



## **KPU Board of Governors - Regular Meeting**

**Date: June 23, 2021**

**Time: 4:00 pm – 5:16 pm**

**Via Microsoft Teams: [Click here to join the meeting](#)**

### **Phone Dial-in**

**+1 604-449-3508 (Canada (Vancouver))**

**Conference ID: 343 853 227#**





## Regular Meeting Agenda

### Board of Governors

**Date:** June 23, 2021

**Time:** 4:00 pm – 5:16 pm

**Via Microsoft Teams:** [Click here to join the meeting](#)

**Phone Dial-in:** +1 604-449-3508 (Vancouver)

**Conference ID:** 343 853 227#

**Attending:** Kim Baird, Rhiannon Bennett, Sandra Case, Ivy Chen, Farhad Dastur, Alan Davis, Bob Davis, Amos Kambere, Michael McAdam, Mohammed Mahabub, Kim McGill, David Piraquive, Jack Wong

*M = Motion to Approve  
D = Discussion  
I = Information  
E = Education*

**Excused:**

**Presenters and Administrative Resources:** Steve Cardwell, Laurie Clancy, Chervahun Emilien, Marlyn Graziano, Jennifer Jordan, Ranminder Kaur, Sandy Vanderburgh, Keri van Gerven

**4:00 pm Regular Board Meeting  
Closed Board Meeting to follow  
In camera Debriefing Session to follow**

Agenda Item	Resource	Action	Time	Page
1. Call to Order & Introductory Remarks	Sandra Case		4:00	

We respectfully acknowledge that we live, work and study at KPU on the traditional and ancestral lands of the Coast Salish peoples, including those of the Kwantlen First Nation, who graciously bestowed their name on this university.

2. Conflict of Interest	Sandra Case			
3. Approval of Agenda	Sandra Case	M	4:00-4:01	3

**MOTION:** THAT the Board of Governors approve the regular meeting agenda for June 23, 2021.

4. Consent Agenda	Sandra Case	M	4:01-4:02	7
4.1. Minutes of the May 26, 2021 Regular Board of Governors Meeting				8
4.2. Amendment to Bylaw No. 4		I		15

**MOTION:** THAT the Board of Governors approve the following items on the Consent Agenda:

4.1. Minutes of the May 26, 2021 Regular Board of Governors Meeting.

AND

THAT the Board of Governors receive the following item for information:



## Regular Meeting Agenda

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#### 4.2. That the Board of Governors approved via an e-vote on June 9, 2021 the revision to Bylaw No. 4.

5. Annual Report to the Board on the Sexual Violence & Misconduct Policy	Steve Cardwell / Jennifer Jordan	I	4:02-4:05	25
6. Audit Committee Report				
6.1. Committee Chair Report	Michael McAdam	I	4:05-4:06	
7. Finance Committee Report				
7.1. Committee Chair Report	Michael McAdam	I	4:06-4:07	
7.2. Management Discussion and Analysis supporting the approved Financial Statements for year ended March 31, 2021	Chervahun Emilien	I	4:07-4:10	33
7.3. FY 2022-23 University Budget:	Alan Davis	i	4:10-4:20	35
• Budget Development Timeline				
• Executive Budget Priorities				
• Budget Tenets and Philosophy				
8. Governance Committee Report				
8.1. Committee Chair Report	Amos Kambere	I	4:20-4:21	
8.2. Accountability Plan & Report 2020/21	Lori McElroy	M	4:21-4:31	43

**MOTION:** THAT the Board of Governors approve the 2020/21 Accountability Plan & Report for submission to the Ministry of Advanced Education and Skills Training as recommended by the Board Governance Committee.

8.3. Newly Appointed and Elected Board Members	Keri van Gerven	I	4:31-4:33	45
9. Human Resources Committee Report				
9.1. Committee Chair Report	Sandra Case	I	4:33-4:34	
10. President's Report				
10.1. Report to the Board	Alan Davis	I	4:34-4:37	
10.2. Fall 2021 and the New KPU	Alan Davis	I	4:37-4:47	47



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11. Provost's Report				
11.1. Report to the Board	Sandy Vanderburgh	I	4:47-4:50	
12. Vice President, External Affairs				
12.1. Report to the Board	Marlyn Graziano	I	4:50-4:53	
13. Interim Vice President, Finance & Administration's Report				
13.1. Report to the Board	Steve Cardwell	I	4:53-4:56	
14. Vice President, Students				
14.1. Report to the Board	Steve Cardwell	I	4:56-4:59	
15. <a href="#">2021/22 Mandate Letter from Minister of Advanced Education, Skills and Training (AEST)</a>	Sandra Case	I	4:59-5:04	
16. Senate Report – meeting held on May 31, 2021	Alan Davis	I	5:04-5:05	51
17. Next Meeting Agenda Contribution	Sandra Case	D	5:05-5:06	
18. For the Good of the Order	All	D	5:06-5:07	
19. Feedback on the Meeting	All	D	5:07-5:08	
20. Closing Remarks	Sandra Case		5:08-5:09	
21. Election of the Chair and Vice Chair	Keri van Gerven	Election	5:09-5:14	
22. Appendix:				
22.1. <a href="#">Report to the Board of Governors</a>	Alan Davis	I	5:14-5:15	
23. Next Meeting	Sandra Case	I	5:15-5:16	
Regular Board Meeting				
Wednesday, September 29, 2021				
4:00 – 7:00 pm				
24. Adjournment	Sandra Case		5:16	





**Board of Governors**  
**Agenda Item:**  
**Meeting Date:**  
**Presenter(s):**

**Regular Meeting**  
**#4**  
**June 23, 2021**  
**Sandra Case**

**Agenda Item:**        **Consent Agenda**

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<p><b>THAT the Board of Governors approve the following items on the Consent Agenda:</b></p> <p style="padding-left: 40px;"><b>4.1 Minutes of the May 26, 2021 Regular Board of Governors Meeting.</b></p> <p><b>AND</b></p> <p><b>THAT the Board of Governors receive the following item for information:</b></p> <p style="padding-left: 40px;"><b>4.2 That the Board of Governors approved via an e-vote on June 9, 2021 the revision to Bylaw No. 4.</b></p>
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**Attachments:**

1. Minutes of the May 26, 2021 Regular Board of Governors Meeting.
2. Amendment to Bylaw No. 4.

**Submitted by:**        Ranminder Kaur, Confidential Assistant to the Board of Governors

**Date submitted:**     June 11, 2021

**Present: Board**

Sandra Case / Chair  
Rhiannon Bennett  
Ivy Chen  
Farhad Dastur  
Alan Davis / President & Vice Chancellor  
Bob Davis  
Amos Kambere  
Michael McAdam  
Kim McGill  
David Piraquive  
Jack Wong

**University Vice Presidents**

Steve Cardwell / VP, Students  
Laurie Clancy / AVP, Human Resources  
Tara Clowes / VP, Finance and  
Administration  
Marlyn Graziano / VP, External Affairs  
Sandy Vanderburgh / Provost & VP,  
Academic

**Presenters and University Resources**

Jennifer Duprey / General Counsel  
Kelly Finlay / Chair, KPU Foundation Board  
Ranminder Kaur / Confidential Assistant to  
the Board of Governors  
Keri van Gerven / University Secretary &  
Executive Assistant to the President & Vice  
Chancellor

**Regrets:** Kim Baird / Chancellor  
Mohammed Mahabub

1. **Call to Order and Introductory Remarks** The Chair called the meeting to order at 4:02 pm.  
The Chair acknowledged KPU's commitment to reconciliation and recognition that that we live, work and study at KPU on the traditional and ancestral lands of the Coast Salish peoples, including those of the Kwantlen First Nation, who graciously bestowed their name on this university.
2. **Conflict of Interest** No other conflict of Interest was declared.
3. **Approval of Agenda** **Motion #17-20/21**  
**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Agenda for May 26, 2021.**

*The Chair welcomed Ms. Finlay to the meeting.*

4. **Presentation from the Foundation Board Chair** Ms. Finlay advised members that the Kwantlen Polytechnic University Foundation is a separate legal entity from KPU and is a registered society and a charity. The Foundation has its own constitution and bylaws and is governed by a volunteer board of directors. Members noted that the Foundation is supported by KPU and has close working relationships with the team in the Office of Advancement, Financial Services, Student Awards, President Davis and the Vice President, External Affairs.

Ms. Finlay noted that the main purpose and mission of the Foundation is to raise funds to create quality, life-long learning opportunities for the university's students to achieve personal, social and career success.

Ms. Finlay commented that the Foundation provides support to the students through donations received by the donors and that the Foundation Board currently has 433 active donors.

Ms. Finlay noted that a total of \$1,175,815 donor dollars were distributed to students in 2021 fiscal year and an average amount awarded to students receiving donor funded awards was \$1,442. Members noted that 815 students are currently receiving donor-funded support.

Ms. Finlay mentioned that the Foundation was originally incorporated as a society and a charity in 2000 and that the Directors are the sole members of the society and they serve a three-year term. Members noted that the Foundation has four committees: Executive Committee, Finance and Investment Committee, Governance Committee and Events.

Ms. Finlay commented that the work of the Foundation includes:

- Identifying donor prospects.
- Donor stewardship.
- Acting as ambassadors in the community.
- Participating in KPU's events and ceremonies.
- Overseeing the investment of donor endowments.
- Maximizing returns while keeping with our mission.
- Ensuring earnings are distributed according to donor wishes and instructions.
- Assisting faculties, institutes and the Office of Research in securing grants and other funding by ensuring the Foundation is well governed and a trusted entity.

