for Kwantlen senior leadership approves and monitors through senior leadership, compliance with all significant policies that govern Kwantlen's operations; and
- c) ensures that systems are in place to provide equality of opportunities for faculty, staff and students.

4.2.7. Appeal

The Board:

- a) conducts appeal hearings for any member of the teaching and administrative staffs and any officer or employee of Kwantlen suspended by the President;²
- b) conducts appeal hearings on matters of non-academic student discipline.

4.2.8. Communications

The Board:

- a) ensures Kwantlen has a plan in place to communicate effectively with students, faculty, employees, government, stakeholders and the public.

The President is the primary spokesperson for Kwantlen and the Board Chair is the primary spokesperson for the Board.

4.2.9. Government Relations

¹ *University Act*, s. 32(1) and s. 49(1). See for example the Ministry of Advanced Education's reporting requirements for BC's public post-secondary institutions due in fiscal year 2012/13 at <http://www.aved.gov.bc.ca/budget/welcome.htm>

² *University Act*, s. 60(3).

The Board:

- a) works in a collaborative relationship with the Government;
- b) requires senior leadership to report (both promptly and adequately) the financial performance of Kwantlen to Government and stakeholders;
- c) reports annually to Government on the Board's stewardship for the preceding year, upon request of the Government; and
- d) in a timely manner, keeps Government informed of material issues that could affect Kwantlen and Kwantlen's ability to meet targets set by Government.

4.2.10. Governance Effectiveness

The Board:

- a) establishes the framework for the governance of Kwantlen;
- b) appoints non-program advisory boards, consisting, either wholly or partly of persons unconnected with Kwantlen ("Advisory Board");¹
- c) refers matters to an Advisory Board for advice and report, such advice and report which must be considered and weighed by any body in Kwantlen which the Board so directs;²
- d) reviews and updates the Board's governance policies at least every two years or more frequently as required;
- e) develops a plan for long term Board composition and maintains the Board Matrix;³
- f) provides comprehensive orientation and professional development sessions for Board Members; and
- g) annually examines the effectiveness of the Board, its committees and the Board Chair and its relationship with senior leadership, the Senate and Government.

Accountabilities

In carrying out its work, the board operates within the broad policy direction and budget set by the Ministry of Advanced Education. For this purpose, the Ministry has established an

¹ University Act, s. 34(1).

² University Act, s. 34(1).

³ Refer to Appendix "D" and Section 18 (Board Composition and Succession Planning) of the Board Manual for more information.

Accountability Framework for Post Secondary Education setting out goals for the post-secondary system, performance measures to assess the achievement of goals, and reporting requirements for the institutions. Institutional accountabilities are set out in the Government Letter of Expectation (GLE) from the Ministry on the basis of which each institution develops an annual service plan and service report. For more information on the Ministry visit their web site at: www.gov.bc.ca/su.

Board Composition

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

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

Personal Attributes

All directors should possess the following personal attributes:

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

Competencies

Collectively, the Board should comprise the following core competencies:

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

Governance Experience

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

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

Board Members sign a Code of Conduct annually as well as take an Oath of Office at their initial Board meeting.

Other Considerations

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

Vacant Position(s)

Currently there ~~is one (1)~~are two (2) ~~vacancies~~ on the Board. The following are the attributes sought for the vacant position currently under consideration:

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

Time Commitment

Kwantlen's Board meets 5 times each year, generally on the Cloverdale campus (5500-180th Street) for approximately ~~three-four~~ hours (3:00-~~6~~7:00 pm). In addition, Board Members are expected to serve on ~~two-one~~ Board committees and attend one annual two-day retreat somewhere in North America. Board committees typically meet from 4:00 to 6:00 pm, four or five times a year. Board Members also attend various Kwantlen functions such as Convocation, Scholarships & Awards Ceremony, and Community Events, as their schedules permit. The Board holds a recognition dinner for retiring Board Members annually and supports the Kwantlen Foundation fund raising events.

Term

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

Compensation

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

List of Current Governors and Senior Executives

	First Appointed	Term Ends	Occupation
Appointed:			
<u>Scott Nicoll</u>	<u>20 April 2006</u>	<u>31 July 2012</u>	<u>Lawyer</u>
Kristan D. Ash	16 September 2009	31 July 2015	Alumni
Yuri Fulmer	16 September 2009	31 July 2013	Executive
Shane E. King	31 December 2008	31 July 2014	Chartered Accountant Alumni
John Gordon Schoberg / Chair	31 July 2008	31 July 2014	Executive
Kenneth Tung	16 September 2009	31 July 2015	Executive
Amrik S. Virk / Vice Chair	31 July 2008	31 July 2013	Police Inspector
Launi Skinner	25 November 2010	31 July 2014	CEO, First West Credit Union
<u>Lisa Skakun</u>	<u>31 July 2012</u>	<u>31 July 2014</u>	<u>Legal Counsel, Coast Capital Savings</u>

Elected:			
Kim Richter	01 January 2009	31 August 2014	Faculty
<u>Kassandra Linklater</u>	<u>01 September 2011</u>	<u>31 August 2012</u>	<u>Student</u>
<u>Robert Mumford</u>	<u>01 September 2011</u>	<u>31 August 2012</u>	<u>Student</u>
<u>Ariana Arguello</u>	<u>01 September 2009</u>	<u>31 August 2012</u>	<u>Staff</u>
<u>Suzanne Pearce</u>	<u>17 March 2010</u>	<u>31 August 2012</u>	<u>Faculty</u>
<u>Geoff Dean</u>	<u>01 September 2012</u>	<u>31 August 2015</u>	<u>Faculty</u>
<u>Iman Ghahremani</u>	<u>01 September 2012</u>	<u>31 August 2013</u>	<u>Student</u>
<u>Sandra Hoffman</u>	<u>01 September 2012</u>	<u>31 August 2015</u>	<u>Staff</u>
<u>Jared Penland</u>	<u>01 September 2012</u>	<u>31 August 2013</u>	<u>Student</u>

Appointed by Position:			
Arvinder Bubber	03 October 2008	03 October 2014	Chancellor
John McKendry	01 July 2011	30 June 2012	Acting President and Vice-Chancellor
<u>Alan Davis</u>	<u>01 September 2012</u>	<u>31 August 2017</u>	<u>President</u>

Senior Executives:

President & Vice-Chancellor	Dr. John McKendry <u>Dr. Alan Davis</u>
Provost & Vice President, Academic <u>(pro tem)</u>	Dr. Anne
Lavaack <u>Gordon Lee</u>	
Vice President, Finance & Administration <u>(pro tem)</u>	Gordon Lee <u>Harry Gray</u>

Process for Submitting Expressions of Interest

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

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

If you have any questions about registering your Expression of Interest, please contact Natalya Brodie, Senior Analyst at Board Resourcing and Development Office at (604) 775-1683.

British Columbia Appointment Guidelines

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

Issue: Board Retreat 2013

**For Information/
Discussion:** The annual Board Retreat is scheduled for February 22-23, 2013. It normally occurs from 1:30 pm Friday until 4:00 pm Saturday, with an overnight stay at the venue.

Suggestions only - Draft Program:

Friday

1. Freedom of Information Session
2. Conflict of Interest
3. Risk Management
4. Board Discussion re Board Evaluation Process & Tool
5. Individual Board Member Evaluation Process & Tool
6. Dinner and Networking

Saturday

1. Strategic Planning

Suggested Venue:

River Rock Casino & Conference Centre, Richmond

Issue: **Code of Conduct / Annual Declaration Form Signing**

For Information: The Code of Conduct section from the Board Governance Manual is attached, plus two copies of the Annual Declaration Form for all Board Members to sign. Please complete both forms and return one to Sandi Klassen at the November 21 Board meeting.

26. CODE OF CONDUCT FOR BOARD MEMBERS

26.1. INTRODUCTION

Kwantlen is committed to the highest standards of ethics and integrity. The purpose of this Code of Conduct (the “Code”) is to establish minimum standards of conduct expected and required of all Board Members, and to support ethical decision-making at Kwantlen. The Code is not exhaustive, and it is acknowledged that no articulation of policies, guidelines and procedures to govern conduct can anticipate all situations. The Code applies to all Board Members of Kwantlen.

The provisions of the Code are in addition to, and not in substitution for, any Board Member’s obligation to Kwantlen imposed upon by common law, equity or statute.¹ Compliance with the Code shall not relieve a Board Member from any such obligation. Consequently, a Board Member uncertain of his or her duties in any particular circumstance should raise this concern with the Board Chair in order to obtain appropriate guidance and advice.

This Code:

- a) reviews Board Members’ duties;
- b) explains conflict of interest and provides examples of conflicts of interest specific to Kwantlen and of a general nature;
- c) provides guidance to all Board Members with respect to matters of compliance, conflict of interest, confidentiality, accounting practices and communications, complaints procedure and responsibility to disclose;
- d) outlines the consequences of a breach of the Code; and
- e) provides a Form of Declaration for Board Members to sign to confirm their agreement to comply with the Code.

26.2. DEFINITIONS

In the Code:

- a) “Appointed Member” means an individual who is appointed to the Board by the Lieutenant Governor in Council;
- b) “associate” means:
 - i) a spouse of the Board Member;
 - ii) a son or daughter of the Board Member;

¹ The President has additional obligations with respect to conflicts of interest per his or her employment contract.

- iii) a relative of the Board Member who is living in the family residence, other than his or her son or daughter, who is living in the family residence;
 - iv) a friend of the Board Member;
 - v) a corporation of which the Board Member beneficially owns, directly or indirectly, more than 20% of the voting rights attached to all outstanding voting securities of the corporation; and
 - vi) a trust or estate in which the Board Member has a substantial beneficial interest or for which the Board Member serves as trustee.
- c) “Board Member” means Appointed Members and Elected Members;
 - d) “Conflict of Interest” has the meaning set out in section 26.4 of the Code;
 - e) “Elected Member” means an individual who is elected to the Board by a constituency group;
 - f) “friend” means an individual with whom the Board Member is connected by frequent or close association;
 - g) “private interest” means a pecuniary or economic interest or advantage and includes any real or tangible benefit that personally benefits the Board Member or his or her associate;
 - h) “relative” means a relative by blood, adoption or marriage; and
 - i) “spouse” means a person to whom the Board Member is married or with whom the Board Member is living in a marriage-like relationship, including a person of the same gender, but does not include a person from whom the Board Member is separated or living apart and with whom the Board Member has entered into an agreement to live apart or who is the subject of an order of a court recognizing the separation.

26.3. DUTIES

Kwantlen’s Board Members’ duties include the following:

Duty of Loyalty – Board Members must act honestly, in good faith and in the best interests of Kwantlen. In placing the interests of Kwantlen ahead of their own personal or business interests, Board Members must:

- a) be honest in their dealings with Kwantlen and with others on behalf of Kwantlen;
- b) avoid situations where they could profit at the expense of Kwantlen, appropriate a business opportunity of Kwantlen or otherwise put themselves in a position of conflict between their own private interests and the best interests of Kwantlen;

- c) avoid speaking against or undermining any decision of the Board, regardless of whether the Board Member agrees with or voted for that decision; and
- d) avoid engaging in activity or speaking publicly on matters where this could be perceived as an official act or representation of Kwantlen unless specifically authorized to do so by the Board Chair.

Duty of Care – Board Members owe a duty of care to Kwantlen and must exercise the degree of skill and diligence reasonably expected from an ordinary person of his or her knowledge and experience.

Duty of Confidentiality – Board Members must not divulge confidential information that they receive as Board Members to anyone other than persons who are authorized to receive the information. The duty to maintain information in confidence continues after a Board Member ceases to be a Board Member.

Duty to Disclose – Board Members have a duty of continuing disclosure. If a Board Member becomes aware of a matter which he or she has a duty to disclose or report under this Code, the Board Member must advise the Board Chair as soon as is reasonably practicable.

Duty of Compliance – Board Members shall comply with all applicable laws and regulations and with Kwantlen’s Bylaws and policies adopted by the Board from time to time, including the Board Manual and this Code. No Board Member shall commit or condone an illegal act or instruct another Board Member to do so. All Board Members are expected to follow the spirit as well as the letter of the law.

Duty of Knowledge – Board Members must familiarize themselves with the relevant legislation applicable to Kwantlen and to Board Members and to satisfy themselves that appropriate safeguards are in place to assure Kwantlen of their compliance with that legislation.

26.4. CONFLICT OF INTEREST

A conflict of interest is a situation in which the private interests of a Board Member conflict, potentially conflict or appear to conflict with his or her duties to Kwantlen, including his or her duty to act in the best interests of Kwantlen.

An **actual conflict of interest** exists where a Board Member exercises an official power or performs an official duty, at the same time knowing that, in exercise of such performance, there is the opportunity to further a private interest.

A **potential conflict of interest** exists where there is some private interest that could influence the performance of a Board Member’s duty or function or the exercise of power, provided that she or he has not yet exercised that duty or function.

An **apparent conflict of interest** exists where a reasonable person might hold the apprehension that a conflict of interest exists on the part of the Board Member.

In this Code, “**Conflict of Interest**” includes actual, potential, and apparent conflicts of interest.

Kwantlen’s primary and strongest defence against Conflicts of Interest is a strategy of avoidance. By creating systems and processes that, as a matter of practice, avoid Conflicts of Interest, Kwantlen can most effectively reduce the associated risks.

Each Board Member has a responsibility first and foremost to the welfare of Kwantlen.² Except for systemic Conflicts of Interest, as discussed below, every Board Member should avoid any situation in which there is a Conflict of Interest.

26.5. CONFLICTS OF INTEREST RELATING TO ELECTED MEMBERS

Elected Members are in a unique situation in relation to Conflict of Interest considerations. By reason of their membership in a particular constituency of Kwantlen, or by reason of their position within Kwantlen, they are more likely than Appointed Members to have a Conflict of Interest. Given that the Board structure is prescribed by the *University Act*, certain Conflicts of Interest in relation to Elected Members are deemed to be acceptable and should not require the Elected Member to be excluded from the discussion or voting. On the other hand, because of the unique position of Elected Members, there will be situations where the Conflict of Interest is significant enough to require that they be excluded from discussion or voting.

Conflict of Interest situations that involve Elected Members will generally fall into one of four categories.

- a) **Constituency Membership.** In situations where the Elected Member has an interest in a matter or issue under consideration that is shared in common with a substantial section of the constituency of which he/she is a member and who elected him or her to the Board, the Elected Member will not be taken to have a Conflict of Interest for the purpose of this Code and is expected to participate in the discussion and voting. Examples include discussions regarding:
 - i) Kwantlen’s budget; and
 - ii) tuition.
- b) **Duty to the Constituency.** In situations where duties of an Elected Member to the constituency that elected him/her conflict with the Elected Member’s duty to Kwantlen, and the Conflict of Interest is of a significant, ongoing nature, the Elected Member must either resign from the Kwantlen Board or from his or her position with the constituency. Under the *University Act*, a Kwantlen employee is not eligible to be a Board Member if he or she is a voting member of the executive body of, or an officer of, an academic or non-academic staff

² *University Act*, s. 19.1.

association of Kwantlen who has the responsibility, or joint responsibility with others, to:

- i) negotiate with the Board, on behalf of the association, the terms and conditions of service of that association; or
- ii) adjudicate disputes regarding members of the association.³

However, a student who is a voting member or an officer of the Kwantlen Student Society board is not prohibited from being an Elected Member.

- c) **Commercially Sensitive.** In situations where the issue under consideration is of a commercially sensitive nature that potentially involves the corporate interests of the constituency, then the Conflict of Interest is deemed to be of a significant nature and Elected Members of that constituency should not participate in such discussions or voting. Examples of this type of Conflict of Interest include:
- i) discussions relating to audit matters;
 - ii) discussions related to collective bargaining; and
 - iii) review of Kwantlen’s internal controls.

One of the ways Kwantlen manages such Conflicts of Interest is by establishing a practice that when the Finance and Audit Committee is overseeing audit matters, meeting attendance is limited to Appointed Members. Typically, the Finance and Audit Committee addresses finance matters in the first part of the meeting and audit matters in the second.

- d) **One-off.** In situations where a Conflict of Interest arises that is not regularly recurring, the Conflict of Interest can be managed under a well-defined protocol that requires the Elected Member to disclose the Conflict of Interest and refrain from participating in the discussion or voting. For example:
- i) decisions directly affecting a specific instructional program in which a student Elected Member is enrolled; faculty or staff Elected Members are employed in the program or service areas; or an Elected Member’s associate is enrolled in or employed in the program or service areas.

26.6. CONFLICTS OF INTEREST RELATING TO BOARD MEMBERS

The following examples have been developed to provide guidance to Board Members in areas where Conflict of Interest or other ethical issues may arise. They do not constitute an exhaustive list. Further, these examples are provided for reference purposes and are

³ *University Act, s. 23(1)(g).*

not in substitution for, any Board Member's obligation to Kwantlen imposed upon by common law, equity or statute (for example, securities legislation).⁴

Corporate Opportunity – No Board Member should receive personal financial benefit through the use or misuse of confidential information in relation to the business of Kwantlen. Examples of situations that could contravene this policy are:

- a) taking advantage, for personal gain, of a business opportunity known because of one's position with Kwantlen;
- b) speculating in any commodity or real estate that is or is likely to be acquired or required by Kwantlen; and
- c) conducting any private business activity from or by using any Kwantlen asset for personal purposes, unless expressly authorized to do so by consent of the Board, in writing.

Investment Activity – Board Members may not, directly or indirectly through associates, acquire or dispose of any interest, including publicly traded shares, in any entity when in possession of confidential information obtained in the performance of their duties with Kwantlen that could affect the value of such interest.

Non-Profit Associations and Professional Associations – From time to time, a Board Member may reach a position of leadership in a non-profit or professional association where he or she may be viewed as a spokesperson for that group. In such situations, the Board Member should take reasonable steps to ensure that when speaking on behalf of such an association he or she is seen as speaking for the organization and not as a spokesperson of Kwantlen.

Use of Kwantlen Property – Kwantlen assets must not be misappropriated for personal use by Board Members. Board Members are entrusted with the care, management and cost-effective use of Kwantlen's property, including the use of Kwantlen's name, and should not make use of these resources for their own personal benefit or purposes. Board Members should ensure that any Kwantlen property assigned to them for business purposes is maintained in good condition, and should be able to account for such property.

26.7. PROTOCOL FOR DEALING WITH CONFLICTS OF INTEREST

Declaration of Conflicts of Interest - Upon declaration of a Conflict of Interest at, or prior to, a Board meeting, the person recording the meeting's proceedings notes the declaration and the Board Member must, as applicable:

- a) refrain from further participation in any activities involved with the matter;

⁴ The President has additional obligations with respect to conflicts of interest per his or her employment contract.

- b) absent him or herself from the proceedings during discussion or voting on that particular matter, contract or arrangement, if the meeting is *in camera*;
- c) refrain from discussing or voting on that particular matter, contract or arrangement, if the meeting is open to the public.

Knowledge of Conflict of Interest - A Board Member has an obligation to declare a Conflict of Interest at the earliest possible time and, in any event, prior to discussion or decision of an issue.

Possible Conflict of Interest - Where a Board Member other than the Board Chair is unsure of whether he or she is in Conflict of Interest, that Board Member should raise the possible Conflict of Interest with the Board Chair, and the Board Chair determines whether or not a Conflict of Interest exists. If the Board Chair is unsure of whether he or she is in Conflict of Interest, the Board Chair should raise the possible Conflict of Interest with the Vice Chair, and the Vice Chair determines whether or not a Conflict of Interest exists.

A Board Member who perceives another Board Member other than the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Board Chair at the first opportunity. The Board Chair determines whether or not a Conflict of Interest exists. A Board Member who perceives the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Vice Chair at the first opportunity. The Vice Chair determines whether or not a Conflict of Interest exists.

Where the Board Chair (or the Vice Chair, as applicable) has determined that a possible Conflict of Interest does not exist, the Board Chair (or the Vice Chair, as applicable) will report to the Board his or her findings at the meeting where the topic will be discussed.

Where a Board Member has been declared by the Board Chair (or the Vice Chair, as applicable) to be in a Conflict of Interest, and that Board Member does not agree with the Board Chair (or the Vice Chair, as applicable) that a Conflict of Interest needs to be declared; or, where the Board Chair (or the Vice Chair, as applicable) has reported to the Board his or her decision that a possible Conflict of Interest did not exist, and any Board Member disagrees with this decision, the Board Chair (or the Vice Chair, as applicable) will:

- a) call an *in camera* meeting prior to the meeting at which the topic for which the possible Conflict of Interest may exist is scheduled to be discussed;
- b) put the question to the full Board for a decision at the *in camera* meeting.

The Board shall determine by majority vote whether or not a Conflict of Interest exists. If a Board Member is declared by majority vote to be in a Conflict of Interest, he/shall abide by the steps outlined above regarding declarations of Conflict of Interest.

Conflict of Interest discovered after consideration of a matter - Where a Conflict of Interest is discovered after consideration of a matter, the Conflict of Interest must be

declared to the Board and appropriately recorded at the first opportunity. If the Board determines that the Board Member's involvement has, or could be perceived to have, influenced the decision,⁵ the Board must re-examine the matter.

26.8. CONFIDENTIALITY OF BOARD INFORMATION

Board confidentiality is essential to ensure that full and frank discussion of issues deemed as confidential may take place in an atmosphere free from the risk of inappropriate disclosure. All information shared by Board Members and those presenting information to the Board shall be treated with utmost confidentiality, except when it is clearly understood that the information is in the public domain.

Kwantlen Board Members may only disclose confidential information to external third parties when disclosure is authorized or required by law or an enactment in a court proceeding. Any other external disclosure of confidential information is subject to prior approval of the Board Chair and President.

26.9. ACCOUNTING PRACTICES AND COMMUNICATIONS

Kwantlen's policy is that strict compliance with prescribed accounting procedures and controls will be practiced at Kwantlen at all times. All assets, liabilities, income and expenses shall be correctly identified and recorded in the appropriate books of account. No Board Member shall make any false or misleading statement to internal or external auditors or conceal or omit information necessary to make statements to such auditors meaningful. No Board Member will withhold any books or records relevant to any subject under review from the internal or external auditors.

