



Regular Meeting Agenda

Board of Governors

Date: February 5, 2020

Time: 4:00 pm – 5:30 pm

Location: Cloverdale Campus
Boardroom 1853

Attending: Rhiannon Bennett, Sandra Case, Farhad Dastur, Alan Davis, Samantha Jack, Amos Kambere, Marc Kampschuur, Taylor Lanthier, Michael McAdam, Mohammed Mahabub, Hanne Madsen, Kim McGill, George Melville, Amandeep Singh

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

Excused:

Presenters and Administrative Resources: Steve Cardwell, Laurie Clancy, Marlyn Graziano, Travis Higo, Stephanie Howes, Ranminder Kaur, Joe Sass, Sandy Vanderburgh, Keri van Gerven

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

<i>Agenda Item</i>	<i>Resource</i>	<i>Action</i>	<i>Time</i>	<i>Page</i>
1. Call to Order & Introductory Remarks	Sandra Case		4:00	
2. Conflict of Interest	Sandra Case			
3. Approval of Agenda	Sandra Case	M	4:03-4:05	1
4. Consent Agenda	Sandra Case	M	4:05-4:09	5
4.1. Minutes of the December 4, 2019 Regular Board of Governors Meeting				6
4.2. Full Program Proposal: HRMT Post- Baccalaureate Diploma				11
5. Audit Committee Report				
5.1. Committee Chair Report	Michael McAdam	I	4:09-4:10	
5.2. GV1 Selection and Appointment of Auditors	Joe Sass	M	4:10-4:15	33
6. Finance Committee Report				
6.1. Committee Chair Report	Michael McAdam	I	4:15-4:16	
6.2. Senate Endorsement of the Draft 2020/21 University Budget	Alan Davis	I	4:16-4:21	43
6.3. 2020/21 University Budget and Revisions to Bylaw No. 4, Fees	Joe Sass	M	4:21-4:51	55



Regular Meeting Agenda

Board of Governors

Date: February 5, 2020

Time: 4:00 pm – 5:30 pm

Location: Cloverdale Campus
Boardroom 1853

7. Governance Committee Report				
7.1. Committee Chair Report	Hanne Madsen	I	4:51-4:52	
8. Human Resources Committee Report				
8.1. Committee Chair Report	Sandra Case	I	4:52-4:53	
9. Appointments to the Search Advisory Committee:				
9.1. Vice President, Finance and Administration	Alan Davis	M	4:53-4:58	77
9.2. Associate Vice President, Academic	Sandy Vanderburgh	M	4:58-5:03	79
10. President's Report				
10.1. Report to the Board	Alan Davis	I	5:03-5:06	
11. Provost's Report				
11.1. Report to the Board	Sandy Vanderburgh	I	5:06-5:09	
12. Vice President, External Affairs				
12.1. Report to the Board	Marlyn Graziano	I	5:09-5:12	
13. Vice President, Finance & Administration's Report				
13.1. Report to the Board	Joe Sass	I	5:12-5:15	
13.2. Payment Required to the Canadian Copyright Licensing Agency	Joe Sass	M	5:15-5:20	81
14. Next Meeting Agenda Contribution	Sandra Case	D	5:20-5:24	
15. For the Good of the Order	All	D	5:24-5:25	
15.1. CPA Not-for-profit forum 2020 - Resources	Marc Kampschuur	I	5:25-5:26	
16. Feedback on the Meeting	All	D	5:26-5:28	
17. Appendix:				
17.1. Report to the Board of Governors	Alan Davis	I	5:28-5:29	



Regular Meeting Agenda

Board of Governors

Date: February 5, 2020

Time: 4:00 pm – 5:30 pm

Location: Cloverdale Campus
Boardroom 1853

-
- | | | | |
|---|-------------|---|-----------|
| 18. Next Meeting
Regular Board Meeting
Wednesday, April 1, 2020
Surrey Campus,
Cedar Boardroom 2110
4:00 – 7:00 pm | Sandra Case | I | 5:29-5:30 |
| 19. Adjournment | Sandra Case | | 5:30 |



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#4

February 5, 2020

Sandra Case

Agenda Item: **Consent Agenda**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
--------------------------	--

Recommended Resolution:	THAT the Board of Governors approve the following item on the Consent Agenda: 4.1 Minutes of the December 4, 2019 Regular Board of Governors Meeting 4.2 Full Program Proposal: HRMT Post-Baccalaureate Diploma
--------------------------------	--

Attachments:

1. Minutes of the December 4, 2019 Regular Board of Governors Meeting.
2. Full Program Proposal: HRMT Post-Baccalaureate Diploma.

Submitted by: Ranminder Kaur

Date submitted: January 22, 2020

Present: Board

Sandra Case / Chair
 Farhad Dastur
 Alan Davis / President & Vice Chancellor
 Amos Kambere
 Marc Kampschuur
 Taylor Lanthier
 Hanne Madsen
 Mohammed Mahabub
 Michael McAdam
 Kim McGill

University Vice Presidents

Steve Cardwell / Interim VP, Students
 Laurie Clancy / AVP, Human Resources
 Marlyn Graziano / VP, External Affairs
 Jon Harding / VP, Finance & Administration
 Sandy Vanderburgh / Provost & VP, Academic

Presenters and University Resources

Jennifer Duprey / General Counsel
 Ranminder Kaur / Confidential Assistant to the Board of Governors
 Lori McElroy / Executive Director, Institutional Analysis & Planning
 Joe Sass / Executive Director, Financial Services
 Keri van Gerven / University Secretary & Executive Assistant to the President & Vice Chancellor

Regrets: Douglas Beaton, Rhiannon Bennett, Samantha Jack, George Melville / Chancellor, Amandeep Singh

1. **Call to Order and Introductory Remarks** The Chair called the meeting to order at 4:00 pm.
2. **Conflict of Interest** No conflict of Interest was declared.
3. **Approval of Agenda** **Motion #06-19/20**
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Agenda for December 4, 2019.
4. **Consent Agenda** **Motion #07-19/20**
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the following items on the Consent Agenda:
4.1 Minutes of the October 2, 2019, Regular Board of Governors Meeting.
5. **Audit Committee Report** **5.1 Committee Chair Report**
 Committee Chair, Mr. McAdam advised that the Audit Committee met on November 19, 2019 and received updates on internal audit.

5.2 HR24 Protected Disclosure Policy and Procedure

Mr. Thind presented the HR24 Protected Disclosure Policy and Procedure and commented that the Policy and Procedure were posted on the KPU Policy Blog for a 6-week public posting period. As a result of feedback received, some amendments were made. The revised policy and procedure was approved by the Polytechnic University Executive (PUE).

Motion #08-19/20

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the revised HR24 Protected Disclosure Policy and related Procedures as recommended by the Board Audit Committee.

6. Finance Committee Report

6.1 Committee Chair Report

Committee Chair, Mr. McAdam advised that the items considered by the Finance Committee at its meeting on November 19, 2019 were included on the Agenda.

6.2 Budget Reallocation to address Waitlist

Mr. Sass updated members that there are substantial waitlists in academic course delivery at KPU. To meet this demand and support students, KPU is looking to reallocate a sum of up to \$700,000 from faculty salary savings to the Faculty of Arts and School of Business. This will increase KPU's ability to offer additional sections to students to help them register in more courses per semester.

Mr. Sass noted that not allocating additional funds to increase the academic course delivery will maintain high waitlists for certain courses, particularly in the first year, hindering the ability of students to progress through their credentials.

Motion #09-19/20

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve a budget reallocation of up to \$700,000 to alleviate waitlist issues for courses delivered at KPU as recommended by the Board Finance Committee.

7. Governance Committee Report

7.1 Committee Chair Report

Committee Vice Chair, Mr. Kambere, advised that the Governance Committee met on November 13, 2019 and had a discussion about VISION 2023 Key Performance Indicators (KPIs). Other items considered by the committee are included on the Agenda.

7.2 Appointment of Chancellor Search Advisory Committee Representatives

Dr. Davis advised that the search for the Chancellor will begin in December 2019 with the intention of the Alumni Board providing a recommendation to the Board of Governors by May, 2020.

Dr. Davis noted that once the composition of the Chancellor Search Committee is complete, the KPU Alumni Association Chair, or Designate, will schedule and convene a meeting to consider nominations for the position of the Chancellor.

Motion #10-19/20

MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Amos Kambere and Kim McGill to serve as the board representative on the Chancellor Search Advisory Committee as recommended by the Board Governance Committee.

7.3 Off Boarding Board Member – Exit Interview proposed questions

Committee Vice Chair, Mr. Kambere, advised that the Governance Committee had a preliminary discussion about the potential exit interview questions.

Ms. Van Gerven noted that the next step will be to provide these questions to the Chair and Vice Chair of the Board as a guide for their meeting with Mr. Beaton for an exit interview. Feedback received from the exit interview will be presented at the relevant Committee(s) for discussion.

7.4 Board Planning Session – February 28, 2020: Draft Agenda

Dr. Davis noted that February 28, 2020 has been sent out as a date for the next Board Planning Session and that the discussion topic is based on VISION 2023: Sustainability: Cultural, social, environmental and institutional sustainability are advanced *“Goal B2: We will foster environmental sustainability through our offerings, research and operations.”*

KPU International Risks and Opportunities and Maximizing KPU’s Capacity will be a key point of discussion for the planning session.

7.5 Board Representative to Senate

Ms. van Gerven noted that Dr. Dastur will continue to attend the Senate meetings in 2020 and noted that other members have put their name forward to attend the meetings in the New Year with Dr. Dastur.

**8. Human Resources
Committee Report**

8.1 Committee Chair Report

Committee Chair, Ms. Case, advised that the Human Resources Committee met on November 14, 2019 and approved the appointment of the Dean, Faculty of Academic and Career Advancement.

9. President’s Report

9.1 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 mentioned that new signage featuring the hənq̓əminəŋm̓ dialect was unveiled at KPU Langley on November 18th, 2019. The signage is also installed at KPU Tech and KPU Surrey. KPU Richmond and KPU Civic Plaza will also have Indigenous signage installed in due course.

Dr. Davis also noted the following:

- KPU was named best brewery in BC.
- Terry Berg received an award for Excellence in Open Education.
- KPU launched the first zero textbook cost degree in North America.

10. Provost's Report

10.1 *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 mentioned that the fall term final exam period started on December 4th and will continue until December 12th with final grades due on December 18th, 2019.

Dr. Vanderburgh noted that he attended the induction of Dr. Karen Davidson to the New Scholars, Artists and Scientists of the Royal Society of Canada in Ottawa. It was also noted that Dr. Vanderburgh hosted a meeting with Dr. Cormac Doran from the Technical University Dublin (TUB) to discuss international education opportunities for students and employees.

11. Vice President, External Affairs Report

11.1 *Report to the Board*

Ms. Graziano advised that the Vice President, External Affairs Report was included in the Report to the Board of Governors. Ms. Graziano highlighted a number of events including:

- Opening reception – B.C. Cabinet and First Nation Leaders' Gathering (KPU was a sponsor)
- Big Sisters Luminary Awards (with President Davis and members of the Board of Governors, KPU Alumni Association Board and KPU Foundation Board)
- Hosted Surrey Board of Trade Business to Business Reception at KPU Civic Plaza – approximately 100 guests
- Surrey Board of Trade Innovation Awards – KPU was a sponsor

12. Vice President, Finance & Administration's Report

12.1 *Report to the Board*

Mr. Harding advised that the Vice President, Finance and Administration Report was included in the Report to the Board of Governors.

Mr. Harding noted that Jaret Lang was appointed Associate Vice President, Campus Community and Planning.

- 13. Senate Report: June 24, 2019** Dr. Davis advised that the Senate Report for September 23, October 28 and November 25, 2019 was prepared by Dr. David Burns, Senate Vice-Chair and was included in the meeting package.
- 14. 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.
- 15. For the Good of the Order** Ms. van Gerven noted that a thank you letter from a student, Liam Buirs who was recipient of the KPU Board of Governors Endowed Scholarship was included in the meeting package.
- 16. Feedback on the Meeting** There was no additional feedback on the meeting.
- 17. Appendix:** **17.1 *Report to the Board of Governors***
- The December 2019 Report to the Board of Governors was received and hard copies of the report were distributed to the Board.
- 18. Next Meeting** Wednesday, February 5, 2020 at the Cloverdale Campus, Room 1853 at 4:00 pm.
- 19. Adjournment** The meeting adjourned at 4:30pm.

Board Chair

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4.2****February 5, 2020****Stephanie Howes /****Marla McMullen****Agenda Item:** **Post Baccalaureate Diploma Program in Human Resource Management**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
--------------------------	--

Recommended Resolution:	THAT the Board of Governors approve the Post Baccalaureate Diploma in Human Resources Management Full Program Proposal with an effective date of September 1, 2020 as recommended by the Board Finance Committee.
--------------------------------	--

Board Committee Report: At its meeting held on January 21, 2020, the Board Finance Committee recommended that the Board of Governors approve the Post Baccalaureate Diploma in Human Resources Management Full Program Proposal with an effective date of September 1, 2020.

Context & Background: The Human Resource Management Post-Baccalaureate (“HRMT PB”) Diploma is an existing program that currently runs together with the HRMT BBA program. Based on the Program Review Self-Study, conducted by the Human Resources Management (“HRMT”) Department, a recommendation was made to separate the HRMT PB diploma from the HRMT Bachelor of Business Administration (“HRMT BBA”) degree to allow each designation to better meet the needs of their specific program students. This recommendation was echoed by both industry and academic program reviewers during the formal review process and is reflected in their final report.

The program’s new curriculum has been designed to deliver on the Chartered Professional in Human Resources (“CPHR”) Required Professional Competency (“RPC”) framework. In addition to core CPHR RPC’s, the HRMT PB is designed to deliver on the required business acumen demanded by industry today.