Ms. Finlay noted that The Irving K. Barber Endowment was created in 2010 when Dr. Irving K. Barber donated \$2.5 million to provide opportunities to those for whom post-secondary education is not accessible. Members noted that each year, the KPU Foundation Board works with KPU's Provost, Faculties and Divisions to award money to projects that fulfil Dr. Barber's founding intention.

Ms. Finlay commented that the Foundation hosts fundraising events and has hosted golf tournaments in the past and raised thousands in support of KPU students. Ms. Finlay noted that the Foundation will be shifting to new plans for fundraising events in 2022.

Ms. Finlay mentioned that the Foundation's board of directors are donors too and has a 100% giving rate and as members of the KPU community, the Foundation's donations are matched by the KPU Family Campaign.

Ms. Finlay commented that the KPU Board of Governors established an endowment in 2007 to fund the Board of Governors Scholarship and that this \$2,000 scholarship is awarded to a student exemplifying KPU's commitment to Quality, Reputation and Relevance. Members noted that gifts made by Governors to this fund or any other at KPU are eligible for matching up to \$10,000 from the KPU Family Campaign.

Ms. Finlay left the meeting.

**5. Consent Agenda**

**Motion #18-20/21**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the following items on the Consent Agenda:**

**5.1. Minutes of the March 31, 2021 Regular Board of Governors Meeting.**

**AND**

**THAT the Board of Governors receive the following item for information:**

**5.2. That the Board of Governors approved via an e-vote on May 5, 2021 an allocation of \$4,170,000 to an internally restricted reserve representing KPU's 2020 / 2021 draft audited financial statements surplus from operations. The internally restricted reserve will be to support:**

- (a) \$3,592,000 economic downturn contingency**
- (b) \$578,000 future capital investment for innovation in classroom design and technology projects.**

**6. Audit Committee Report**

**6.1 *Committee Chair Report***

Members noted that the Audit Committee met on May 18, 2021 and received an update on the timeline of appointment of the external auditor, and an update on Business Performance & Advisory Services (BPAS) Engagement Activities.

**6.2 *Draft Financial Statements for Year Ending March 31, 2021***

Ms. Clowes presented the draft Financial Statements for Year ending March 31, 2021 and highlighted the Statement of Financial Position, Statement of Operations and Notes to the Financial Statements.

Ms. Clowes advised members that two new notes were added to this year's Financial Statements: (a) Note 12 relating to KPU unrestricted surplus; and (b) Note 19 relating to enhancing KPU's disclosure with the Foundation.

**Motion #19-20/21**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the draft Financial Statements for the Year Ended March 31, 2021 as recommended by the Board Audit Committee.**

**7. Finance Committee Report**

**7.1 *Committee Chair Report***

Members noted that the Finance Committee met on May 18, 2021 and received an update on the IT Disaster Recovery Plan (DRP).

**7.2 *Draft Board Response to Senate 2021-22 Budget Recommendations***

Ms. Clowes presented the Draft Board Response to Senate 2021-22 Budget Recommendations and commented that the 2021/22 budget

development process was unique given the ongoing impacts of the COVID 19 pandemic and the institution presenting a deficit budget.

Ms. Clowes noted that the Senate Standing Committee on University Budget (SSCUB) and Senate reviewed and endorsed the budget on two separate occasions. It was also noted that the budget reflects a focus on strategic priorities.

**Motion #20-20/21**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Draft Board Response to Senate regarding the 2021/22 Budget Recommendations as recommended by the Board Finance Committee.**

**8. Bylaw No. 4  
Amendment**

Ms. Clowes presented the report and commented that the proposal is to amend Bylaw No. 4 to set the international tuition rate for ENGQ and ELST courses to \$378.85 rather than the existing rate of \$684.61, effective for Fall 2021. International students would still be charged the full international tuition rate of \$684.61, for the undergraduate courses both while on the Pathway and once they become full undergraduate students.

Ms. Clowes noted that the demand from International students for English upgrading courses at KPU has been declining as there are other options that international students can pursue to upgrade their English which have lower tuition costs. Members noted that English upgrading is an important access route for recruiting International students from countries where English is not the language of instruction and this will help diversify the International student body.

Ms. Clowes commented that as Bylaw No. 2 requires a two week notice period for any changes to By-laws, this proposal for an amendment to Bylaw No. 4 is presented to the Board as a two-week notice.

Ms. Clowes noted that a note will be sent to Board members requesting an e-vote for an approval on the proposed amendment after the appropriate notice period which will be on June 9, 2021.

**9. Governance  
Committee Report**

**9.1 *Committee Chair Report***

Committee Chair, Mr. Amos, advised that the Governance Committee scheduled for May 12, 2021 was cancelled as there were no significant agenda items to be considered at the meeting.

**10. Human Resources  
Committee Report**

**10.1 *Committee Chair Report***

Committee Chair, Ms. Case advised that the Human Resources Committee met on May 20, 2021 and received an update on the HR Policies workplan review and implementation.

**11. President's Report****11.1 Report to the Board**

Dr. Davis advised that the President's Report was included in the Report to the Board of Governors and noted the significant number of activities around KPU featured in the report.

Dr. Davis noted that KPU has been advised to return to Campus in the Fall by the Ministry. Members noted that at a Townhall meeting, Dr. Henry was clear and direct that COVID numbers are going down and that vaccination numbers are increasing and most of the age groups will have received their vaccinations by the summer.

Dr. Davis mentioned that KPU executives are meeting regularly to discuss planning around the Fall return to campus with a focus on bringing the students and teaching staff back in the Fall, followed by other administrative areas at a later date.

**12. Provost's Report****12.1 Report to the Board**

Dr. Vanderburgh advised that the Provost and VP, Academic Report was included in the Report to the Board of Governors.

Dr. Vanderburgh commented that KPU continues to plan for the Fall 2021 semester and noted that Faculties have been asked to submit the Fall course timetables to the Office of the Registrar by May 28, 2021.

Dr. Vanderburgh noted that KPU is also exploring options to provide more flexible learning options for the students and remote work opportunities for employees.

Dr. Vanderburgh advised that the stakeholder meeting for the search of the Associate Dean, Faculty of Health has taken place and that the Search Advisory Committee will be in a position to appoint an Associate Dean in the coming weeks.

**13. Vice President,  
External Affairs  
Report****13.1 Report to the Board**

Ms. Graziano advised that the Vice President, External Affairs Report was included in the Report to the Board of Governors and commended various teams within her portfolio.

Ms. Graziano advised members that the major virtual events coming up included:

- Run Surrey Run between June 1 – June 15
- YMCA Women of Distinction award - June 7. Ms. Graziano noted that nursing instructor Dr. Balbir Gurm has been nominated for a YWCA Women of Distinction award in the Community Champion category. Members also noted that the Board member, Rhiannon Bennett has been nominated for a YMCA Women of Distinction award in the Reconciliation in Action category.

- 14. Vice President, Finance and Administration**
- 14.1 Report to the Board**
- Ms. Clowes advised that the Vice President, Finance and Administration Report was included in the Report to the Board of Governors and commended various teams within her portfolio.
- 15. Vice President, Students Report**
- 15.1 Report to the Board**
- Dr. Cardwell advised that the Student Services Report was included in the Report to the Board of Governors and commended various teams within his portfolio.
- Dr. Cardwell commented that the Pride Advocacy Group organized a Trans Awareness Workshop, hosted by Out in Schools in support of Trans Day of Visibility. The workshop discussed issues around trans safety, terminology, visibility and how to be an associate.
- Dr. Cardwell advised that the Future Students' Office (FSO) is continuing to stay connected with KPU's prospective students remotely and with the support from student ambassadors, made 1,300 phone calls in March to applicants who had 'Incomplete Documents' or unanswered 'Offers,' assisting with the next step of the application process – primarily targeting Limited Intake programs with approaching deadlines.
- Dr. Cardwell mentioned that the Career Development Centre has seen a surge of 255 new students registering on KPU's Job Board, Career Connection, as well as a large increase in 1:1 career coaching appointments. Dr. Cardwell noted that there have been 663 new Co-op job postings, including 117 new employers.
- Dr. Cardwell noted that the KPU Indigenous Advisory Committee was scheduled for June 1<sup>st</sup> which will be chaired by Len Pierre, Special Advisor, Indigenous Leadership, Innovation and Partnerships.
- 16. Senate Reports – meeting held on April 19, 2021**
- Dr. Davis advised that the Senate Report for April 19, 2021 was prepared by Dr. David Burns, Senate Vice-Chair and was included in the meeting package.
- 17. Next Meeting Agenda Contribution**
- Board members were asked to send contributions for the next meeting agenda to Ms. van Gerven at least two weeks in advance of the meeting.
- 18. For the Good of the Order**
- There were no additional items identified.
- 19. Feedback on the Meeting**
- There was no feedback on the meeting.
- 20. Closing Remarks**
- The Chair thanked everyone, including Board Members for attending and contributing to the discussions.

**21. Appendix:**

**21.1 *Report to the Board of Governors***

The May 2021 Report to the Board of Governors was received.

**21.2 *Letter of acknowledgement from the Ministry – KPU 2019/20 Institutional Accountability Plan and Report***

Members noted a letter of acknowledgement received from the Ministry.