26.10. COMPLAINTS PROCEDURE

The Board of Governors is committed to maintaining an atmosphere in which the Board can receive and address all complaints regarding violations or perceived violations of the Code.

All complaints received from Board Members in respect of the Code shall be referred to the Chair of the Governance Committee, other than complaints with respect to the Board Chair. All complaints received from Board Members in respect of the Code that relate to the Board Chair shall be referred to the Vice Chair. Complaints cannot be made anonymously. The Chair of the Governance Committee (or the Vice Chair, as applicable) shall conduct such investigation as he or she considers appropriate and ensure any documentation obtained as part of the investigation is retained in a secure location. The privacy of an individual who makes a complaint in respect of this Code will be respected as much as is possible in the circumstances. The Board is responsible for

⁵ An example of a situation where the Board Member has or could be perceived to have influenced a decision is where the member expressed his/her views to the other Members on the matter in question.

ensuring that any Board Member who, in good faith, has made a disclosure of a breach or potential breach of this Code does not suffer any adverse consequences as a result.

All disclosures will be kept confidential unless the matter disclosed constitutes an actual or potential threat of serious harm to Kwantlen, its students or employees or to the general public.

The Board prohibits discrimination, harassment or retaliation against anyone who provides information or otherwise assists in an investigation or proceeding regarding an alleged breach of the Code. A Board Member who legitimately, and in good faith, makes a complaint regarding a breach or perceived breach of the Code shall not, as a result of those activities, be discriminated, harassed or retaliated against in the terms or conditions of Board membership. However, since such allegation of impropriety may result in serious personal repercussions for the subject of the complaint, the Board Member making the allegation of impropriety should have reasonable and probable grounds before making a complaint and should undertake such reporting in good faith, in the best interests of Kwantlen, and not for personal gain or motivation.

Any Board Member who retaliates against the Board Member who has made a complaint regarding the Code is subject to discipline up to and including recommendation of termination of that person's Board Membership.

In the event that an investigation reveals that a complaint was made frivolously or undertaken for improper motives or in bad faith or without a reasonable basis, as determined by the Board, appropriate disciplinary action may be taken in accordance with section 26.11 of the Code.

26.11. PUNITIVE ACTION FOR BREACHES

Should a Board Member contravene any provision in this Code, the Board has the power (on a vote of at least a two-thirds majority of the Board) to impose punitive action, including one or more of the following:

- a) issue a letter of reprimand; or
- b) pass a resolution providing the Lieutenant Governor in Council with the authority to remove a Board Member from the Board for cause.⁶

⁶ *University Act*, s. 22(1.1).

26.12. PROCESSING AN APPEAL TO A PUNITIVE ACTION FOR BREACH OF THE CODE

If a Board Member rejects the decision of the Board, he or she may appeal to the Board in writing. The appeal must be requested within five business days of the imposition of the penalty. The penalty will remain imposed until such time as the Board hears the appeal. The Board will make every effort to hear the appeal within one month of its imposition.

On hearing the appeal, the Board may allow whatever evidence it considers appropriate, without regard to the rules of evidence.

After hearing the appeal, the Board may allow the appeal, or confirm its original decision.

26.13. EXEMPTION FROM CODE OF CONDUCT REQUIREMENTS

In extraordinary circumstances, where it is not contrary to the law and where it is clearly in the best interests of Kwantlen to do so, and upon a Board resolution, a Board Member may be exempted in writing from a requirement of this Code following full and detailed disclosure by the Board Member of all material and relevant circumstances respecting the matter. Conditions may be attached to an exemption, and the Board will publicly disclose any exemptions from Code requirements.

If a Board Member is exempted from a requirement of this Code for the continuation of circumstances that would otherwise be considered a Conflict of Interest, the Board Member must refrain from participating in any way in any decision-making respecting the subject matter of the Conflict of Interest except to the extent specifically authorized in the decision granting the exemption.

26.14. ANNUAL DECLARATION

Board Members are required to annually complete the Form of Declaration set out below to acknowledge that they have read and understand the Code.

FORM OF ANNUAL DECLARATION FOR BOARD MEMBERS

Name: _____

This Statement discloses information as of _____.
[date]

I have read and understood the Code of Conduct for Board Members outlined in Kwantlen Polytechnic University’s Board Manual (the “Code”) and I agree to comply with all of its terms.

A Conflict of Interest (as defined in the Code) with my duty as a Board Member of Kwantlen Polytechnic University may arise because:

I, _____(print name), declare that:

1. Other than disclosed above, I do not have any relationships or interests that could compromise, or appear to compromise, my ability to exercise judgment with a view to the best interests of Kwantlen Polytechnic University.
2. I have read and considered the Code and agree to conduct myself in accordance with its terms.
3. I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.

Signature

Print Name

Date

FORM OF ANNUAL DECLARATION FOR BOARD MEMBERS

Name: _____

This Statement discloses information as of _____.
[date]

I have read and understood the Code of Conduct for Board Members outlined in Kwantlen Polytechnic University’s Board Manual (the “Code”) and I agree to comply with all of its terms.

A Conflict of Interest (as defined in the Code) with my duty as a Board Member of Kwantlen Polytechnic University may arise because:

I, _____(print name), declare that:

4. Other than disclosed above, I do not have any relationships or interests that could compromise, or appear to compromise, my ability to exercise judgment with a view to the best interests of Kwantlen Polytechnic University.
5. I have read and considered the Code and agree to conduct myself in accordance with its terms.
6. I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.

Signature

Print Name

Date

BOARD ITEM / Finance and Audit Committee

Issue: Second Quarter Financial Report

For Information: The Finance and Audit Committee reviewed the second quarter financial report at its November 1, 2012 meeting, requesting a narrative to accompany the report, which follows. The Second Quarter Financial Report is attached.

**Kwantlen Polytechnic University
Quarterly Projections for Operating Funds
For Quarter Ending September 30, 2012**

Notes for September quarterly projections:

Revenue:

- Ministry Grant does not include any funding for Allowable Capital Allowance previously was part of the Ministry monthly transfer. Ministry changed process mid fiscal year and is now considering this allocation to be routine capital and institutions draw the funds down as required.
- Domestic tuition on target to budget, budgeted a 2% increase in enrollment, slight decrease shown due to change in domestic ESL tuition, previously students were charged tuition directly, institutions now invoices the Ministry for these programs.
- International enrollments are up by 100 fte's.

Expenses:

- Salaries and benefits have increases due to progression through salary steps and benefits costs have increased overall.
- Non salary expenses have for the most part decreased as we have encouraged all Faculties and units to tighten controls over non-salary spending.
- Transfers to Kwantlen and other funds have been processed earlier than in prior years, note – transfer amount will be adjusted next quarter to reflect that change by the Ministry.

Annual Budget column has been updated to include the changes that were approved by the Board for the midyear budget allocations.

At this time, the expectation with domestic enrollment being flat and other inflationary factors, the surplus will be less than in the previous year.

Kwantlen Polytechnic University
Quarterly Projection of Operating Funds *
For Quarter Ending September 30, 2012

(in thousands)	Annual Budget FY12/13	Quarter ending September 30, 2012	Actual % of Budget FY12/13	Projection to March 31, 2013	Annual Budget FY11/12	Quarter ending September 30, 2011	Actual % of Budget FY11/12
Revenue:							
Grants	71,215	35,302		71,200	71,215	35,666	
Domestic tuition	36,809	14,295		36,800	34,921	14,728	
International tuition	11,181	4,632		11,200	8,968	3,276	
Access and other fees	4,243	2,028		4,200	3,760	2,133	
Interest, shop earnings and other income	3,640	2,030		3,600	3,590	2,069	
	<u>127,088</u>	<u>58,287</u>	46%	<u>127,000</u>	<u>122,454</u>	<u>57,872</u>	47%
Expenses:							
Salaries	86,151	41,001		86,200	85,526	38,875	
Benefits	19,072	9,070		19,100	17,818	8,738	
Salaries and benefits	<u>105,223</u>	<u>50,071</u>	48%	<u>105,300</u>	<u>103,344</u>	<u>47,613</u>	46%
Travel and professional development	2,276	1,463		2,300	2,185	1,276	
Supplies	3,946	1,436		3,900	3,984	1,711	
Fees and services	4,767	2,364		4,800	4,482	2,508	
Facilities	5,589	2,326		5,600	5,136	2,302	
Leases, property taxes and insurance	322	213		300	360	131	
Contributions to Kwantlen Polytechnic Univer	1,000	1,000		1,000	600	993	
Transfers to other funds	4,600	4,600		5,100	3,700	3,700	
Non-salary expenses	<u>22,500</u>	<u>13,402</u>	60%	<u>23,000</u>	<u>20,447</u>	<u>12,621</u>	62%
	<u>127,723</u>	<u>63,473</u>	50%	<u>128,300</u>	<u>123,791</u>	<u>60,234</u>	49%
Excess of revenue over expenses	<u>(635)</u>	<u>(5,186)</u>		<u>(1,300)</u>	<u>(1,337)</u>	<u>(2,362)</u>	

* includes Revenue Generating activities

BOARD ITEM / Finance and Audit Committee

Issue: Draft Board Budget 2013-14

For Information: The Finance & Audit Committee reviewed the proposed Board budget 2013-14 and recommended it to the Board for approval.

The draft Board Budget 2013-14 is attached for information.

The Finance Dept. has requested that all budgets be decreased by 1% this year. Therefore, the proposed Board budget reflects this request.

Budget Guidelines

The Ministry has provided notice that there will be no incremental increase to the operating allocation for the next fiscal year, along with the continuing mandate of administrative savings. Therefore, the focus for FY 2013/14 will need to be on creating efficiencies and economies of scale that can be achieved within your areas. Faculties and units are encouraged to review all aspects of their operations, with the expectation that service levels will remain the same as in prior years.

For the purpose of this exercise, the following guidelines are in place:

- 1) Base operating funds (i.e. ongoing) – a 1% decrease to base operating funds for 2013/14, based on the funding level received in 2012/13, with the exception of the Faculty of Academic and Career Advancement. The 1% operating funds will be pooled and redistributed based on the submissions received. In addition, please note:
 - a) contractual increases for wages and services will be allocated to each faculty and service area; and
 - b) any incremental operating expenses will need to be funded through new revenue, existing revenue streams or re-allocation of existing operating budget.

For Approval: THAT the Board of Governors approve the Board Budget 2013-14.

Board of Governors Budget

2013-2014

<u>Activity</u>	<u>Draft Budget 2013-2014</u>	<u>Expense s to 31 August 2012</u>	<u>Notes</u>
7895 Honoraria	2,000	1,127	6 cr./sem X 18 X 2 Awarded in November
<i>Board Development</i>			
7443 Conferences AGB CUBA (Board Chair & University Secretary)	61,000	11,805	AGB expenses to come in March 2013 CUBA expenses to come in March 2013
7102 Board Retreat	14,000	2,171	February retreat expenses to come
7133 Reference/Class Sets		289	
<i>Meeting expenses</i>			
7444 Regular	3,000		
7444 Committee	4,374		
<i>Board Functions</i>			
7444 Christmas Social	4,000		
7444 Community Activities	7,676		
7444 Board Retirement Dinner	2,000		
7441 Mileage (local)	4,000	307	
7859 Insurance	500	290	
7120 Supplies (business cards, gifts, supplies, etc)	5,000	1,684	
7190 Miscellaneous	1,000	600	framing citations
7869 Memberships (AGB, CUBA)	3,000	2,958	AGB & CUBA
7870 Professional Fees		14,028	Watson Inc. re Board manual
7872 Legal Fees		4,616	Appeals Tribunal
7892 Recruiting Expenses		8,254	President's Search
7897 Internal Audit	100,000		
7890 Financial & FTE Audit / Legal Fees	80,500	41,035	Audit fees to come
7920 Fixed Assets (non-tagged)		4,065	ipads

Total Board Budget

292,050

97,040

NOTE: To comply with the requirement to reduce budgets by 1% for fiscal 2013/14, the Community Activities line has been reduced by \$2950 (1% of \$295,000)

BOARD ITEM / Finance and Audit Committee

Issue: Revisions to Bylaw No. 4, Fees

For Information: Rationale:

This request for approval is being brought to the Board of Governors in November as opposed to the traditional March timeframe. Approval of the Bylaw in November would enable Kwantlen to provide and publish the updated fees for new domestic and international students in advance of next year's marketing campaign and recruitment season.

Kwantlen's recruitment season begins in September, and the admissions application period opens the first week of November. It is important to communicate to prospective students what our tuition and fee assessments are as early as possible, so that when a student applies for admission to Kwantlen they can both plan accordingly financially and know if they can afford to attend Kwantlen.

The Finance & Audit Committee reviewed and recommended approval of revisions to Bylaw No. 4, *Fees*, at its November 1, 2012 meeting. Subsequently, a written notice of the proposed Bylaw revision was sent to all Board Members as required in Bylaw No. 8, *Amendment of Bylaws*.

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

**BYLAW No. 4
FEES**

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

a. Credit Based Programs:

Category	\$ / credit	
1	\$ 126.00 128.50	<ul style="list-style-type: none"> • Existing courses¹ as at September 1, 20112
2	\$ 152.25 155.25	<ul style="list-style-type: none"> • Courses in the Special Education Teacher Assistant program • New courses developed for degrees/programs in faculties such as Business <u>and</u>, <u>Arts</u> <u>Humanities</u> <u>and</u> <u>Social Sciences</u>
3	\$ 170.00 173.40	<ul style="list-style-type: none"> • New courses developed for degrees/programs that incorporates smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture, and Community and Health Studies
4	\$ 194.60 198.45	<ul style="list-style-type: none"> • Courses in the Health Unit Coordinator program • New online courses developed for degrees/programs and other specialized programs

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

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

Category	\$ / week	Applies to the following:
1	\$ 109.75 111.95	<ul style="list-style-type: none"> • Existing courses as at September 1, 20114
2	\$ 225.00 229.50	<ul style="list-style-type: none"> • New courses developed for degrees/programs in the trades and technology field of study, e.g. Arborist program

c. Adult Basic Education Programs No charge

3. Other fees and charges for domestic students effective 01 August 2012~~2~~**3** are as follows:
 - a. Student fees for libraries, technologies and student life 7% of tuition

- | | |
|-----------------------|---|
| b. Application Fee | \$ 40 first time application |
| c. Re-application Fee | \$ 20 subsequent application |
| d. Re-instatement Fee | \$ 40 |
| e. Transcript Fee | \$ 5 per transcript (electronic version)
\$ 7 per transcript (paper version) |
| f. Grade Appeal Fee | \$ 25 |

g. Admissions Deposit Admissions Acceptance Deposit: a minimum of \$250 to a maximum of 25% of the program fee. Domestic applicants are required to remit a non-refundable admission program acceptance deposit to signify acceptance of an offer of admission to a limited enrolment program. . If the student registers and enrolls in the program, then this fee will be applied towards the full tuition fees assessment.

~~Student is required to remit a non-refundable Admissions deposit (from a minimum of \$250 to a maximum of 25% of the program fee) at the time the applicant is offered a seat or prior to student beginning the registration process. If the student completes the registration process, this fee will be applied towards the full tuition fees.~~

h. Graduation Fee	No charge
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4. Other Programs

The appropriate Vice President will determine fees and charges for the following:

- Cooperative Education Work Term
- Prior Learning Assessment
- Upgrading, Training, and Professional Studies

5. Service Charges

All discretionary fees will be determined by the appropriate Vice President (e.g. duplicate tuition receipt charge, NSF cheque /-stop payment charge, calendar charge, rush documents, graduation late fee, document evaluation fee, external invigilation charge, supplementation exam fee, library card replacement fee, etc.)

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

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

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

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

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

b. Application Fee \$ 120 first time application

c. Re-application Fee \$ 120 subsequent application

d. Re-instatement Fee \$ 40

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

f. Grade Appeal Fee \$ 25

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

h. Graduation Fee No charge

BOARD ITEM / Student Affairs Report

Issue: Student Affairs Report

**For
Information:**

**DIVISION OF STUDENT AFFAIRS
BOARD OF GOVERNORS REPORT
NOVEMBER, 2012**

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

DIVISIONAL REALIGNMENT

After review of the existing personnel and functions within the former Student Life and Enrolment Management divisions, the following changes have been initiated:

- ❖ Student and Financial Awards and the Enrolment Services (front counter) operations have been consolidated into the University Registrar's portfolio
- ❖ Disabilities Services has been incorporated into the Counselling Services office. A search is underway for a Director of Counselling Services.
- ❖ The Cooperative Education/Career Services office will move from its current location on the second floor of Surrey Main into the former Student Life and Community suite on the first floor of Surrey Main to enhance visibility and access to students.
- ❖ The Office of International Students and scholars will move from its current location on the second floor of Cedar on the Surrey campus to the first floor of that building to increase visibility to students and to better serve the space needs of this unit.
- ❖ The Registration and Scheduling staff will move from its temporary space in Langley to the renovated space in the student services wing to better utilize space in that area and to increase classroom capacity on this campus.

ATHLETICS

The Athletics program has concluded its fall season with some notable achievements.

- ❖ Men's Soccer placed 4th in the PACWEST league standings and its Head Coach, Ajit Braich, was named PACWEST Men's Soccer Coach of the Year. Three players were named PACWEST All-Stars
- ❖ Women's Soccer had two players named PACWEST All-Stars
- ❖ Badminton team placed 2nd in the first PACWEST tournament behind #1 nationally ranked, Douglas College

CENTRE FOR CO-OPERATIVE EDUCATION AND CAREER SERVICES

❖ Career Services Volunteer Fair

This well-attended Volunteer Fair on the Surrey campus provided students with opportunities to connect with 24 local non-profit organizations, including Langley Association for Community Living, Canadian Cancer Society and Habitat for Humanity.

❖ Co-operative Education Job Postings

Co-op continued to build relationships with industry to expand work-integrated learning opportunities for students. In Summer 2012, 275 jobs were posted with organizations such as Service Canada, Canadian Border Services Agency, PCL Construction, BC Hydro, Electronic Arts, FortisBC and Ritchie Bros. Auctioneers. In Summer 2012, Co-op placements were at an all-time high of 108, while Fall 2012 placements (61) exceeded those of Fall 2011 (45).

OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS

❖ New scholarship students from Mexico, Chile, Brazil and Saudi Arabia

The OISS office welcomed a range of scholarship recipients to campus. For the first time Kwantlen welcomed 12 Science without Borders students from Brazil in September. This is a significant initiative of the Brazilian government to provide funding for Brazil's university students to spend one year abroad. The scholarship will continue for another 4 years and Kwantlen has already seen a sharp increase in the number of applicants under this program from Brazil.

We also welcomed our first nine Intensive ESL scholarship students from the Kingdom of Saudi Arabia, bringing the number of scholarship students to 41 from this program as well. We were also delighted that we were able to receive 4 students through the Emerging Leaders of the Americas program (ELAP) from Chile and Mexico as well.

OFFICE OF NEW STUDENT PROGRAMS

❖ Spring Applications

Demand for Kwantlen programs continues to grow. Applications for Spring, 2013 have increased by 13% over last year at this time. Domestic applications are up by 9.3%, while international applications have increased by 26.2% when compared to last year.

❖ XCEL Program

The XCEL program was initiated this fall as part of a high school/university partnership between Langley high school students and Kwantlen. This fall, twenty-two students from Langley Senior Secondary School and Brookwood Secondary are enrolled in one university class.

OFFICE OF THE REGISTRAR

❖ Flexible Registration

The current student information system is limited in its ability to handle variable start/stop times and billing rates, common to many courses and programs that serve a continuing and professional education population. The Registrar's office has initiated the implementation of this module to better serve our current CE offerings and to support additional growth in this area in the future.

❖ **First Intake for New Programs**

Admissions completed the first intakes of the following newly-approved programs: BSN post-baccalaureate program, Bachelor's degree programs in Music, Product Design, Horticulture Science, and Sustainable Agriculture.

❖ **Admissions Guide: Translations**

The online Admissions Guide is now available in multiple languages to assist prospective international students. Translations are instantly available in 65 languages.

❖ **Kwantlen Course Search**

This online search tool will allow students and faculty access to course and seat availability information in real time for both on and off campus classes. It also has links to courses descriptions, schedules, open sections of courses, and assigned instructors.

OFFICE OF STUDENT ENGAGEMENT

❖ **Campus Life Week**

Only in its second year, Campus Life Week 2012 (September 10-14) saw participation numbers grow by approximately 300% with 1,137 event participants compared to 334 participants during the inaugural year. Campus Life Week promotes student involvement through a collection of events at each campus and this year's activity included new events such as Clubs Day, the Cloverdale Tug of War, and the First Bump World Record challenge.

❖ **100 Volunteers**

A service-learning project for new and current students, students volunteered in support of initiatives at local charities including The Sharing Farm (Richmond), The Surrey Food Bank, Partners in Parks (Surrey) and the Langley Environmental Protection Society (Langley). A challenge was issued and met to sign-up 100 student volunteers to donate 3-5 hours of participation in student-led groups of 10-20 over a two-day period.

STUDENT AND FINANCIAL AWARD SERVICES

❖ **BC HETA**

Assessment and Testing Services (ATS) participated as founding members of the first Canadian chapter of the National College Testing Association, now known as BC Higher Education Testing Association.

❖ **Financial Literacy Workshops**

Student Awards and Financial Aid (SAFA) developed a series of financial literacy workshops for students, in partnership with RBC and the Credit Counselling Society.

❖ **Work Study Program**

SAFA collaborated with Career Services and Human Resources to finalize details of a new *Work Study* program.

Respectfully submitted,

**Ron Maggiore
Vice Provost - Students**



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

Regular
November 21, 2012
9
Alan Davis

BOARD ITEM / President's Report

Issue: **President's Report**

For Information: Please see the attached document.

President's Report to the Board - November 21, 2012

Alan Davis, President and Vice Chancellor

Since the last Board meeting, I have had a great deal of engagement both with the community and internally, and I appreciate all the time and effort that has been expended on getting me up to speed. I feel well along in reaching my goals of understanding our institution and our region, and having people at KPU and in the communities we serve get to know me.

The key event of course was the Installation on October 2nd, which was a huge success, with many attendees from across KPU and from around the region, and indeed the world. Right after that were the Fall convocations, which, as always, were inspiring and joyful.