Currently, HRMT PB students are not required to complete the courses required by the Business Education Framework – a framework that develops the requisite level of business acumen required for both the HRMT BBA and HRMT PB programs. This has resulted in a gap in business acumen that is reflected in both classroom experience and student outcomes. This significant change in the HRMT PB seeks to strengthen the business acumen of KPU’s HRMT PB students and reflect the expanded rigor of a Post Baccalaureate diploma. Based on the significance of the required changes, a Full Program Proposal has been presented which reflects the significant change in the program.

The program was developed based on research, faculty consultation and industry consultation.

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4.2****February 5, 2020****Stephanie Howes /
Marla McMullen****Key Messages:***[maximum of
three]*

1. The new program will be a limited intake program - 3 planned intakes
2. 42 Credits Leveraging BUSM and HRMT Courses at the Post Baccalaureate (5000) level
3. The new program meets the needs of the shifting HRMT PB market and the needs of the employer market.

Resource**Requirements:**

THE HRMT PB program Full Program Proposal has arisen based on recommendations of the HRMT Program review process. Resource requirements as follows have been identified through the Full Program Proposal process:

- Additional faculty/sections
- Marketing Budget
- 1/4 Chair Release (See D5 for Financial Assessment for Details)

**Implications /
Risks:**

Teach out program for current HRMT students required (note: plan in place that is expected to be completed by Fall 2020)

Consultations:

1. Office of the Provost: Sandy Vanderburgh, Provost and Vice-President, Academic
2. Vice Chair of Senate: David Burns, Chair, Senate Standing Committee on Curriculum
3. Office of the Registrar: Terri Taylor, Associate Registrar - Registration, Records & Systems, Stephen Yezerinac, Associate Registrar, Senate & Curriculum, Senate & Curriculum Admin
4. Others: 4.1.KPU PUE, Oct 23, 2013
4.1. Carole St. Laurent, Interim Associate Vice-President, International
4.2. Loren Coutts, Associate Dean, School of Business for BUSM Course Changes
4.3. Yanfeng Qu, LANC, Faculty of Arts
4.4. Jen Adams, KPU Library for Library Impact Assessment

Attachments:

1. Memorandum and Signed Approval Form signed by Vice-Chair of Senate
2. Executive Summary
3. D2 Library Impact Assessment
4. D4 Budgetary Impact of Curriculum Proposal
5. D5 Financial Assessment
6. D6 Curriculum Consultation Form – LANC 5. D7 Table of HRMT PB Courses
7. [D10 Non Degree Full Program Proposal](#)

Submitted by:*Marla McMullen***Date submitted:***January 22, 2020*

TO:	Ranminder Kaur, Confidential Assistant, Board of Governors
Cc:	Marla McMullen, Stephanie Howes
FROM:	Meredith Laird, Administrative Assistant, University Senate
DATE:	November 27, 2019
SUBJECT:	Full Program Proposal: HRMT Post-Baccalaureate Diploma

On November 25, 2019 Senate recommended that the Board of Governors approve the full program proposal for the Human Resources Management Post-Baccalaureate Diploma, with an effective date of September 1, 2020.

Attached is signed approval form with the documents reviewed by Senate.

Program Change

<input type="checkbox"/>	Approved for implementation.*
<input type="checkbox"/>	Requires significant revisions and must be resubmitted to Senate.*
<input type="checkbox"/>	Approved. Further steps required prior to implementation.
<input type="checkbox"/>	New Minor or Honours Program. Proceeds to Board as per Policy AC10.
<input type="checkbox"/>	Change has budgetary impact. Proceeds to Board as per Policy AC10.
<input type="checkbox"/>	Substantive curricular changes. Proceeds to Provost's Office as per Policy AC10.
<input type="checkbox"/>	Program discontinuance. Proceeds to Board as per Policy AC10.

*Any required revisions or further steps are noted below.

Program Development

Human Resources Management Post-Baccalaureate Diploma

<input type="checkbox"/>	Concept Paper approved.* Proceeds to Board as per Policy AC10.
<input checked="" type="checkbox"/>	Full Program Proposal (FPP) approved.* Proceeds to Board and Provost's Office as per Policy AC10.
<input type="checkbox"/>	Requires significant revisions and must be resubmitted to Senate.*

*Any required revisions or further steps are noted below.

Other

<input type="checkbox"/>	Approved for implementation.*
<input type="checkbox"/>	Requires significant revisions and must be resubmitted to Senate.*
<input type="checkbox"/>	Approved. Further steps required prior to implementation.*

*Any required revisions or further steps are noted below.


 David Burns, Vice-Chair of Senate

November 25, 2019



Post Baccalaureate Diploma in Human Resource Management

Executive Summary:

(From attached Full Program Proposal - August 2019)

The Human Resource Management Post Baccalaureate (“**HRMT PB**”) program is designed for a student base that has completed a recognized bachelor’s degree, with a Canadian equivalent GPA of 2.33, and is looking to build a foundation of formal human resource management knowledge, competence and business acumen.

The HRMT PB diploma program is an existing program that currently runs together with the HRMT BBA program. Based on the Program Review Self-Study, conducted by the Human Resources Management (“**HRMT**”) department, a recommendation was made to separate the HRMT PB diploma from the HRMT Bachelor of Business Administration (“**HRMT BBA**”) degree to allow each designation to better meet the needs of their specific program students. This recommendation was echoed by both industry and academic program reviewers during the formal review process and is reflected in their final report.

Whether HRMT PB students have current human resource industry experience and are seeking formal education for career development, are developing their organizational management skills, or are transitioning to a human resources or management role, the program is designed to prepare students to successfully address the challenges of human resource management in organizations today. The role of the HR professional is one of trusted business partner that able to think strategically and add value to business operations and outcomes. An HR professional provides the link between business management and HR expertise and is expected to work successfully through people to implement strategic and operational decisions based on business, and human resource, best practices. Whether graduating students seek to work in the human resources functional area or pursue a management career – the HRMT PB will provide the foundation for effective human capital leadership in organizations.

The program’s curriculum has been designed deliver on the Chartered Professional in Human Resources (“**CPHR**”) required professional competency (“**RPC**”) framework. The CPHR RPC framework identifies both function and enabling competencies that are the foundation of success for HR professionals. Proficiency requirements for each competency (See Appendix D) are defined by CPHR for HR professional. The HRMT PB will develop competencies to a minimum comprehension level as set out by CPHR.

In addition to foundation HR knowledge, the HRMT PB is designed to deliver on the required business acumen demanded by industry today. Currently, HRMT PB students are not required to complete the courses required by the business education framework (“**BEF**”) – a framework that develops the requisite level of business acumen required for both the HRMT BBA and HRMT PB programs. This has resulted in a gap in business acumen that is reflected in both classroom experience and student outcomes.

This change in the HRMT PB seeks to strengthen the business acumen of KPU’s HRMT PB students and reflect the expanded rigor of a post baccalaureate diploma. The course progression is designed to meet the flexibility needs of students who are often working while completing their program.

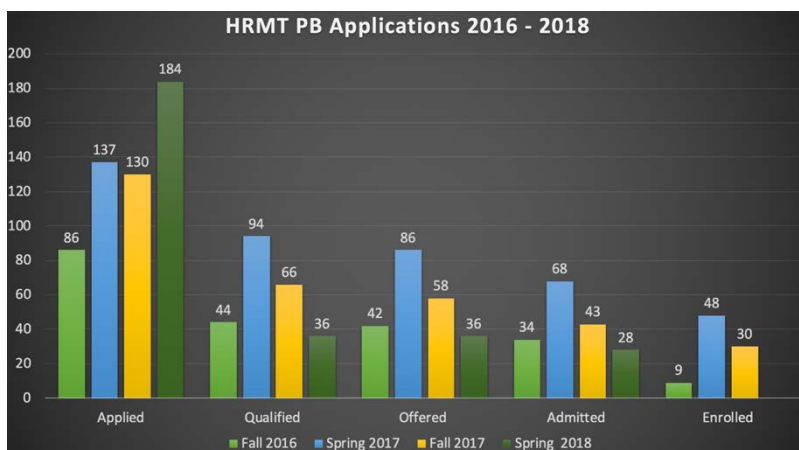
CPHR BC & Yukon has accredited the HRMT PB and HRMT BBA program’s strong curriculum by allowing graduates with a program GPA of 2.67 to seek an exemption for completing the CPHR National Knowledge Exam (“**NKE**”).

In addition to meeting the needs of students, this recommendation is supported by the opportunity to deliver a positive financial impact for KPU and potentially attain a small improvement on current outcomes. Improvement in financial impact would be driven by the recommended change in pricing structure for domestic students as well as the opportunity to engage additional international students in the program.

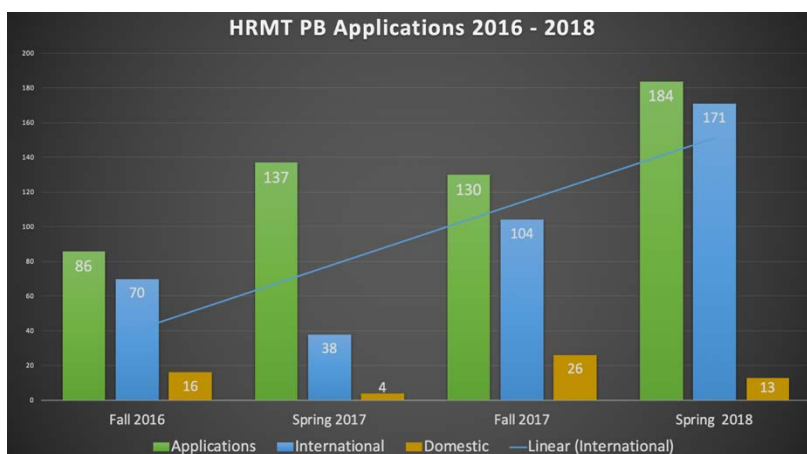
Currently, as HRMT PB students complete the same courses as HRMT BBA students, all courses are priced at the undergraduate level. Separating the programs will allow the HRMT PB courses to be priced at the more appropriate post baccalaureate level. This change both reflects the value of a post baccalaureate diploma program and aligns the HRMT PB with other KPU post baccalaureate diplomas. **Note:** As of the 2019/2020 academic year, international student per credit course costs will be \$659.03 per credit; domestic student per credit course costs will move from \$144.62 per credit to \$364.14 per credit. **Note:** The stated per credit costs reflect fees for the 2019/2020 Academic year. The HRMT PB, as with KPU’s other post baccalaureate programs, is in Credit Based Program, Fee Category 9 and fees are likely to increase over time).

Feedback from KPU’s International Department supports the existence, and interest, of the international market for the HRMT PB diploma program. As this an existing program, KPU’s international team has strong market knowledge and anticipates that the program can be successful as an open intake program – even with the recent changes to entrance requirements mandating a minimum GPA of 2.33. Despite the confidence that the international market for the program is strong, based on an estimated 35 class seat capacity, we have conservatively projected a 48.5% fill rate in the 1st year, 65% fill rate in 2nd year, before reaching an ongoing rate of 94% in year three. With this planned enrollment ramp up, the financial assessment predicts a stable state net income of \$781,701 by year four.

Application history with the HRMT PB supports the expected anticipated limited enrollment of 35 students per intake:



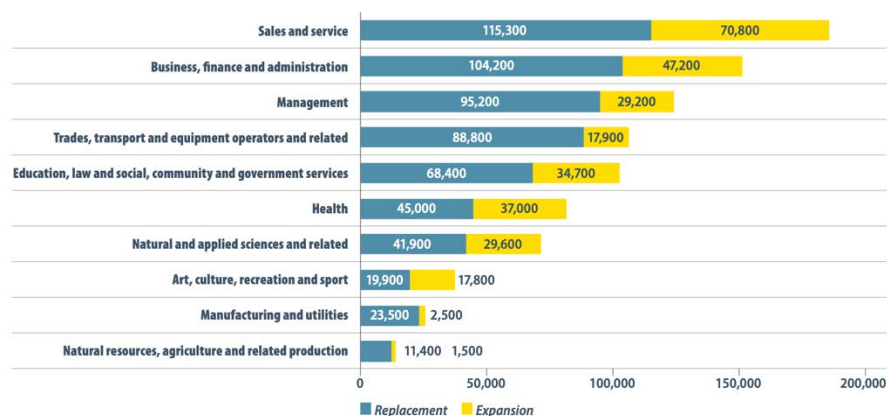
The expectation of strong international interest is also supported by historical application data:



B.C. Government's Labour Market Outlook (2018 edition) studies outlined that approximately 51% of the total projected job openings in the next ten years will fall within three major occupational groups:

- Sales and Service;
- Business, Finance, and;
- Administration and, Management.

Job Openings by Major Occupational Group, B.C., 2018-2028¹



Additionally, HR Management roles (NOC 0112) and HR Professionals (NOC 1121) continue to be on the high demand occupation list in British Columbia.¹

The learning outcomes of the program are aligned to prepare students to work in the Human Resource Management profession and advance their career to the management level. The learning outcomes also serve to prepare students to be effective business leaders who use their human resource competencies to make strong decisions, lead change, model effective human relations and intercultural skills – to drive organizational strategy and achievement.

While business management positions are available across British Columbia, approximately 70% of the HR Management positions are in the lower mainland or southwest British Columbia and overall 2320 positions will be open between 2018 and 2028².

While this program will be attractive to domestic students with career aspirations as human resource professionals and effective business leaders, it will predominantly allow international students an opportunity to supplement their undergraduate degree with a Canadian human resource management credential.