**22. Next Meeting**


The next meeting has been scheduled for Wednesday, June 23, 2021.

**23. Adjournment**

The meeting adjourned at 5:10 pm.

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Board Chair

	<b>Board of Governors</b>	<b>Regular Meeting</b>
	<b>Agenda Item:</b>	<b>#1</b>
	<b>Meeting Date:</b>	<b>E-Vote (June 9, 2021)</b>
	<b>Presenter(s):</b>	<b>Tara Clowes</b>

**Agenda Item:** Bylaw No. 4 Amendment

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the revision to By-Law 4.</b>
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**Board Committee Report:** At its meeting on March 31, 2021 the Board of Governors approved the Bylaw 4. A further amendment is presented for Board’s consideration.

**Context & Background:** Demand from international students for English upgrading courses at KPU has been declining. There are other options that international students can pursue to upgrade their English which have lower tuition costs. English upgrading is an important access route for recruiting international students from countries where English is not the language of instruction which overall will help diversify the international student body. Once English upgrading is complete, these students can go on to take undergraduate courses at the full International tuition rate.

International students who need English upgrading are admitted on the *Pathway to Undergraduate Studies*. This allows them to take a limited number of undergraduate courses while they complete their upgrading courses. Lowering the cost of upgrading English is expected to increase the number of students admitted on the Pathway, most of whom go on to regular undergraduate studies when they complete their upgrading. An analysis of rates charged by competitor institutions showed that KPU’s tuition rate for the English language upgrading is significantly higher than the going market rate.

The proposed amendment was discussed at the Board of Governors meeting on May 26, 2021. The motion is now coming forward after the appropriate bylaw change notification period for an evote.

**Key Messages:** 1. This proposal is to amend Bylaw No. 4 to set the international tuition rate for ENGQ and ELST courses to \$378.85, equivalent to fee category 2.a.9, rather than the existing rate of \$684.61, effective for Fall 2021. International students would still be charged the full international tuition rate of \$684.61, for the undergraduate courses both while on the Pathway and once they become full undergraduate students.

	<b>Board of Governors</b>	<b>Regular Meeting</b>
	<b>Agenda Item:</b>	<b>#1</b>
	<b>Meeting Date:</b>	<b>E-Vote (June 9, 2021)</b>
	<b>Presenter(s):</b>	<b>Tara Clowes</b>

2. Scenario modelling on the proposed financial impact of the change in international tuition rate shows that without a reduction based on the 2019 – 20 demand levels that each section of those two courses will operate at a loss. With the proposed reduction in the international tuition rate for those two courses, and the expected corresponding increase in enrollment, that each section will operate at a small profit.

<b>Resource Requirements:</b>	N/A
<b>Implications / Risks:</b>	None identified.
<b>Consultations:</b>	University Executive and Administration <i>Board of Governors</i>
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. Amended Bylaw No. 4 (changes highlighted in yellow)</li> <li>2. Impact of Reducing International Tuition for English Upgrading Courses</li> </ol>
<b>Submitted by:</b>	Tara Clowes, Vice President Finance and Administration
<b>Date submitted:</b>	June 9, 2021

Bylaw History
<b>Bylaw No.</b> 4
<b>Approving Jurisdiction:</b> Board of Governors
<b>Original Effective Date:</b> November 16, 1982
<b>Revised Date:</b> May 19, 2021

## Bylaw No. 4

### Fees

1. Pursuant to the *University Act*, 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 includes base tuition (Category 1) as well as differential tuition (Categories 2-9). Rates effective September 1, 2021 shall be:
  - a. Credit Based Programs:

<u>Category</u>	<u>\$ / credit</u>	
1	\$150.45	<ul style="list-style-type: none"> <li>▪ Existing courses<sup>1</sup> as at September 1, 2011 will remain in Category 1.</li> </ul>
2	\$181.79	<ul style="list-style-type: none"> <li>▪ Courses in the Education Assistant Program.</li> <li>▪ New courses developed for degrees/programs in Faculties such as Business and Arts.</li> </ul>
3	\$203.06	<ul style="list-style-type: none"> <li>▪ Courses in Bachelor of Design, Product Design.</li> <li>▪ New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture and Health.</li> </ul>
4	\$232.39	<ul style="list-style-type: none"> <li>▪ Courses in the Health Unit Coordinator program.</li> <li>▪ New online courses developed for degrees/programs and other specialized programs.</li> </ul>
5	\$287.17	<ul style="list-style-type: none"> <li>▪ Courses in Brewing and Brewery Operations and Health.</li> <li>▪ Courses in Mechatronics and Advanced Manufacturing Technology Diploma.</li> </ul>

<sup>1</sup> With the exception of the Health Unit Coordinator and Education Assistant Programs.

6	\$602.48	<ul style="list-style-type: none"> <li>▪ Post-Baccalaureate in Technical Apparel Design.</li> <li>▪ Graduate Certificate in Sustainable Food Systems and Security.</li> </ul>
7	\$243.55	<ul style="list-style-type: none"> <li>▪ Post-Baccalaureate Diploma in Accounting.</li> </ul>
8	\$331.21	<ul style="list-style-type: none"> <li>▪ Diploma in Traditional Chinese Medicine – Acupuncture.</li> <li>▪ Certificate in Farrier Science.</li> </ul>
9	\$378.85	<ul style="list-style-type: none"> <li>▪ Post-Baccalaureate Diploma in Operations and Supply Chain Management.</li> <li>▪ Post-Baccalaureate Diploma in Technical Management and Services.</li> <li>▪ Post-Baccalaureate Diploma in Human Resource Management</li> <li>▪ Graduate Diploma in Business Administration-Green Business.</li> <li>▪ Graduate Diploma in Business Administration-Global Business.</li> </ul>

b. Fixed Term Programs\*:

<u>Category</u>	<u>\$ / week</u>	
1	\$131.07	<ul style="list-style-type: none"> <li>▪ Existing courses as at September 1, 2011.</li> </ul>
2	\$268.81	<ul style="list-style-type: none"> <li>▪ New courses developed for degrees/programs in Trades and Technology field of study, e.g. Arborist program.</li> </ul>

*\*Fees for part-time are pro-rated.*

Courses eligible as “new” for the purposes of differential fee assessment under this Bylaw (including courses designated as online) are courses assigned newly designated subject codes accompanying Ministry-approved programs not previously offered by KPU. New courses approved by Senate that bear a pre-existing subject code are not considered “new” for the purposes of differential fee assessment (unless they are being newly classified at a different academic level).

- c. Adult Upgrading No charge/credit
  
- d. English Language Studies No charge/credit
  
- e. Adult Special Education \$32.76/week program fee

## 3. Other fees and charges for domestic students effective September 1, 2021 are as follows:

a. Student fees for libraries, technologies and student life.	7% of tuition
b. Application fee	\$40.00
c. Transcript fee	\$10.00 per transcript
d. Appeals	\$15.00
e. Confirmation deposit	Domestic applicants are required to remit a non-refundable \$250.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake program.  If the student registers this fee will be applied towards the full tuition fees assessment.  Students registered in a tuition free course do not pay the confirmation deposit, but will be assessed other fees and charges listed above.
f. Graduation fee	No charge

## 4. Prior Learning Assessment and Recognition (PLAR):

- a. Students receiving PLAR credit awarded for individual course(s) will be charged the domestic rate of tuition based on the fee category for the assigned course.
- b. Students receiving PLAR credit(s) as a result of a competency-based assessment will be charged an assessment fee of \$750 or the cost associated with the resulting credit at the domestic rate of tuition based on the fee category for the assigned course(s), or whichever is the lesser of the two.
- c. Students receiving PLAR credit for coursework previously completed at KPU in a different academic level may be exempt from PLAR fees, with approval of a PLAR advisor/assessor and the relevant Dean. Where a previous assessment is on file as precedent, a flat fee of up to \$750 may be assessed at the discretion of the Dean with approval of the Vice President, Finance and Administration.

## 5. Continuing and Professional Studies:

Fees and charges will be assessed by the appropriate Vice President.

6. 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, cheque replacement fee, etc.).

7. Co-operative Education Work Term:

<u>Canadian Citizens or Permanent Residents</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$677.02 per work term	7% of tuition

<u>International</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$748.37 per work term	7% of tuition

8. For Information Only

International student tuition fees are as follows effective September 1, 2021:

a. International student tuition fees	\$684.61 / credit
<b>b. International student tuition ENGQ and ELST</b>	<b>\$378.85 / credit</b>

Other fees and charges for International students are as follows:

b. Student fees for libraries, technologies and student life	7% of tuition
c. Application fee	\$120.00
d. Transcript fee	\$10.00 per transcript
e. Appeals	\$15.00
f. Confirmation deposit	International applicants are required to remit a non-refundable \$2,200* confirmation deposit to signify acceptance of an offer of admission.  If the student registers, this fee will be applied towards the full tuition fees assessment.