I have attended community dinners and events in Tsawwassen, Richmond (including a wonderful introduction to the Chinese Canadian community thanks to Ken Tung and Julia Liu), Langley, Cloverdale, and downtown Vancouver (hosted by RBC). I have spoken at the Surrey Board of Trade and attended their awards gala, and enjoyed two wonderful galas hosted by the Progressive Intercultural Community Services and the South Fraser Community Services.

I have met with all the region's mayors except the Mayor of Delta, with whom I have an appointment soon. I have also met with nearly all the region's MLAs.

Provincially, I have now attended meetings of all the key groups: BCAIU, the Trades Training Consortium, The Deputy Minister's Leadership Council, and PSEA. I also attended, with others from KPU, the New Western Universities meeting in Calgary.

I was invited to join a panel hosted by AEIT (Advanced Education, Innovation & Technology) and BC Campus on Open Educational Resources, and attended the CSSHE(Canadian Society for the Study of Higher Education)/COHERE (Canadian Collaboration for Online Higher Education and Research) meeting on Blended Learning in Calgary. Most recently, I attended (with Dean of Arts Diane Purvey and Associate Dean Diane Naugler) the Council for Adult and Experiential Learning meeting in Washington, DC.

Closer to home, I was pleased to welcome the participants to the Network to End Violence in Relationships meeting which KPU hosted, and it exemplified the very strong connections we have with our communities. Similarly, the first of the documentary series hosted by the Mis-Representation Action Group was powerful and made an important contribution to understanding breast cancer issues.

I participated in meetings with local School Superintendents and joined our Aboriginal Advisory Committee. I also welcome school counselors from Langley, Maple Ridge and Surrey for breakfast meetings at KPU to learn about our admission changes and new programs.

In all these meetings, I am asked about my vision for KPU, which of course is tricky to respond to since we are in the throes of Strategic Planning. This process got off to a very fast start and over 400 employees attended "town hall"

meetings on the 4 campuses, generating a lot of ideas and feed-back on the vision and goals we should set for the next 5 years. The Strategic Planning Task Force (SPTF) has been distilling and analyzing this feed-back, and the draft vision and goals at this point are attached.

Increasingly, as I interact with all sectors of KPU, this will define our discussions and provide a strong foundation for more detailed planning. Since the last meeting, in addition to the regular governance meetings and strategic planning groups, I have engaged with the KSA, BCGEU, and toured the Science and Horticulture and Student Affairs areas, and attended a class of ELST 0381.

I met with the KPU Foundation Board and made a presentation on some trends in higher education that we need to be aware of, and the grand Scholarship and Awards Night held in Langley was extraordinary, and highlighted the very best of KPU and its support from the Foundation and the community.

At the request of some students who have been involved in previous diversity and equity initiatives at KPU, and following up on recommendations made by previous committees, I am establishing the President's Diversity and Equity Committee that will oversee and coordinate related initiatives across the university. Such committees are common elsewhere, and the timing is good for KPU to solidify and support its approaches.

I have a blog <http://blogs.kwantlen.ca/president/> which I try to contribute to each week or so, and you can follow me on Twitter: @presadavis.

Please find attached our first attempt at a KPU report to the Board, which we hope to develop as a regular report to ourselves and to the community.

The KPU Strategic Planning Task Force: an update on Vision 2018

November 15th, 2012

KPU's Mission (re-stated)

Within an environment that supports personal and professional growth, we offer all learners opportunities to achieve success in a comprehensive range of programs that blend academic and applied education with the 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

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

Strategic Goals

Learning Environments

By 2018,

- All KPU graduates are well-prepared for successful citizenship

i.e. all programs that we offer have clear and relevant intended outcomes (knowledge, skills, application, and personal and social responsibility), and our graduates can demonstrate that these outcomes have been achieved.

- KPU is internationally recognized for its teaching and its scholarship

i.e. we harvest and harness teaching excellence and scholarship across the University, document and share it, support innovation and growth, and disseminate our achievements through events, publications and awards etc.

- Every program uses experiential learning to integrate the classroom to the community

i.e. every program of studies includes some form of experiential learning that connects theory to its application through co-op, clinical, field and project studies and internships, work placements and applied research, and in so doing we bring the learning of the community into our classroom to ensure program relevance.

- Key indicators of learner and employee engagement have improved substantially

i.e. we recognize that more engagement in an inclusive, safe and vibrant campus promotes excellence among learners and employees.

Community

By 2018,

- The impact of KPU's community engagement has doubled

i.e. we track and support our community engagement (social, cultural and economic) and then tell our story to those who support us with their time, taxes and tuition.

- KPU is the largest provider of continuing and professional education in its region

i.e. we seek and respond to the changing needs of the many busy people in our region who need or want to learn more.

Operations

By 2018,

- KPU's operations support purposeful and sustainable learner FTE growth of at least 5% annually.

i.e. our operations are flexible, adaptable, and transparent, guided by cross-institutional communication, integrated planning, and shared decision-making,

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

i.e. we all understand and can articulate our unique role in higher education, and we take pride in our important endeavors: we have high institutional self-esteem, as reflected in our publications, marketing and communications etc.

Provost & Vice President Academic

Major Initiatives

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

- Developing a new admissions framework for KPU. At this time, students are admitted to one of KPU's over 140 programs. Under the new admissions framework, students will be admitted to one of 7 Faculties.
- Expanding KPU's continuing and professional studies offerings. Kwantlen eliminated its Continuing Education Department in 2003. At this time, a small amount of continuing and professional studies courses are offered through a few Faculties. Given that KPU now exceeds its provincial enrolment target and that it is located in the fastest growing regions in BC, the expansion of continuing and professional studies is crucial to the polytechnic university mandate. The new Continuing and Professional Studies Department will be led by an Executive Director, who will with the support of a small staff, partner with the Faculties to develop and deliver a broad range of continuing and professional studies courses and programs.
- Building support for teaching and learning. As a teaching university, KPU should be a leader in supporting teaching and learning and the scholarship of teaching and learning. To date, KPU has not invested sufficient resources in this area to become a leader. Consultations with faculty are now underway to kick start planning for a new Office of Teaching and Learning. As well, a search for a Vice Provost to lead this area is underway.
- First Year Experience. KPU has recently completed a year-long Foundations of Excellence (FOE) project. Over 100 faculty, staff and students, across 9 different committees, discussed ideas for improving the first year experience of KPU students. A final report on FOE is pending and an implementation plan will be rolled out in the new year.
- Creating an academic plan. KPU has never had an academic plan that encompassed more than some enrolment targets. Once strategic plan goals are established the Provost's office, working with deans and faculty members will begin the process of developing an academic plan for KPU. This academic plan will include goals for graduate outcomes, goals for teaching and learning and the scholarship of teaching and learning, goals for research and scholarship, as well as enrolment targets.

Personnel Changes

In mid-August, the Provost stepped down and Gordon Lee was appointed Provost and Vice President Academic pro tem. In October, the assistant to the Provost went on maternity leave for a year. The search for her replacement is currently underway. As well, in early November the Provost's office manager announced her retirement.

The Dean of Business resigned at the end of August. Wayne Tebb has replaced him as interim dean. Art Coren has been appointed to the position of President at University Canada West. He started at Kwantlen 16 years ago as an instructor in the School of Business. He has been an Associate Dean and Dean of the School over the past 10 years and as well has taken on additional responsibilities over that time as Executive Director International Education and interim dean of the Faculty of Academic and Career Advancement. Over the past 16 years, in a constantly changing environment and during a time of substantial growth within Kwantlen, he has worked tirelessly with the members of the Faculty in building a recognized reputation for the School. The achievements speak to the quality of the School, the students who select its Programs, and, of course, the graduates. This is readily recognized in the business community. During his tenure, the

school achieved international accreditation, it launched several successful degree Programs, and grew to its present size as the largest undergraduate business school in British Columbia.

In September, Ron Maggiore was appointed Vice Provost Students and took over responsibility for supporting both Student Life and Community and Strategic Enrolment Management divisions. All departments from the former student life and community except the Learning Centres and Student Judicial Affairs now report to Ron. Learning Centres moved to the Library and Student Judicial Affairs now reports to the General Counsel.

At the same time, Jane Fee's title was changed to Deputy Provost Academic from Associate Vice President Academic to reflect the broad scope of her responsibilities and accountabilities across the academic division.

The Dean of the Faculty of Academic & Career Advancement has resigned to take on a VP Position at Red River College. Christine will be departing KPU at the end of the December. At KPU, we shall miss Christine's direct, personal and down-to-earth style, her cheerful personality and her ability to build community wherever she goes. Over her two-year tenure at KPU, Christine has made major contributions to her Faculty, to developmental education and to the Deans' Council. On behalf of KPU, I thank her for her leadership, dedication and hard work.

Searches

Stuart McIlmoyle has accepted the position of Associate Vice President International Education. Stuart has a very successful track record recruiting students for a number of post-secondary institutions and school districts including Thompson Rivers University and the Abbotsford and Kamloops School Districts. He has extensive experience recruiting international students from South America, from the Middle East and from Asia. He is fluent in Mandarin and Cantonese and has a good working knowledge of Spanish and Portuguese. Stuart will join KPU in January 2013. His office will be located at KPU Richmond.

The search for a Vice Provost Teaching and Learning is about to begin. Senate has approved the search advisory committee and the search consultant has begun the process of identifying candidates. Search Advisory Committee meetings are scheduled for January and February 2013.

Searches that will be underway in the next few months: Dean - Business, Dean - Academic & Career Advancement, Executive Director Continuing Education, Director – Counselling.

Faculty of Academic and Career Advancement

Dean's Office

Developmental Education Plan

Kwantlen's Developmental Education Plan to meet the institution's developmental education targets in four years was submitted to the Ministry of Advanced Education in June 2012 and a response from the Ministry is expected in its response to our Accountability Plan and Report. In addition to the Board, the plan has now been presented to the Senate, the President and the Council of Deans along with Faculty Council of Faculty of Academic and Career Advancement (as well as all affected ACA Departments).

Enrolment Trends

Over the past few years, we have seen a decline in FTE in the Developmental Education program areas. For the 2012/13 fiscal year, overall enrolments are stable in comparison to last year.

In the English Language Studies program (ELST) the decline in domestic FTE continued over the summer 2012 semester, with a decrease of 10 FTE over the previous summer. However, for fall 2012, we saw a growth of 22 FTE over the previous fall semester. The international enrolments remain stable over the previous year.

The Educational Studies program has had modest growth of 5 FTE over the previous year.

The Academic and Career Preparation Department had a decline in enrolments with a decrease of approximately 30 FTE. At this point, we are not able to determine if this is a result of the changes made in September 2012 regarding how continuous intake students are registered into courses. The student credit hours are now being calculated on a monthly basis, rather than on a lump sum basis allocated by fiscal year. We will continue to monitor the FTE, and it is anticipated the FTE will catch up as we progress in the fiscal year.

Programs – New, Revised, Reviewed

New Accelerated English Language Studies Courses

English Language Studies (ELST) introduced accelerated modes for all levels of its courses starting in September 2012 to respond to the partnership with the Saudi Cultural Bureau. The accelerated courses allow successful students to progress through two levels of ELST in one semester rather than taking a full 15 weeks to progress through one level. These courses have proven popular with both international and domestic students. Session #1 of the new seven-week accelerated English Language Studies courses finished October 19 and Session 2 began on October 29.

Department of Academic and Career Preparation (ACP) Program Review

ACP's Program Review of our Adult Basic Education program is now entering the Action Plan phase, and timelines and completion dates for various actions are being determined by a department committee.

Access Programs for People with Disabilities (APPD): Human Resource changes

As a result of last year's Access Programs for People with Disabilities Department Structure Review, the role of Instructional Associate Coordinator was introduced to support the Instructional Associates in the Department and work closely with the APPD Chair.

Request for an extension of the APPD Variance

In May 2011 the Senate Standing Committee on Curriculum (SSCC) granted a variance so that APPD graduates could continue to graduate and APPD programs could continue to be offered while the concerns/requirements of SSCC were being addressed and a historical clean up completed. In response to the questions raised by SSCC, the Dean's office initiated an Academic Review/Program Revision in 2011-2012. The department continues to be engaged in the redesign and re-development of program curriculum. An extension to the variance has been approved by SSCC to June 2014 to provide additional time for this work to be done.

Department of Educational Studies - BA Minor in Education Degree

The Department of Educational Studies' *Bachelor of Arts (Minor in Education)* full program proposal completed its peer review period on the Ministry's Post-Secondary Institution Proposal System. The proposal received a written response from UBC and Kwantlen has submitted a written submission addressing UBC's concerns to DQAB in late October 2012.

Career Choices, Life Success – Needs Assessment

Our Career Choices and Life Success Department has completed a comprehensive Needs Assessment which confirmed the relevance and necessity of the CCLS program in a post-secondary environment. CCLS is undergoing curriculum revision and course outline development to reflect the findings of the Needs Assessment and preparing for the opportunity to grow the program to help meet Kwantlen's developmental education FTE targets.

Our Students

New EDST Student Club

EDST students created a KSA approved new Counselling and Education Student Club (CESC) which met for the first time on October 18, 2012. Twenty-five students, EDST faculty, ACA Dean and ACA Associate Dean attended the event.

Student Research

EDST Faculty David Burns has three regular research assistants collaborating on his research project on environmental moral education that reflects a worrying tendency to close-mindedness and illiberalism. Collaborative work to date with his students has produced one publication that is currently in press: Burns, D. P., Leung, C., Parsons, L., Singh, G., & Yeung, B. (in press). Limitations of the case study approach to pedagogical ethics education. *Transformative Dialogues*, 22p.

EDST Faculty Faith Auton-Cuff regularly works with six research assistants, who are working on performing a secondary analysis of qualitative interview transcriptions.

Graduate Outcomes

Access Programs for People with Disabilities

By the end of May 2012, most of the 2012 APPD graduates had already been employed or had made arrangements for continuing their education.

- 71% of the Work Exploration Program Grads
- 91% of the Job Preparation Program Grads
- 100% of the VST – Child Care Aide Grads
- 100% of the VST – ECE Assistant Grads
- 100% of the VST – Clerical Assistant Grads

Of the 48 graduates in 2012, 83% of the APPD graduates had already secured employment by May 31, 2012 that qualified as: individualized, competitive employment,

- in inclusive settings,
- and earning minimum wage or higher **or** they already had plans in place for further education.

Our Faculty & Staff

Faculty Achievements

Four ELST instructors presented at the TESL Canada Conference at Three Rivers University in Kamloops: Brooke Mills (Assignment: Record your group discussion), Ann Talbot and Lesley Hemsworth (Using a Performance-Based Model to Enhance Communication Skills) and Andrea MacKenzie (The Missing Link – An Action Research Project on Phonological Awareness).

Research

David Burns received a 0.6% Professional Development fund award for a Spring 2013 Project exploring The Moral Limits of Environmental Education.

ELST instructor Melissa Swanink received a 0.6% Professional Development release on the topic, "Tracking Internationally Educated Health Professionals in the Professional English Language Skills Course."

New Chairs and Coordinators

Department of English Language Studies: Denise Nielson (began term in May 2012) and Joanna Daley (began term in September 2012). The normal one-year overlap of co-chair terms was waived due to the resignation of the former co-chair.

Access Programs for People with Disabilities: Laura Aguilera (began term in November 2012).

Special Events

Pink Ribbons, Inc.

The third in a series of Kwantlen-wide, ACP-sponsored and organized events, was held October 9. *Pink Ribbons, Inc.* is a feature documentary that shows how the devastating reality of breast cancer, which marketing experts have labeled a "dream cause," has been hijacked by a shiny, pink story of success.

Philosopher's Teahouse

Dr. Wendy Royal, faculty member in ELST, hosted another successful Philosopher's Teahouse on Friday, October 19, with special guest Dr. Craig Kielburger. His talk incorporated some of the social projects Kwantlen faculty are engaged in, both locally and globally thus giving them the opportunity to showcase their work and inspire students and their colleagues. *The Philosopher's Teahouse* is a student-focused initiative that provides an interdisciplinary forum for international, ESL and local students to dialogue on topical issues, learn from each other's cultural perspectives and participate in effecting positive change on their campus. Each *Teahouse* is designed to be a catalyst for further civic engagement. Representatives from local high schools also attended, experiencing firsthand Kwantlen's innovative education.

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

ACP's next event will be February 16, 2013, taking place at the Richmond Melville Centre for Dialogue, featuring special guest Margaret Atwood. The event goes from 4:00 p.m. - 8:00 p.m., registration is at 3:30 p.m. This feature documentary based on Margaret Atwood's bestselling book *Payback: Debt and the Shadow Side of Wealth*, offers a fascinating look at debt as a mental construct and traces how it influences relationships, societies, governing structures and the fate of the planet.

Faculty of Arts

The newly amalgamated Faculty of Arts has experienced many changes over the last four months, including the arrival of the new Dean, Diane Purvey, on August 1. Dr. Purvey is working with the Arts Academic Planning and Priorities Committee to develop an Academic Plan for the new Faculty. Both the process and outcome of academic planning will set an innovative and clear direction for the faculty and solidify the Faculty of Arts as a single unit. Work has also been ongoing in terms of aligning policies and procedures between the two former faculties. An example of this is the bylaws of the Faculty of Arts that were approved by Senate on September 24th. The amalgamation positions the Faculty of Arts as the largest faculty of KPU, with 14 departments and 3 interdisciplinary programs, and approximately 270 faculty and staff.

Institution-Wide Initiatives:

The past few months have witnessed several open events under the auspices of the new Faculty of Arts. These include:

- **Gwynne Dyer, “The Triumph of Non-Violence.”** Surrey, Arts Lecture, September 19
- **Under-City: Writing the Suburban World** (a symposium on suburban writing and suburban writers) Surrey, September 29.
 - This symposium featured numerous award-winning authors, alumni, KPU faculty, noted cultural experts, and industry professionals. One of the panelists, the poet and academic Elizabeth Bachinsky, spoke about the symposium on CBC Radio’s *The Morning Edition*
- **2nd Annual Sociology Undergraduate Student Conference**, Surrey, October 12
 - This conference involved both faculty and students from several Arts departments
- **“Never work harder than your students”**, a faculty orientation and teaching and learning workshop, Surrey, October 19

Community Engagement:

Developing community-university connections is a strength of the Faculty of Arts, as seen in the following activities:

- The **Creative Writing Department** sponsored tables at Vancouver’s Summer Dreams Literary Festival on August 25th (where two students performed) and at Word On The Street on September 30th. Faculty members Aislinn Hunter and Billeh Nickerson both hosted events at this year’s Vancouver Writers Festival October 16-22nd
- During September **Brian Pegg (Anthropology)** met with Chief James Hobart of the Spuzzum First Nation to discuss collaboration between KPU and Spuzzum on an archaeology field school in the Summer of 2013, focusing on Nlaka’pamux history in the Fraser Canyon
- Working with the City of Surrey, Vibrant Surrey and SPARC BC, the interdisciplinary program **CIR:CLE** helped facilitate the development of *THIS is How We End Poverty in Surrey*, July 2012. THIS stands for – Transportation, Housing, Income and Support and the document outlines key recommendation in each of these thematic area
- **The Needs of the Vulnerably Housed in Surrey**, funded through the Surrey Homelessness and Housing Fund, works with community groups to develop an assessment of persons most vulnerably housed in Surrey. The project involves a cross-disciplinary Arts team of Dave Lyon, Nathalie Gagnon, Franco Marino and Stephen

Dooley

- **Stephen Dooley (Sociology and Criminology), and Nathalie Gagnon (Criminology)**, have completed a major report, the evaluation of iR3, a school based alternative suspension program in the Surrey School District. The report was presented to the Surrey School District in September, and there will be a formal presentation made to SD36 and the funder, the National Crime Prevention Centre, in early November
- In August, **Eryn Donohue (Fine Arts)** led a selection committee in the choice of artists to present their work at the Roundhouse Community Arts & Recreations Centre in Vancouver. Donohue also led the *Digital Selves Workshop for BC Arts and Culture Days* at the Surrey Art Gallery on September 29
- **Ross Laird (IDEA)** delivered a number of presentations, including: the Keynote at the Southridge School Leadership Experience Week; the Surrey English Language Learner Welcome Centre; the Cross Cultural Mental Health conference; the AIESEC conference and the AIESEC KED talks; the Keynote at the Raincoast Re-skilling Festival; and a public workshop on Mindfulness and Technology at UBC. Ross was also interviewed by both CBC Radio (on digital distraction) and CKNW Radio (on digital culture)
- **Jane Hayes (Music)** along with Vancouver Pro Musica conducted workshops with young composers
- **Gail Suderman (Music)** facilitated workshops for various high school and community choirs, including "Zing Children's Choir" and Vancouver's "Elektra Women's Choir" and was appointed Artistic Director of "Valley Festival Singers," a community choir with a 40 year history in the Fraser Valley
- **Wayne Jeffrey (Music)** presented Fabulous Fall Fanfare, a Kwantlen Wind Symphony co-concert with R. E. Mountain Secondary School, October 18, as well as Hands Across The Sea, an evening of musical exchange featuring the Kwantlen Wind Symphony, the Fraser Valley Wind Ensemble, and the L'Harmonie de La Croix Valmer of France, November 1
- **Charles Quist-Adade (Sociology)** furthered his commitment to Ghana by organizing the 2nd Ghana Field School in the Summer 2012, supporting workshops with the Kwantlen Social Justice Students' Solar Lantern Project at Kwantlen and in Ghana (15 solar-powered lanterns created by KPU students, which were donated to high school students in Ghana), and co-organizing the 2nd Biennial Kwame Nkrumah International Conference under the aegis of KPU and the Kwame Nkrumah University of Science and Technology, Sept 22-24 in Ghana
- **Gregory Millard (Chair, Political Science)** provided interviews for Omni TV news and Fairchild TV news relating to BC and Canadian politics
- **Shinder Purewal (Political Science)** provided radio and television commentary in various ethnic media and on November 6 Purewal was a special guest on OMNI TV, covering the U.S. Presidential election
- **Roger Tweed (Psychology)** presented "The Powerful Teen" to the Surrey, BC School District WRAP team in October. This team manages the highest risk youth in the Surrey school district
- **"Acting Together,"** a SSHRC-funded Community-University Research Alliance (CURA) project, addressing the issue of youth violence and gang involvement, is now in the fourth year of its 5-year term. The project has continued to meet all its targets, including: strengthening and expanding community connections; developing high school research; training and education of youth, students, parents, teachers, community members; and dissemination of project-generated knowledge. Between July-Nov 2012, the project team remained very active with work that includes: three academic presentations at national and international conferences; one invited presentation to Kwantlen's new faculty orientation on (September 7); the launch of research targeting at-risk youth; sponsorship of a community forum which included police chiefs and the head of the BC Gang Task Force (September 28); a community garden project for Surrey high school students (July through October); the set-up of an AT-CURA display booth at partner Langara College's Celebration of Scholarship event, Nov 1; and an invitation from the Victim Services and Crime Prevention Branch of BC's Ministry of Public Safety and Solicitor General to participate in two focus groups on "gangs and guns" (September 20, October 15)
- A block transfer arrangement between the **Creative Writing Departments** of Douglas College and Kwantlen Polytechnic University recently went live on the BCCAT transfer system. This arrangement will strengthen our major in creative writing through facilitating the ability of Douglas students to transfer to KPU after

completing two years at Douglas

Creative Works and Scholarly Publications:

Leading KPU in research, Arts faculty (in teams and individually) applied for 6 separate SSHRC grants in October, and were awarded 7 0.6% PD grants, also in October. Arts faculty have a track record of creative work and scholarly publications, public presentations, and awards and appointments.