¹ <https://www.workbc.ca/Labour-Market-Industry/Labour-Market-Outlook.aspx>

² <https://www.workbc.ca/Jobs-Careers/Explore-Careers/Browse-Career-Profile/0112>



**Human Resource Management
Post Baccalaureate Diploma**

Library Impact Assessment

for New and Revised Programs

Date: August 27, 2019

Kwantlen Library Impact Assessment Process for New and Revised Programs

ASSESSMENT POLICY

1. Library impact assessments will be completed for new degree, diploma, certificate, or citation programs, and for major program revisions.
2. Requests for a library impact assessment are to be directed to the Senate Standing Committee on Curriculum (SSCC) liaison librarian.
3. The development of library impact assessments for programs is based on a consultative model. The SSCC liaison librarian will review proposals and consult with both proposing faculty and with appropriate librarians. In the case of revised programs, the SSCC liaison librarian will make a decision on whether the revised content requires a library impact assessment.
4. Timelines for completion of the Library Impact Assessment are:
 - New Programs:** Developers must allow a minimum of 3 weeks for the completion of a new program library impact assessment.
 - Revised Programs:** Developers must allow a minimum of 2 weeks for the completion of a revised program library impact assessment.
5. Completed library impacts assessments will be signed by the SSCC liaison librarian and the University Librarian and sent to the program developer. A copy of the assessment summary (Part B only) must be appended to the program concept and sent to the Senate office after the program and developer has reviewed and signed the assessment.
6. The library impact assessment will normally include projected and retrospective monograph and periodical costs based on average costs for materials in the subject area, collection needs of the program or course, average price increases in the subject area as well as the strength or weakness of the existing collection. Audio-visual purchase costs will be included where appropriate. Projected enrolments will be included in the cost calculations where multiple sections or multiple campus enrolments are indicated or in cases where most resources will be provided by interlibrary loan.
7. Specialized or subject-specific databases not already held by the library will be costed against the number of 300- and 400- level courses in the subject area. Upper-level field courses, co-ops, and practicums will be deducted from the total number of subject area 300- and 400-level courses.

Library Resources Impact Assessment New Program Proposal or Revision

Name of Program:

Human Resource Management Post Baccalaureate Diploma

Is this a Revision of an Existing Program? Yes ☒ No ☐

Name(s) of Program Developer(s):

Marla McMullen

Key Online Databases (periodical indexes/abstracts):

Name	Held by KPU Library?	If no, estimate annual cost to provide:
Business Source Complete	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Academic Source Complete	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
CBCA Complete	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
PsycInfo	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Labour Source	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	

Sub Total **0**

Comments:

N/A

Key Periodicals (core titles in the subject area):		
Name	Held by KPU Library?	If no, estimate annual cost to provide:
Academy of Management Journal	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Human Resource Management	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Journal of Management	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Industrial Relations	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Personnel Psychology	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Sub Total		0
Comments: N/A		

Key Reference Titles:		
Name	Held by KPU Library?	If no, estimate annual cost to provide:
Credo Reference	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Dictionary of human resources & personnel management	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Ebsco ebooks	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Books 24x7	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Sub Total		0
Comments: N/A		

Monographs:

Number of titles held by Kwantlen in this subject area: Over 1500

Average number of titles purchased annually: Over 500 in Business Program

Average cost per volume of titles in this subject area: \$50.00

Is the collection current? Yes ☒ No ☐

Data/Comments on the currency/comprehensiveness of the monograph collection in this subject area:

Due to ongoing collection development for the program in its former iteration, the HRMT monograph collection is well supported and current. In addition, the recent subscription to EBSCO ebooks and other ebook packages will ensure the monograph collection in this area is current and comprehensive.

Comments:

N/A

Summary Statement:

This impact assessment has been based on the information available. It is possible that, as course outlines are developed, further resources may need to be allocated in support of this program.

The Library supports the proposed HRMT Post Baccalaureate Diploma as outlined in the proposal.

Previous Collection Development:

The collection as it exists has been developed to meet the needs of students enrolled in former HRMT and current Business courses.

Future Collection Needs:

The Business Librarian will continue to liaise with the faculty to add specific HRMT subject matter to the collection where budget allows.

Collection Development Obstacles:**Funding:**

There is no room in the library's budget for additional electronic resources (EBSCO's HR Source) without additional funding.


Total Estimated Start-up Costs (one time):	\$0
Total Estimated Annual Costs (on-going):	\$0

Assessment Prepared by:

Jen Adams
SSCC Liaison Librarian

August 27, 2019
Date

Assessment Reviewed by:


University Librarian

September 5, 2019
Date



Budgetary Impact of Curriculum Proposals

From:

Date:

Dept./Program: HRMT Post Baccalaureate Diploma	Faculty: School of Business
Phone: 604.615.7711	E-mail: marla.mcmullen@kpu.ca

Program(s)/Course change(s) that this form applies to:
(one form may be used for multiple changes with similar budgetary impact)

HRMT Post Baccalaureate Diploma Program

Indicate the budgetary impact or implications of the proposed curriculum changes and provide a brief explanation of additional resources, if required (please attach if lengthy):
(Please contact Financial Services at Budget.Acctng@kpu.ca for assistance with completing this form.)

- Additional faculty/sections
- Marketing
- ¼ Chair Release
- See D5 for Financial Assessment for Details

Select from one of the following two choices:

☐ NO. The Faculty does NOT require additional budget to implement the proposed curriculum changes.

☒ YES. Additional budget IS required to implement this curriculum change. A brief explanation is requested.

☒ Additional budget is required by the proposing Faculty.

☐ Additional budget is required by other Faculties outside of the proposing Faculty. Signatures of Deans from other Faculties offering service courses are required.

Signature of Department Chair:

Date: Oct 17/19

Signature of Faculty Council Chair:

Date: Oct 21, 2019

Signature of Faculty Dean:

Date: October 17, 2019

Signature of Deans Offering Service Courses:

_____ Date: _____

Signature of University Librarian
(if additional library resources required)

n/a Date: _____

Signature from Financial Services:

Date: 10/22/2019

Signature of Provost:

Date: Oct. 22/19

(mandatory for all new program proposals and for significant curriculum changes that may have a budgetary impact)

Signature from Polytechnic
University Executive:

Digitally signed by Alan Davis
DN: cn=Alan Davis, o=KPU, ou=Office of the
President, email=alan.davis@kpu.ca, c=CA
Date: 2019.10.24 11:27:48 -0700

Date: October 23, 2019

(mandatory for all new program proposals)¹:

¹ Please note that new programs include degrees and non-degree programs that are under the purview of the Senate.

Financial Assessment Template Summary Financial Information

Program Name: **HRMT Post Baccalaureate Program**

Instruction Notes

Total Credits (excluding existing courses)	Fiscal Yr 1	Fiscal Yr 2	Fiscal Yr 3	Fiscal Yr 4	Stable State
---	-------------	-------------	-------------	-------------	--------------

* If stable state is reached sooner than Year 5, please leave applicable years blank

Student Mix Expectations per year

Full-Time Delivery - WITH ATTRITION

New Domestic Students entering into year 1 of program	42	8	27	48	57	57
New International Students entering into year 1 of program	42	18	65	111	132	132

Part-Time Delivery - WITH ATTRITION

New Domestic Students entering into year 1 of program	42	0	0	0	0	0
New International Students entering into year 1 of program	42	0	0	0	0	0

Total New Students per Year For All Intakes - WITH ATTRITION	26	92	159	189	189	189
Number of Open/Limited Intakes (Non-cohorts)	1.5	3	3	3	3	3

Number of Intakes for Cohorts per Academic Year

0 0 0 0 0

Number of Cohorts per Intake

0 0 0 0 0

Total Cohort Intakes in Academic Year

0 0 0 0 0

If there are assumptions about cohort size or number of cohorts changing over time please include

Total Intakes

1.5 3 3 3 3

Revenues:

Operating

381,787 1,309,534 2,233,889 2,634,976 2,687,675

One-time Only/Start-up

- - - - -

Total Revenues:

381,787 1,309,534 2,233,889 2,634,976 2,687,675

Expenditures:

One-time Only/Start-up Operating

134,901 - - - -

One-time Only/Start-up Capital

16,200 - - - -

Ongoing Operating Costs

297,881 941,094 972,834 1,005,724 1,039,808

Ongoing Capital Costs

- - - - -

Total Expenditures

448,982 941,094 972,834 1,005,724 1,039,808

Stable State includes replacement cycle of capital assets

If course is online, then overhead is estimated at 25% vs in class sections at 40%.

Overhead covers security, facilities, maintenance, electricity, heat, water, student services, HR, finance, other support services

4 years for computer related equipment, 5 years for other equipment, and 7 years for furniture

Overhead based on revenue (up to revenue for 24 40% students per class per intake)

97,289 328,923 449,819 484,843 484,843

Replacement cycle of capital assets

- - - - 4,200

Net cash inflows (outflows)

(164,483) 39,517 811,236 1,144,409 1,158,825

Ongoing Capital Costs

0 0 0 0 0

Budget required

Operating Budget

432,782 941,094 972,834 1,005,724 1,039,808

Capital Budget

16,200 - - - 4,200

Overhead required

97,289 328,923 449,819 484,843 484,843

Total Budget Required

546,271 1,270,016 1,422,653 1,490,567 1,528,851

* If the expectation is that program needs can be met with existing resources, please include this assumption in comments.

The program developer and the Dean in charge of this program request must contact Budget Team in Financial Services to ensure that there will be budget set aside for this once the program is approved by Senate. They need to communicate the University budget required to cover the identified costs less any donation and external one-time only grant revenues.

What fiscal year will budget be required? If broken across multiple years please identify:

Total Investment/Start-up Costs During First 4 Years

1,830,679

Stable State Net Income

1,158,825

Investment and start-up costs are not material compared to potential stable revenues

Payback Period (in stable state years)

*assumes a 2% inflation

Tuition & Student Fees per Domestic Student

\$ 16,834.81

Break-even # of Domestic Students

31

Break-even # of Domestic Students

Not analyzed

based on multi-cohorts per cohort

Represents number of domestic students at stable state required to break-even covering ongoing operating costs and overhead

Financial Services sign-off:

Executive Director, Financial Services

Date: 10/16/2019

VP, Finance and Admin

Date: 10/22/2019

Is program profitable?

Yes

If no, please provide rationale of why the program should be financially supported by the University

Faculty Sign-off:

Program Developer

Dean

Date: October 8, 2019

Date: October 11, 2019



KPU Curriculum Consultation Forms

For Category 1 Curriculum Proposals

Instructions

1. These forms are to be completed for Category 1 Curriculum Proposals as defined below.
2. A **KPU Curriculum Consultation Request** form (on page 2) must be completed by each consultant that the curriculum proposal may impact.
3. The **KPU Curriculum Consultation Report** form (on page 3) must be completed and appended to the program change form or full program proposal form that is submitted to the Senate Standing Committee on Curriculum. Please include the signed memos from the list of consultants.

Category 1 Curriculum Proposals

Category 1 curriculum proposals include new courses or cases in which an existing course or program is subject to substantive and extensive change. The following cases are considered Category 1 proposals:

- A new program
- A new course (not part of a full program proposal or program change under consideration)
- A change to an existing course or program that affects Faculties outside of the proposing Faculty
- A change to an existing course or program that engenders budgetary implications beyond the available resources of the proposing Faculty
- Reinstating a discontinued course
- Creation of a new subject code
- Discontinuance or suspension of a program
- Discontinuance of courses where other Faculties are impacted
- A program or credential name change
- Any case that, upon review, is considered to be Category 1 in the opinion of the Vice Chair of Senate.

(Category 2 curriculum proposals concern less substantive changes to existing courses and programs than the changes described in Category 1 above. These include minor changes to an existing program that do not have a budgetary impact and do not impact Faculties outside of the proposing Faculty. The completion of the Curriculum Consultation Forms, the Budgetary Impact of Curriculum Form, or the Cost and Revenue Form is not required for Category 2 curriculum proposals.)

N.B. New programs and program changes include degree and non-degree programs that are under the purview of the Senate.



KPU Curriculum Consultation Request

For Category 1 Curriculum Proposals

To:

Name: Dr. Yanfeng Qu	Date: September 4, 2019
Dept./Program: Department of Language and Cultures	Faculty: Faculty of Arts

From:

Name: Marla McMullen	Dept./Program: HRMT/HRMT Post Baccalaureate Diploma Program
Faculty: School of Business	Phone: 604-615-7711
E-mail: marla.mcmullen@kpu.ca	

We are proposing a new program and/or curriculum changes for the following courses or programs as detailed on the attached form(s).

Course Number or Program Name: HRMT Post Baccalaureate Diploma Program

We anticipate that you may have some interest in these proposals and we would appreciate receiving your comments on this form.

PLEASE RESPOND NO LATER THAN:	September 13, 2019
-------------------------------	--------------------

Response

(☒) We support the Proposal. (☐) We have no interest in the proposal.

(☐) We **DO NOT** support the Proposal (Reasons must be listed below or appended.).

Comments (Please type or print):

The only concern our LANC Dept has is that there is some overlapping btw the proposed HRMG 5115 (Human Relations and Intercultural Fluency) and our LANC 1150 and 3150 which teach intercultural fluency to varying degrees.

Respondent:

Name: Yanfeng Qu	Dept./Program: Language and Cultures (LANC)
Faculty: Arts	Phone: 2544
E-mail: yanfeng.qu@kpu.ca	

N.B. The originator should also send a copy of this form to the Chair or Coordinator of the Department/Program consulted, and to the Dean or Associate Dean of the Faculty consulted.



KPU Curriculum Consultation Report

For Category 1 Curriculum Proposals

This form should be appended to the full program proposal or program change form.

Faculty:	Department:	Date: (dd / mm / yy)
----------	-------------	----------------------

Name of Course or Program:

Has the Budgetary Impact of Curriculum Proposals form been submitted?

- ☐ YES.
- ☐ NO. A brief explanation is required.

Consultations:

List consultants, attach their signed memos, and include below your responses to any questions that they raised.

Name	Dept./Program	Faculty
1.		
Response:		
2.		
Response:		
3.		
Response:		
4.		
Response:		
5.		
Response:		
6.		
Response:		

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#5.2****February 5, 2020****Joe Sass****Agenda Item:** **GV1 Selection and Appointment of Auditors Policy/Procedures**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
--------------------------	--

Recommended Resolution:	THAT the Board of Governors approve the revised GV1 Selection and Appointment of Auditors Policy and related Procedures as recommended by the Board Audit Committee.
--------------------------------	---

Board Committee Report: At its meeting held on January 21, 2020, the Board Audit Committee recommended that the Board of Governors approve revised GV1 Selection and Appointment of Auditors Policy and related Procedures.