*\*The common confirmation deposit for international students will take effect Summer 2022 as admission offers for Fall 2021 and Spring 2021 are currently in progress.*

<p>g. International tuition deposit</p>	<p>Continuing international students are required to remit a non-refundable \$2,200 international tuition deposit to signify their intent to register in classes for the upcoming term.</p> <p>Once an international student registers for courses, the international tuition deposit is applied toward the account balance, thereby reducing the total fees owing for the term.</p>
<p>e. Graduation fee</p>	<p>No charge</p>

To: Sandy Vanderburgh, VP Academic; Steve Cardwell, VP Students

From: Lori McElroy, AVP, Planning & Accountability

Date: May 18, 2021

Re: Impact of Reducing International Tuition for English Upgrading Courses – Confidential

Demand from International students for English upgrading courses at KPU has been declining. There are other options that international students can pursue to upgrade their English which have lower tuition costs. English upgrading is an important access route for recruiting International students from countries where English is not the language of instruction. This helps diversify the International student body. Once English upgrading is completed, these students can go on to take undergraduate courses at the full International tuition rate.

The analysis reported here explores the possible financial impact of having a lower International tuition for English Upgrading courses. There are two subjects relevant to English upgrading: ENGQ and ELST. Although there is a mix of both Domestic and International students in both, the higher concentration of International students is found in ELST courses.

The proposal is to set the international tuition rate for ENGQ and ELST courses to \$385.85,<sup>1</sup> rather than the existing rate of \$684.61, effective for Fall 2021.

The impact of this tuition reduction was modelled based on demand for ELST courses. The following information was used for this analysis:

- The course is 3 credits and represents 1/8 of the workload for a full-time faculty member
- Calculations are based on faculty salaries for FY21/22 at top of scale, and including benefits
- Student tuition rates in effect for AY21/22 were used for comparison purposes
- Maximum class size is 17 seats
- The fill rate was 85% in AY18/19 and 75% in AY19/20
- The percentage of seats filled by International students was 56% for AY18/19 and 22% in AY19/20

The financial information used in the analysis is provided in Table 1.

*Table 1: Instructional Costs and Tuition Rates*

Faculty salary at top of scale + benefits	\$128,216.66
Instructional cost for one 3-credit class	\$16,027.08
Domestic tuition per credit	\$150.35
International tuition per credit	\$684.61
Proposed international tuition rate for English upgrading courses	\$378.85

<sup>1</sup> Fee category 2.a.9.

The net revenue calculations for the following three scenarios are shown in table 2:

- Scenario 1: Current International Tuition Rate, using the same demand profile as for 18/19, 85% average fill rate, and 56% of filled seats are international.
- Scenario 2: Current International Tuition Rate, using the same demand profile as for 19/20, 75% average fill rate, and 22% of filled seats are international. This reflects the impact of the decline in international student demand.
- Scenario 3: Proposed English Upgrading Tuition Rate, assuming the same overall fill rate as for 18/19, but all seats are filled by International students to illustrate how many international students would be needed in a class to cover the cost of instruction.

The results in Table 2 show the average results across all classes, which is why partial seats are reported. Scenario 1 demonstrates that in AY18/19, tuition revenue exceeded the cost of instruction by \$3,460 per class, on average. However, with declining demand from 19/20 (Scenario 2), the revenue was below instructional costs by \$5,780 per class, on average.

Scenario 3 shows how many international students would be needed to cover instructional costs with the proposed reduced tuition, assuming overall fill rates comparable to those in 2018/19. If 14.5 seats, on average, are filled with international students the proposed new tuition would just cover instructional costs.

*Table 2: Net Revenue Calculations for Each Scenario*

	Scenario 1: Current Rate 18/19 Demand	Scenario 2: Current Rate 19/20 Demand	Scenario 3: Proposed Rate All International
Instructional Cost	\$16,027	\$16,027	\$16,027
# of Seats Filled	14.5	12.8	14.5
International students	8.1	2.8	14.5
Domestic students*	6.4	9.9	0
Tuition	\$19,487	\$10,247	\$16,423
Net Revenue (Tuition-Cost-)	\$3,460	-\$5,780	\$396

\*Domestic students aren't charged fees, but the Ministry provides revenue to offset the foregone tuition.

International students who need English upgrading are admitted on the *Pathway to Undergraduate Studies*. This allows them to take a limited number of undergraduate courses while they complete their upgrading courses. Lowering the cost of upgrading their English is expected to increase the number of students admitted on the Pathway, most of whom go on to regular ungraduated studies when they complete their upgrading. International students would still be charged the full international tuition rate, of \$684.61, for the undergraduate courses, both while on the Pathway and once they become full undergraduate students.

The financial assessment does not consider the financial impact of increasing enrolment in undergraduate courses. Another expected benefit is a more diverse international student body, thereby reducing reliance on students admitted from one country.





**Board of Governors**  
**Agenda Item:**  
**Meeting Date:**  
**Presenter(s):**

**Regular Meeting**  
**#5**  
**June 23, 2021**  
**Steve Cardwell /**  
**Jennifer Jordan**

**Agenda Item:** Annual Report to the Board on the Sexual Violence and Misconduct Policy

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	-
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**Board Committee Report:** For University Secretariat Use Only

**Context & Background:** On May 19, 2016, the Government of British Columbia passed the *Sexual Violence and Misconduct Policy Act* in an effort to make campuses safer and more responsive to the needs of victims/survivors of sexualized violence and sexual misconduct. The *Act* requires every BC post-secondary university, college and institute to develop, implement and make publicly available on the institution's website, a sexual misconduct policy. SR14, KPU's Sexual Violence and Misconduct Policy was approved by the Board of Governors on April 22, 2017. Section 6(2) of the *Sexual Violence and Misconduct Policy Act* instructs:

*Each year, the president of a post-secondary institution must report to the governing body on the implementation of the post-secondary institution's sexual misconduct policy.*

The following report has been drafted by the Director, Student Rights and Responsibilities in consultation with KPU's SVM Advisory Group to inform the President and Board of Governors of policy-related implementation activities that have taken place over the past year.

**Key Messages:** 1. The major activities undertaken from May 2020 to May 2021 fall into the following three categories: Strengthening process and practice, policy alignment and review, and education and awareness training.

**Resource Requirements:** BC's *Sexual Violence and Misconduct Policy Act* instructs that each year the president of a post-secondary institution must report to the governing body on the implementation of the post-secondary institution's sexual violence misconduct policy.



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#5**

**June 23, 2021**

**Steve Cardwell /  
Jennifer Jordan**

**Implications /  
Risks:**

The filing of this report is in compliance with the *Sexual Violence and Misconduct Policy Act*

**Consultations:**

*Required under BC's Sexual Violence and Misconduct Policy Act. This report has been drafted by the Director, Student Rights and Responsibilities in consultation with the KPU's SVM Advisory Group.*

**Attachments:**

1. *Updated Terms of Reference for SVM Advisory Group*

**Submitted by:**

*Dr. Steve Cardwell, Vice President Students*

**Date submitted:**

*June 11, 2021*



# Report to the Board of Governors

## On the Implementation of the Sexual Violence and Misconduct Policy

May 2021

## PREAMBLE

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The Director, Student Rights and Responsibilities, in consultation with KPU's Sexual Violence and Misconduct (SVM) Advisory Group, is proud to present the following report to inform the President and Board of Governors of policy-related activities that have taken place over the past year. First, a bit of background. On May 19, 2016, the Government of British Columbia passed the *Sexual Violence and Misconduct Policy Act* in an effort to make campuses safer and more responsive to the needs of victims/survivors of sexualized violence and sexual misconduct. KPU's Sexual Violence and Misconduct Policy (SR14) was approved by the Board of Governors on April 22, 2017.

KPU originally established a President's Advisory Committee in 2016 to recommend a response framework to Bill 23 to the Polytechnic University Executive (PUE) and the Board of Governors; and this committee under the original terms of reference existed until 2020. In the 2020 annual report, it was noted that the President's Advisory Committee had evolved and in its current form provides for ongoing communication and consultation among the key stakeholders responsible for the administration of this policy. The committee submitted the following recommendations which the President approved:

1. Maintain this group
2. Change the name to KPU's Sexual Violence and Misconduct (SVM) Advisory Group
3. Establish new Terms of Reference (TOR)

The above recommendations have been implemented this past year and a new TOR has been developed. The SVM Advisory Group meets approximately every six weeks where information updates are exchanged and incidents of SVM may be discussed from a perspective of best practice to identify any gap(s) in process and / or opportunities to improve.

KPU's SVM Advisory Group currently comprises:

Jennifer Jordan, Director, Student Rights and Responsibilities (Chair)  
Jenn Harrington, Interim Senior Manager, Labour Relations  
Harry McNeil, Manager, Campus Security  
Steve Cardwell, Vice President, Students

Policy [SR14](#) and its related [Procedures](#) address how members of the University community will respond to a Disclosure and/or Complaint and/or Report, and where to report an incident of Sexual Violence and Misconduct. The University created a Student Rights and Responsibilities Office (SRRO) within Student Services in May 2018. The SRRO has a broad mandate that includes administering Policy SR14 and providing support to the university community on sexual violence and misconduct. The SRRO is staffed with a Director and two Student Rights and Responsibilities Liaisons. All are in permanent full-time roles. The SRRO works closely with Human Resource Services regarding any reports or incidents that involve employees. Reports involving employees are managed by the Senior Labour Relations Manager and Labour Relations Advisors.

The SRRO works in collaboration with other units across KPU to provide education and awareness programming and serves as a conduit to community resources and organizations with expertise in sexual and domestic violence, health, and community support. The Office employs a victim-centered/trauma-informed approach as per the guiding principles of the Policy.