- *Stay*, a novel by **Aislinn Hunter (Creative Writing)**, has been adapted for the screen and was filmed this summer in Ireland and in Montreal
- *The Riverbank*, a film adaptation of the novel, *Tracing Iris*, by **Genni Gunn (Creative Writing)** premiered at the Sudbury International Film Festival
- **Elizabeth Barnes (Fine Arts)** has a solo exhibition of large paintings at the Herrer Kiss Gallery in Calgary, which opened on October 20, prompting an interview by Swerve Magazine, the weekly arts review section of the *Calgary Herald*
- **Eryne Donahue (Fine Arts)** is currently exhibiting new work in the Surrey Art Gallery exhibition *Scenes of Selves, Occasions for Ruses*, September 16 - December 1
- **Sibeal Foyle's (Fine Arts)** self-portrait was included in the juried exhibition, *Mirror Mirror* and is currently on exhibit through December at the Surrey Art Gallery. In late August, Foyle travelled to Libya in order to mount an exhibition of her paintings that are a response to the Libyan revolution. Her opening reception in Benghazi was attended by over 350 people. Foyle presented a painting to the Libyan Government in the hope they would start a permanent collection
- New work by **Kitty Leung (Fine Arts)**, which she completed and exhibited in Macau in *Body Metaphors – Asian Contemporary Art*, was featured in the Kwantlen Art Gallery in September. Leung's collaborative video work *Win, Win* was selected by the Macau Art Museum for an exhibition entitled *Mobility & Memory: Macau's Proposed Artworks for the 54th Venice Biennale*, forthcoming in June, 2013. This fall, Leung is operationalizing the conversion of the KPU printmaking studio to new green technologies, a process she initiated during her Education Leave last year. This conversion entails the use of cooking supplies rather than toxic solvents and acids
- **Ann Rees (Journalism)** is one of the contributing writers in *Brokering Access: Power, politics, and freedom of information process in Canada*, published this summer by UBC Press, and co-edited by **Mike Larson (Criminology)**.
- **Jane Hayes (Music)** performed at several venues: the Yarilo Contemporary Music Society concert at Evergreen Theatre, an interdisciplinary show featuring Scirabin's *Prometheus* with narration (July); Festival Vancouver, a concert presentation with Turning Point Ensemble (August); Music at Bakerview, a recital with clarinetist Francois Houle; and Pentland Celebration, concerts at UBC, KPU and at the Palace of Fine Arts in Mexico City (November 24) featuring the solo and piano chamber works of Barbara Pentland, funded by the Canadian Music Centre as part of a national celebration of Pentland's artistic contribution to our country
- **Gail Suderman (Music)** participated in several performances: at Christ Church Cathedral, as guest vocalist for three Sunday morning services in August; as Artistic Director of Good Noise Vancouver Gospel Choir, the choir performed with Barbra Streisand on stage at Rogers Arena and at Vancouver's International Writer's Festival "Literati Gala"; with one of Canada's top jazz singers/pianists, Jennifer Scott; and as a guest artist performing with "Vancouver Children's Choir"
- **Sue-Ann Cairns (English)** co-authored the 5th Canadian edition of the textbook, *Strategies for Successful Writing: A Rhetoric, Research Guide, Reader, and Handbook* and its instructor's manual
- **Seema Ahluwalia (Sociology)** has an article in the Summer 2012 edition of *Canadian Issues* entitled "Stolen Generosity and the Nurturance of Ignorance: Oh Canada, Our 'Home' is Native Land"
- **Shinder Purewal (Political Science)** published two articles:
 - "The Evolution of Sikh Secessionist Movement in Western Liberal Democracies," *International Journal*

of *Business and Social Science*, Volume 3 (18) September 2012: 107-113

- “Crisis in Syria Manufactured to Remove Roadblocks to Iran,” *Desi Today (Vancouver Magazine)*, August 5, 2012
- **Noemi Gal-Or (Political Science)** published two articles:
 - “The Responsibility to Protect (R2P) and International Trusteeship: *Plus ça change plus ça reste la même chose?*” in *Responsibility to Protect. Peacekeeping, Diplomacy, Media, and Literature Responding to Humanitarian Challenges*, Ursula Mathis-Moser (ed.), Innsbruck University Press, 2012
 - “From Theory to Practice - Exploring the Relevance of the Draft Articles on the Responsibility of International Organizations (DARIO): The Responsibility of the WTO and the UN,” with Cedric Ryngaert, *German Law Journal*, 13 (5) 2012
- **Daniel Bernstein (Psychology)** published as part of a collaborative: Newman, E., Garry, M., Bernstein, D.M., Kantner, J., & Lindsay, D.S. (2012). “Non-probative photos (or words) inflate truthiness,” *Psychonomic Bulletin & Review*, 19, 969-974
- **Puqun Li (Modern Languages)** has published *A Guide to Asian Philosophy Classics*, Broadview, July 2012
- The first issue of *Radical Criminology* was released in October. Based at Kwantlen, the journal was founded by Criminology’s own **Critical Criminology Working Group**.
- A new issue of the *Journal of Prisoners on Prisons* was released in September. The journal is co-managed by **Mike Larsen (Criminology)**.
- **Jeff Shantz (Criminology)** edited volume *Protest and Punishment: The Repression of Resistance in the Era of Neoliberal Globalization* was released in September. Shantz’s monograph *Green Syndicalism, An Alternative Red/Green Vision* was also recently published
- **Roger Tweed (Psychology)** published collaboratively the article Tweed, R. G., Biswas-Diener, R., & Lehman, D. R. (2012), “Self-perceived strengths among people who are homeless,” *Journal of Positive Psychology*, 7, 481-492

Presentations:

- **Dana Cserepes (Fine Arts)** was a guest panelist at the Duncan Fine Arts campus Vancouver Island University Senate retreat on the subject “*The Roles and Responsibilities of Senators*” (August 20)
- At the Western Canadian Philosophical Association in Victoria, BC (October 19 – 21), **Patrick Fidler (Philosophy)** presented comments on a paper and also chaired a session, and **Michaela Lucas (Philosophy)** presented commentary on a paper.
- **Doran Smolkin (Philosophy)** served as a panelist for a townhall discussion of the film, *Pink Ribbon, Inc.* for the group Miss Representation (October 2012)
- **Andrew Bartlett (English)** attended the 6th annual Generative Anthropology Summer Conference at the International Christian University in Tokyo, Japan (July 5-8); he was a long-distance co-organizer of the event which was a joint venture with the Colloquium on Violence and Religion. He presented a paper, was a respondent at one plenary session, and served as a moderator for three concurrent sessions
- **Noemi Gal-Or (Political Science)** presented at “Religion in a Multicultural Society,” The International Association of Jewish Lawyers and Jurists (IAJLJ), Swiss Institute for Comparative Law (SICL), Lausanne, Switzerland (October-November) as well as at “Beyond the Border: Making the Action Plan Work For You,” Vancouver Board of Trade, Vancouver, BC, October
- **Frank Abbott (History)** successfully defended his Ph.D. in September. His dissertation is entitled “The Body or the Soul? Religion and Culture in a Rural Québec Parish: St-Joseph-de-Beauce 1839-1901”
- **Constanza Rojas-Primus (Modern Languages)** has been involved in organizing workshops for post-secondary educators in BC on the integration into Canadian contexts of the Common European Framework of Reference for Languages
- **Daniel Bernstein (Psychology)** presented at two conferences:

- Aßfalg, A., & Bernstein, D.M., “Puzzles produce strangers: Puzzling data for revelation-effect theories,” at the Psychonomic Society, Minneapolis, MN (November)
- Coolin, A., Bernstein, D.M. Thornton, A.E., & Thornton, W.J.L., “Inhibition and episodic memory impact age differences in hindsight bias,” poster presented at the American Psychological Association, Orlando, Florida (October)
- **John Marasigan (Psychology)** presented his paper “Interpersonal Communications in Six Departments of a Post-Secondary Institution: A Comparative Study” at the International Congress of Psychology at Cape Town, South Africa (July 22-27). It is also published in the *Journal of the ICP*, 2012
- **Carla MacLean (Psychology)** presented at two conferences:
 - MacLean, C. L., Brimacombe, C. A. E., & Lindsay, D. S., “Reducing Bias in Industrial Investigation: Tunnel Vision and the Undergraduate and Professional Investigator,” at The Canadian Association for Research on Work and Health, Vancouver, Canada (May)
 - MacLean, C.L. “Eyewitness Memory,” a presentation at the Canadian Society for Safety Engineering Health and Safety Professionals (September)
- **Mike Larsen (Criminology)** was a Keynote speaker at the Information Summit, BC Freedom of Information and Privacy Association
- **Nathalie Gagnon and Steve Dooley (Criminology)** presented at the American Society of Evaluation Conference in October
- **Roger Tweed (Psychology)** attended the International Network on Personal Meaning in Toronto in July. He participated in a panel discussion entitled “The role of meaning in well-being” and he presented a paper “Recent homelessness and tragic optimism.” Also in July, he presented “Strengths among people who are homeless” at the Canadian Conference on Positive Psychology, Toronto
- **Diane Purvey, Dean**, co-presented on her recent book, *Vancouver Noir, 1930-1960* in a public lecture for the Vancouver Historical Society at the Museum of Vancouver (October 18th)

Awards and appointments:

- **Aaron Bushkowsky (Creative Writing)** was nominated for the Carol Bolt drama award for his play *After Jerusalem*
- **Billeh Nickerson (Chair, Creative Writing)** and faculty member **Jen Currin (Creative Writing)** both spent part of the summer as judges for the prestigious CBC Radio Literary Contest. Nickerson also served on the Spoken Word and Storytelling jury, in Ottawa, for the Canada Council for the Arts
- **Chad Skelton (Journalism)**, an investigative journalist at the *Vancouver Sun*, was a finalist in the prestigious Jack Webster awards in the Excellence in Online Journalism category
- **Gail Suderman (Music)**, Artistic Director of Good Noise Vancouver Gospel Choir, received a nomination for a Canadian Gospel Music Award for a CD she produced. The awards will be presented the first week of November
- **Don Hlus (Chair, Music)** adjudicated at the Canadian National Music Festival, August 2012, Fort McMurray, Alberta
- **Shelley Boyd (English)** was awarded funding from the Aid to Scholarly Publications Program for her book *Garden Plots: Canadian Women Writers and Their Literary Gardens* (McGill-Queen's University Press, forthcoming in 2013)
- **Gaye Hickman-Barr (English)** entered his poetry for the Bridport Prize in England and made the shortlist. There were 6,800 entries, and the prize is worth 5,000 pounds
- **Sheila Hancock (English)** was appointed to BCCAT council for a two-year term
- **Andre Asfalg (Psychology)** received a coveted post-doctoral fellowship from the German Research Foundation to support his stay in Canada from January 2013 - December 2014 while working with **Daniel Bernstein (Psychology)**
- **Evan Lopes (Psychology)** has been nominated for the Queen's Diamond Jubilee Medal for his work with the neuropsychologically-impaired forensic population

- The Faculty of Arts hired 20 new non-regular faculty members for the Summer and Fall 2012 semesters

The engagement of Arts faculty with their academic discipline and relevant communities is reflected in a high number of student awards and achievements.

Student awards and achievements:

- Many Creative Writing students volunteered for numerous events at this year's **Vancouver Writers Festival**, October 16-22nd and one student even had a memorable interaction with Margaret Atwood!
- The Creative Writing Student Guild hosted its first **Slamapalooza** event on September 26th. Guild President Connor Doyle also recently won the monthly youth poetry slam at Café Deux Soleil in Vancouver
- A number of **Fine Arts students**, together with Creative Writing students, produced the second issue of *Pulp*, a glossy art and literary magazine
- Degree student **Hayley Woodin (Journalism)** won one of five Student Journalism Awards given by the Jack Webster Foundation at the awards event Nov. 1
- Degree grad **Andrea Woo (Journalism)** was one of a team of *Vancouver Sun* journalists who received the award for Best News Reporting of the Year (print)
- **Gail Suderman (Music)** selected Kwantlen voice majors to sing with the Vancouver Chamber Choir in concert with the renowned Eric Whitacre conducting at the Orpheum Theatre and also to sing in the choir performing with Barbra Streisand at Rogers Arena
- **Greg Chan (English)** and his ENGL 4401: Topics in Canadian Literature students hosted a *Great Canadian Hair-Do* event on the Surrey campus on raising \$4,225 in support of the Terry Fox Foundation (July 23)
- Many **Arts students** were awarded scholarships at the Nov 1 Awards Dinner
- At the New Universities Conference at Mount Royal University in October, faculty member **Steve Dooley (Sociology and Criminology)** presented with student Brooke Knowlton on Community Learning and Engagement

School of Business

Administrative Staffing

The School of Business has experienced significant changes in their administrative staffing over the past few months.

- Former Dean, Arthur Coren resigned from the University August 31, 2012.
- Associate Dean, David Wiens announced his retirement and left the University on October 31, 2012.
- Wayne Tebb assumed the role of interim Dean until the search for Dean, School of Business is complete.
- Terry Han, Chair, Legal Administrative Studies received a temporary appointment as Associate Dean until February, 2013.
- Search for Dean, School of Business is expected to launch before the end of this year.
- Search for Associate Dean, School of Business will follow the appointment of the Dean.

New Programming

- Consistent with our Polytechnic mandate, the Bachelor of Technology in Information Technology program underwent significant changes to address relevancy in the industry
- The degree now offers a general degree as well as new areas of concentration

- Mobile Web Application Development
- Network Administrative Securities.
- The revised program launched Fall 2012.
- Concurrently the Computer Information Systems Diploma program and its courses were revised and the revised program launched in Fall 2012.
- Initial feedback from industry is very positive.

Enrolment

- Enrolments for Summer 2012 and Fall 2012 continued to be strong
- Fill rates averaged 90% + each semester.
- Sections were added in Fall 2012 to react to student demand demonstrated through waitlists

Teaching Achievements

- Accounting faculty member, Valerie Warren authored Auditing: A Practical Approach First Canadian Edition for Wiley Publishing.

Student Achievements

- We honour our School of Business Scholarship and Awards recipients on November 15th. This year we awarded a total of \$147,446 to 92 very accomplished students.
- Our Kwantlen CMA Case team won second place and received \$2000 at the 6th annual CMA BC Case Competition.
- Faculty mentors are currently working with student groups to prepare them for case competitions in Singapore and at Queen's University as well as other local competitions that will take place this Spring semester.

Faculty of Science

DEAN, ELIZABETH WOROBEK

- Represented KPU at the Science Promotion in BC Symposium at Science World on October 12 where discussion and framework was built for the promotion of science and technology. A Charter for Science Promotion was drafted.
- Represented Kwantlen Polytechnic University at the Applied Science Technologists and Technicians of BC's Annual Technology Awards and Recognition Celebration on November 3.

BIOLOGY

- Lab refurbishments on the Richmond and Surrey campuses were initiated during the summer and are nearing completion.
- Beginning fall 2012, most biology courses switched from an open lab delivery system to scheduled labs.
- Approval has been granted for the second year continuation of Greg Harris' Katalyst Grant: "Environmental Parameters of Bioregional Agri-Food Systems (\$40,000 over 2 years).
- Jane Hobson – Spent several months in the lab of Dr. Ed Barre at Cape Breton University in Sydney, NS. The result of this work has now been published in the Journal of Nutrition and Metabolism. There are plans for further collaboration on this project in conjunction with the student research projects integral to the B.Sc. in Biology and the B.Sc. in Health Science.

CHEMISTRY

- The Chemistry Department has begun work on the Program Concept for a B.Sc. Minor in Medicinal Chemistry. Led by Chemistry Instructor Deepani Indurugalla.
- Current Chemistry student Brandon Morton is this year's recipient for the CIC Student Achievement Award in Chemistry. This award is given each year to one student from each institution in British Columbia, based on academic achievement. Brandon will be presented with his award at an awards dinner on November 19.

ENVIRONMENTAL PROTECTION TECHNOLOGY

- For the third year in a row, EPT students act as volunteer samplers for the Boundary Bay Ambient Monitoring Program (BBAMP), a joint US-Canada endeavour. Small groups of students team up with staff members from the City of Surrey and take water samples from 14 sites throughout the City of Surrey, every Tuesday for five weeks starting October 23. This gives students a chance to practice their sampling skills learned in *ENVI 2315-Water and Soil Sampling*. The Surrey staff are graduates from EPT.

EPT Student Projects

- On November 1 *ENVI 2310-Solid Waste Management* students will perform a solid waste audit of the Langley campus. This is the second year of conducting this audit; three audits of the Richmond campus were performed in previous years. A particular objective of this year's audit is to determine how feasible it would be for Kwantlen to compost its organic wastes on-site, since organic wastes will be banned from the regular waste stream in Metro Vancouver starting in 2015.
- EPT students volunteered at the recent GreenJobs conference held in Vancouver September 21 and 22, 2012.

Joint EPT projects:

- Faculty from EPT, ISH, and Horticulture joined forces with International Education and wrote a proposal to develop a two-year agriculture technology program with Dominica State College, the national university of the Caribbean nation Dominica. This was a great learning experience for co-operating across departments; unfortunately, the proposal was not short-listed for the grant.
- Last July four EPT students gave a presentation of their experience as research interns in Cuba last spring. Students work on a variety of food security research projects in Sancti Spiritus, either with the University Jose Marti or with Sanidad Vegetal, a research arm of the government. Two EPT students have been selected to join a group that will go to Cuba next January to continue this exchange. EPT students use this experience to fulfill part of their curricular co-op requirements.
- Frieda Shabrang, EPT student, is coordinating an undergraduate research project on vermicomposting; this project is an offshoot of the Cuban research internship. Five other EPT students participate in this on-going research project.
- The first of this year's Green Wednesdays occurred October 10. This unique program shows sustainability-themed movies to a community audience as well as to students from Horticulture and EPT as part of their curriculum. For the first time *ENVI 1121-Environmental Issues* students participate in this community function, which is supported by community environmental groups and garners funding from businesses in the community. While it went smoothly, there are challenges in securing an appropriate venue; and better communication between our group and Marketing will be key in the future.

MATHEMATICS

- Lin Hammill and Allyson Rozell completed the FPP for the B.Sc. in Application of Mathematics and saw it passed by Senate and forwarded to the Ministry of Victoria.
- Lin Hammill and Jan Verster offered the 200th problem in the Mathematics Problem of the Week contest. We now have over 120 students signed up to receive the Problem of the Week by email each week and more who pick up copies in the Mathematics Assistance Centre or see it on bulletin boards.
- Conference Abstract: Presented & Invited:

- May 2012: Canadian Mathematics Education Study Group, Conference in Laval, Quebec
Halmaghi, E. (2012). Undergraduate students' conceptions of inequalities. Presentation as a new PhD graduate. CMESG, Université Laval Quebec, Canada.
- June 2012, Summer Camp for High school Students
"From Tiles to Proofs in Mathematics", SFU Department of Mathematics Math Camps, SFU Surrey, June 2012

PHYSICS

- Tak Sato and Jill Lang have been working with a consortium (NIC-North Island College, COTR-College of the Rockies, NANSLO – North American Network of Science Labs Online) to develop online physics labs that involve real measurements controlled and measured remotely. The project was originated out of NIC and involves the BC campus funded RWSL (Remote Web-Based Science Labs); a really innovative tool for learning.
- Jill used this topic for her work in M. Ed. In Educational Technology and Learning Design at SFU (conducting a study with Kwantlen students on the RWSL) and subsequently spoke at a Scholarship of Teaching and Learning conference and, most recently had her research published in the Transitional Dialogues Journal. Her goal is to see the Kwantlen physics lab eventually become a node in a network of online physics labs that can be used remotely and collaboratively by students from all over BC.
- Jill and Tak have a BCcampus Online Program Development Fund grant of \$38,853. The grant partially supports work needed toward our proposed B. Sc. Physics for Modern Technology degree, as there is some overlap in outcomes.
- Much progress has been made in working through details on how we might incorporate the use of smart phones and tablets into a data acquisition environment. Since July Dan Pierce has had access to a **Raspberry Pi computer** which is suitable for **data acquisition** but also has a built in **SSH (secure shell)** server which means it can be **operated remotely universally using desktops, laptops, netbooks, tablets and smartphones. The big advantage of this sort of configuration is that it does not require knowledge of all the different operating systems that the user devices may be using!** The Raspberry Pi is a credit card sized computer (base price \$35) using an ARM SoC Processor (like a cell phone or tablet) and runs an open free operating system - Debian Linux). It was developed by a nonprofit society for education applications in the UK and is [supported by the University of Cambridge](http://supported.by.the.University.of.Cambridge). Notes at: http://danpeirce.net46.net/dokuwiki/doku.php?id=raspberry_pi.