Context & Background: KPU's Selection and Appointment of Auditors Policy and related Procedures have been updated and expanded to provide additional clarity on the selection criteria for external audit services, and the role that the Finance and Audit Committees play in the selection of external auditors. The policy and related procedures completed the six-week public posting period on KPU's Policy Blog on December 4, 2019, with no comments received from the University Community.

Key Messages: *[maximum of three]*

- 1. The policy has been updated to specify that the policy and related procedures govern engagement with external auditors only.**
- 2. The definition of 'independence' has been added to the procedures.**
- 3. The expanded policy states that the Finance and Audit Committees may appoint an Evaluation Committee to review any proposals, carry out an evaluation (including interviewing prospective firms), and subsequently make recommendations to the Finance and Audit Committees, and ultimately, the Board of Governors.**

Resource Requirements: N/A

Implications / Risks: Not approving the updated policy and related procedures may result in discrepancy between the policy and related procedures, and current best practice.

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#5.2****February 5, 2020****Joe Sass****Consultations:**

Consultations were held with the University Secretary, Director, Financial Operations, and Office of the Vice President, Finance and Administration. While updating the policy and procedures, Financial Services also reviewed the Selection and Appointment of Auditors policies and procedures both for Langara College and the University of Victoria, as those are the only other post-secondary institutions in BC that have a formal policy and procedures concerning this process.

Attachments:

1. *DRAFT Selection and Appointment of External Auditors Policy – Clean Version*
2. *DRAFT Selection and Appointment of External Auditors Policy – Track Changes Version*
3. *DRAFT Selection and Appointment of External Auditors Procedures – Clean Version*
4. *DRAFT Selection and Appointment of External Auditors Procedures – Track Changes Version*

Submitted by:

Joe Sass, Interim VP, Finance and Administration

Date submitted:

January 22, 2020

Policy History
Policy No. GV1
Approving Jurisdiction: Board of Governors
Administrative Responsibility: Vice President, Finance and Administration
Effective Date:

Selection and Appointment of Auditors Policy

A. CONTEXT AND PURPOSE

The purpose of this policy and its related procedures is to establish a framework and guidelines for the selection and appointment of external auditors. As a publicly funded institution, the University must engage external auditors to carry out periodic audits of institutional financial records. This will ensure fiscal accountability to the University's funding sources, the KPU community, as well as the larger community that KPU serves.

B. SCOPE AND LIMITS

The scope of any financial audit is university-wide and will cover all aspects of the University's financial activities.

C. STATEMENT OF POLICY PRINCIPLES

1. The University will use a competitive bid process to appoint its auditors.
2. The appointment of the auditors will be for a specified term, with an option for renewal.
3. The auditors will carry out an annual audit of the University's financial records.

D. DEFINITIONS

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

E. RELATED POLICIES & LEGISLATION

The University Act, section 33, states..."the board must appoint an auditor to audit the accounts of the board at least once each year."

Terms of Reference, Audit Committee of the Board of Governors

F. RELATED PROCEDURES

University Act, section 33

Refer to GV1 *Selection and Appointment of Auditors Procedures*

DRAFT

Policy History
Policy No. GV1
Approving Jurisdiction: Board of Governors
Administrative Responsibility: Vice President, Finance & and Administration
Effective Date: May 2014 TBD

Formatted Table

Selection and Appointment of Auditors

DRAFT Policy

A. CONTEXT AND PURPOSE

The purpose of this policy and its related procedures is to establish a framework and guidelines for the selection and appointment of external auditors. ~~It is essential, as~~ As a publicly funded institution, ~~that the~~ University ~~must~~ engage ~~external~~ auditors to carry out periodic audits of ~~its institutional~~ financial records. This will ensure fiscal accountability to the University's funding sources, the ~~Kwantlen University~~ KPU community, as well as the larger community that ~~Kwantlen-KPU~~ serves.

B. SCOPE AND LIMITS

The scope of ~~the any~~ financial audits is university-wide and ~~will~~ covers all aspects of the University's financial activities.

C. STATEMENT OF POLICY PRINCIPLES



1. The University will use a competitive bid process to appoint its auditors.
2. The appointment of the auditors will be for a specified term, with an option for renewal.
3. The auditors will carry out an annual audit of the University's financial records.

Formatted: Font: 11 pt, Not Bold, Font color: Black

Formatted: Indent: Left: 0.25", No bullets or numbering, Pattern: Clear

D. DEFINITIONS



Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

Formatted: Indent: Left: 0.25", No bullets or numbering, Pattern: Clear

E. RELATED POLICIES & LEGISLATION

The University Act, section 33, states... "the board must appoint an auditor to audit the accounts of the board at least once each year."

Terms of Reference, ~~Finance and Auditing Standing Committee of the Board~~ Audit Committee of the Board of Governors

Formatted: Font: Italic

F. RELATED PROCEDURES



[University Act, section 33](#)

Refer to GV1 *Selection and Appointment of Auditors Procedures*

Formatted: Indent: Left: 0.25", No bullets or numbering, Pattern: Clear

DRAFT

Formatted: Font: Italic

Policy History
Policy No. GV1
Approving Jurisdiction: Board of Governors
Administrative Responsibility: Vice President, Finance and Administration
Effective Date:

Selection and Appointment of Auditors Procedure

A. DEFINITIONS

1. **Independence:** Where an auditor and/or members of the auditor's firm remain free of any influence, interest or relationship which, in respect of their engagement as University auditor, impairs or in the view of a reasonable observer, would impair their professional judgment or objectivity.

B. PROCEDURES

1. The Audit Committee of the Board will recommend the appointment of the external auditors to the Board.
2. Typically, the Audit Committee will call for the competitive bid of the University's external audit services every three years.
3. The competitive bid process will begin at least 6 months prior to the planned start of the external auditor's activities for the coming year.
4. The Audit Committee will identify the selection criteria which will include but not be limited to:
 - a. experience of the audit firm with publicly funded institutions;
 - b. experience of the audit firm with post-secondary institutions;
 - c. experience of specific individuals to be assigned to the audit;
 - d. knowledge of current auditing standards and practices;
 - e. independence of the audit firm;
 - f. size of the firm;
 - g. ability of the firm to meet the University's time requirements;
 - h. estimate of audit hours, billing rates and overall price;

- i. location of offices; and
 - j. other information as may be determined.
- 5. Staff will compile a list of audit firms with offices in the lower mainland region, and with experience auditing publicly funded bodies, preferably with experience in auditing post-secondary institutions.
- 6. The University's Procurement department will manage the competitive bid process, following its prescribed practices, on behalf of the Board.
- 7. An Evaluation Committee will be appointed by the Audit Committee to review proposals, carry out evaluations, including interviewing prospective audit firm candidates, and make a recommendation to the Audit Committee.
- 8. The Audit Committee will meet with the Evaluation Committee to review the recommendation process, assess the recommendation and, in turn make a recommendation to the Board of Governors for their approval.
- 9. The Audit Committee will make its recommendation to the Board of Governors.

C. RELATED POLICY

Refer to *GV1 Selection and Appointment of Auditors Policy*

Policy History
Policy No. GV1
Approving Jurisdiction: Board of Governors
Administrative Responsibility: Vice President, Finance & Administration
Effective Date: <u>May 2014 TBD</u>

Formatted Table

Selection and Appointment of Auditors DRAFT Procedure

A. DEFINITIONS

~~There are no definitions that relate specifically to this Policy and Procedures. For the purposes of this policy:~~

Formatted: Space After: 10 pt

Formatted: Underline

Formatted: Space After: 10 pt, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

A. "independence" means where the auditor and members of the auditor's firm remain free of any influence, interest or relationship which, in respect of their engagement as uUniversity auditor, impairs or in the view of a reasonable observer, would impair their professional judgment or objectivity.

Formatted: Indent: Left: 0", Space After: 10 pt, Numbered + Level: 1 + Numbering Style: A, B, C, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

Formatted: Underline

Formatted: Underline

- 1. Independence:** Where an auditor and/or members of the auditor's firm remain free of any influence, interest or relationship which, in respect of their engagement as University auditor, impairs or in the view of a reasonable observer, would impair their professional judgment or objectivity.

B. PROCEDURES

Formatted: Space After: 10 pt

1. The ~~Finance and~~ Audit ~~Standing~~ Committee of the Board will recommend the appointment of the external auditors to the Board on an annual basis.
2. ~~Normally~~Typically, the ~~Finance and~~ Audit ~~Standing~~ Committee will call for the competitive bid of the University's external audit services every ~~five~~three years.
3. The competitive bid process will begin at least 6 months prior to the ~~normal~~ planned start of the external auditor's activities for the coming year.
4. The ~~Finance and~~ Audit Committee will identify the selection criteria which will include but not be limited to:

- a. experience of the audit firm with publicly funded institutions;
 - b. experience of the audit firm with post-secondary institutions;
 - c. experience of specific individuals to be assigned to the audit;
 - d. knowledge of current auditing standards and practices;
 - e. independence of the audit firm;
 - d-f. size of the firm;
 - e-g. ability of the firm to meet the University's time requirements;
 - f-h. estimate of audit hours, billing rates and overall price;
 - g. billing rates
 - h-i. location of offices; and
 - i-j. other information as may be determined.
5. Staff will compile a list of audit firms with offices in the lower mainland region, and with experience ~~in the~~ auditing of publicly funded bodies, preferably with experience in auditing post-secondary institutions.
6. The University's purchasing/Procurement department will manage the competitive bid process, following its usual/prescribed practices, on behalf of the Committee/Board.
- 6.7. An Evaluation Committee will be appointed by the Finance and Audit Committee to review proposals, carry out an evaluation, including interviewing prospective audit firm candidates, and make a recommendation for to the Finance and Audit Committee.
- 7.8. The Finance and Audit Committee will meet with the Evaluation Committee to review the recommendation process followed to determine the recommended audit firm, to assess the recommendation and, in turn make a recommendation to the Board of Governors for their approval. will interview prospective audit firm candidates and select and rank the top three candidates.
- 8.9. The Finance and Audit Committee will make its recommendation to the Board of Governors.

Commented [KvG1]: This is a new requirement and not our typical practice

C. RELATED POLICY

Refer to GV1 *Selection and Appointment of Auditors* Procedure/Policy

TO:	Ranminder Kaur, Confidential Assistant, Board of Governors
Cc:	
FROM:	Meredith Laird, Administrative Assistant, University Senate
DATE:	January 29, 2020
SUBJECT:	Senate Advice to President on Budget Priorities

On January 27, 2020, Senate advised the President that the 2020/2021 Draft University Budget enacts the priorities given on October 28, 2019.

Attached are the documents reviewed by Senate.



SENATE

Agenda Item: 8.1

Meeting Date: January 27, 2020

Presenter: Natasha Campbell, David Burns

Agenda Item: 2020/2021 Draft University Budget Update

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information
--------------------------	--

Recommended Resolution:	THAT Senate advise the President that the 2020/2021 Draft University Budget enacts the priorities given on October 28, 2019.
--------------------------------	---

Senate Standing Committee Report:

On January 10, 2020, the Senate Standing Committees on Academic Planning and Priorities and on University Budget recommended that Senate advise the President that the 2020/2021 Draft University Budget enacts the priorities given on October 28, 2019.

University Act, Section 62 (2): *The president must prepare and submit to the board an annual budget in consultation with the appropriate standing committee of the senate.*

SSC Academic Planning and Priorities Mandate: *Advise the Senate Standing Committee on the University Budget on the academic priorities for the allocation of funds.*

Context & Background:

SSC University Budget Mandate: *On behalf of Senate, and in consultation with the Senate Standing Committee on Academic Planning and Priorities, advise the President and Vice-Presidents on the review and development of academic budgetary priorities, major capital plans, and the allocation of funds.*

On October 28, 2019, Senate endorsed the 2020 / 21 Draft University Budget with, in addition to the priorities established in Vision 2023, an emphasis on enhancing the student experience through innovation in teaching and learning, and in research and scholarship.

Key Messages:

1. KPU will present a balanced budget for fiscal 2020/21; a surplus will be achieved through balancing contingency adjustments. KPU's ability to adhere to the proposed budget includes assumptions around increases in international student tuition revenue based on international FTE applicant trends through Spring 2020.

2. In alignment with KPU's Academic Priorities, the fiscal 2020/21 budget will propose budgetary increases for both the Office of Teaching and Learning and the Office of Research and Scholarship. The fiscal 2020/21 budget will also propose substantial capital allocations to support the refresh of classroom furniture and core academic IT assets, as well as the replacement of core teaching assets.
3. The KPU Executive identified a number of key priorities, endorsed by the Senate Standing Committees on June 14, 2019, which provided guidance for the development of the fiscal 2020/21 budget.