The major activities undertaken by the SRRO from May 2020 to May 2021 fall into the following three categories:

- 1) Strengthening process and practice
- 2) Policy alignment and review
- 3) Education and awareness training

## **1. STRENGTHENING PROCESS AND PRACTICE**

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Covid-19 caused KPU to pivot to largely working from home as of mid-March 2020. The SRRO was successful in maintaining connection with the KPU community and incidences of SVM (disclosures of events and reports of online misconduct) continue to be received. The SRRO notes that there have been more reports of online misconduct of a sexual nature, which it is probably safe to assume correlates with the pivot to most of KPU's programming moving online. Technology allows for the SRRO to meet with individuals virtually or by phone and there does not appear to be concern from those seeking service at not being able to meet in person. The SRRO is able to facilitate dialogue in the same way they would in person. The SRRO endeavours to be a safe and supportive space for anyone impacted by sexual violence.

The Director and Student Rights and Responsibilities Liaisons have established connections with the Ministry of Advanced Education, Skills and Training (MAEST), other Post-Secondary institutions through the Student Conduct Administrators Roundtable (SCAR), and with community organizations such as the Ending Violence Association of BC (EVA-BC) and MOSAIC. These connections maintain currency in this field as the SRRO is fully immersed in the ongoing dialogues, current trends and emergent promising practices in support of strengthening our own process and practice.

In December of 2018, the Ministry of Advanced Education, and Skills Training (AEST) formed a working group to develop a Sexual Violence and Misconduct Action Plan Framework for Post-Secondary Institutions. This original group has evolved to become a standing Advisory Group of which the Director of the SRRO is a member. Additional activities in partnership with AEST include:

- Communities of Practice have been established of which the SRRO employees are standing members. One such Community of Practice is on Data and Reporting where Post-Secondary Institutions (PSIs) and AEST are exploring this topic further. The direction appears to be headed towards establishing some guiding principles for PSI's to follow.
- AEST in collaboration with representatives from BC Campus, PSI's, EVA-BC, Alliance of BC Students and Centre for Indigenous Research and Community-Led Engagement are planning an online SVM Forum for June 2021. This is a follow-up to the Forum held in 2019 at KPU. The Director of the SRRO is part of this planning committee and will emcee day 3 of the Forum.

All employees of the SRRO undertake specialized training, view webinars, undertake readings, are members of various Communities of Practice, and participate in community-based workshops as available. A significant amount of time was spent in 2020 exploring the topic of restorative practice specific to sexual violence and misconduct. The SRRO has partnered with a KPU instructor, Alana Abramson, to work on a number of initiatives Nationally, Provincially and specific to KPU. One such initiative is to examine the current literature and practice on restorative approaches to handling incidents of SVM which aligns with work that is occurring on a national level with the Courage to Act Initiative. We will continue to explore how KPU's approach may evolve to reflect the promising practices in development on this topic.

## **2. POLICY ALIGNMENT AND REVIEW**

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Policy SR14 lays out the principles and general procedures for how sexual violence and misconduct is dealt with at KPU. The Policy aligns with already existing policies relating to investigations of student and employee conduct (ST7, HR21 and HR1), as well as the collective agreements with the BCGEU and KFA. Additional related policies and legislation are identified in the Policy.

As per the *Act*, KPU's Sexual Violence and Misconduct Policy must be reviewed at least once every three years or as directed by the Minister of Advanced Education. A review process was undertaken that lasted from 2018-2019 and based on feedback received at those consultations, minor housekeeping changes were made to the policy and procedures. The updated documents became effective in August 2019.

Since updating the policy and procedures in August 2019, the SRRO sought further feedback on KPU's policy and procedures, and these activities were detailed in the 2020 report to the Board and in KPU's Accountability Report to the Ministry for 2020. Sexual Violence and Misconduct is a complex issue and the SRRO's review process is continuous. Feedback received since August 2019 has been noted. It is important to note that to date, KPU's procedures for handling incidents of SVM appear to work. Suggested revisions to the policy and procedures would be for the purpose of keeping them aligned with evolving best practice and it is expected there will be some proposed revisions put through the policy review process within this next 3-year review period cycle.

## **3. EDUCATION AND AWARENESS TRAINING**

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The SRRO manages a webpage specific to Sexual Violence and Misconduct which is available at [www.kpu.ca/sexual-misconduct](http://www.kpu.ca/sexual-misconduct). The short video on "how to receive a disclosure" is on the SVM webpage and has been translated into basic Chinese and Punjabi. The SRRO links to a number of community resources and has partnered with MOSAIC to have a link to their information, focused on international students, available in the [support and services](#) section of this webpage.

Links to the SRRO webpage, which links to the Sexual Violence and Misconduct webpage, are available on KPU's Safe app, the 24/7 my SSP app and International's iCent app.

The SRRO offers workshops on topics that include: 1) How to receive a disclosure; 2) Bystander awareness; and 3) Consent and healthy relationships. With the pivot to working from home, we have not offered these specific workshops virtually. Information coming to us indicates that students have a lot on their plates with regards to taking courses online in addition to accessing other services online. Rather than offer these workshops virtually, the SRRO has focused on partnering with other departments to reach students through various presentations to describe the services offered by the SRRO. Additionally, the SRRO does not have online versions of these workshops and rather than develop these in-house, the SRRO is planning to utilize the asynchronous trainings that will soon be launched by BC Campus and AEST. One of the Communities of Practice that was established was to develop vetted training and resources. A rubric was created to do this and since then a company was hired to review trainings offered by PSIs provincially as the foundation for open-source trainings to be developed that PSIs can choose to utilize. These trainings are due to be launched at the Forum in June.

Since 2018, the SRRO has presented to thousands of employees and students. Employees appear to be aware of the services our office provides as we continue to receive referrals from employees. It is the mission of the SRRO to promote a community of care and respect. As such, we make our office visible by forming relationships with other departments and participating at various events and initiatives as appropriate. One example is how the SRRO participated in THRIVE month in October 2020. We continue to work with International, Orientation and Transitions and Health Promotion to explore opportunities for SRRO to present.

In conclusion, the SRRO continues to maintain connection with the KPU community and receive referrals while working remotely. The intensive and extensive work done since mid-2018 set us up well for the quick pivot to online service delivery in March of 2020.

## **MOVING FORWARD**

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When campuses fully re-open, the SRRO will continue to interact with students at all the campuses via various events and “tabling” initiatives. The SRRO will offer in-person workshops on the topics of “How to receive a disclosure”; “Bystander Awareness”; and “Consent and Healthy Relationships” which can also be delivered as one condensed workshop covering all three topics. The SRRO will continue to work with our Orientation and Transitions department on delivering our programming to Orientation Leaders and incoming students and the SRRO will resume presenting across the KPU community, to students and employees, about policy SR14 and the services the SRRO offers.

The SRRO has developed KPU-specific consent posters to run consent education campaigns on campus. The SRRO will maintain and expand our linkages with government and community. We will continue to develop resources for our students that are accessible and as per the partnerships with AEST and BC Campus, link to and utilize vetted common resources.

Within the next three years, the SRRO looks forward to finding ways to provide asynchronous, online workshops to the KPU community and proposing revisions to SR14 which will then undergo the policy review process.

At the core of our service plan is how we deliver service to those impacted by sexual violence and misconduct which is from a trauma-informed, victim/survivor-centric and restorative approach.





**Board of Governors**  
**Agenda Item:**  
**Meeting Date:**  
**Presenter(s):**

**Regular Meeting**  
**#7.2**  
**June 23, 2021**  
**Chervahun Emilien**

**Agenda Item:** 2020-21 Management Discussion & Analysis

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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**Recommended Resolution:**

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**Board Committee Report:** At its meeting held on June 15, 2021 the Board Finance Committee received 2020-21 Management Discussion & Analysis report and is presented for information.

**Context & Background:** The Board Governance Manual states that the Finance Committee has a responsibility to review all public reporting by KPU to ensure that it represents a complete, accurate, and balanced picture of KPU’s performance and financial situation (section 14).

**Key Messages:**

1. The 2020-2021 Management Discussion and Analysis provides a narrative explanation, through the eyes of management, on KPU’s financial condition, past and future prospects.
2. The 2020-2021 Management Discussion and Analysis has been reviewed by the external auditors, KPMG, as an accurate representation of the annual financial results.

**Implications / Risks:** N/A

**Consultations:** Administration  
KPMG

**Attachments:** [Financial Services 2020-2021 Management Discussion & Analysis](#)

**Submitted by:** Financial Services

**Date submitted:** June 16, 2021





**Board of Governors**  
**Agenda Item:**  
**Meeting Date:**  
**Presenter(s):**

**Regular Meeting**  
**#7.3**  
**June 23, 2021**  
**Dr. Alan Davis**

**Agenda Item:**        **FY 2022-23 University Budget**

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	
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**Board Committee Report:**        At its meeting held on June 15, 2021 the Board Finance Committee received FY 2022-23 University Budget report and is presented here for information.

**Context & Background:**        The 2022-23 budget development process is now in planning. Producing the annual budget for the university is a detailed process that begins shortly into the new fiscal year. Learning from the successful budget development process in 2021-22, multiple touchpoints with stakeholders throughout the budget development process are planned. The final budget is scheduled to be approved at the March 30, 2022 Board of Governors meeting.