SUSTAINABLE AGRICULTURE and ISH (Sustainable Agri-Food Systems)

- Presentations to Mayors and Council and/or Staff (Economic Development + Planning) in every municipality and regional district in southwest BC as part of the Food System Design and Plan for southwest BC bio-region (on-going and will involve three years of consultation)
- Paper presented. Third International Sustainability Conference, Basel, Switzerland, Aug 28, 2012. Refereed Paper to follow (December 2012 submission for February publication).
- SSHRC Insight Grants submission (\$260,955); Webster Foundation proposal (\$150,000) submitted October 2012; McConnell Foundation proposal (\$150,000) submitted October 2012.
- Securing the participation of key research associates, post-doctoral fellows and research assistants for the two Food System Design and Planning projects (Yukon and swBC) – GIS, Community Health, First Nations, Ag. Economics, Planning, Food Systems / Supply Chain. (We are now a collaborative of 21 scholars from six universities across Ecology, Economy and Community).
- Presentation to North of 60 Conference (Whitehorse – Mullinix and Dorward) on progress of the Yukon Food System Design and Planning project.
- Representing KPU at the Real Estate Foundation Lands Award Gala, October 26.
- Canada Research Chair Tier II – Sustainable Agriculture and Food Systems nomination put forward.

SCHOOL of HORTICULTURE

HORTICULTURE

- Susan Murray was presented with the Alex Shigo Award for Excellence in Arboriculture Education at the International Society of Arboriculture Conference, Trees a Global Necessity, recently held in Portland, Oregon. Delightfully, Susan's very deserving nomination for the award came from her former students.
- Susan Murray, Bruce McTavish and Ron Marchuk attended the Floriade, which was held in Venlo, Netherlands. The Floriade is a world horticultural expo organized in the Netherlands every 10 years.
- Conference Abstract: Presented & Invited:
 - Matteoni, J.A. and K.K. Schlamp. Bug Bux: A new currency in learning. Kwantlen Symposium on Engaged Learning. Surrey, BC. May 17.
- Community Presentations & Workshops:
 - Cunnin, B. Hosted Tree talk tours with the Riverview Horticultural Society for Tree Fest Coquitlam, Sept. 15.
 - Cunnin, B. Hosts the Douglas Park Community School each Tuesday morning in the Community Garden at Kwantlen Langley Campus.
 - Cunnin, B. In conjunction with Paul Richard in EPT, and the Green Ideas network, coordinate and host the Green Wednesday Film events. This public event also hosts two courses one from EPT, the other from HORT. This monthly events we show challenging movies and have spirited dialogues and informative speakers. Langley, Ongoing Fall 2012.
 - Matteoni, J.A. "Conservation Biological Control Applications to Landscapes and Greenspaces". White Rock and Surrey Naturalist Society. October 11.
 - Matteoni, J.A. Strathcona Community Gardens contact for pest management, biological control, and Malkin Street Extension.
 - Matteoni, J.A. Planting a garden to attract beneficial insects. Vancouver Environmental Youth Alliance. Strathcona Community Gardens, Vancouver, BC. February 10
 - Puddicombe, A.J., Instructed a half-day course on beekeeping, Vancouver, July.
- Industry/Trade Meetings and Presentations
 - Barnett, C.E. BC Landscape and Nursery Association. Grower Commodity Meeting. 'Clean Plants Module C. buxicola, National Certification Program'. Langley, September 12.
 - Barnett, C.E. BC Landscape and Nursery Association. Grower and Retailer combined meeting 'What BC retailers want from their grower suppliers'. Langley, June 11, 2012.
 - Cunnin, B. International Society of Arboriculture Conference in Portland, Oregon. August 15-19.
 - Cunnin, B. Judge and Judge Technical Assistant for the BC Landscape and Nursery Association Landscape Industry Certification Langley. October 19 & 20.
 - Cunnin, B. Initiated discussions with the City of Vancouver Parks Board, City of Surrey and the Deep Root company to develop a proposal for a longitudinal study on growing trees in the in the Urban context.
 - Davidson, D. Forestry Nursery Association of BC. Guest Speaker. Campbell River, September 25.
 - Jones, G., J.A. Matteoni, and S. Murley. BC Greenhouse Growers Vegetable Production Seminars. Delta and Langley, BC. May 8-10, 2012.
 - Matteoni, J.A. BC Greenhouse Growers Association Town Hall Meeting on Pest Priorities for Canadian Horticultural Council. Abbotsford, BC. November 15, 2012.
 - Matteoni, J.A. Professional Pest Management Association of BC. Annual General Meeting and Symposium on Integrated Pest Management in Riparian Habitats. January 19.
 - Matteoni, J.A. Murley, S., and T. Ziaei. Crop Clean-up. BioBest and Kwantlen Polytechnic University, Grower IPM Focus Group. Langley, BC. October 25.
 - McTavish, R.B. Changing Markets and Trading Trends a Canadian Perspective. North American Plant Protection Symposium. Louisville Kentucky. October.

- McTavish, R.B. Systems Approaches to Managing Phytosanitary Risk. International Plant Propagators Regional Meeting. Abbotsford, B.C. October.
- McTavish, R.B. HortEducation BC (Industry Training Organization) Directors Meeting and Annual General Meeting. Vancouver, August.
- McTavish, R.B. Industry Training Authority/Industry Training Organization (ITA/ITO) Chairs Working Group on BC Jobs Strategy with Minister Pat Bell and Staff. June.
- Murray, S. M. BC Institute of Agrologists. Ethics in Agrology. Langley, BC. October, 20, 2012.
- Trade Shows, Conferences
 - Barnett, C.E., Cunnin, B., Davidson, D., Marchuk, R., Murray, S., Nakano, M., Matteoni, J., McTavish, R., Puddicombe, A.J. CanWest Horticulture Show. Vancouver, September, 20, 2012
 - Davidson, D. Canadian Association of Diplomas in Agriculture Programs (CADAP) Conference. June.
 - Murray, S. M. International Society of Arboriculture International Conference, Portland Oregon, August 12-16.
 - Puddicombe, A.J. Meeting of the BCLNA Landscape Commodity Group, Focus on green roof installation, Van Dusen Garden, Vancouver, June.
- Government (Municipal, Provincial, Federal) Meetings
 - Cunnin, B. Society of Landscape Architects Examination Board. (The Board is the final oral examination for candidates wishing to achieve Registration as Landscape Architects in BC. I am appointed by the Provincial Gov. to sit on the BCSLA Examination Board.) Vancouver, October 25-26.
 - Matteoni, J.A., K.K. Schlamp. BC Plant Protection Advisory Council Meetings. February, Pacific Forestry Centre, Victoria, BC; June, Canadian Food Inspection Agency, Burnaby, BC.
- Research
 - Nakano, M.J. (2012). Green Roof Plants – Establishment, Viability and Maintenance, Elevated Research Platform Dual Track Research Project, Primary Investigator for Set B Plant Viability Study.
- Liaisons with Other Institutions/Agencies
 - Murray, S. M. Board Certified Master Arborist Test Committee. International Society of Arboriculture, Champaign, Illinois, Chair of Committee.
 - Murray, S. M. Darts Hill Garden Conservancy Trust, Surrey, BC. Member, Board of Directors.
 - Murray, S.M. Certification Board. International Society of Arboriculture, Champaign, Illinois, Member, Board of Directors.

ISH (Bio-Controls and Green Energy)

- Tour of ISH lab for International visitors from Korea, accompanied by Sandra Schinnerl, International Programs and Scholars.
- Successful grant from the BC Investment Agriculture Foundation for project entitled: Initiation of a germ plasm bank for selected plants with potential to be new crops for BC agriculture, a pilot project.
- Canadian Potato Council National Potato Research and Innovation Strategy – Provincial Stakeholder Consultation. Deborah Henderson was an invited participant.
- Cuban graduate student in residence at ISH (AUCC/CIDA funding).
- French graduate student (MSc in bioengineering from Polytechnic Clermont-Ferand, France. Mathilde Mouchiroud three months in ISH lab working on Trichoderma project (developing fungal biopesticides).
- August 17 - Arrival of Cuban Research Scientist Jorge Ayala, from Sanidad Vegetal, Sancti Spiritus Cuba, for four months to work on collaborative research project to develop insect viruses for use in sustainable agriculture (LACREG funding administered by AUCC).
- Canada Nursery and Landscape national industry executive (Rita Weerdenberg) toured ISH lab and greenhouse and discussed industry research priorities.
- NSERC Applied Research and Development proposal with Van Belle Nursery Ltd. (preparation).
- Successful grant: Agriculture and Agrifood Canada Career Focus Program \$20,000 X 2 wage subsidy program to hire new grad in study related to agriculture for one year. Two grants received. Two graduates hired Sept 15:

- Amy Huang EPT “Agricultural Laboratory and Field Research Internship”
- Daniel Vechter Horticulture “Agricultural Greenhouse Internship”
- Completed 2 year NSERC CCI entry level research grant.
- CanWest Horticulture Show, Vancouver. Workshop presentation. Title: Surviving a Municipal Pesticide Ban.
- Submitted NSERC Industrial Research Chair for Colleges proposal.
- Submitted NSERC ARD level 1 proposal, industry partner Van Belle Nursery Inc. Title: Developing a *Trichoderma* biofungicide product for management of soil-borne plant pathogens in ornamental plant production Phase I Selection and ID of effective local *Trichoderma* isolates.
- Submitted LOI to the Organic Agriculture Research Title: Development of new viral biopesticides and integrated pest management strategies in organic cropping systems.
- Submitted two proposals to Agriculture and Agrifood Canada Career Focus Program to hire two new Kwantlen graduates for one year training Internships in 2013, one for ISH lab, and one for ISH greenhouse.
- Workshop “Developing insect viruses for use in pest management” with two international speakers, 30 participants (1 in a series of 3).
- Presentation at BioBest Grower Seminar (at Kwantlen) “Research projects in the ISH research greenhouse in 2012-13” and tour of greenhouse.
- National Floriculture Working Group meeting –advisory committee to AAFC Pest Management Center in reduced risk pest management products and projects.
- Poster presentation to Entomological Society of Canada, Edmonton entitled: Development of Viral Biopesticides for the Control of Lepidopteran Pests. Michelle T. Franklin, Deborah E. Henderson, Jorge Luis Ayala Sifontes.
- Workshop “Developing beneficial fungi for use in pest management” with two international speakers, 35 participants expected (two in a series of three).

Faculty of Trades and Technology

Cloverdale Student Services

In May 2012 a decision was made to relocate Cloverdale Admissions staff to the Langley campus and to re-locate Frontline Student Support Services to the Office of the Dean. There was great concern from faculty, staff and students regarding the relocation decision and a perceived negative impact on student access. To date there has been ongoing communication between Admissions, Student Enrolment Services, and the Office of the Dean and through this a stewardship of collaboration in the interest of student access and retention has been at the forefront. Services to students have not been hampered by the change in location, it has actually opened dialogue between the Office of the Dean and faculty creating the continual search for service improvement. Students are provided full frontline service functions with increased support hours. With a diverse student population our services must adapt to meet the needs of all students and clients, feedback and suggestions are welcome.

Cloverdale Campus – Trades Vocational Admissions Testing

Assessment and Testing Services and the Office of the Dean are engaged in a service improvement pilot that is concentrated in the vocational trades admissions testing. In November 2012, the Cloverdale Learning Management Centre will be responsible for prospective trades’ student admission test invigilation. This service improvement will not only improve admissions testing access but will also provide operational efficiencies within both departmental areas. It is through the support of the Assessment and Testing Services and Learning Management Centre staff that the Cloverdale Campus has been provided this opportunity for increased student support and access.

Office of Research and Scholarship

Summer time is generally a quiet period in research at Kwantlen. It is time for ORS to plan ahead for the year and manage the more mundane aspects of research administration and facilitation.

These are the highlights from the reporting period:

Research Chairs

- One successful Canada Research Chair nomination, one unsuccessful. Both in the Psychology department.
- Third nomination submitted to CRC in support of a new Horticulture program.
- ISH also submitted an NSERC Industrial Chair application.
 - These represent a significant change in the way we support research activity at Kwantlen.

SSHRC Insight Grants

- Six applications submitted this round; a new high for Kwantlen. After the disappointment of last year's competition this is encouraging. With the new Letter of Intent requirement at SSHRC we were able to identify applicants and hold a round-table "sharing" session to build capacity.

Research Revenue

- During this reporting period we received applications totaling \$2,872,727 in value, to be disbursed up to FY 2016/17.
- During the same period \$238,620 of funding was secured (FY 2012/13 disbursement period); \$274,300 had been requested.
- This brings our year-to-date total to \$600,510.

Kwantlen Innovation Incubator

- We have received very positive feedback from Western Economic Diversification regarding our proposal for a University-Community-Business program to incubate new business ideas within our region. We expect a final decision within this calendar year.

Professional Development

- Members of ORS attended the *Society for Research Administrators* AGM. All completed Certificates in research administration related areas.

Compliance

- Completion of research associated compliance policies updates and implementation for the 2012 *Memorandum of Understanding* with the Federal funding agencies (SSHRC and NSERC).

Facilities Services



In July, the Arbutus Building won a **2012 Green GOOD Design Award**. The design was submitted to the European Centre for Architecture Art Design and Urban Studies and the Chicago Athenaeum: Museum of Architecture and Design by B + H Architects.

October 11, BC Hydro recognized Kwantlen Polytechnic University with a **2012 BC Hydro Power Smart Leadership Excellence Award** (Hydro's highest level of recognition) for the fifth time. Committed to energy conservation, KPU maintains a distinguished history of accomplishment with BC Hydro and continues to lead the way for other local and BC businesses alike.

Security incident at Surrey campus: There was a suspicious object reported on site in the parking lot. Emergency response to the campus included the fire department, RCMP, Fortis Gas, and the Bomb squad. During this incident the Facilities Services team worked to evacuate buildings, provide zone control of the affected area and technical support.

CAPITAL PROJECTS	
PROJECT	COMMENTS
Langley Community & Health Studies \$7 Million	Renovation and the addition of a 2 nd storey of the former Trades building to house the labs, classrooms and offices for CAHS students and faculty. Project on budget and while the construction deadlines were not met it did meet essential operational requirements for the fall semester.
Richmond Phase 1 Classrooms A component of \$1.4M refurbishment project	Renovation of four former labs to create three computer labs, three classrooms and refurbished and enlarged two hotel offices. Project on budget and operational for fall semester.
Richmond Phase 1 Bookstore A component of \$1.4M refurbishment project	Completion of new retail and text book staging space for campus Bookstore replacing former small classrooms. On time and on budget.
Richmond Melville Centre for Dialogue \$500,000	Completion of the refurbishment of the former campus conference centre with extensive upgrades to acoustics, AV, audio technology, projection quality, lighting and controls and furniture. Project on budget but delayed in project completion because of long lead delivery items and technical code issues.
Richmond & Surrey Biology Labs Furniture	Completion of Biology lab refurbishment to accommodate new lab benches, increased electrical services and Eclassroom equipment. For the above projects, design, specify and oversee installation of office furniture systems, classrooms and labs valued at over \$650,000.
Moves	50+ days of moving activity, relocating 165 people, relocating and shifting furniture and equipment between campuses and transporting more than 800 items to BC Crown Asset Disposal.

PREVENTATIVE MAINTENANCE (represents highlights instead of details of the regular preventative maintenance program)	
PROJECT	DESCRIPTION OF WORK
Chiller Maintenance Program – new service agreement	Langley and Richmond each have large central chiller equipment with an approximate capital replacement value totaling \$600,000. Contract & service levels were reviewed for regular inspection and maintenance to ensure reliable operation and to meet regulatory requirements. New agreement resulted in annual cost savings of approximately \$4500 per year.
Richmond BC Hydro Step Down Transformer	BC Hydro completed full day power shut down and installation of a new service transformer to support Hydro's upgrading the 14.4 KVA electrical services to 25 KVA in the power system serving the neighborhood and the campus.
HVAC Duct Cleaning	HVAC ducting was cleaned for all of Langley Campus and for the Cedar building at Surrey Campus.
Arbutus Floor Plugs Modifications	Completed installation of 85 custom fabricated steel cover plates to eliminate problem with original covers which frequently broke causing a trip hazard.
Roof Gutter System	Ongoing issues with water from the gutters backing up into the building were occurring and the EPDM gutter liner required maintenance inspection and renewal. A gutter overflow scupper system was installed to prevent water from backing up into the building. Removable screens were installed to reduce the amount of debris in gutters and to extend intervals between gutter cleaning which also reduces future cleaning frequency and costs.

FACILITIES OPERATIONS

Changes to Booking Internal Meeting Rooms: Software changes and roll out were completed for internal meeting room bookings, allowing an auto approve function for internal users through their email, Outlook Calendar functions.

Room Bookings; Major Events: Room bookings participated in the successful planning of 12 major events on campus including Convocation & Installation, the Craig Keilburger Conference and Speakers Event, and the Philosopher's Tea House.

Essential Services; Shift Scheduling: The addition of Sunday openings at Langley, existing weekend openings at all campuses, and challenges with multiple Graduated Returns to Work for first aid attendants have been overcome with all shifts continuing to be scheduled.

2012 Facilities Inventory System (FIS) submitted to the Ministry Of Advanced Education: The annual submission is required by October every year and is a complete data base of the university's space inventory including descriptions of each room, their size, and their current functions.

Uniforms; Facilities Support Generalists (FSG's): Front line Facilities personnel now have uniforms to make them more identifiable as university employees ready to provide service.

Environmental Responses: Have conducted investigations and resolved five occupant environment concerns including Indoor Air Quality Investigations (Office of Dean, Richmond & Finance Langley).

Critical Building System Maintenance/ Improvements/ Repairs: Have completed annual Life Safety System Testing and Inspections for all campuses; participated in the review and training for the Richmond Fire Safety Plan; and completed repairs to the Langley Server room air conditioning to ensure critical functions were not lost.

Operations Support to Capital Projects: provided operations support to contractors during the renovation of space and subsequent move in of occupants for the Langley South Building and Richmond Refurbishment, Phase I. Repainted the Langley Library.

Landscape Contract Retendering: Contract was awarded to Horizon Landscaping (October).

Finance and Bookstore

Financial Reporting and Systems Update (including Accounting Services)

Reports Completed during the Period between July and November 2012

The period between July and November saw the completion of two quarterly report submissions (Q1 and Q2) to the Ministry of Advanced Education. Significant time and effort was spent this year to make major process improvements to increase accuracy and efficiency for completing the Statement of Financial Information (SOFI) report that is approved annually by the Board in September. Some minor reports also completed in the period include the annual Student Fees report and the Fall COWFLOP report. Completion of the annual CAUBO report is also under way.

PSAB

During this period, we continued to participate in bi-weekly teleconferences with AVED, OCG and other PSIs to discuss PSAB conversion issues. The most recent development is a sudden turn in direction of other institutions from using up to nine reporting functions down to only three; we now have to re-visit how we want to present our statements. To-date, less progress has been made in this area than anticipated due to other unexpected events noted below. PSAB is now the major focus of the Reporting team from now until the financial statements are completed for the fiscal year 2012/2013.

Electronic Signing Authority Database (ESAD)

The electronic signing authority database is now up and running in Banner Production in parallel with the old paper system. There are a few outstanding reports pending work with IET; otherwise, the system is considered complete with training manuals developed and demonstrations conducted for end users. Maintenance of the system has now been transferred over to the Budget and Assurance team.

PCard Monitoring

With increased fraud in the use of credit cards, we have tightened up controls over the monitoring of PCard transactions. To help ensure that inappropriate charges are not made by PCards, we have begun closer monitoring of individual transactions in our department, in addition to the review that is to be conducted by each signing approver. The rate of non-submission has been improving steadily since implementing stricter submission guidelines and the threat of card suspension due to non-compliance.

Banking Implementation

Staff in both the Financial Reporting and Systems and the Accounting Services groups have been working in conjunction with IET and RBC to switch functionality over from banking with HSBC to RBC which involved redesigning and testing processes due to file format and system differences. Coordination, training and documentation were also required for areas both in and outside of Finance to accommodate the new forms, procedures and bank accounts. During this period, we have successfully converted all KPU cheque processes, wire payments and deposits over to RBC with the exception of online banking and telephone banking receipts.

Another significant item worth mentioning is that, due to diligent work from staff, we identified a significant flaw in the RBC payee match system which is supposed to verify cheque information against data from our system for legitimate issuance before cheques clear the bank. Our discovery of this flaw resulted in a visit from the National VP – Treasury Management Solutions of RBC.

Controllers' Meeting Hosted by KPU

A representative from KPU offered to host the 2012 annual meeting for financial managers across BC PSIs but resigned before arrangements for the meeting began. Organization of the event was left mainly to be completed by the Manager, Financial Reporting and Systems with support from Lorna Gordon, Confidential Assistant to the Executive Director, Finance.

The meeting was held on November 2 in the Melville Center for Dialogue at the Richmond campus with a historically high turnout of 32 in-person attendees plus 3 attendees by phone.

Banner Testing

Banner testing for the upgrade to version 8.5 is now in full swing. All Banner testing in Finance, with the exception of Banner Payroll, is being coordinated by the Financial Reporting and Systems team. Direct testing by the team includes testing of chart of accounts maintenance and security, financial information reports, and the inter-related FAST Finance, FAST PCard systems, WinPrism and RBC systems. The team is also assisting in the testing of the Accounts Payable module. Other areas in Finance are completing detailed testing as pertains to the Banner functionality specific to their areas.

Other Issues/Items/Achievements

During the period, the Financial Reporting and Systems group has also been involved in impact testing of Supply and Business Services' FAST Webreq and Purchase Query module launches. Some issues have been identified and communicated to IET and are pending resolution.

Other smaller but significant issues that Financial Reporting and Systems has been involved with during the period includes, review and shortlisting of internal auditors, involvement in the development of a revised Business and Travel Expense Policy, and FOIPOP issues. There was also the usual business of managing our chart of accounts and managing access to financial information.

Accounting Services

Accounting Services was in a state of flux during most of the period. The Manager, Accounting Services position was vacant for two months during which the Manager, Financial Reporting and Systems (to whom the position reports) worked double duty. Significant items that had to be attended to in this portfolio included the banking implementation, PayPal, and several HR related issues including day-to-day transactional and operational issues. During this time, one staff position in Accounting Services also became vacant and is still yet to be filled.