Attachments:

1. Consolidated FY21 Budget_19Dec2019_Final
2. Divisional FY21 Budget_18Dec2019_Final
3. FY2020-21 Draft Capital Budget Allocations
4. FY2020-21 Draft Capital Budget
5. FY 20-21 Key Budget Highlights

Submitted by:

Meredith Laird, Administrative Assistant, University Senate

Date submitted:

January 20, 2020

Kwantlen Polytechnic University
FY 2020/21 Proposed Operating Budget
and 4 Year Budget Forecast
(as at Dec 19/19)
Summary - By Account Type

Account Group	Account Type	FY 2017/18 Actuals	FY 2018/19 Actuals	FY 2019/20 Base Budget	FY 2020/21 Proposed Budget SEPT 2019 Version	Adjustments	FY 2020/21 Proposed Budget DEC 2019 Version	Adjustment Comments
Revenue								
	Operating Grant	66,883,602	68,911,769	70,356,700	74,041,600	-	74,041,600	
	Grants	1,457,184	2,132,990	2,065,600	2,137,800	-	2,137,800	
	Amort of Deferred Contributions	8,841,658	6,535,589	5,622,000	5,860,100	112,600	5,972,700	
	Tuition Fees-Domestic	30,910,674	36,090,386	36,432,200	37,550,300	303,700	37,854,000	
	Tuition Fees-International	54,285,515	73,535,268	78,497,200	76,509,200	111,400	76,620,600	
	Student Fees	5,660,349	7,532,773	8,034,200	7,983,000	30,200	8,013,200	
	Applic and Other Fees-Domestic	932,233	982,894	643,800	1,012,200	8,200	1,020,400	
	Applic and Other Fees-International	1,339,005	470,335	373,000	491,000	600	491,600	
	Tuition - Non-Credit	1,485,661	1,633,342	916,000	784,500	-	784,500	
	Contract Services	380,250	157,739	911,500	122,300	-	122,300	
	Shop Income	392,298	446,123	410,600	448,100	-	448,100	
	Investment Income	1,278,509	884,124	590,000	1,588,600	(500,000)	1,088,600	
	Bookstores Income	4,986,143	4,365,850	4,460,700	4,149,600	-	4,149,600	
	Parking Income	1,492,388	1,475,471	1,006,100	1,484,300	-	1,484,300	
	Ancillary Commission Income	377,835	418,185	272,200	402,500	-	402,500	
	Amortization of Capital Contributions	6,229,603	7,612,016	9,077,900	8,894,000	115,000	9,009,000	
	Other income	1,320,549	1,545,313	6,059,900	1,814,400	-	1,814,400	
Revenue Total		188,253,456	214,730,167	225,729,600	225,273,500	181,700	225,455,200	Change in assumptions.
Salaries & Benefits								
	Salaries-Admin	14,838,359	16,653,870	20,561,100	20,740,300	557,000	21,256,300	Change in assumptions for salary budget that had been provided to BDI/CPS in PY; Admin Working Conditions increases.
	Salaries-GEU Staff	22,973,735	24,289,151	30,163,400	30,710,900	178,200	30,889,100	Staff support for two new programs, Diploma in Human Resource Management (HRMT) and Graduate Certificate in Sustainable Food Systems and Security (SFSS); Collective Agreement related increases.
	Salaries-Faculty	61,780,335	67,252,453	69,359,500	71,057,600	880,900	71,938,500	Faculty for new HRMT and SFSS programs; budget top-up for Faculty of Science & Horticulture (Math & Chemistry); Collected Agreement related increases.
	Salaries-Other	2,806,674	3,249,303	2,290,400	2,328,400	212,900	2,616,400	
	Benefits	22,753,678	24,689,201	32,464,100	29,262,700	(737,700)	28,507,200	Benefit rate adjustment to bring FY21 budget in line with PY actuals.
Salaries and Benefits Total		125,152,781	136,133,978	154,838,500	154,099,900	1,091,300	155,207,500	
Benefits as a % of Salaries		22.2%	22.15%	26.53%	23.44%		22.50%	
Non-salary Expenditures								
	Supplies	4,447,383	4,337,951	4,505,800	4,967,100	68,000	5,095,400	
	Repairs and Maintenance	5,865,360	6,343,046	9,724,800	10,514,400	646,600	11,084,600	IT Network infrastructure support for Juniper - should have been included in original budget.
	Leases/Rentals	629,403	588,664	1,204,800	893,400	-	898,400	
	Travel and PD	2,904,750	2,914,309	3,517,500	3,866,000	60,700	4,063,700	
	Student Awards	1,303,078	1,425,163	1,401,400	1,401,400	-	1,401,400	
	Utilities	1,820,563	2,546,020	2,339,400	2,432,500	500	2,433,000	
	Communications	857,817	908,702	1,140,100	1,169,500	-	1,169,500	
	Fees and Services	15,047,051	15,434,858	18,029,700	16,177,200	784,900	16,819,900	Continued implementation of Courseleaf and data warehouse project; implementation of new HRMT and SFSS programs.
	KPU Foundation Disbursements	-	-	-	-	-	-	
	Transfers to Third Parties	8,150	2,001,750	-	-	-	-	
	Cost-of-Sales	3,806,718	3,375,304	3,261,100	3,319,800	-	3,319,800	
	Revenue Sensitivity Provision	-	-	6,495,200	5,900,000	(1,638,000)	4,262,000	Reduced Revenue Sensitivity in order to balance budget.
	Transfers In (Out)	-	-	-	-	-	-	
Non-salary Expenditures Total		36,690,273	39,875,767	51,619,800	50,641,300	(77,300)	50,547,700	
	Amortization of Capital Assets	13,126,356	16,660,084	18,860,400	20,500,000	(800,000)	19,700,000	Slippage in some capital projects resulting in less amortization being taken FY21; actively managing capital budgeting process and related amortization.
Net income (loss)		13,284,046	22,060,338	410,900	32,300	(32,300)	-	

Kwantlen Polytechnic University
FY 2020/21 Proposed Operating Budget
and 4 Year Budget Forecast
(as at Dec 19/19)
Summary - By Account Type

Account Group	Account Type	FY 2020/21 Proposed Budget DEC 2019 Version	FY 2021/22 Forecasted Budget	FY 2022/23 Forecasted Budget	FY 2023/24 Forecasted Budget	FY 2024/25 Forecasted Budget
Revenue						
	Operating Grant	74,041,600	75,522,432	77,032,881	78,573,538	80,145,009
	Grants	2,137,800	2,180,556	2,224,167	2,268,650	2,314,023
	Amort of Deferred Contributions	5,972,700	6,092,154	6,213,997	6,338,277	6,465,043
	Tuition Fees-Domestic	37,854,000	38,611,080	39,383,302	40,170,968	40,974,387
	Tuition Fees-International	76,620,600	78,153,012	79,716,072	81,310,394	82,936,602
	Student Fees	8,013,200	8,173,464	8,336,933	8,503,672	8,673,745
	Applic and Other Fees-Domestic	1,020,400	1,040,808	1,061,624	1,082,857	1,104,514
	Applic and Other Fees-International	491,600	501,432	511,461	521,690	532,124
	Tuition - Non-Credit	784,500	800,190	816,194	832,518	849,168
	Contract Services	122,300	124,746	127,241	129,786	132,381
	Shop Income	448,100	457,062	466,203	475,527	485,038
	Investment Income	1,088,600	1,110,372	1,132,579	1,155,231	1,178,336
	Bookstores Income	4,149,600	4,232,592	4,317,244	4,403,589	4,491,660
	Parking Income	1,484,300	1,513,986	1,544,266	1,575,151	1,606,654
	Ancillary Commission Income	402,500	410,550	418,761	427,136	435,679
	Amortization of Capital Contributions	9,009,000	9,189,180	9,372,964	9,560,423	9,751,631
	Other income	1,814,400	1,850,688	1,887,702	1,925,456	1,963,965
Revenue Total		225,455,200	229,964,304	234,563,590	239,254,862	244,039,959
Salaries & Benefits						
	Salaries-Admin	21,256,300	21,681,426	22,115,055	22,557,356	23,008,503
	Salaries-GEU Staff	30,889,100	31,506,882	32,137,020	32,779,760	33,435,355
	Salaries-Faculty	71,938,500	73,377,270	74,844,815	76,341,712	77,868,546
	Salaries-Other	2,616,400	2,668,728	2,722,103	2,776,545	2,832,076
	Benefits	28,507,200	29,077,344	29,658,891	30,252,069	30,857,110
Salaries and Benefits Total		155,207,500	158,311,650	161,477,883	164,707,441	168,001,589
Benefits as a % of Salaries						-
Non-salary Expenditures						
	Supplies	5,095,400	5,197,308	5,301,254	5,407,279	5,515,425
	Repairs and Maintenance	11,084,600	11,306,292	11,532,418	11,763,066	11,998,328
	Leases/Rentals	898,400	916,368	934,695	953,389	972,457
	Travel and PD	4,063,700	4,144,974	4,227,873	4,312,431	4,398,680
	Student Awards	1,401,400	1,429,428	1,458,017	1,487,177	1,516,920
	Utilities	2,433,000	2,481,660	2,531,293	2,581,919	2,633,557
	Communications	1,169,500	1,192,890	1,216,748	1,241,083	1,265,904
	Fees and Services	16,819,900	17,156,298	17,499,424	17,849,412	18,206,401
	KPU Foundation Disbursements	-	-	-	-	-
	Transfers to Third Parties	-	-	-	-	-
	Cost-of-Sales	3,319,800	3,386,196	3,453,920	3,522,998	3,593,458
	Revenue Sensitivity Provision	4,262,000	4,176,760	4,093,225	4,011,360	3,931,133
	Transfers In (Out)	-	-	-	-	-
Non-salary Expenditures Total		50,547,700	51,388,174	52,415,937	53,464,256	54,533,541
	Amortization of Capital Assets	19,700,000	19,306,000	18,919,880	18,541,482	18,170,653
Net income (loss)		-	958,480	1,749,890	2,541,683	3,334,176

Kwantlen Polytechnic University
Draft 2020/21 Operating Budget by Division and Account Type

Divisional Area	Division	Account Type Roll-up	FY 2018/19 Full Year Actuals	FY 2019/20 Annual Base Budget	FY 2019/20 Annual Adjusted Budget	FY 2020/21 Draft Operating Budget	Actuals Variance (FY 2020/21 Draft Budget -Prior Yr Actuals)		Draft FY 2020/21 Budget over FY 2019/20 Base		Comments
							\$	%	\$	%	
Core Academic	Faculty of Academic & Career Adv	Labour	8,975,941	9,525,200	9,525,200	8,667,400	(308,541)	-3.4%	(857,800)	-9.0%	Reallocation of budget for sections as determined by the Strategic Enrolment Planning Committee.
		Expenditures	44,875	67,800	57,800	61,100	16,225	36.2%	(6,700)	-9.9%	
	Faculty of Academic & Career Adv Total		9,020,816	9,593,000	9,583,000	8,728,500	(292,316)	-3.2%	(864,500)	-9.0%	
	Faculty of Arts	Labour	25,147,289	26,238,600	26,358,700	27,755,200	2,607,911	10.4%	1,516,600	5.8%	Staff to support new Graduate Certificate program; increase due to regularization of faculty; Collective Agreement and Admin Working conditions increases.
		Expenditures	206,447	329,800	278,100	370,600	164,153	79.5%	40,800	12.4%	Additional funding to support new Graduate Certificate program.
	Faculty of Arts Total		25,353,736	26,568,400	26,636,800	28,125,800	2,772,064	10.9%	1,557,400	5.9%	
	Faculty of Business	Labour	22,688,689	26,129,200	26,544,000	27,576,300	4,887,611	21.5%	1,447,100	5.5%	Faculty and Staff increase to support new Human Resources Management (HRMT) Post Bac program; Collective Agreement and Admin Working conditions increases.
		Expenditures	271,142	781,200	671,100	842,500	571,358	210.7%	61,300	7.8%	Additional funding to support new HRMT program.
	Faculty of Business Total		22,959,831	26,910,400	27,215,100	28,418,800	5,458,969	23.8%	1,508,400	5.6%	
	Faculty of Design	Labour	4,416,532	4,503,700	4,432,600	4,452,200	35,668	0.8%	(51,500)	-1.1%	Reduction in administrative support offset by casual service contract and faculty wages that have been reallocated to the Operating fund as they support core mandated activity.
		Expenditures	220,769	186,000	183,200	196,300	(24,469)	-11.1%	10,300	5.5%	Additional funding for marketing and advertising needs fort Post Bac program.
	Faculty of Design Total		4,637,301	4,689,700	4,615,800	4,648,500	11,199	0.2%	(41,200)	-0.9%	
	Faculty of Health	Labour	8,314,957	8,841,800	8,841,800	9,023,200	708,243	8.5%	181,400	2.1%	Increases due to Collective Agreement and Admin Working conditions increases.
		Expenditures	110,787	143,500	142,500	152,500	41,713	37.7%	9,000	6.3%	Movement of Senior Admin Professional Development funds into Dean's Office org.
	Faculty of Health Total		8,425,744	8,985,300	8,984,300	9,175,700	749,956	8.9%	190,400	2.1%	
	Faculty of Science & Horticulture	Labour	13,508,443	14,012,500	13,935,800	15,387,400	1,878,957	13.9%	1,374,900	9.8%	Budget top-up required for existing programs as well as reallocation of budget for Qualifying Math and Science courses that are moving from Academic and Career Advancement to Faculty of Science & Horticulture. Remainder of increase is associated with Collective Agreement and Admin Working conditions increases.
		Expenditures	764,087	907,900	871,600	991,700	227,613	29.8%	83,800	9.2%	Additional funding for Qualifying Math and Science courses; additional supplies required for Chemistry lab and Brewery.
	Faculty of Science & Horticulture Total		14,272,530	14,920,400	14,807,400	16,379,100	2,106,570	14.8%	1,458,700	9.8%	
	Faculty of Trades & Technology	Labour	5,384,014	5,470,900	5,470,900	5,771,900	387,886	7.2%	301,000	5.5%	Budget top-up for Advanced Mechatronics as it reaches stable state and increase for additional Industry Training Authority (ITA) delivery, Remaining increases are related to Collective Agreement and Admin Working conditions increases.
		Expenditures	663,303	920,300	895,700	920,300	256,997	38.7%	-	0.0%	
	Faculty of Trades & Technology Total		6,047,317	6,391,200	6,366,600	6,692,200	644,883	10.7%	301,000	4.7%	
Core Academic Total			90,717,275	98,058,400	98,209,000	102,168,600	11,451,325	12.6%	4,110,200	4.2%	

Kwantlen Polytechnic University
Draft 2020/21 Operating Budget by Division and Account Type