**Key Messages:**                **1. The Board of Governors has indicated that they are expecting a balanced budget for the 2022-23 fiscal year. The university must ensure any principles or priorities that are set can be achieved within a balanced budget framework.**

**Resource Requirements:**        N / A

**Implications / Risks:**            N / A

**Consultations:**                University Executive and Senior Administration  
KFA & BCGEU  
Senate Standing Committee on University Budget

**Attachments:**                1. 2022-23 Budget Timeline  
2. 2022-23 Memo on Executive Budget Priorities  
3. 2022-23 Budget Principles and Priorities

**Submitted by:**                Financial Services

**Date submitted:**              June 18, 2021

## FY22/23 University Budget Development Timeline

Date	Activity
<b>Budget Development Timeline, University Priorities &amp; Budget Tenets</b>	
Apr 20, 2021	Propose draft <b>Budget Development Timeline</b> to G6
Apr 23	Submission deadline SSCAP/SSCUB
May 7	Present draft <b>Budget Development Timeline</b> to SSCAP/SSCUB
May 13 <small>May 21 PY</small>	Present <b>Budget Development Timeline</b> , draft <b>University Priorities &amp; Budget Tenets</b> to PUE
May 21	Submission deadline Senate
May 21	Submission deadline SSCAP/SSCUB
May 31	Present <b>Budget Development Timeline</b> to Senate
May 15 - 31	Consult with KFA and BCGEU on <b>Priorities and Budget Tenets</b>
Jun 4 <small>May 29 PY</small>	Present <b>University Priorities &amp; Budget Tenets</b> to SSCAP / SSCUB
Jun 3	Submission deadline Finance Committee
Jun 11	Submission deadline Board of Governors
Jun 15 <small>Jun 16 PY</small>	Present <b>University Priorities &amp; Budget Tenets</b> to Finance Committee
Jun 18	Submission deadline Senate
Jun 18	Present <b>University Priorities &amp; Budget Tenets</b> to BCGEU LMRC
Jun 28	Present <b>University Priorities &amp; Budget Tenets</b> to KFA LMRC
Jun 28	Present <b>University Priorities &amp; Budget Tenets</b> to Board
<b>Revenue Projections and Updated University Priorities</b>	
Sep 13 – 30	Receive <b>Funding Letters</b> from the Ministry
Oct 1 <small>Sep 25 PY</small>	Receive updated <b>Tuition Revenue Estimates</b> from Office of Planning
Oct 6	Budget Office delivers <b>Draft Revenue Projections</b> to VPFA
Oct 7 – 15 <small>Oct 29 PY</small>	Review <b>Draft Revenue Projections</b> with G6
Oct 22	Submission deadline SSCAP/SSCUB
Oct 27 <small>Nov 4 PY</small>	Present <b>Draft Revenue Estimates</b> to PUE
Nov 5 <small>Nov 30 PY</small>	Present <b>Draft Revenue Estimates</b> to SSCAP / SSCUB
Nov 12	Submission deadline Senate
Nov 22	Present <b>Draft Revenue Estimates</b> to Senate
Nov 12	Submission deadline Finance Committee
Nov 19	Submission deadline Board
Nov 23 <small>Nov 24 PY</small>	Present <b>Draft Revenue Estimates</b> to Finance Committee
Dec 1 <small>Dec 2 PY</small>	Present <b>Draft Revenue Estimates</b> to Board

<b>Date</b>	<b>Activity</b>
<b>Budget Development Process – Tentative</b>	
May 28 or Jun 4	Deliver budget variance reporting training to the DBM and other support staff
Jun 14 – 25 <small>Jul 24 PY</small>	Communicate Budget Development Process & Timelines to Deans, DBMs & divisional leaders
Aug 2 – 20 <small>Aug 24 PY</small>	Circulate budget request submission templates to Deans, DBMs & divisional leaders
Aug 23 – Sep 15	Budget Office facilitated Budget Development information sessions
Sep 7 – Oct 14 <small>Sep 8 - 25 PY</small>	DBMs, Deans & divisional leaders meet with their respective VPs to review budgets and requests (divisional budget draft template submission deadline in advance of meetings)
Oct 15 – 22 <small>Sep 29 – Oct 9 PY</small>	Budget Office meets with VPs to discuss budget reallocations within their budget portfolio (portfolio budget template submission deadline in advance of meetings)
Oct 25 – Nov 5 <small>Oct 9 – 28 PY</small>	Budget Development Blackout Period – Budget Office processes changes approved by VPs
Nov 8 – 12	Budget Office delivers 1 <sup>st</sup> draft budget to the VPFA
Nov 15 – Dec 8	Review and alignment of 1 <sup>st</sup> draft budget with <b>University Priorities</b> by G6
Dec 10, 2021	<a href="#">Submission deadline SSCAP/SSCUB</a>
<b>Draft Budget Review &amp; Consultation</b>	
Jan 7, 2022	Present <b>Draft Budget</b> to SSCAP / SSCUB
Jan 17 – 28	Draft budget details circulated to divisional areas for technical accuracy
Jan 14	<a href="#">Submission deadline Senate</a>
Jan 14	<a href="#">Submission deadline Finance Committee</a>
Jan 18	Present <b>Draft Budget</b> to BCGEU LMRC
Jan 24	Present <b>Draft Budget</b> to Senate
Jan 25	Present <b>Draft Budget and Draft By-law 4</b> to Finance Committee
Jan 25	Present <b>Draft Budget</b> to KFA LMRC
Feb 2	Present <b>Draft Budget and Draft By-law 4</b> to Board of Governors and seek approval in principle
TBC	Present <b>Draft Budget</b> to PUE
TBC	Present <b>Draft Budget</b> to President Council
<b>Updated Final Budget Review &amp; Approval</b>	
Jan 21, 2022 <small>Jan 18 PY</small>	<b>Final Tuition Revenue Estimates post stable enrolment date for spring 2022 term</b>
Jan 24 – 28	Budget Office delivers updated <b>Final Budget</b> to the VPFA
Jan 31 – Feb 15	Review <b>Final Tuition Revenue Estimates</b> with G6 and update <b>Final Budget</b> accordingly based on <b>University Priorities</b>
Feb 18	<a href="#">Submission deadline SSCAP/SSCUB</a>
Feb 18	Present <b>Updated Final Budget</b> to BCGEU LMRC
Feb 25	<a href="#">Submission deadline Finance Committee</a>
Feb 28	Present <b>Updated Final Budget</b> to KFA LMRC
TBC <small>Mar 11 PY</small>	Present <b>Updated Final Budget</b> to PUE
TBC	Present <b>Updated Final Budget</b> to President Council
Mar 4 <small>Mar 5 PY</small>	Present <b>Updated Final Budget</b> to SSCAP / SSCUB
Mar 8 <small>Mar 9 PY</small>	Present <b>Updated Final Budget and Final By-law 4</b> to Finance Committee
Mar 11	<a href="#">Submission deadline Senate</a>
Mar 18	<a href="#">Submission deadline Board</a>
Mar 21 <small>Mar 22 PY</small>	Present <b>Updated Final Budget</b> to Senate
Mar 30 <small>Mar 31 PY</small>	Approval of <b>Final University Budget and Final By-law 4</b> by Board of Governors



## MEMORANDUM

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TO: Finance Committee

FROM: Tara Clowes, VP Finance and Administration

DATE: June 1, 2021

SUBJECT: FY 2022-23 University Priorities

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Dear Governors,

It is time to turn our attention to the FY 2022-23 budget priorities. KPU's primary goal is to ensure business continuity in these uncertain times. We need to prioritize student success and support for faculty as outlined in the Academic Continuity Plan. Continuing to support and improve the work of the Strategic Enrolment Planning Committee will be essential. While KPU previously had a focus on moving towards a multi-year budget strategy, in these uncertain times consideration has been given to the uncertainty of what pandemic recovery looks like for the post-secondary industry. The recommendation is to return to a one-year budget strategy for at least FY 2022-23, with the option of a multi-year budget up for consideration in the subsequent year.

While the FY 2021-22 budget was approved as a deficit budget it is important that the FY 2022-23 budget process focus on returning KPU's financial position back to a balanced budget.

For the development of the FY 2022-23 budget, the University Executive will utilize the following organizational priorities as set out in Vision 2023 and the Academic Plan 2023:

1. A portion of KPU's revenue continues to be volatile and less predictable than in prior years. As such, budgets must remain as flexible in order to allow KPU to react appropriately in a continually evolving context.
2. Support academic continuity with a focus on innovative teaching and learning, and research.
3. Support our employees with the tools and services that they need.
4. Maintain the experience of our students by ensuring access to diverse courses and programs, experiential learning opportunities where possible, as well as services, resources and facilities that support student learning, development and mental health, with an emphasis on continued teaching and learning support.
5. Maintain the experience of employees by providing access to professional development and technological training, internal advancement opportunities, and an inclusive workplace where all people are treated with dignity and respect.
6. Improve the integrated planning culture through the continued implementation of an enrolment management strategy, with a focus on aligning recruitment, admissions and retention processes with KPU's capacity to meet demand and support student success.

7. Through integrated planning, continue to focus on financial sustainability and predictability, and improving alignment of organizational resources with strategic priorities.
8. Diversify and optimize revenue streams, through projects and initiatives and targeted program development for revenue generation, to offset increasing cost pressures.
9. Demonstrate value and respect for the richness of cultures and traditions of Indigenous peoples.
10. Enhance KPU's reputation as an integral and transformative post-secondary institution and continue to invest in government relations and community engagement.