The hiring of the new Manager, Accounting Services was a long process with some complexities along the way. A new Manager, Accounting Services, John Brown started October 22nd. John comes to KPU with experience in post-secondary financial services and Banner knowledge and has been very busy during his first few weeks getting familiarized with KPU specifics.

Accounts Receivable

Before the previous Manager, Accounting Services departed, the area successfully completed another round of fee payment deadlines. Staff across units in Financial Services participated in aiding the Student Enrolment Services staff in ensuring that deposits were properly processed during the busiest days before fees were due. In addition, the Manager took a lead role in promoting online banking and telephone banking payments to KPU, helping to decrease the costs to KPU and increase our receipts. Accounts Receivable was also actively managed to keep our accounts receivable balances low.

Banking

Banking over the period has been very interesting. Staffing changes (resulting in coverage issues) and the switch to RBC have been the challenges in this area. Likely due to the switch to a new bank, we seem to be encountering a higher volume of non-standard banking issues. Workload has also increased because services at both the new and old banks are required until full transition is completed.

Accounts Payable

Over the period, Accounts Payable has worked hard at building a cooperative relationship with the Supply and Business group. Accounts Payable has reported back that great strides have been made in process changes and documentation that should improve the purchasing-payable processes for all areas throughout the University.

The end of this reporting period also marks the end of a long-time auxiliary's term in Accounts Payable and the return of a past temporary A/P clerk as a regular staff. Getting accustomed to the staff changes and training will be one of the major focuses for the area over the last few weeks of this period.

Other Items

All areas of Accounting Services are also currently involved in completing Banner upgrade testing related to their areas. Since the Accounting Services area is largely a processing unit, Banner testing in this area is of utmost importance.

Restricted & Revenue Generating Funds Update

Staffing

The area has hired a temporary Accounting Analyst, Rajni Raj, to replace Stephanie Galay who is on leave indefinitely. Rajni's duties include the financial administration of Special Purpose, Research, Capital, and Revenue Generating Funds. Welcome to Kwantlen, Rajni!

Also, Brenda Spencer, has resigned her position as Accounting Analyst with Kwantlen, as she has moved to the Interior. We wish Brenda all the best in her new endeavors. Ranjit Hundal has been hired to fill this vacancy. Ranj's duties include the financial administration and reporting for the Foundation, the Alumni Association, student awards and bursaries, and Ancillary funds.

KPU Foundation

The Foundation's year-end financial statements and external audit were completed and resulted in another year's "clean" audit report. The annual financial results were presented at the Foundation's Annual General Meeting in September.

The Foundation's annual Charity Return was completed by the deadline, as required by Canada Revenue Agency.

During the summer months, Finance worked closely with the Student Awards and Financial Assistance and the Office of Advancement departments to set up the awards in the system for assignment to students in the fall.

External Financial Reporting

We continue to fulfill Kwantlen's responsibilities to external funders by completing and submitting by the required due dates, financial reports for the following projects/programs:

- Langley ISH Lab and Greenhouse capital project – final report
- Annual Capital Allowance annual report
- Professional Communication for Internationally Educated Health Professionals
- Students for Development

Budget and Payroll Services

Budget Process for FY13-14

The budget process for FY13-14 began in the Spring of 2012 with timelines being established for the upcoming year. Budget submissions were presented to the senior executive on Nov. 2nd, 5th, and 6th. The University community was invited and attended the presentations. Details of the budget submissions are available on the Budget and Assurance SharePoint site

at: <https://our.kwantlen.ca/sites/finance/budget/FY201314%20Budget%20Submissions/Forms/AllItems.aspx>. Budget submissions will be reviewed and deliberated on in November and December, resulting in a draft budget allocation available in early January 2013 for review by the Senate Standing Committee on University Budget and other stakeholders.

Payroll Staffing Changes

There have been some changes in staffing in Payroll due to a secondment to another department, which has provided the department with the opportunity for cross training and improving processes and efficiencies.

Bookstore

Textbooks/Course Supplies

We continue to supply students with all their course requirements at the lowest cost we can in a fiscally responsible manner. Textbook sales continue to decrease, this year by about 7% over last year at the same time (September 30th). This is an industry wide drop that we attribute to:

- Students with limited resources, making do without purchasing a book
- Material being freely available online
- Students purchasing books through outside vendors (Amazon)
- Students sharing books.

While we can return unsold books to the Publishers, this incurs additional costs (both labour and shipping) so we are combatting this by ordering fewer books each semester.

General merchandise (giftware and clothing)

To combat the dropping sales in textbooks we are working hard to increase our sales in clothing and giftware. This requires us to be in touch with the changing trends of each successive generation. We regularly attend trade shows with others in our industry which assists us in making our choices. We are also working hard to promote the Kwantlen Brand on our merchandise. We know the level of our success the more we see students wearing and using our product around campus.

Course Manuals

We continue to have strong sales of course manuals at the Bookstore. These are a win/win for us as they are unique to the institution, provide revenue for our print shop and keep costs down for students.

Binder Ready Text

To keep costs down Publishers are producing what they are calling Binder ready (loose leaf) text. We are still working through our return and buy back policy on these as there is some chance that pages could be missing as these are loose leaf. We will find out what other Bookstores are doing, but I believe students would be willing to take the chance of a few pages missing if they are getting the books at a much lower price. We may test this by buying back any Binder Ready Text that are in good condition at our next buy back.

E-Text

We continue to provide student with access to e-version textbooks where we can in keeping with our goal to provide as many course material options for our students to choose from

Print on Demand

We continue to work with Print Shop and our publishers to see if there is an opportunity for us to print our own text books, thus saving on shipping costs and allowing us to practice JOT inventory.

Stationery

In order to be competitive with Staples for stationery sales, we continue to offer departments a 25% discount on all their purchases from the Bookstore.

Staff Discount

To encourage staff to purchase and wear Kwantlen Crested Clothing we have decided to continue with our policy of giving staff a 15% discount on all crested product.

Departmental Support

This year we have worked on a number of projects to support other campus activities. These include:

- Displays and posters in all locations to raise awareness of the campus emergency preparedness campaign for Guy Corriveau
- Book readings in the Store and support for author events at the institution
- Ticket sales for the Leadership Conference
- Providing prizes and remaining open on Saturday for the Scrabble Event at the Library
- Providing prizes for the KSA and other departments for their events

We continue to look for ways in which the Bookstore can be relevant and useful to staff and students

Richmond Bookstore- New location

We moved into our new location on October 5th. This is a whole new look for a Campus Bookstore modeled on the retail space found at many airports. As we were losing space we decided we would have to warehouse the textbooks in the back and move to a full service operation as we had done in Surrey three years ago. The store front is open, allowing us to push product out into the atrium during business hours. We are hoping that this more modern open space will increase our profile and sales in this location. If our sales warrant we will look to remaining open for longer hours at this location.

U-Pass

We continue to provide as much access to the U-pass machines as we are able to, staying open late at our three main locations, for the week after the day we change to the new month, to ensure students have ample opportunity to pick up their passes for the following month.

Despite the additional workload, we are enjoying the increase in traffic that this service has provided us. We understand that this contract is ending in February and are not sure what the future holds for U-Passes.

Simply Computing

Simply Computing has closed their kiosk at the Surrey location and is no longer leasing the space from Kwantlen.

Human Resources and Risk Management

Employee Relations

A PowerPoint presentation on *Human Rights and other Considerations in the Faculty Search Process* was developed and presented to Faculty search committees. Six sessions have been delivered to the Faculties. Feedback received on these sessions has been very positive.

Health and Benefits

The Health and Benefits area launched an employee Health, Wellness and Recreation Survey in September 2012 to solicit information from the employee population to guide the planning and development of future health, wellness and recreation activities within KPU. A total of 1,269 employees were invited to participate in the online survey, and a total of 512 responded (a 40% response rate).

The large majority of employee respondents said they were interested in being more active (78%), improving their eating habits (71%), taking steps to reduce their level of stress at work (74%) and outside of work (66%). The survey results showed employees have a strong future interest in attending a health wellness or recreation activity or event in the next 12 months (60%).

Kwantlen employee respondents indicated the following topics and activities as being of greatest interest:

Retirement planning (86%), Managing stress (83%), Conflict management/working with difficult people (78%), Will and estate planning (75%), Fitness/exercise classes (74%).

The survey results provide us with excellent information, and an opportunity to establish and build health and wellness programs that will better meet the needs of the employee population, thereby leading to great employee involvement and engagement.

RISK MANAGEMENT

RISK MANAGEMENT STEERING COMMITTEE

In July, The Risk Management Steering Committee was established to oversee the development and implementation of an Enterprise Risk Management Program in the University. A key outcome is to ensure the adoption of a continuous, proactive and systematic process to manage risks from a university-wide perspective. To date the Committee has discussed and approved: a risk strategy; accepted a working definition of 'risk' and risk management terms; the development of working groups to identify and manage operational risks.

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

- Assisted the Athletics Department in developing new travel guidelines to make coaches more accountable for their actions and enhance decision making at the management level.
- Coordinating efforts to address a policy gap relative to the way our MOU's and Partnership agreements are completed. A team of subject matter experts has been convened to guide the development of policy that will provide staff with greater clarity on the topic. Work is underway.
- Developing a registry for all university insured losses. Work is expected to be completed by March. It will result in the development of a consolidated database identifying losses from a range of insurers.
- Redesigned the relationship between TALK and the Faculty of Academic and Career Advancement by creating a Terms of Operation document that outlines roles and responsibilities for both parties. This resulted in a document that assisted TALK in managing its own expectations and enabled KPU to minimize the risks.

Occupational Health and Safety Update

University Fire Safety Program Review

The OH&S office continues to work with the Office of Emergency Planning and Facilities to review the University's Fire Safety Program. To date we have completed the review of the Cloverdale and Richmond Campus Fire Safety programs. The review consists of updating the written fire safety plan, posting Instruction to Occupant signage, establishing designated assembly areas, recruiting and training floor wardens and conducting fire drills. Currently a total of twenty floor wardens have been trained. Fire drills will be held at Cloverdale and Richmond Campuses before the end of the year.

Health and Safety Education Committee

During the last round of collective bargaining with the KFA it was agreed to establish a joint committee to recommend changes to how health and safety information will be communicated and how faculty are educated and trained prior to

the commencement of work through the course of their employment. The parties have met on several occasions and have put forward recommendations primarily focusing on the health and safety orientation program for new employees consistent with WorkSafe BC. The recommendations are currently being reviewed for implementation.

Emergency Planning

Continuity planning at KPU is facilitated by KUALI Ready, a business continuity tool that is specific to

Institutions of higher education. There are approximately 65 individuals across our organization that have been identified as “local administrators” and the job of “populating” the product continued throughout the period.

The Office of Emergency Planning recently conducted a 3-hour tutorial session for all Student Affairs Division Directors (approximately 25 attendees in total).

Emergency Management Structure

Work has been undertaken during this period to establish this Campus Emergency Management Structure (CEMS). A Table Top Exercise was conducted for Executive leadership to stimulate discussion surrounding the development and use of a CEMS, and to serve as a springboard for CEMS implementation.

Emergency Operations Centre (EOC)

KPU’s primary EOC provides the accommodation and communications necessary for the institution’s leadership and designated Emergency Management Structure personnel to safely, centrally, and effectively direct (or coordinate) and support emergency / disaster response and recovery operations. Primary EOC development involves the engagement, participation, and support of Kwantlen leadership, IET, facilities, space and accommodation, and others as may be necessary to complete this project. During this period and in collaboration with IET and KPU’s Director Space Management, work continued to identify appropriate / adequate space to accommodate the functional and technical requirements of the primary EOC. While surveying locations at all campuses, it was decided to pursue Kwantlen CIO’s proposal to examine space in the Surrey IET main offices, and to use this space as a mock-up during Exercise SHAKEOUT BC 2012. Good lessons were learned resulting from this test and will be applied to the determination, development, and eventual implementation of our primary EOC location.

Total Alert Emergency Notification System (TALENS)

The prompt and effective communication of information to the entire KPU population, whether on campus, on route to campus, or at home is paramount to mitigating the incident’s impact. The TALENS initiative involves the use of multiple means of communication technology and resources to provide warning, instructions, updates, and all-clear messages during emergencies / disasters.

Working in collaboration with Student Affairs, IET, and Communications and Marketing, work was undertaken during this period to improve our existing methods of mass notification in preparation for Exercise SHAKEOUT BC 2012. The September Bomb Scare incident also provided an opportunity to use (for the first time in an emergency) KPU’s social media platforms: Facebook and Twitter. The Office of Emergency Management was invited to lead a “requirements” working group which would help specify what technology might be available to integrate a multi-layered TALENS while also adding a Simple Message / Text System capability to our inventory. Work is underway on this initiative.

Information and Educational Technology (IET)

Introduction

In face of the challenges of increasing demand, escalating rate of technological change and resource constraints, IET has steadfastly focused on our mission to provide 'quality customer-focused information and educational technology services'. Through continuous improvement of people, process and systems, we have strived successfully to:

- sustain a high quality of customer service,
- deliver effective technology enabled business solutions,
- evolve the technology infrastructure to keep pace with changes,
- contain cost and reduce carbon footprint through agile and sustainable practices.

Our success is reflected in the result of the recent Customer Satisfaction Survey (conducted in October 2011) which gives an average score of 4.2 out of 5 across all IET services.

In 2012, IET's main focus is to continue the path of continuously improving IET's practices while satisfactorily meeting the demands from the key stakeholders across the institution. A focus area for improvement is to mature the IT Portfolio Management practice to provide visibility on the portfolio of IT investments (in systems/infrastructure and resources), and to maximize the value of IT investments to the institution through enhanced governance and project management processes. The goal is to engage stakeholders to effectively direct the investment of IET's limited resources to focus on in high impact strategic initiatives that advance the institution's strategic goals, and at the same time, minimize the resources spent on low value operational initiatives. A matured Portfolio Management practice supports the process for disciplined decision making process where projects are assessed based on well-developed business cases and project outcomes are measured.

Consistent with the enhanced Portfolio Management practice, IET's 2012-13 work plan is categorized by Strategic and Operational Initiatives:

Strategic Initiatives

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

Student Experience

Student Experience is a key differentiator for an institution and is also the key factor to building the Kwantlen brand and to supporting student success.

Student Information System Enhancements

Working with the Registrar's Office, completed the implementation of Wait-listing for student registration for fall registration.

Planned for spring/summer 2013 implementation are: Flexible Registration to support continuing education registration and Ad Astra Platinum Analytics for course demand analysis and student academic planner.

Establish Mobile and Social Media Strategies for Student Engagement

Mobile and social media have become important platforms for engaging today's students. IET will work with key stakeholders across the institution to formulate a strategy that guides and support the development of processes and services on these fronts.

Mobile Apps for Students

Student Affairs has identified Mobile Apps as a key tool for student engagement. IET is working with Student Affairs to select a mobile app solution for potential deployment in early 2013.

Deployment of the library mobile app for payment of fines is in progress as is slated to go live in Q4 2012.

Enhanced Communication to Students Including Emergency Notification

Working with the office of Emergency Management, work has begun to procure a solution for Emergency Notification through a joint RFP with a number of BC institutions. Current emergency communication solutions are typically part of central communication platforms that distribute communications through multiple channels including email, phone, text message, social media, mobile app and digital signage. It is expected that the selected solution can be leveraged as tools to enhance targeted communications to students and employees.

Enhance Learner Portal to Improve Online Student Experience

Work is in progress to implement recommendations by the Learner Portal Committee to enhance the online experience in the myKwantlen student portal.

Business Intelligence

Working in partnership with IAP and under the guidance of the BI Governance Committee, continues to enhance the KBIT Enrolment Tool and to develop new tools to support decision making in areas like Program Costing and Applicant Tracking.

Agile Infrastructure

The Agile Infrastructure program encompasses the technology infrastructure initiatives that are not just simply upgrades but strategic development that transforms the existing infrastructure to cost effective, sustainable and future-proofed platforms upon which to deliver service into the future.

Migrate Moodle to BCcampus Shared Service and Cloud Services

Moodle is the first enterprise application migrated to the cloud. It takes advantage of the Shared Service learning technology infrastructure operated by BCcampus. Kwantlen is the lead institution to use the service on an enterprise scale and contributes to establishing the terms of service and governance structure for effective management of this service. Through this collaborative shared service, the University benefits in the long term from cost efficient through economy of scale in and shared of knowledge through the community of practice. The service is being evaluated over an extended period during the summer and fall semesters. Other than some early issues with support, the overall service quality is satisfactory.

IET is leveraging this experience to build our knowledge in preparation for moving more services to the cloud as appropriate.

Thin Client Rollout

Continue the plan to replace desktop computers with Thin Client devices with the goal to replace 75% of the 3,000 units desktop computer fleet by the end of 2013. Projected cost reduction is substantial in areas including hardware, maintenance and support, energy cost for power and cooling, as well as construction cost of computer lab with smaller foot prints and less cooling requirements.

Mobility

The Thin Client infrastructure will also provide the platform for delivering applications for staff and students to any device including personal laptops, mobile smart phones and tablets. Mobility is a significant trend impacting how students learn and how workers work. Together with the ability to deliver applications any device and anywhere, IET is beginning to adjust its support services to enable the use of personal devices brought by students and employees, i.e. Bring Your Own Device (BYOD).

Ubiquitous and Fast Wireless Access

On November 1, the new wireless network was launched that provides the ubiquitous and fast wireless access that has become the expectation for today's students and employees. The new service is well received by students. It provides complete coverage for high performance connectivity in all indoor spaces on all campuses. Additional features will be rolled out by end of November to provide secured access for employees, and to support the Eduroam service that enables visiting students and staff to access the wireless networks at member universities.

Unified Communications

Following the implementation of Microsoft Exchange and Office Communicator, IET is continuing the development to integrate the IP phone services to the Microsoft environment where voicemail, email, voice and video conferencing services are integrated and can be accessed seamlessly from multiple channels (office phone, mobile phone, and computer). The long term benefits are lower cost, enhanced communications that enables mobility and productivity gains. A pilot project is in progress in IET to test the integration of voicemail and email. Planning is in progress to replace the voicemail system and Direct Dial numbers in 2013.

Communication and Mobility Strategy for the Workplace

IET is leading the cross-institutional Communication and Mobile Strategy Task Force that has the mandate to develop the vision and strategy for the 21st century workplace that enable faculty and staff to effectively leverage modern communication and mobile technology to enhance retention, productivity, collaboration and innovation while containing cost. The Task Force has delivered recommendations for a short term plan to contain the cost of University issued mobile phones. The next step is to begin work on the long term plan starting with the assessment of the current utilization of mobile devices by staff and faculty.

Shared Services

AVED's Administrative Service Delivery Transformation Project is setting the stage for increased efficiencies through collaborative shared services. IET already engages in shared IT procurement through our membership in HEITBC (Higher Education IT for BC Consortium) and the Moodle Shared Service with BCcampus. We plan to further explore cloud-based shared services for server and storage, as well as lend our expertise to develop services for Banner and thin clients.

High Performance Network for Learning and Research

The trend towards mobility and expectations for ubiquitous access to the internet and online services is driving the increase in network bandwidth utilization. The increase in research activities will also contribute to increasing demand for bandwidth in the future. A high performance network is a must have for supporting the learning and research activities of a successful 21st century university, especially a polytechnic university. In addition, the access to high performance connectivity will enable the University to take advantage of future cloud based Shared Service offerings. IET has investigated the options to migrate the university's network services to the BCNet research network which has the capability to deliver the high performance network services demanded by future students and faculty. BCNet has provided a proposal for the University and the President has given the approval to go forward with the next step to engage with BCNet for detailed planning and costing.

Operational Initiatives

Process Improvement

Many business processes across the institution have accumulated inefficiencies and redundancies through many iterations of changes as the institution expands and evolves over the past 30 years. Process improvement is the key strategy to reduce cost through increasing efficiency and effectiveness of services as the University prepares for tough financial times ahead.

Lean Thinking

Lean Thinking is focused on the creation of a culture of empowered problem solvers to drive continuous improvements with the goal to enhance value to customers while eliminating waste. The Lean philosophy is highly complementary to the IET culture, the methodology will be adopted by the department as a way to enhance and sustain our culture of empowerment and continuous improvement. IET is also championing the adoption of Lean Thinking as the methodology for process improvement projects across the university.

Extending SharePoint to Enhance Collaboration and Improve Processes

SharePoint is now in place as the communication and collaboration platform for the University community. SharePoint's workflow functionality will be leveraged to streamline and enhance processes. The work to migrate and enhance productivity applications from the Lotus Domino platform to SharePoint was completed in September. The work going forward will focus on high impact cross-institutional processes including the Course Outline Development and Publishing process and the new Policy Development and Approval process.

Records Management Solution

The records management functionality of SharePoint will be implemented to create a platform to digitize and manage official records in accordance with the University's records retention schedule. IET is leading a Records Management Working Group comprised of representatives from departments across the University. The group is tasked to work collaboratively to update the 12 year old records retention schedule to reflect current organizational and technology context. After that, solutions will be developed beginning with high priority records like MOUs and Contracts.

New IT Service Management Platform

The aging IT Service Management system used by IET is in the process of be replaced by a state of the art system that enhances online self-service functions and increases efficiency. It can also be extended for use by other service department like Facilities and Library AV. This will provide the foundation for integrated service management across departments in the future.

New Content Management System

Working with the Communications and Marketing department, IET will support the implementation of Drupal, an open-source content management software, as the next generation solution to manage the content of the public website. The new system will provide better user experience and enhanced functionality at a lower cost.

FAST Webreq and Budgeting Systems

IET works with the Supplies and Finance departments to implement the FAST Web Requisition and Budgeting software provides user friendly online self-service tools that enhance the efficiency of the procurement and budgeting processes. The Webreq system was soft-launched by the Supplies department in October.

Infrastructure Renewal

These are required maintenance projects to keep the technology infrastructure/systems current and to ensure equipment is in adequate condition to support quality operation.