Divisional Area	Division	Account Type Roll-up	FY 2018/19 Full Year Actuals	FY 2019/20 Annual Base Budget	FY 2019/20 Annual Adjusted Budget	FY 2020/21 Draft Operating Budget	Actuals Variance (FY 2020/21 Draft Budget -Prior Yr Actuals)		Draft FY 2020/21 Budget over FY 2019/20 Base		Comments
							\$	%	\$	%	
Academic Admin & Student Support	Civic Plaza (PRED)	Labour	57,812	408,600	408,600	252,800	194,988	337.3%	(155,800)	-38.1%	Removal of one-time-only funding for Campus Director to assist with Civic Plaza start-up.
		Expenditures	81,381	54,800	54,800	-	(81,381)	-100.0%	(54,800)	-100.0%	Removal of non-salary expenses associated with Campus Director.
	Civic Plaza (PRED) Total		139,193	463,400	463,400	252,800	113,607	81.6%	(210,600)	-45.4%	
	Library Resources	Labour	4,352,826	4,670,800	4,563,200	4,625,100	272,274	6.3%	(45,700)	-1.0%	Decrease due to reallocation of Director, Student Development & Success to Student Affairs; slightly offset by Collective Agreement and Admin Working conditions increases.
		Expenditures	200,641	237,300	300,000	248,200	47,559	23.7%	10,900	4.6%	Reallocation of AV supplies budget from IT.
	Library Resources Total		4,553,467	4,908,100	4,863,200	4,873,300	319,833	7.0%	(34,800)	-0.7%	
	Office of Research & Scholarship	Labour	755,367	1,139,200	1,203,000	1,258,100	502,733	66.6%	118,900	10.4%	Shift of 2 BCGEU from Faculty of Science & Horticulture to support work done in Institutes.
		Expenditures	170,598	93,900	62,900	85,000	(85,598)	-50.2%	(8,900)	-9.5%	
	Office of Research & Scholarship Total		925,965	1,233,100	1,265,900	1,343,100	417,135	45.0%	110,000	8.9%	
	Office of Teaching & Learning	Labour	780,168	1,282,300	1,494,700	1,508,800	728,632	93.4%	226,500	17.7%	Reallocation of Open Ed from VP Academic and top-up for admin support during FY2019/20.
		Expenditures	97,439	200,400	328,400	217,900	120,461	123.6%	17,500	8.7%	Reallocation of non-salary support for Open Education.
	Office of Teaching & Learning Total		877,607	1,482,700	1,823,100	1,726,700	849,093	96.8%	244,000	16.5%	
	Office of the Registrar	Labour	3,462,736	4,356,700	4,132,800	4,315,800	853,064	24.6%	(40,900)	-0.9%	Benefit rate has decreased since FY 2019/20; slightly offset by collective agreement and Admin Working conditions increases.
		Expenditures	173,666	196,000	80,100	425,900	252,234	145.2%	229,900	117.3%	Funding for continued implementation of Leapfrog/Courseleaf delivery, transition and implementation costs.
	Office of the Registrar Total		3,636,402	4,552,700	4,212,900	4,741,700	1,105,298	30.4%	189,000	4.2%	
	Office of the VP, Academic (PRED)	Labour	1,064,461	1,850,200	1,712,600	1,710,600	646,139	60.7%	(139,600)	-7.5%	Reallocation of AVP, Open Ed from VP, Academic to Office of Teaching & Learning.
		Expenditures	525,565	507,300	433,200	443,100	(82,465)	-15.7%	(64,200)	-12.7%	Reallocation of non-salary support for Open Education.
	Office of the VP, Academic (PRED) Total		1,590,026	2,357,500	2,145,800	2,153,700	563,674	35.5%	(203,800)	-8.6%	
	Student Affairs	Labour	5,399,569	6,606,500	6,400,700	6,581,800	1,182,231	21.9%	(24,700)	-0.4%	Change due to reallocation of Co-Op faculty to their respective academic divisions; slightly offset by collective agreement and Admin Working conditions increases.
		Expenditures	205,215	1,532,600	1,500,900	1,639,600	1,434,385	699.0%	107,000	7.0%	Funding for Aboriginal Services admin, Accessibility Centre and Career Development Centre.
	Student Affairs Total		5,604,784	8,139,100	7,901,600	8,221,400	2,616,616	46.7%	82,300	1.0%	
	Student Services & International Ed	Labour	3,196,758	4,170,800	3,671,100	3,887,800	691,042	21.6%	(283,000)	-6.8%	Reallocation of previously unfilled positions to other areas of the University; slightly offset by Collective Agreement and Admin Working conditions increases.
		Expenditures	574,137	741,200	747,200	741,200	167,063	29.1%	-	0.0%	
	Student Services & International Ed Total		3,770,895	4,912,000	4,418,300	4,629,000	858,105	22.8%	(283,000)	-5.8%	
	Vice-Provost, Student Services	Labour	719,110	867,600	805,400	820,600	101,490	14.1%	(47,000)	-5.4%	Reallocation of Admin Assistant position; slightly offset by collective agreement and Admin Working conditions increases.
		Expenditures	89,810	122,100	113,900	84,100	(5,710)	-6.4%	(38,000)	-31.1%	Decrease due to removal of one-time-only budget enhancement in FY 2019/20 for Banner training.

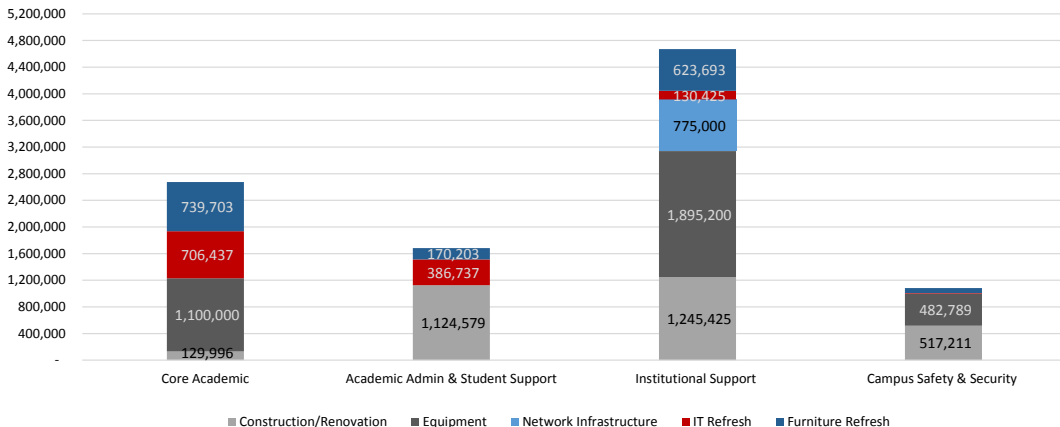
Kwantlen Polytechnic University
Draft 2020/21 Operating Budget by Division and Account Type

Divisional Area	Division	Account Type Roll-up	FY 2018/19 Full Year Actuals	FY 2019/20 Annual Base Budget	FY 2019/20 Annual Adjusted Budget	FY 2020/21 Draft Operating Budget	Actuals Variance (FY 2020/21 Draft Budget -Prior Yr Actuals)		Draft FY 2020/21 Budget over FY 2019/20 Base		Comments
							\$	%	\$	%	
Academic Admin &	Vice-Provost, Student Services Total		808,920	989,700	919,300	904,700	95,780	11.8%	(85,000)	-8.6%	
	Continuing & Professional Studies	Labour	1,150,597	678,000	678,000	-	(1,150,597)	-100.0%	(678,000)	-100.0%	
		Expenditures	419,726	372,000	172,000	-	(419,726)	-100.0%	(372,000)	-100.0%	
	Continuing & Professional Studies Total		1,570,323	1,050,000	850,000	-	(1,570,323)	-100.0%	(1,050,000)	-100.0%	
	Unallocated	Labour	-	-	-	987,500	987,500	#DIV/0!	987,500	#DIV/0!	No unallocated budget in prior year.
		Expenditures	-	-	-	348,100	348,100	#DIV/0!	348,100	#DIV/0!	No unallocated budget in prior year.
Unallocated Total			-	-	-	1,335,600	1,335,600	#DIV/0!	1,335,600	#DIV/0!	
Academic Admin & Student Support Total			23,477,582	30,088,300	28,863,500	30,182,000	6,704,418	28.6%	93,700	0.3%	
Core Admin	Business Prf & Advisory Svc (PRED)	Labour	473,210	553,300	553,300	564,300	91,090	19.2%	11,000	2.0%	Admin Working Conditions related increases.
		Expenditures	63,020	27,800	13,400	31,300	(31,720)	-50.3%	3,500	12.6%	
	Business Prf & Advisory Svc (PRED) Total		536,230	581,100	566,700	595,600	59,370	11.1%	14,500	2.5%	
	External Affairs	Labour	1,156,787	1,597,100	1,842,600	1,849,600	692,813	59.9%	252,500	15.8%	Budget reallocation for 1 Admin position and 2 Coordinator positions; Admin Working Conditions related increases.
		Expenditures	593,648	777,400	697,600	777,400	183,752	31.0%	-	0.0%	
	External Affairs Total		1,750,435	2,374,500	2,540,200	2,627,000	876,565	50.1%	252,500	10.6%	
	Facilities, Ancillary and Space	Labour	4,021,280	4,718,400	4,706,100	4,516,100	494,820	12.3%	(202,300)	-4.3%	Budget reallocation for 1 Admin position moved to Campus Planning and 1 Admin position that has been vacated and will remain unfilled.
		Expenditures	6,184,680	8,877,000	7,396,400	7,721,700	1,537,020	24.9%	(1,155,300)	-13.0%	
	Facilities, Ancillary and Space Total		10,205,960	13,595,400	12,102,500	12,237,800	2,031,840	19.9%	(1,357,600)	-10.0%	Removal of one-time funding for consulting work done to support campus master planning.
	Financial Services	Labour	2,764,728	3,723,600	3,664,300	3,534,700	769,972	27.8%	(188,900)	-5.1%	Budget decreased and reallocated to Academic for Director, Financial Reporting & Budgeting and 1 BCGEU position which will be held centrally for future reallocation.
		Expenditures	1,051,713	1,286,100	1,245,900	1,286,100	234,387	22.3%	-	0.0%	
	Financial Services Total		3,816,441	5,009,700	4,910,200	4,820,800	1,004,359	26.3%	(188,900)	-3.8%	
	Governance & Policy	Labour	179,987	401,700	401,700	406,000	226,013	125.6%	4,300	1.1%	Admin Working conditions increases.
		Expenditures	63,441	99,900	99,900	101,100	37,659	59.4%	1,200	1.2%	
	Governance & Policy Total		243,428	501,600	501,600	507,100	263,672	108.3%	5,500	1.1%	
	Human Resources	Labour	2,310,336	2,806,700	2,806,700	3,023,400	713,064	30.9%	216,700	7.7%	Budget Reallocation to provide for 2 Human Resource Assistant positions; increases related to Admin Working Conditions.
		Expenditures	853,061	1,231,400	975,500	881,400	28,339	3.3%	(350,000)	-28.4%	
Human Resources Total		3,163,397	4,038,100	3,782,200	3,904,800	741,403	23.4%	(133,300)	-3.3%	Decrease related to BCGEU bargaining which largely took place in FY 2019/20 as well as project implementation funding for Applicant Tracking System.	
Information Technology	Labour	4,046,146	5,282,300	5,353,400	5,676,000	1,629,854	40.3%	393,700	7.5%	Budget reallocation to provide for an additional Manager; collective agreement and Admin Working conditions increases.	
	Expenditures	3,083,960	4,559,100	5,416,200	5,150,200	2,066,240	67.0%	591,100	13.0%		
Information Technology Total		7,130,106	9,841,400	10,769,600	10,826,200	3,696,094	51.8%	984,800	10.0%	Ongoing software and support as well as continuation of FY 2019/20 IT projects.	
Marketing & Recruitment Services	Labour	1,762,201	2,042,200	2,042,200	2,089,900	327,699	18.6%	47,700	2.3%	Collective agreement and Admin Working conditions increases.	
	Expenditures	1,059,731	1,119,400	1,119,900	1,121,400	61,669	5.8%	2,000	0.2%		
Marketing & Recruitment Services Total		2,821,932	3,161,600	3,162,100	3,211,300	389,368	13.8%	49,700	1.6%	Inflationary increases.	