## Budget Principles and Priorities

Budget Principles	2023 Budget Priority
Ensure financial sustainability for the university.	The 2022 – 2023 fiscal budget will be balanced.
Support for continuity of teaching, learning, research and the student experience	The University Budget will help to address the changing environment related to COVID-19 post pandemic by maintaining, as far as possible, sustained levels of staffing, core teaching and learning activities and the student experience. The budget will continue to support the continued enhancement of research activities in line with the Whitepaper on Research recommendations. Budget shifts to support “New KPU” are encouraged with an understanding they should be funded out of existing funding pots.
Predictability for faculties	The University Budget will provide predictability for faculties by being built on a roll-forward budget basis. Incremental changes will be made to reflect budget changes for strategic priorities.
All new activities must be funded on a lifecycle basis	All activities must be funded over the lifecycle of the activity, initiative or project to ensure adequate funding over the life of the activity, initiative or project. Approved projects will have budget spanning fiscal years, where appropriate. KPU will continue to proceed with caution on any new projects and initiatives with a focus on cost recovery or strategic program development
Capital expenditures should not increase annual amortization expense	KPU's self-funded annual amortization expense is approximately 5% of the operating expense budget; no capital expenditures should be incurred that will increase this amount without targeted external funding to support ongoing amortization commitments. Capital asset investments in support of key areas such as teaching and learning, IT, research and innovation support will continue to be high priority to the extent capital asset funds allocation will be available.
Budget models must be based on enrolment drivers	A set of assumptions must be adopted regarding enrolment expectations on a long-term basis to create a foundational assumption for the development of the budget and to address growing waitlists.

<p>International tuition and enrolment should be forecasted in a moderately conservative manner and maintained at desired levels</p>	<p>KPU is reliant on international tuition as a revenue stream, and efforts to control and predict this stream are critical. KPU shall be conservative in budgeting international revenue, while allowing flexibility in the projection model to reflect ever changing situational facts surrounding international student enrollment during the pandemic.</p>
<p>Budget changes shall fall within the scope of each executive portfolio.</p>	<p>Efforts shall be made to maintain the relative size of each institutional portfolio budget (academic, student, administration) to ensure each area retains its relative allocation of institutional resources.</p>
<p>Historically unutilized budget will be re-profiled to other institutional priorities</p>	<p>Based on pre-pandemic level and pandemic level trending data, budgets in areas with historical utilization rates of less than 90% may be considered for the potential to be re-profiled to other institutional priorities</p>
<p>Ancillary services will be budgeted at no less than a balanced budget</p>	<p>Ancillary services has historically been a modest profit centre for the institution. The revenues of ancillary services was significantly impacted due to pandemic forces. Post pandemic ancillary services is expected to return to a balanced budget with a long-term view to return to a modest profit centre for the institution.</p>
<p>KPU will maintain sufficient contingency budget to respond to unanticipated pressures.</p>	<p>KPU has historically maintained contingency budget to respond to unanticipated revenue downturns as well as inflationary pressures. The 2022/23 budget will better document the basis for those contingency budgets as well as explore if additional contingency budget is required to cover foreign exchange fluctuations.</p>





**Board of Governors**  
**Agenda Item:**  
**Meeting Date:**  
**Presenter(s):**

**Regular Meeting**  
**#8.2**  
**June 23, 2021**  
**Dr. Lori McElroy**

**Agenda Item:**            **Accountability Plan & Report 2020/21**

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>That the Board of Governors approve the 2020/21 Accountability Plan &amp; Report for submission to the Ministry of Advanced Education and Skills Training as recommended by the Board Governance Committee.</b>
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**Board Committee Report:** At its meeting held on June 16, 2021, the Board Governance Committee approved the Accountability Plan & Report: 2020/2021 for submission to the Ministry of Advanced Education, Skills and Training for recommendation to the Board of Governors.

**Context & Background:** The Accountability Plan & Report is an annual report that fulfils the requirements of the Ministry’s Accountability Framework. The Framework is a set of planning and reporting processes for British Columbia’s public post-secondary education system. The purpose of the Framework is two-fold:

- To ensure individual public post-secondary institutions are accountable to government, their boards and students, and the public for their performance related to ensuring students receive quality educational opportunities relevant to their needs and the needs of the labour market; and
- To ensure the Ministry is accountable to the public for the performance of the public post-secondary education system in BC, with the aim that it should benefit all residents of the province by ensuring the system’s ongoing contribution to social and economic development.

The Ministry provides minimum reporting requirements, which KPU’s report meets and exceeds. The report begins with a public letter to the Minister signed by both the Chair of the Board of Governors and the President. The report includes KPU’s strategic direction and performance measure results along with contextual information to describe KPU’s role in providing services to their students and communities. After a thorough review by the Ministry, all reports are posted on AEST’s website. KPU will post it on the KPU website once we receive Ministry approval, sometime in the fall. The report cannot be shared publically until Ministry approval is received.

**Key Messages:**            **1. The report must be approved by the KPU Board of Governors prior to submission to the Ministry. It must be submitted by July 15.**



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#8.2**

**June 23, 2021**

**Dr. Lori McElroy**

2. The Strategic Priorities section of the report details how we addressed both Ministry priorities, as communicated in the 2020/21 Mandate Letter, as well as KPU's priorities to address our strategic goals. This year we added information on how we responded to the pandemic. Normally, we are also required to report on plans to address priorities in the 2021/22 Mandate Letter, but the Ministry has postponed that due to the pandemic.

3. The 2020/21 Draft Accountability Plan & Report is attached. The report is complete with a few exceptions:

i) We are waiting for confirmation on some information highlighted in yellow, as well as performance measures #8, #13, #20, #21, #22. There is one Faculty which is highlighted, to indicate the section has not been updated yet. We are also waiting for some photos in the Faculty profiles section.

ii) The report will undergo full copy editing and formatting before submission.

**Resource Requirements:** N/A

**Implications / Risks:** Failing to submit the Accountability Plan & Report to AEST by July 15, 2021 could have a negative impact on our reputation with the Ministry.

**Consultations:** The content of this report was developed in consultation across KPU. Deans provide content for the Faculty profiles, Marketing created the cover, and provided the alumni profiles, as well as all photos in the report. Senior leaders helped identify content and sources to address the strategic priorities, and a number of people, including faculty, administrators and staff, provided written submissions on the strategic priorities. The Office of Planning & Accountability edited the submissions, analyzed data, and created the rest of the content. This is truly a collaborative effort across all of KPU.

**Attachments:** [Draft 2020/21 Accountability Plan & Report](#)

**Submitted by:** Dr. Lori McElroy, Associate Vice President, Planning & Accountability

**Date submitted:** June 16, 2021



**Board of Governors**  
**Agenda Item:**  
**Meeting Date:**  
**Presenter(s):**

**Regular Meeting**  
**#8.3**  
**June 23, 2021**  
**Keri van Gerven**

**Agenda Item:** Board Composition & Succession Plan - Newly Appointed and Elected Members

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Background:</b>	<b>Member</b>	<b>Appointment date</b>	<b>Proposed Term Expiry</b>
	Ivy Chen	July 31, 2020	July 31, 2021
	Jack Wong	July 31, 2020	July 31, 2021
	Sandra Case	December, 17, 2015	July 31, 2021
	Mohammed Mahabub	December 31, 2017	July 31, 2021
	Vacant Appointed position	Vacant since November 2020	
	Takashi Sato	September 1, 2021	August 31, 2024
	Waheed Taiwo	September 1, 2021	August 31, 2024
	Rahul Malhotra	September 1, 2021	August 31, 2022
	Purru Sandhu	September 1, 2021	August 31, 2022

- Key Messages:**
1. The terms of office of four appointed members expire on July 31, 2021, one of which is an Alumni nominee. All four of the members are eligible for reappointment. There is one vacancy on the Board since Mr. Singh stepped down from the KPU Board in November 2020 after officially declared successful in the election.
  2. Ms. Case is eligible for a 6-month extension to December 31, 2021.
  3. **The Board office was informed by the Ministry on June 2, 2021 that the Ministry is working on the appointments and there are still a few levels of approval to go through. The Ministry will be in a position to notify KPU in early July.**

**Submitted by:** Ranminder Kaur, Confidential Assistant to the Board of Governors

**Date submitted:** June 16, 2021





**Board of Governors**  
**Agenda Item:**  
**Meeting Date:**  
**Presenter(s):**

**Regular Meeting**  
**#10.2**  
**June 23, 2021**  
**Dr. Alan Davis**

**Agenda Item:** Fall 2021 and the New KPU

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	For information only.
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**Board Committee Report:** For University Secretariat Use Only

**Context & Background:** On March 8, 2021, B.C.’s Provincial Health Officer (PHO) advised that all public post-secondary institutions were able to plan for a full return to on-campus teaching, learning and research in September 2021.

The following is description of both teaching and non-teaching activities for the Fall semester and beyond.