Banner Students, HR and Finance Systems

The upgrade to Banner version 8.5 is scheduled for early December 2012.

eClassroom equipment renewal

Pending funding availability, upgrade the aging equipment in first generation eClassrooms which are over six years old.

Server and Storage Upgrade

Ongoing exercise to replace obsolete equipment and to add capacity to meet demand.

Microsoft Infrastructure Management

As follow-up to the migration to the Microsoft infrastructure, implement system management tools to effectively manage the highly complex integrated environment.

Identity and Access Management

As follow-up to the migration to the Microsoft infrastructure, evolve and streamline the identity and access management system and processes to improve efficiency in account creation and termination, and enhance user experience by synchronizing accounts and passwords across systems.

Renovation and Construction

Implement the technology infrastructure and office/classroom technology as part of the renovation and construction projects.

Langley CAHS Building

Designed and implemented the technology infrastructure that is ready to support state-of-the-art multimedia technology in simulation labs and classrooms as funding become available. Implement wireless and thin client technology to support the open collaborative workspaces in the building.

Richmond Conference Centre Upgrade

Designed and implemented the multimedia solution to deliver state-of-the-art presentation technology in the renovated conference centre.

Richmond Campus Refurbishment

Designed and implemented the technology infrastructure, computer lab/equipment and presentation technology in the refurbished space. Implemented the office technology in the renovated bookstore and workspaces.

Regulatory Compliance

These projects are required to meet regulatory and institutional commitments.

U-PASS Compass Pass Implementation

Implement systems and process changes required as a result of Translink's implementation of the new Compass Passes. Pending approval by student referendum, transition to the new U-Pass Compass Pass is targeted to begin in summer 2013 and be completed by the fall semester.

Payment Card Industry Security Standard Compliance

Continue enhancement of network infrastructure and security policies and procedures to maintain compliance with the Payment Card Industry Security Standard.

Information Security Awareness Program

As part of the program to strengthen institutional security practices and maintain compliance with Freedom of Information and Protection of Privacy Act and the Payment Card Industry Security Standard, IET has launched an Information Security Awareness program in October with the goal to education employees on the protection of information security and privacy. An Information Security policy will also be drafted to clearly define employee's role and responsibility in the protection of information.

Student Affairs

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

ATHLETICS

NBA Basketball Coaching Clinic

Hosted by KPU Athletics and Excel Basketball at the Surrey Campus, the clinic featured NBA Coaches Brendan Suhr and Mike Dunlap.

PACWEST Recognition

- Men's Golf team placed 5th in the PACWEST (from 7th in 2011)
- Badminton team placed 2nd in the first PACWEST tournament behind #1 nationally ranked, Douglas College
- Men's Soccer placed 4th in the PACWEST league standings, and finished 4th at Provincials (from 6th in 2011)
- Men's Soccer Head Coach, Ajit Braich, was named PACWEST Men's Soccer Coach of the Year
- Women's Soccer had two players named PACWEST All-Stars
- Men's Soccer had three players named PACWEST All-Stars

CENTRE FOR CO-OPERATIVE EDUCATION AND CAREER SERVICES

Career Services CA Recruit

Career Services and Co-op assisted the accounting students during CA Recruit, leading five workshops to aid students with resumes and cover letters in preparation for the annual Chartered Accountant's recruitment season.

Career Services Online Job Posting System

Growth saw 233 new employer contacts post 320 full-time, part-time, and volunteer job opportunities for students and alumni and 1,171 students and alumni join the online job posting and career event system.

Career Services Volunteer Fair

This well-attended Volunteer Fair on the Surrey campus provided students with opportunities to connect with 24 local non-profit organizations, including Langley Association for Community Living, Canadian Cancer Society and Habitat for Humanity.

CISY/BTech Program Review

Co-op participation included spearheading a student focus group and assisting in the revival of the IT Program Advisory Board.

Co-operative Education Job Postings

Co-op continued to build relationships with industry to expand work-integrated learning opportunities for students and summer 2012 saw 275 co-op jobs posted with organizations such as Service Canada, Canadian Border Services Agency, PCL Construction, BC Hydro, Electronic Arts, FortisBC and Ritchie Bros. Auctioneers. For fall 2012, 79 co-op jobs were posted for students. Summer 2012 co-op placements were at an all-time high of 108 while fall 2012 placements (61) exceeded those of fall 2011 (45).

Peer to Peer Resume Review Program

Launched in partnership with HR students and faculty, to date over 40 resumes are reviewed on average each week for students seeking these services over and above the supports offered by the Career Services office.

OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS

Expansion of the OISS Staff Team

The addition of three new staff members expanded the OISS staff from four to seven, to support the China and Middle East partnership and scholarship programs and both the Richmond and Surrey offices. These new positions will facilitate new outreach and student success programs and enable better service to our international students.

Fuyang No. 2 High School at Kwantlen

Over the summer 34 Grade 10 students from Fuyang, China spent a month at the Richmond campus learning English and getting to know what life might be like in Canada. This is the fifth summer program conducted on campus. As well, 14 graduates from Fuyang No. 2 High School attended a customized boost camp designed to prepare them for university transition and success. For the first time, Kwantlen also welcomed two of the English language teachers from our joint Kwantlen Fuyang program who worked with Kwantlen's ELST faculty to understand learning approaches and teaching strategies for the joint program students back in China.

International Student Orientation

OISS coordinated a week-long orientation for 67 new international students that included on campus workshops and site visits to local attractions. In addition there were two one-day orientation sessions for international students that drew close to an additional 200 students.

Scholarship Students from Mexico, Chile, Brazil and Saudi Arabia

OISS welcomed a range of scholarship recipients to campus, including:

- For the first time, 12 Science without Borders students. A significant initiative of the Brazilian government to provide funding for Brazil's university students to spend one year abroad, the scholarship will continue for another four years. Kwantlen has already seen a sharp increase in the number of applicants under this program from Brazil;
- The first nine Intensive ESL scholarship students from the Kingdom of Saudi Arabia, bringing the number of scholarship students to 41 from this program; and,
- Four students through the Emerging Leaders of the Americas program (ELAP) from Chile and Mexico.

OFFICE OF NEW STUDENT PROGRAMS

Increased Enrolment

With an increase in international students for Fall 2012, Kwantlen had its highest international student enrolment ever.

XCEL Program

Langley high school students began taking university courses with Kwantlen as part of the XCEL program.

OFFICE OF THE REGISTRAR

Continuous Intake

Admissions began a new year-long continuous intake term with a completely revamped intake, progression and grading model.

Convocation and Presidential Installation

Successfully implemented the presidential installation ceremony and student graduation convocation of over 300 students in October.

ELPP Model

Admissions launched the new ELPP model for ESL learning, providing newly established mid-semester intakes in October, solidifying Kwantlen's relationship/offering with the Saudi Arabian cultural bureau while at the same time providing new options for other ESL learners.

First Intake for New Programs

Admissions completed the first intakes of the following newly-approved programs: BSN post-baccalaureate program, Music degree, Product Design degree, Horticulture Science degree, and Sustainable Agriculture degree.

Google Translations

Admissions and Student Information Systems implemented Google Translation throughout the online Admissions Guide to assist prospective international students.

Kwantlen Course Search

Launched a course search functionality for students, faculty, and staff for September, 2012. This online search tool to identify course and seat availability information in real time for the semester is available both on and off campus through a URL. It also has links to courses descriptions, schedules, open sections of courses, and assigned instructors.

Online Academic Calendar

Worked with Faculties and service areas to launch the online academic calendar with a new distributed editing model.

Streamlining Admissions

A number of changes were made to streamline the admission process for the fall 2013 semester:

- New deferral process was established
- New admission pathways was created for Qualifying Studies and the Adult Graduation diploma
- New admission deadlines are now in place that support a more strategic enrolment management practices
- Alongside Assessment and Testing services, revised the recording of applicants and student testing results, assuring faster turnaround time

Time-Table Committee

Created a new committee to develop standard protocols and business practices for the development of the annual Timetable to meet the needs of faculty and be more student friendly. The committee will also identify issues that affect the development and implementation of the annual Timetable, develop pan-University standards and regulations for the academic timetables, and make a recommendation for a standard matrix model for the University.

Transfer Agreement with Douglas College

Admissions worked with the Faculty of Arts to set up a new transfer agreement with Douglas College's creative writing department.

STUDENT AND FINANCIAL AWARD SERVICES

BC HETA

Assessment and Testing Services (ATS) participated as founding members of the first Canadian chapter of the National College Testing Association, now known as BC Higher Education Testing Association.

Cloverdale Transition of Services

SES executed a series of training sessions with Dean of Trades' office staff to ensure seamless transition and successful delivery of service to students following move of frontline services to that office.

Financial Literacy Workshops

Student Awards and Financial Aid (SAFA) developed a series of financial literacy workshops for students, in partnership with RBC and the Credit Counselling Society.

Improved Testing Opportunities

ATS collaborated with Dean of Trades' office to offer increased testing opportunities to Trades students by utilizing staffing resources from both areas. Also collaborated with Faculties to implement a revised make-up exam proctoring process.

Online Payment

Student Enrolment Services (SES) engaged in successful August Fee Payment Deadline that saw a 6% increase in online tuition payments (24% of total collections in fall 2012 versus 18% in fall 2011); worked closely with Finance and Marketing to develop online payment promotion plan, including prize donations from partner organizations such as RBC and Paladin.

Work Study Program

SAFA collaborated with Career Services and Human Resources to finalize details of a new Work Study program.

STUDENT ENGAGEMENT

2nd Annual Salmon BBQ

Led by Aboriginal Student Services in partnership with the Aboriginal Students Club, the KSA, the Grass Roots Café and Sodexo, the event showcased elements of First Nation culture through song, dance and drumming. Elders from the Kwantlen and Semiahmoo First Nations were special guests and a free BBQ lunch was served to over 250 students, faculty and staff on the Surrey campus. Intended as a measure for raising awareness of Aboriginal culture and history, it was also a way to give back to the campus community.

100 Volunteers

A service-learning project for new and current students, students volunteered in support of initiatives at local charities including The Sharing Farm (Richmond), The Surrey Food Bank (Surrey), Partners in Parks (Surrey) and the Langley

Environmental Protection Society (Langley). A challenge was issued and met to sign-up 100 student volunteers to each donate three to five hours of participation in student-led groups of 10-20 over a two-day period.

Campus Life Week

Only in its second year, Campus Life Week 2012 (September 10 – 14) saw participation numbers grow by approximately 300% with 1137 event participants compared to 334 participants during the inaugural year. Campus Life Week promotes student involvement through a collection of events at each campus and this year's included new events such as Clubs Day, the Cloverdale Tug of War, and the First Bump World Record challenge.

KPU Welcomes U 2012

For the third consecutive year, Kwantlen faculty, staff and students joined together to welcome students back to campus by stationing themselves in various high-traffic locations to answer basic questions, help promote campus events, and offer a welcoming smile. This year's volunteers were notable not only for their fluorescent yellow t-shirts, but because for the first time over half were students themselves.

New Student Orientation

1770 students participated in new student orientation programs, up from 1456 in 2011, resulting in the ninth year of consecutive growth. The event included an opening welcome, blessing and song from Kwantlen First Nation elders at each of the sessions, as a measure to build better understanding of the history of the Kwantlen name and community amongst new students. This addition to the orientation program was well received.

University Secretariat

With the arrival of General Counsel at KPU at the end of April, 2012 work commenced on the establishment of a new model for the University Secretariat with a much broader mandate designed to meet the evolving and complex needs of the University. During the period covered by this report (July 1 to November 5, 2012) work was focused on establishing new reporting structures and procedures to move the following offices or units previously embedded in other university organizational structures into the new University Secretariat which is led by General Counsel:

- 1) University Governance & Policy Support (University Secretary and Support Staff). This unit was known previously as the University Secretariat, and is responsible for supporting Board and Senate meetings and activities, and for facilitating policy development, revision and cataloging. An outline of the work undertaken by this group during the reporting period is attached. (Appendix 1)
- 2) Student Risk and Judicial Affairs (Director, Student Risk & Judicial Affairs and Student Judicial Affairs Officer). This office is responsible for administering KPU's Student Conduct Policy (Policy C. 21) and for providing advice and guidance in the area of student risk management. An outline of the work undertaken by this office during the reporting period is attached (Appendix 2)
- 3) Freedom of Information and Protection of Privacy (Information and Privacy Coordinator). This office is responsible for responding to requests for information under the access provision of the Freedom of

information and Protection of Privacy Act, and also provides advice in relation to privacy matters. An outline of the work undertaken in this area during the reporting period is attached. (Appendix 3)

During the reporting period covered by this report, General Counsel supported the work of each of the above units and provided legal advice to the Board, Senate and senior administration at KPU. Detailed reporting of such legal advice is not included, given the public nature of this report.

Appendix 1

University Governance and Policy Support

The month of August was filled with changes in personnel within the University Governance & Policy Support team with Kerry Thompson moving to the Confidential Assistant position assisting with Board support, and Lori Scanlon taking on the Administrative Assistant position assisting with Senate support, which necessitated a Senate by-election. On behalf of the Registrar, the University Secretary conducted the Senate by-election, resulting in the election of Jane Gray to the Professional Support Staff position on Senate.

The governance side of the team has organized, supported and followed up on at least 20 Board and Senate meetings and committee meetings. The Board governance Manual Project has reached the stage of Board approval completing one year of work to improve the Board of Governor's method of governing KPU.

Senate is now paperless, following the Board's example of leadership.

The much-requested public commentary site for policies under development goes live this month, allowing KPU employees to see all the comments that have been made about particular policies.

Appendix 2

Office of Student Risk and Judicial Affairs

The data provided in this report is based on incidents in which the Office of Student Risk and Judicial Affairs (SRJA) had either been involved with or had been made aware of for the period July 1 – November 5, 2012. There may have been other incidents that occurred during this time that were either not reported to the office of SRJA or that were dealt with informally by other departments. Current policy allows for complaints to be submitted to and dealt with by the appropriate administrator without recording to a central repository.

Student Conduct

From July 1 to November 5, 2012, SRJA recorded 13 student related incidents. Of those 13 incidents 7 involved allegations of student misconduct under policy C.21 that required an internal investigation by the office of SRJA. Of those 7 cases two were referred to the Behavioural Intervention Team (BIT). Of the remaining 6 incidents the office of SRJA was either been made aware of, provided advice for, or assisted with an informal resolution.

The 7 investigated cases involved 18 individuals (complainants and respondents) not including witnesses. Of the 7 investigated cases the average length of time closing a case was approximately 19 working days. Of the 7 investigated cases 4 cases are still ongoing. The following are results of the 3 cases:

- 1 substantiated case with a term suspension with conditions for return (BIT case)
- 1 resolved through mediation
- 1 case referred back to counselling for monitoring

To date misconduct issues that surfaced as most prevalent include; harassment, intimidating/threatening behaviour, physical assault, use of abusive language, and uttering threats.

Appeals

There is currently one internal appeal being heard by the Vice President, Administration and Finance.

Other Work

The SRJA office is also completing outstanding files prior to July 1, 2012.

The Office of SRJA continues to conduct research regarding prudent practice within the student conduct field, threat assessment and common practice within BC and Canada. This research will inform the work that is currently underway regarding aspects of KPU's student conduct program that still require attention. Those areas include; revising KPU's student conduct policy, implementation of KPU's student conduct data base, improving the student conduct appeal process, and, formalizing BIT policy, protocols and procedures.

Appendix 3

Freedom of Information and Protection of Privacy

New Social Media Guideline for Faculty Use of Social Media in the Classroom – this in-depth guideline with a step by step approach to performing due diligence and integrating social media into coursework was posted on the Kwantlen FOIPP site over the summer.

New Policy and Procedures: Emergency Disclosure of Personal Information - A draft Policy and Procedure was submitted to the University Secretariat after the new policy development procedures were formally adopted in late September.

Data Security Roadshow - IET has initiated a data security initiative that incorporates a Sharepoint site that will have many resources for advising on maintaining data security and privacy in the work place and at home. The Information and Privacy Coordinator helped IET develop an introductory presentation that was conducted on all four campuses in October and will be a member of a new Security Incident Response team to investigate unauthorized release of data in the future.

Protection of Personal Information Training – Two sessions of privacy training were given: Sept. 7, 2012, Employee Information Event and Sept. 18, 2012, Departmental assistants from the Faculty of Arts.

Risk Management Conference - Nov. 22-23, 2012, Richmond campus - A joint presentation between the Information and Privacy Coordinator and Kash Basi, Senior Claims Examiner and Legal Counsel at the Ministry of Finance, Risk Branch, has been developed and is planned for both days, covering privacy breaches and social media use in post-secondary education.

FOI Records Access Requests Processed (7) – Seven access requests were completed and closed during this period. Work continued on outstanding requests received prior to the reporting period.

Office of Advancement – see attachment

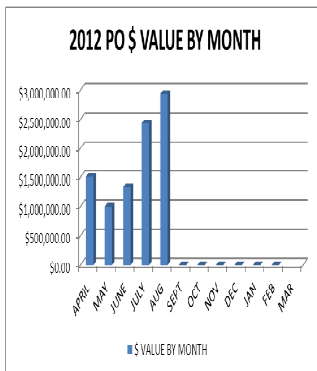
Office of Supply and Business Services – see attachment

PRESIDENT'S REPORT SUPPLY AND BUSINESS SERVICES

www.kwantlen.ca/supply

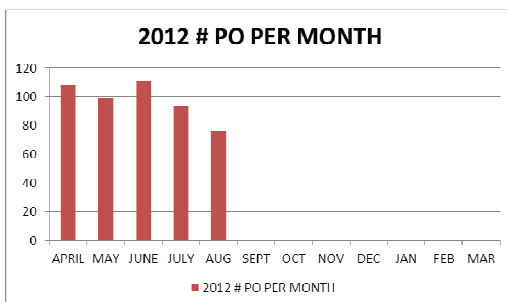
SUPPLY SERVICES

Purchasing Services, Service Contracts, Competitive Bids, Capital Construction Procurement, E-Procurement, P-Cards, Asset Management and Insurance



A 30 year old process at Kwantlen is being transformed with the introduction of a web-based purchase requisition application this month that will enable users of the university supply system to complete purchase requisitions online and submit them electronically to the Purchasing Office.

Integrated with the University's FAST Finance Reporting System and Portal, WebReq replaces the paper requisition form hand-written and sent through campus mail with a process that enables users to complete, approve on-line and submit electronically to Purchasing eliminating the re-keying of data that will reduce transcribing errors and improve processing times.



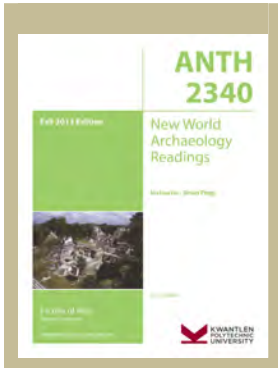
This transition, along with the recent transformation of the capital construction bid process using the VRCA electronic planroom for distribution of documents and on-line bidding, now provides the users of our supply system and our suppliers with current and best practices.

Focused on the large dollar value transactions, obtaining best value for the university while providing fair and open access for the businesses wanting to compete for university contracts, Kwantlen's small effective Supply Team have completed these competitive bid processes so far this fiscal year:

- NOI Blade Servers
- RFP Wireless Network (WLAN) Infrastructure
- EOI Grounds Maintenance
- RFP Small Project Contractor Register
- EOI Forklift for Horticulture
- NOI Microsoft Software Renewals/Licensing
- RFP Richmond Refurbishment
- RFP Surrey AC Server Room
- RFP Surrey AC Server Room
- RFP Pre-Qual Surrey AC Server Room
- RFP Cloverdale renos for Marcom
- RFP Internal Audit Services
- NOI Federal and Provincial research funding consulting
- RFP Elevator Door Replacement (3 elevators)
- RFP Forklift for Horticulture Dept
- NOI Consulting Serv - Admin Job Eval
- RFP Miscellaneous paper, NCR paper, Card stock etc
- RFP Toner cartridge
- RFP Building Envelope Consultant 3 yr term
- RFP Roof gutter work Rmd
- RFP Electrical Floor Plug Work Surrey
- NOI Scalar Data Protection Expansion

PRINT SERVICES

Print Production, Mail & Logistics, Faculty Copy Centres, Student Printing, University Copiers/Printers, Marketing Materials & Student Course Packs



Print Services is half way in delivering the 11,000 jobs and 10-million impressions produced annually at Print Centre, and for the beginning of Fall Semester completed 163 Course Pack Title submissions from our Faculty that delivered 5,000 Course Packs for sale in Kwantlen Bookstores.

In addition to producing Kwantlen's' high quality 'President's Installation Program' and Convocation Program' materials, the Print Centre for the first time will be producing in-house our most important recruitment tool, the Viewbook. With close collaboration with Communications & Marketing and Enrollment Planning Departments on the design and layouts, the Print Centre is now delivering the 20,000 Kwantlen Viewbooks on a just-in-time demand basis.

PARKING SERVICES

Parking, Campus Shuttle, Translink U-Pass BC Carpooling and Transit Alternatives



Kwantlen's innovative inter-campus free shuttle introduced by the KSA and KPU August 2011, operated by Imperial Parking Canada with contract management by Supply and Business Services, is reporting a growing weekly usage from 500 riders in October 2011, 676 in January 2012 and reaching 1150 in September 2012.

Implemented as a two-year pilot in conjunction with the KSA Multi-Pass/BC U-Pass Program, it has been mainly used by students needing to connect between campuses with an indication of growing popularity for employees, a review is now being planned to evaluate this service, equipment, and schedules prior to a decision to extend this service beyond the pilot project ending August 2013.

As Kwantlen needs to ensure that parking rates are comparable to other post-secondary institutions such as BCIT and SFU, parking rates do need to provide sufficient revenue after taxes to support operational costs and programs such as the free Campus Shuttle with 40% funding by Kwantlen.

In July 2012, the long standing practice discounted semester passes distributed by mail were replaced with a virtual e-permit ordered on-line and the cost of these e-permits were reduced from \$16 to \$14 per week to minimize the impact of this change. Prior to this change parking rates were last adjusted in 2010 when the new TransLink Tax and HST were implemented.