Kwantlen Polytechnic University
Draft 2020/21 Operating Budget by Division and Account Type

Divisional Area	Division	Account Type Roll-up	FY 2018/19 Full Year Actuals	FY 2019/20 Annual Base Budget	FY 2019/20 Annual Adjusted Budget	FY 2020/21 Draft Operating Budget	Actuals Variance (FY 2020/21 Draft Budget -Prior Yr Actuals)		Draft FY 2020/21 Budget over FY 2019/20 Base		Comments
							\$	%	\$	%	
Core Admin	Office of General Counsel	Labour	271,679	533,500	533,500	529,300	257,621	94.8%	(4,200)	-0.8%	Adjustment to Benefits budget to more accurately reflect actual benefits expense incurred in prior years.
		Expenditures	228,733	164,900	163,500	166,700	(62,033)	-27.1%	1,800	1.1%	Inflationary increases.
	Office of General Counsel Total		500,412	698,400	697,000	696,000	195,588	39.1%	(2,400)	-0.3%	
	Office of Planning & Accountability	Labour	825,545	1,014,400	1,014,100	1,046,900	221,355	26.8%	32,500	3.2%	Collective agreement and Admin Working conditions increases.
		Expenditures	18,082	116,800	29,700	126,800	108,718	601.2%	10,000	8.6%	Increase to support data warehouse.
	Office of Planning & Accountability Total		843,627	1,131,200	1,043,800	1,173,700	330,073	39.1%	42,500	3.8%	
	Office of the President	Labour	444,854	833,900	986,500	952,600	507,746	114.1%	118,700	14.2%	Admin working conditions increase .
		Expenditures	882,942	819,200	1,704,300	914,600	31,658	3.6%	95,400	11.6%	Support for additional convocation ceremonies.
	Office of the President Total		1,327,796	1,653,100	2,690,800	1,867,200	539,404	40.6%	214,100	13.0%	
	Office of the VP, Finance & Admin	Labour	492,260	1,272,500	1,522,900	1,468,500	976,240	198.3%	196,000	15.4%	Increase related to addition of Business Transition team in prior year.
Expenditures		139,601	779,700	1,991,500	1,156,200	1,016,599	728.2%	376,500	48.3%	Increase for the movement of Campus Planning to VP, Finance and Admin from Facilities.	
Office of the VP, Finance & Admin Total		631,861	2,052,200	3,514,400	2,624,700	1,992,839	315.4%	572,500	27.9%		
Core Admin Total			32,971,625	44,638,300	46,281,100	45,092,200	12,120,575	36.8%	453,900	1.0%	
Campus Safety & Security	Campus Safety & Security	Labour	727,030	1,175,200	1,175,200	925,800	198,770	27.3%	(249,400)	-21.2%	Reallocation of 2 previously unfilled Manager positions to IT and HR.
		Expenditures	1,395,006	2,010,500	1,954,300	1,995,500	600,494	43.0%	(15,000)	-0.7%	
	Campus Safety & Security Total		2,122,036	3,185,700	3,129,500	2,921,300	799,264	37.7%	(264,400)	-8.3%	
Campus Safety & Security Total			2,122,036	3,185,700	3,129,500	2,921,300	799,264	37.7%	(264,400)	-8.3%	
Non-Divisional Expenditures	Non-Divisional Revenues & Expenditures	Labour	1,324,848	4,046,400	3,987,500	(338,500)	(1,663,348)	-125.6%	(4,384,900)	-108.4%	Ed Leave, Benefits reduction.
		Expenditures	8,603,914	33,693,800	32,990,300	12,636,900	4,032,986	46.9%	(21,056,900)	-62.5%	PD, Agent commission fees, budget contingency and Inflationary placeholder.
	Non-Divisional Revenues & Expenditure Total		9,928,762	37,740,200	36,977,800	12,298,400	2,369,638	23.9%	(25,441,800)	-67.4%	
Non-Divisional Expenditures Total			9,928,762	37,740,200	36,977,800	12,298,400	2,369,638	23.9%	(25,441,800)	-67.4%	
Non Operating Fund	Non Operating Fund	Labour	5,957,818	4,084,700	4,084,700	4,380,400	(1,577,418)	-26.5%	295,700	7.2%	.Testing and Assessment, Ancillary Services and placeholder for SPF activity
		Expenditures	29,650,253	7,523,100	7,794,700	28,412,300	(1,237,953)	-4.2%	20,889,200	277.7%	Non-operating budgets in IT, Library and Facilities, Ancillary Services, SPF Activity and Amortization Expense.
	Non Operating Fund Total		35,608,071	11,607,800	11,879,400	32,792,700	(2,815,371)	-7.9%	21,184,900	182.5%	
Non Operating Fund Total			35,608,071	11,607,800	11,879,400	32,792,700	(2,815,371)	-7.9%	21,184,900	182.5%	
Grand Total			194,825,351	225,318,700	225,340,300	225,455,200	30,629,849	15.7%	136,500	0.1%	

FISCAL 20/21 CAPITAL BUDGET ALLOCATIONS



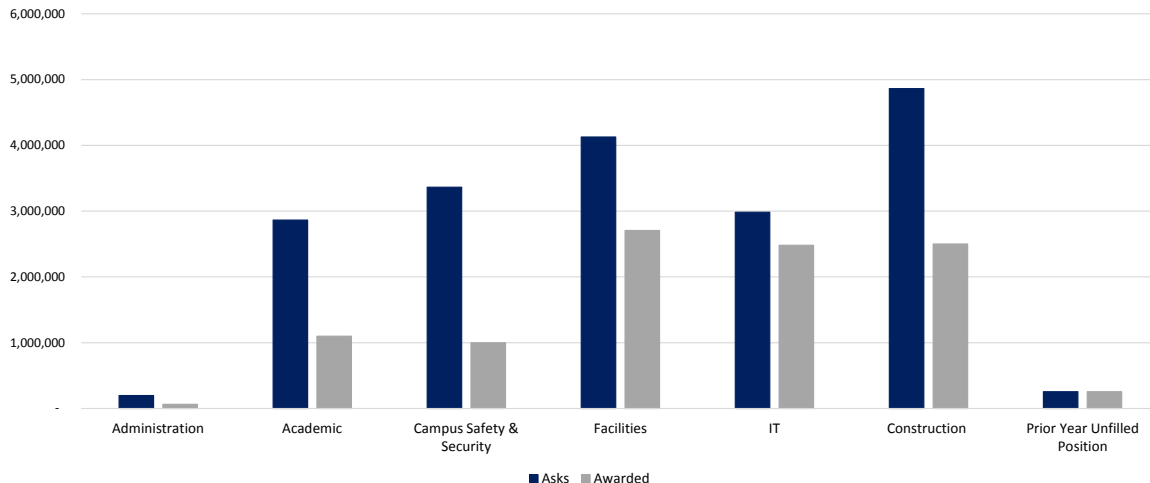
	Core Academic	Academic Admin & Student Support	Institutional Support	Campus Safety & Security	Total Capital Budget
Construction/Renovation	129,996	1,124,579	1,245,425	517,211	3,017,211
Equipment	1,100,000	-	1,895,200	482,789	3,477,989
Network Infrastructure	-	-	775,000	-	775,000
IT Refresh	706,437	386,737	130,425	6,900	1,230,500
Furniture Refresh	739,703	170,203	623,693	74,200	1,607,800
Total Awarded	2,676,137	1,681,519	4,669,744	1,081,100	10,108,500

Core Academic Includes: All Faculties (Arts, Business, Design, Health, Science & Horticulture, Trades & Technology). No capital requests from ACA.

Academic Admin & Student Support Includes: Library, Office of Research & Scholarship, Teaching & Learning, Office of the VP Academic, Student Services, International Education, Office of the Vice Provost, Student Services

Institutional Support Includes: Facilities, IT, BPAS, External Affairs, Financial Services, HR, Marketing & Recruitment, Office of the VP, Finance & Admin

PRELIMINARY FY20/21 CAPITAL BUDGET



	Asks	Awarded	% Funded	Comments
Administration	196,100	63,700	32%	To fund administrative capital priorities
Academic	2,863,100	1,100,000	38%	To fund academic capital priorities
Campus Safety & Security	3,364,200	1,000,000	30%	To address priority safety projects
Facilities	4,126,600	2,705,800	66%	MMR and refresh of KPU furniture, work stations, and common areas
IT	2,982,800	2,482,800	83%	Refresh of laptops, desktops, update of infrastructure & conversion of classrooms
Construction	4,863,600	2,500,000	51%	Priority construction - institutional wide
Prior Year Unfilled Position	256,200	256,200	100%	Work stations/equipment for prior year unfilled positions
Total	18,652,600	10,108,500	54%	

FY2020/21 Key Budget Highlights

The FY20/21 University Budget will focus on both **furniture** and **IT** capital asset refreshes.

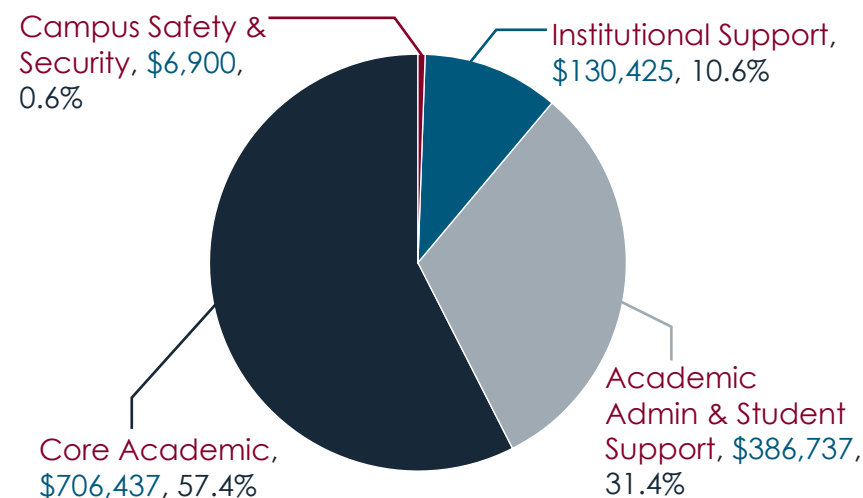


The FY20/21 **Furniture Refresh** budget is **\$1,607,800**, and the proposed allocation is as follows:

- Classroom furniture - **\$550k**
- Workstation replacement - **\$366k**
- Common area furniture - **\$250k**
- Food Services refresh - **\$186k**
- Discretionary Furniture Fund (to replace broken furniture on a case-by-case basis) - **\$100k**
- Workstations for prior year funded, unfilled positions - **\$156k**



The FY20/21 **IT Refresh** budget is **\$1,203,500**, and the proposed allocation is as follows:



In alignment with KPU's Academic Priorities, the FY20/21 University Budget will propose budgetary reallocations to both **Teaching & Learning**, and the **Office of Research and Scholarship**.

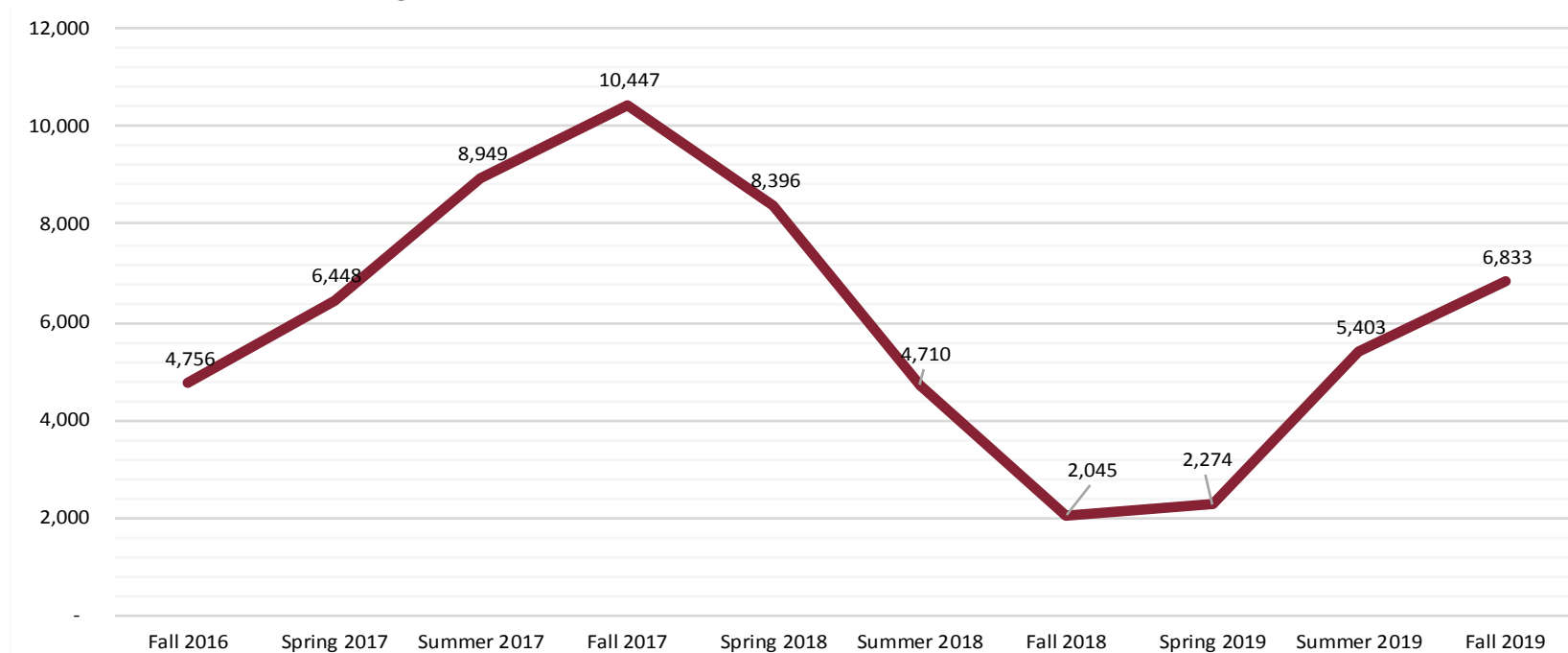


The proposed budget reallocation of **\$150,000** to **Teaching and Learning** is intended to support the advancement of teaching and learning innovation.



The proposed budget reallocation to the **Office of Research and Scholarship** of **\$317,340**, is intended to support the implementation of a control environment and improve research compliance processes, as well as one administrative position to lead the implementation of these initiatives, and one Research Chair.

The rolling average annual International applicant trend appears to have bottomed out in Fall 2018/Spring 2019, with applicants back up for both Summer 2019/Fall 2019, indicating that tuition revenue will increase in the FY20/21 University Budget.



The FY20/21 University Budget will propose to allocate **\$1.1 million** to support equipment renewal in Academic areas; this funding will primarily support the replacement of core teaching assets, as well as required equipment and space updates for Library Services. The budget will also propose the decentralization of discretionary capital funds to each Dean and academic divisional leader to fund priority capital projects/assets, reducing the administrative burden.

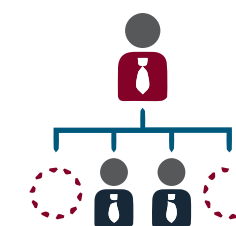


2 new programs have been included in the FY20/21 University Budget:

Post Baccalaureate Diploma in Human Resource Management
\$446,800 (expenses only)

Graduate Certificate in Sustainable Food Systems and Security
\$238,100 (expenses only)

The structure and costs of Administration will be streamlined in the FY20/21 University Budget. This restructuring and realignment is intended to promote efficiency, and reallocate unused and/or vacant FTEs to areas that require key support.