- Key Messages:**
- 1. In anticipation for the finalized Go-Forward Guidelines that are to be implemented August 1, KPU is relying on the COVID-19 Return-to-Campus Primer and the lessons learned over the past year to plan for a return-to-campus in September with a new approach to learning and working at KPU – the New KPU.**
  - 2. Recent student satisfaction surveys suggest that many enjoy the flexibilities of remote learning and a majority would like to preserve some elements, while others are missing the student life experience of physically being on campus. In response to this feedback, scheduling is underway for the Fall and all plans will reflect those desires and will proceed in accordance with all existing and new safety measures.**
  - 3. Similar to students, many employees have expressed interest in more flexible and blended ways of working post-pandemic. KPU has responded to this feedback have marked September as a “transition semester” for our journey to the New KPU.**

**Resource Requirements:** The announcement is a fundamental shift in how we practice our core businesses and will impact all aspects of teaching, learning, research and scholarship, student service, university-wide service, governance and events. The support of all leaders and employees is required to move forward.



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#10.2**

**June 23, 2021**

**Dr. Alan Davis**

**Implications /  
Risks:**

KPU is a complex learning ecosystem and all proposed changes are subject to and contingent upon the necessary technology resources and HR supports, we can all expect additional changes over the coming semester as we strive to find the proper balance across service and administrative units.

**Consultations:**

-

**Attachments:**

Fall 2021 and the New KPU

**Submitted by:**

Dr. Alan Davis, President and Vice Chancellor

**Date submitted:**

June 11, 2021

## Background

Since March of 2020, through the creativity and hard work of all employees in response to the COVID-19 pandemic, KPU developed a wide range of new and innovative ways to continue our core businesses of teaching, learning, research and scholarship, student service, university-wide service, governance and events. Specifically, we have excelled in communicating and collaborating effectively across the region and around the globe using video technology. Amongst the numerous challenges and changes that were presented by the pandemic, KPU achieved the following goals; all of which were accomplished without any incidents of transmission of COVID-19 on campus:

- Greater flexibility and work/life balance for both students and employees;
- Enhanced digital technology skills for both students and employees;
- Increased accessibility to education and reduced geographical barriers – students no longer experience the same geographical constraints of required courses only being offered at certain campuses and when offered remotely, courses become more accessible; finally
- Reduced dependency on vehicle travel between campuses for classes and meetings and the sustainability benefits that follow support our endeavors to be carbon neutral by 2050.

On March 8, 2021, B.C.'s Provincial Health Officer (PHO) advised that all public post-secondary institutions were able to plan for a full return to on-campus teaching, learning and research in September 2021. This decision was supported by the PHO's confidence in mass immunization, updated health and safety protocols and the consistent review and re-calibration of multi-layered institutional safety plans.

For a September return, KPU is proceeding on the basis of provincial forecasts that transmission rates will be low, and that all adults in B.C. will have had the opportunity to receive at least one dose of the COVID-19 vaccine.

In anticipation for the finalized Go-Forward Guidelines that are to be implemented August 1, KPU is relying on the [COVID-19 Return-to-Campus Primer](#) and the lessons learned over the past year to plan for a return-to-campus in September with a new approach to learning and working at KPU – the New KPU.

### Guiding Principles for a New KPU

KPU will continue to embrace the innovations developed during the pandemic for both remote and blended learning and working opportunities, and utilize the disruption caused by the COVID-19 pandemic to creatively innovate a new future for KPU.

The New KPU will lean on the following guiding principles to respond to both student and employee desires to maintain some of the flexibility offered by remote working and learning options;

Student Experience – KPU will continue to put the interests of students first. On-campus activity will initially be limited to those who directly impact student experience and those who support stakeholders that directly impact student experience.

Work-Life Balance – Plans will consider work-life balance where possible to continue our momentum of less commuting, less carbon footprint and less stress.

Productivity – Plans consider attaining the best outcome by reflecting on what work can be done efficiently and effectively remotely, what must be done on campus, and what allows a blend of the two.

Trust – All plans place trust in our employees to attain our goals regardless of their physical location.

## **Fall 2021 – Learning**

Recent student satisfaction surveys suggest that many enjoy the flexibilities of remote learning and a majority would like to preserve some elements, while others are missing the student life experience of physically being on campus. In response to this feedback, scheduling is underway for the Fall and all plans will reflect those desires and will proceed in accordance with all existing and new safety measures. At this point, we are looking at the following mix of classes:

- 60% will be available face-to-face;
- 25% will be strictly remote based; and
- 15% will be a combination of remote and face-to-face learning.

Faculties and Schools that require more hands-on learning, such as Trades and Science & Horticulture, will have a higher percentage of face-to-face delivery, given the nature of the program.

In the event that B.C. experiences an unanticipated increase in COVID-19 case counts and/or lower-than-expected immunization rates, KPU is equipped to quickly and effectively revert back to remote learning, and continue to exercise the safety protocols in place today.

## **Fall 2021 - Working**

Similar to students, many employees have expressed interest in more flexible and blended ways of working post-pandemic. KPU has responded to this feedback by embracing the guiding principles listed above and September will be a “transition semester” for our journey to the New KPU:

Our first priority is to focus on the return of those employees who serve students directly, and phase in supporting departments when operationally possible. At this time, the future state proposal for non-teaching employees<sup>1</sup> is broken down below:

- 17% of employees will be on campus every day of the work week;
- 78% of employees will be on campus anywhere from 1-4 days a week; and
- 5% of employees will be fully remote.

The above goal will be subject to and contingent upon the necessary technology resources and HR supports, we can all expect these percentages to change as we strive to find the proper balance across service and administrative units.

KPU is a complex learning ecosystem and anything that is proposed by one department may have to be adjusted because of unintended impacts it may have on others.

The university community will be creative and agile and will use this as an opportunity to create a New KPU that stands in alignment with the VISION 2023 goals of improving experiences, increasing sustainability, fostering creativity and ensuring quality. As always, the health and safety of all employees and students will be paramount throughout this transition.

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<sup>1</sup> Represents Excluded Employees, Support Staff (excluding On-call Auxiliaries), and ongoing Student Assistants and Casual Employees.



**Board of Governors**  
**Agenda Item:**  
**Meeting Date:**  
**Presenter(s):**

**Regular Meeting**  
**#16**  
**June 23, 2021**  
**Dr. Alan Davis**

**Agenda Item:** Senate Meeting Report

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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**Recommended Resolution:** N/A

**Board Committee Report:** N/A

**Key Messages:** The Vice Chair of Senate provides meeting notes for the Board of Governors detailing the items approved by Senate at each of its meeting for information.

**Attachments** 1. Notes from the Senate Meeting held May 31, 2021.

**Submitted by:** Ranminder Kaur, Confidential Assistant to the Board of Governors

**Date submitted:** June 11, 2021

## Notes from the Senate meeting of May 31, 2021

The May meeting of Senate begin with a moment of silence for the victims of the Kamloops Indian Residential School.

The President, having called the meeting to order, brought forward an item from the Senate Governance and Nominating Committee that proposed Senate increase the opportunities provided to Senators to engage in broader questions beyond the detailed regular work of Senate business. In pursuit of this goal the first Senate Engage session was held, immediately after the Senate meeting, in which Dr. Paul Adams presented on his exciting work in the KPU Applied Genomics Lab.

The Provost followed this item with his report on the Board of Governors' recent discussion of oversight of education quality. He outlined a series of ways in which KPU is enhancing its educational quality processes. This report is available in full in the Senate package.

The curricular business of Senate covered much important ground. Changes were made to continuance and admission in the Traditional Chinese Medicine program in Acupuncture. The Bachelor of Science in Nursing, Advanced Entry, and the Certificate in Education Assistant both received general revision and updating. The Post Baccalaureate Diploma in Accounting was revised to include an interesting new course in data analytics.

The Bachelor of Science in Nursing [BSN] and the Bachelor of Psychiatric Nursing [BPN] both revised their admission requirements. These changes shift KPU's BSN/BPN admission system away from the Health Foundations Certificate, the current admission requirement, and toward a group of courses that can be taken at any institution. This move is expected to increase flexibility and generally benefit students.

VP Finance, Tara Clowes, updated the Senate on the coming budget development process.

Senator Clark, Chair of SSC Academic Planning and Priorities, successfully brought a motion to provide institutional recognition to the Scottish Qualifications Authority.

The Quality Assurance Plans for the Bachelor of Horticulture Science and Philosophy were brought forward and it was noted that this year is on track to be the most productive yet for the SSC Program Review.

A group of graduates were approved for what is expected to be a very large (and still virtual) convocation ceremony and the Registrar provided notice for the fall byelection, which includes Senate seats in Business and the Faculty of Educational Support and Development.

One of the last items of business was the election of the next Vice-Chair of Senate. Dr. Amy Jeon, Senator for the Faculty of Science and Horticulture, was acclaimed after a stirring nomination by Senator Callaghan. She promptly received the precise mixture of congratulations and condolences one would expect. Senator Jeon, who will begin her term in September, is a widely respected faculty member from the Biology Department who brings much experience as a chair, Senator and faculty leader. The outgoing Vice-Chair, thoroughly pleased with his replacement, plans on spending more time with his tribbles after his four-year mission concludes in June.

David P. Burns, Outgoing Vice-Chair, University Senate

The Outgoing Vice-Chair, no longer facing the consequences of a re-election campaign, feels free to note the following examples of curious elocution:

“We need to talk about the Elmo situation”

“I am much more confident, now, particularly about how much of a mess the current system is.”

“Lovingly embrace the Banner system”

“Banner is the source of truth”

“We have been as Canadian as is possible under the circumstances”

“I didn’t say I would miss you, but it was implied.”

“Let’s all take a deep-dive into crazyville”

“We live in heaven and nothing is wrong”