FOOD SERVICES

***Campus Cafeterias, Tim Horton's Kiosks,
Catering, Cold Beverage and Snack Vending,***



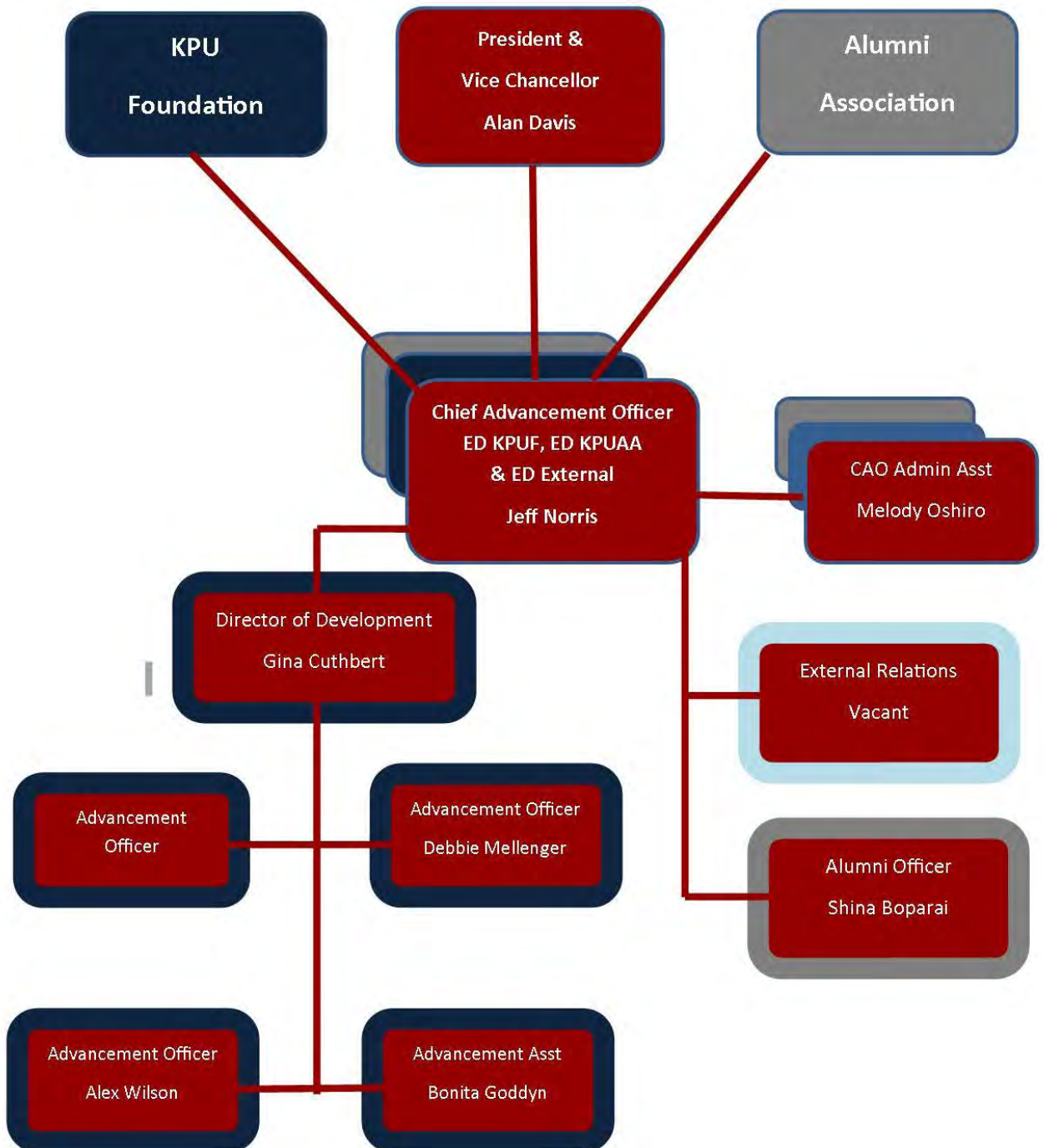
With the transition to a new food service contract in July 2010 with Sodexo Canada operating Kwantlen's four campus cafeterias, and the opening of the Tim Hortons Surrey Campus Kiosk in September 2010 and the Tim Hortons Richmond Campus Kiosk in June 2011 there is a reported 14% growth in retail sales after their first year.

In addition to now offering the very popular Tim Hortons coffees and baked goods for our students and employees, upgrades to our campus cafeterias have been completed with new products, equipment, furniture and decorating that has improved the overall customer experience and that has contributed to the following sales growth:

	Actual 2010/11	Actual 2011/12	Forecast 2012/13
Cloverdale Cafeteria	\$103,215	\$108,177	\$112,000
Langley Cafeteria	\$190,305	\$232,699	\$256,000
Richmond Cafeteria	\$425,336	\$235,104	\$248,000
Richmond Tim Hortons	\$43,258	\$410,150	\$450,000
Surrey Cafeteria	\$309,195	\$277,403	\$290,000
Surrey Tim Hortons	\$515,083	\$547,580	\$590,000
Retail Total	\$1,586,392	\$1,811,113	\$1,946,000
Catering Total	<u>\$258,194</u>	<u>\$211,903</u>	<u>\$240,000</u>
TOTAL SALES	\$1,844,586	\$2,023,016	\$2,186,000

Office of Advancement

Overview



Overview

The following areas are included in Advancement:

Development – Fundraising and Sponsorship activities at KPU

KPU Foundation (support) – the CAO serves as the executive director of this Registered Charity

Alumni Affairs – events, communications and activities serving KPU's 42,000 Alumni

KPU Alumni Association (support)- the CAO serves as the executive director of this separate society

External & Government Affairs – Recently added to advancement this area serves to coordinate community

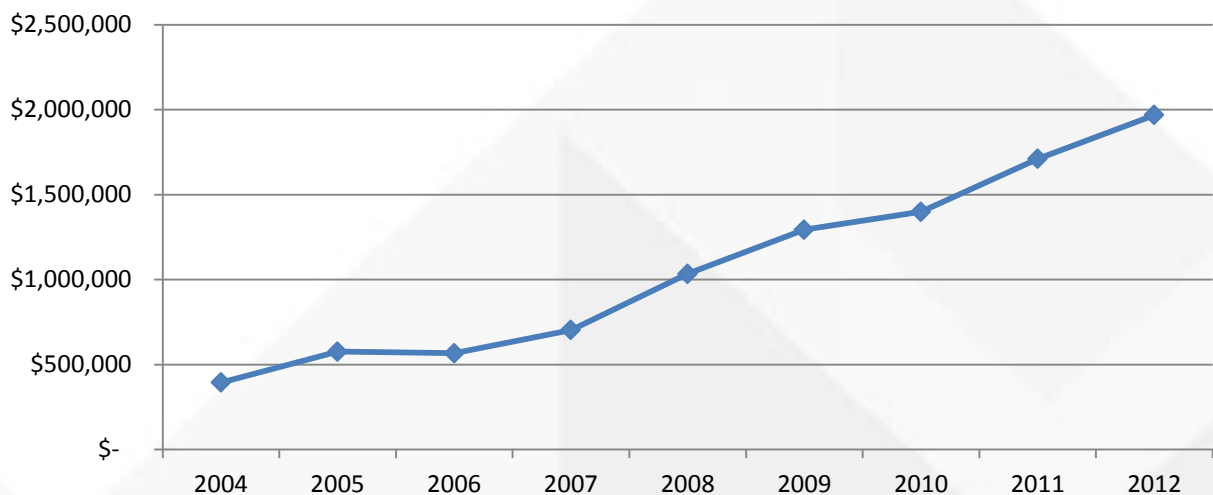


Development/ Foundation

The development area works closely with the Kwantlen Polytechnic University Foundation. The Foundation is the principal fundraising arm of Kwantlen Polytechnic University (Kwantlen). Established in 2000 and governed by a Board of Directors, the Foundation raises funds to ensure that Kwantlen students wishing to obtain an education have access to funds through donor funded scholarships, awards and bursaries.

Though the Foundation was formed in 2000, significant fundraising efforts did not begin at Kwantlen until 2006. In 2006 the Foundation received a total of \$568k in donations. In 2012 this number has grown to \$1,969,060 an increase of 347%.

Donations 2004-2012

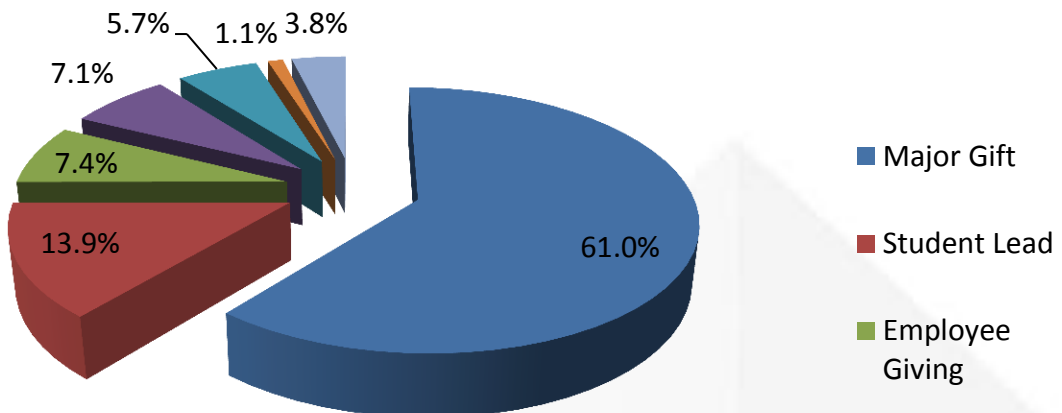


Overall, external contributions were up \$280,918 (16%) this past fiscal and this is the sixth consecutive year of record cash donations for the Foundation. During this same period of time we have also seen pledges grow by an even more dramatic number, increasing by six fold. This strong growth has been accomplished through a dramatic increase in active fundraising work focused on major giving donors.

As most of major gifts have been pledged over 5 years, our immediate growth in funds raised has not been as large as could have been, but the pledged gifts have provided us a stable base of revenue.

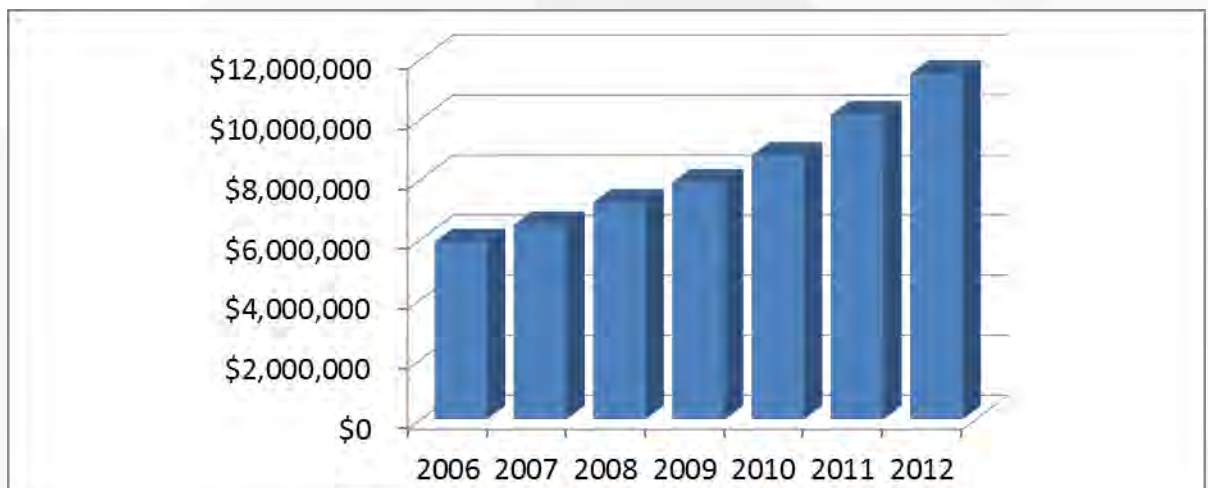
Development/ Foundation

Distribution of Gift Type - 2012



Growth in Endowment 2006-2012

Kwantlen endowment have also grown steadily in recent years and now total over \$12M making it the largest endowment at a teaching university in BC.

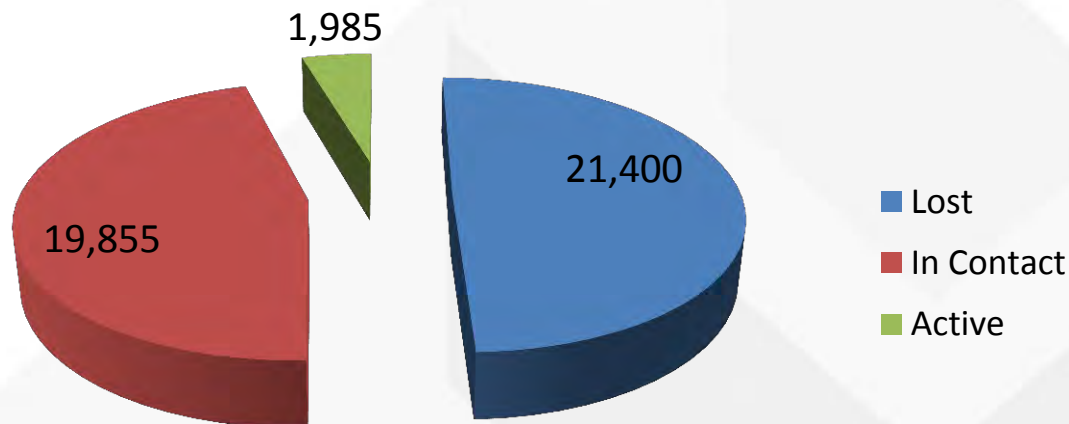


Alumni Relations/ Alumni Association

The KPU Alumni Relations Area works closely with the KPU Alumni Association. In consideration of the institution's growth and re-designation as a university, in September 2008, Kwantlen established an official alumni association called Kwantlen Polytechnic University Alumni Association (KPUAA). KPUAA is registered under the B.C. Society Act and plays an important role in the governance of Kwantlen Polytechnic University. It delivers valuable programs, initiatives and partnerships to support the continued success of Kwantlen alumni, Kwantlen Polytechnic University and the community at large. It also serves a role in the Governance of KPU as it nominates individuals to serve on the Board of Governors, Senate and in the position of Chancellor.

As Kwantlen has only recently put resources towards alumni engagement we have lost contact with nearly half of the 42,000 graduates of Kwantlen.

KPUA Alumni -2012



The promising news is that the number of engaged alumni continues to increase dramatically each year and each month we are communicating with 22,000+ KPU Alumni.

Alumni Relations/ Alumni Association

The Alumni Affairs and the Alumni Association has had an eventful year and has focused on three main priorities in the past year:

1. Executing strategic goals set-out by the KPUAA Board through its various working committees.
2. Amplified Alumni engagement through various platforms.
3. Developments in creating affinity partnerships for the KPUAA.

Recent accomplishments:

- Committed to creating more engagement opportunities for alumni and being more visible on social media platforms such as Facebook, Twitter, and LinkedIn.
- Current students have been integrated into one of the KPUAA committee compositions to bring a student perspective to alumni activities.
- KPUAA has allocated funds for the KPUAA sponsorship fund, which is open to all students, faculty, staff, and alumni, who are interested in hosting activities that help engage or support Kwantlen Alumni.
- Executed the University's 30th anniversary gala event and was able to engage 300 members from the community including alumni and awarded two very deserving individuals as Kwantlen's newest distinguished alumni in the Community and Public Service category and in the Business and Industry category.
- Orchestrated their first online election to increase alumni voter participation.
- The association had a noticeable presence at the fall 2012 convocation reception by having a photo booth set-up where new alumni were able to get photos free of charge as a token from the KPUAA.
- Electronic newsletter sent to over 22,000 alumni every month.
- Alumni representatives serve on various internal groups and committees for the University, such as the Chancellor selections committee, the KPU strategic planning committee, and the university's Public Art Committee to name a few.

External Affairs

Recently, the responsibilities of External and Government Relations has been moved to the Office of Advancement. Currently a reorganization of these duties is under way and shortly additional staff will be added to Advancement to support this function. Given the focus of the Advancement area has always aligned and overlapped with external and government relations the merging of these areas has resulted in immediate efficiencies and cost savings.

BOARD ITEM / Senate Report

Issue: President's Update

For Information: There were two regular meetings of Senate since the last Board meeting. The following constitutes a summary of the actions taken at each meeting.

September 24, 2012

- The Chair announced the formation of a President's Diversity and Equity Committee
- The Access Copyright Agreement was discussed, noting that KPU had opted out of the license renewal. The Senate Governance Committee was directed to develop the membership composition and terms of reference of a working group or task force on copyright modernization and communication, and report back to Senate in November.
- Appointment of the Associate Dean of Arts Advisory Search Committee.
- Approved the Full Program Proposal for a Bachelor of Science, Major in Applications of Mathematics.
- Approved revisions to the procedures of Policy E4, *Protocol for the Development of University Policies & Procedures* which includes a simplified policy development/revision process.
- Approved the *Principles to Guide the Development of a Successful Model of Bi-cameral Governance at Kwantlen Polytechnic University*.
- Approved revisions to the Faculty of Arts Bylaws.
- Approved revisions to the Election Rules.
- Appointed Robert Wood as Chair of the Senate Standing Committee on Academic Planning & Priorities.
- Appointed Mary Androsiuk as Chair of the Senate Standing Committee on Program Review.
- Approved Kwantlen graduates to September 24, 2012.

October 29, 2012

- The Chair announced that discussions regarding the role and time release of the Senate Vice Chair are ongoing.
- Appointment of the Vice Provost Teaching & Learning Advisory

Search Committee.

- The lack of a policy/procedures regarding appointment of search advisory committees for senior academic positions was raised.
- Approved revisions to the Business Administration Diploma program, adding a course as an alternative to a math course, providing students with more options.
- Approved a change of qualifications for faculty members in the Psychology Department.
- Revised Senate Bylaws so that those present and voting would be the basis upon which a motion was carried.
- Approved the appointment of various individuals to Senate committees.
- Academic Priorities are being developed for the 2014-2015 Budget cycle, led by the Senate Standing Committee on Academic Planning & Priorities.
- Appointed Robert Wood as Chair of the Senate Standing Committee on Library.
- Appointed Bob Davis as Chair of the Senate Standing on Policy Articulation (SSCPA).
- Approved the Academic Schedule 2013/2014. Senate does this on behalf of the Board through SSCPA.
- Approved the 2014 Academic Summer Schedule.
- Approved Kwantlen graduates to October 29, 2012.
- Provided the Board with advice on the Board Procedures as Final Appeal Board – Non-academic Misconduct.
- Approved nominations for Honorary Degrees, Distinguished Service Award and Distinguished Teaching Award.

BOARD ITEM / Senate Report

Issue: **Full Program Proposal (FPP), Bachelor of Science Major in Applications of Mathematics**

For Information: In compliance with the program approval process agreed to at the Board/Senate Task Force on Bicameral Governance, the FPP, Bachelor of Science Major in Applications of Mathematics is attached for information.

Senate approved the FPP at its October 29, 2012 meeting. We anticipate a start date for the program of September 2013 for years 1, 2 and 3 intake.

BOARD ITEM / Evaluation of the Board as a Group

For Discussion: Launi Skinner is assigned to evaluate the Board's own performance at the 21 November 2012 Board meeting.

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

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

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

POLICY

Evaluation of Board as a Group

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

SA Strongly agree A Agree D Disagree SD Strongly Disagree

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

At this meeting we did the following really well: _____

We could improve our performance as a Board by: _____



BOARD: *Regular*
MEETING DATE: *21 November 2012*
SCHEDULE NO.: *14*
PREPARED BY: *Sandi Klassen*

1. Kwantlen "Upcoming Events / Activities 2012/2013 (attached)

To be distributed:

Trusteeship – September/October 2012 – Research Universities and the Future of America

Board Leadership – September/October 2012

KWANTLEN UPCOMING EVENTS / ACTIVITIES 2012 / 2013

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

<i>Date</i>	<i>Time</i>	<i>Event/Activity</i>	<i>Location</i>
<u>2012</u>			
Wednesday 21 November	3:00-7:00 pm	Board meeting	Surrey Campus Board Room, Cedar Bldg Rm 2110
Monday 26 November	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Thursday 6 December	9:45 am	Save the Date! Possible announcement	Richmond Campus
Monday 10 December	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
<u>2013</u>			
Thursday 10 January	8:00-10:00 am	Human Resources Committee (tentative)	Cloverdale Campus Rm 1853
Wednesday 16 January	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853
Monday 28 January	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Wednesday 30 January	3:00-7:00 pm	Board meeting	Richmond Campus Conference Centre Room 2550, West Wing, Second Floor
Thursday 7 February	5:30 pm 6:00 pm	Reception Faculty of Trades & Technology Awards Ceremony	Cloverdale Campus
Wednesday 13 February	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853
Friday-Saturday 22-23 February	Friday 2:00pm to 4:00 pm Saturday	Board Retreat	TBD
Monday 25 February	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Wednesday 13 March	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853

Monday 25 March	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Wednesday 27 March	3:00-7:00 pm	Board meeting	Cloverdale Campus Room 1853
Wednesday 10 April	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853
Saturday – Tuesday 20-23 April	Various	Association of Governing Boards Conference	San Francisco, CA
Monday 29 April	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Thursday-Sunday 1-5 May	Various	Canadian University Boards Association (CUBA) (For Board Chair and University Secretary)	Calgary, Alberta
Wednesday 15 May	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853
Monday 27 May	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Wednesday 29 May	4:00-6:00 pm	Governance Committee	Cloverdale Campus Rm 1853
Friday 31 May	TBA	Convocation – 2 ceremonies	Langley Events Centre
Friday 31 May	TBA	Chancellor’s Dinner	TBA
Wednesday 12 June	3:00-7:00 pm	Board meeting	Cloverdale Campus Room 1853
Monday 24 June	4:00-7:00 pm	Senate	Surrey Campus Cedar 2110
Wednesday 18 September	3:00-7:00 pm	Board meeting	Richmond Campus Conference Centre Room 2550, West Wing, Second Floor
Wednesday 20 November	3:00-7:00 pm	Board meeting	Surrey Campus, Cedar Room 2110