**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#6.3****February 5, 2020****Joe Sass****Agenda Item:** 2020/2021 University Budget and Revisions to Bylaw No.4, Fees

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
--------------------------	--

Recommended Resolution:	THAT the Board of Governors approve the 2020/2021 University Budget and Revisions to Bylaw No.4, Fees as recommended to the Board Finance Committee.
--------------------------------	---

Board Committee Report: At its meeting held on January 21, 2020, the Board Finance Committee reviewed and approved the Draft 2019/20 University Budget and revisions to Bylaw No. 4, Fees for recommendation to the Board of Governors.

Context & Background: **2020/21 University Budget**
Through the 2020/21 budget development process, the University Executive focused on KPU's Vision 2023, the Academic Plan, the Senate-endorsed Executive Budget Priorities, and the 2020/21 Budget Tenets. As government funding remains relatively flat and both domestic and international tuition increases are limited to 2% per annum, the fiscal 2020/21 budget will remain as consistent as possible with the fiscal 2019/20 budget. This consistency is intended to provide both stability and predictability for faculties, and aligns with commitment to develop a more sustainable future for KPU. In order to present a balanced budget for fiscal 2020/21 and in future years, the organization must strive for efficiency and strict controls on capital spending.

Bylaw No. 4, Fees

Bylaw 4 is revised on an annual basis to reflect annual increases and changes to fees.

Key Messages:
[maximum of three]

2020/21 University Budget

1. KPU will present a balanced budget for fiscal 2020/21; a surplus will be achieved through balancing contingency adjustments. KPU's ability to adhere to the proposed budget includes assumptions around increases in international student tuition revenue based on international FTE applicant trends through Spring 2020.
2. In alignment with KPU's Academic Priorities, the fiscal 2020/21 budget will propose budgetary increases for both the Office of Teaching and Learning and the Office of Research and Scholarship. The fiscal 2020/21 budget will also propose substantial capital allocations to support the refresh of classroom furniture and core academic IT assets, as well as the replacement of core teaching assets.

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#6.3****February 5, 2020****Joe Sass**

3. The KPU Executive identified a number of key priorities, endorsed by the Senate Standing Committees on June 14, 2019, which provided guidance for the development of the fiscal 2020/21 budget.

Bylaw No. 4, Fees

1. Domestic tuition has been raised by 2%, the maximum allowed by the provincial government. Tuition rates for International students have also been raised by 2%.
2. KPU's new Graduate Certificate in Sustainable Food Systems and Security, as well as the new Post Baccalaureate Diploma in Human Resource Management, have been added to the *Fees* schedule. The revised Farrier program has also been included.
3. The section on Co-operative Education Work Term has been amended. The section on part time work terms has been removed as KPU does not offer these any longer.

**Resource
Requirements:**

The Registrar's Office and Financial Services are involved in the development and research of these fees as well as any changes to the Bylaw.

**Implications /
Risks:**

If Bylaw 4 is not recommended for approval, the 2020/21 Draft Budget would have to be revised significantly, as the increase in tuition fees has been built into the assumptions in the development of the budget.

Consultations:**2020/21 University Budget**

Financial Services developed the capital budget in consultation with the Executive Director, Facilities Services, the Chief Information Officer, and the VP Academic, to ensure all critical infrastructure, maintenance, hardware and software requests received the required funding. Once a balanced draft budget was developed, Financial Services met with Faculty and Administrative divisional heads to review the draft budget and solicit feedback on items deemed critical to the operations of the functional area. The provided feedback was incorporated, when possible, into the final version of the attached draft 2020/21 budget.

Bylaw No. 4, Fees

Discussions regarding the proposed 2% increase in domestic tuition fees were conducted during the university financial forums, academic councils, and other stakeholder meetings, as appropriate.

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#6.3****February 5, 2020****Joe Sass****Attachments:**

1. 2020-21 Draft Consolidated Multi-Year Budget
2. 2020-21 Draft Divisional Budgets
3. 2020-21 Draft Capital Budget
4. 2020-21 Draft Capital Budget Allocations
5. 2020-21 Key Budget Highlights
6. Bylaw No. 4, Fees – revisions are shown in track changes.
7. Bylaw No. 4, Fees – clean copy

Submitted by:*Joe Sass, Interim VP, Finance and Administration***Date submitted:***January 22, 2020*

Kwantlen Polytechnic University
FY 2020/21 Proposed Operating Budget
and 4 Year Budget Forecast
(as at Jan 10, 2020)
Summary - By Account Type

		FY 2017/18 Actuals	FY 2018/19 Actuals	FY 2019/20 Base Budget	FY 2020/21 Proposed Budget SEPT 2019 Version	Adjustments	FY 2020/21 Proposed Budget Jan 2020 Version	Adjustment Comments
Revenue								
	Operating Grant	66,883,602	68,911,769	70,356,700	74,041,600	-	74,041,600	
	Grants	1,457,184	2,132,990	2,065,600	2,137,800	-	2,137,800	
	Amort of Deferred Contributions	8,841,658	6,535,589	5,622,000	5,860,100	112,600	5,972,700	
	Tuition Fees-Domestic	30,910,674	36,090,386	36,432,200	37,550,300	303,700	37,854,000	
	Tuition Fees-International	54,285,515	73,535,268	78,497,200	76,509,200	111,400	76,620,600	
	Student Fees	5,660,349	7,532,773	8,034,200	7,983,000	30,200	8,013,200	
	Applic and Other Fees-Domestic	932,233	982,894	643,800	1,012,200	8,200	1,020,400	
	Applic and Other Fees-International	1,339,005	470,335	373,000	491,000	600	491,600	
	Tuition - Non-Credit	1,485,661	1,633,342	916,000	784,500	-	784,500	
	Contract Services	380,250	157,739	911,500	122,300	-	122,300	
	Shop Income	392,298	446,123	410,600	448,100	-	448,100	
	Investment Income	1,278,509	884,124	590,000	1,588,600	(500,000)	1,088,600	
	Bookstores Income	4,986,143	4,365,850	4,460,700	4,149,600	-	4,149,600	
	Parking Income	1,492,388	1,475,471	1,006,100	1,484,300	-	1,484,300	
	Ancillary Commission Income	377,835	418,185	272,200	402,500	-	402,500	
	Amortization of Capital Contributions	6,229,603	7,612,016	9,077,900	8,894,000	115,000	9,009,000	
	Other income	1,320,549	1,545,313	6,059,900	1,814,400	-	1,814,400	
Revenue Total		188,253,456	214,730,167	225,729,600	225,273,500	181,700	225,455,200	Change in assumptions.
Salaries & Benefits								
	Salaries-Admin	14,838,359	16,653,870	20,561,100	20,740,300	557,000	21,394,900	Change in assumptions for salary budget that had been provided to BDI/CPS in PY; Admin Working Conditions increases.
	Salaries-GEU Staff	22,973,735	24,289,151	30,163,400	30,710,900	178,200	31,162,800	Staff support for two new programs, Diploma in Human Resource Management (HRMT) and Graduate Certificate in Sustainable Food Systems and Security (SFSS); Collective Agreement related increases.
	Salaries-Faculty	61,780,335	67,252,453	69,359,500	71,057,600	880,900	71,924,300	Faculty for new HRMT and SFSS programs; budget top-up for Faculty of Science & Horticulture (Math & Chemistry); Collective Agreement related increases.
	Salaries-Other	2,806,674	3,249,303	2,290,400	2,328,400	212,900	2,340,200	
	Benefits	22,753,678	24,689,201	32,464,100	29,262,700	(737,700)	28,570,900	Benefit rate adjustment to bring FY21 budget in line with PY actuals.
Salaries and Benefits Total		125,152,781	136,133,978	154,838,500	154,099,900	1,091,300	155,393,100	
Benefits as a % of Salaries		22.2%	22.15%	26.53%	23.44%		22.53%	
Non-salary Expenditures								
	Supplies	4,447,383	4,337,951	4,505,800	4,967,100	68,000	5,072,500	
	Repairs and Maintenance	5,865,360	6,343,046	9,724,800	10,514,400	646,600	11,236,900	IT Network infrastructure support for Juniper - should have been included in original budget.
	Leases/Rentals	629,403	588,664	1,204,800	893,400	-	893,400	
	Travel and PD	2,904,750	2,914,309	3,517,500	3,866,000	60,700	3,955,700	
	Student Awards	1,303,078	1,425,163	1,401,400	1,401,400	-	1,401,400	
	Utilities	1,820,563	2,546,020	2,339,400	2,432,500	500	2,433,000	
	Communications	857,817	908,702	1,140,100	1,169,500	-	1,170,200	
	Fees and Services	15,047,051	15,434,858	18,029,700	16,177,200	784,900	16,948,400	Continued implementation of Courseleaf and data warehouse project; implementation of new HRMT and SFSS programs.
	KPU Foundation Disbursements	-	-	-	-	-	-	
	Transfers to Third Parties	8,150	2,001,750	-	-	-	-	
	Cost-of-Sales	3,806,718	3,375,304	3,261,100	3,319,800	-	3,319,800	
	Revenue Sensitivity Provision	-	-	6,495,200	5,900,000	(1,638,000)	3,930,800	As the volatility in international enrolment has begun to decrease, a lower contingency is required to insulate the institution from tuition fluctuations.
	Transfers In (Out)	-	-	-	-	-	-	
Non-salary Expenditures Total		36,690,273	39,875,767	51,619,800	50,641,300	(77,300)	50,362,100	
	Amortization of Capital Assets	13,126,356	16,660,084	18,860,400	20,500,000	(800,000)	19,700,000	Slippage in some capital projects resulting in less amortization being taken FY21; actively managing capital budgeting process and related amortization.
Expenditures Total		174,969,410	192,669,829	225,318,700	225,241,200	214,000	225,455,200	
Net income (loss)		13,284,046	22,060,338	410,900	32,300	(32,300)	-	

Kwantlen Polytechnic University
FY 2020/21 Proposed Operating Budget
and 4 Year Budget Forecast
(as at Jan 10, 2020)
Summary - By Account Type

Account Group	Account Type	FY 2020/21 Proposed Budget Jan 2020 Version	FY 2021/22 Forecasted Budget	FY 2022/23 Forecasted Budget	FY 2023/24 Forecasted Budget	FY 2024/25 Forecasted Budget
Revenue						
	Operating Grant	74,041,600	75,522,432	77,032,881	78,573,538	80,145,009
	Grants	2,137,800	2,180,556	2,224,167	2,268,650	2,314,023
	Amort of Deferred Contributions	5,972,700	6,092,154	6,213,997	6,338,277	6,465,043
	Tuition Fees-Domestic	37,854,000	38,611,080	39,383,302	40,170,968	40,974,387
	Tuition Fees-International	76,620,600	78,153,012	79,716,072	81,310,394	82,936,602
	Student Fees	8,013,200	8,173,464	8,336,933	8,503,672	8,673,745
	Applic and Other Fees-Domestic	1,020,400	1,040,808	1,061,624	1,082,857	1,104,514
	Applic and Other Fees-International	491,600	501,432	511,461	521,690	532,124
	Tuition - Non-Credit	784,500	800,190	816,194	832,518	849,168
	Contract Services	122,300	124,746	127,241	129,786	132,381
	Shop Income	448,100	457,062	466,203	475,527	485,038
	Investment Income	1,088,600	1,110,372	1,132,579	1,155,231	1,178,336
	Bookstores Income	4,149,600	4,232,592	4,317,244	4,403,589	4,491,660
	Parking Income	1,484,300	1,513,986	1,544,266	1,575,151	1,606,654
	Ancillary Commission Income	402,500	410,550	418,761	427,136	435,679
	Amortization of Capital Contributions	9,009,000	9,189,180	9,372,964	9,560,423	9,751,631
	Other income	1,814,400	1,850,688	1,887,702	1,925,456	1,963,965
Revenue Total		225,455,200	229,964,304	234,563,590	239,254,862	244,039,959
Salaries & Benefits						
	Salaries-Admin	21,394,900	21,822,798	22,259,254	22,704,439	23,158,528
	Salaries-GEU Staff	31,162,800	31,786,056	32,421,777	33,070,213	33,731,617
	Salaries-Faculty	71,924,300	73,362,786	74,830,042	76,326,643	77,853,175
	Salaries-Other	2,340,200	2,387,004	2,434,744	2,483,439	2,533,108
	Benefits	28,570,900	29,142,318	29,725,164	30,319,668	30,926,061
Salaries and Benefits Total		155,393,100	158,500,962	161,670,981	164,904,401	168,202,489
Benefits as a % of Salaries						-
Non-salary Expenditures						
	Supplies	5,072,500	5,173,950	5,277,429	5,382,978	5,490,637
	Repairs and Maintenance	11,236,900	11,461,638	11,690,871	11,924,688	12,163,182
	Leases/Rentals	893,400	911,268	929,493	948,083	967,045
	Travel and PD	3,955,700	4,034,814	4,115,510	4,197,820	4,281,777
	Student Awards	1,401,400	1,429,428	1,458,017	1,487,177	1,516,920
	Utilities	2,433,000	2,481,660	2,531,293	2,581,919	2,633,557
	Communications	1,170,200	1,193,604	1,217,476	1,241,826	1,266,662
	Fees and Services	16,948,400	17,287,368	17,633,115	17,985,778	18,345,493
	KPU Foundation Disbursements	-	-	-	-	-
	Transfers to Third Parties	-	-	-	-	-
	Cost-of-Sales	3,319,800	3,386,196	3,453,920	3,522,998	3,593,458
	Revenue Sensitivity Provision	3,930,800	3,852,184	3,775,140	3,699,638	3,625,645
	Transfers In (Out)	-	-	-	-	-
Non-salary Expenditures Total		50,362,100	51,212,110	52,236,352	53,281,079	54,346,701
	Amortization of Capital Assets	19,700,000	19,306,000	18,919,880	18,541,482	18,170,653
Expenditures Total		225,455,200	229,019,072	232,827,213	236,726,963	240,719,842
Net income (loss)		-	945,232	1,736,377	2,527,899	3,320,117

Kwantlen Polytechnic University
Draft 2020/21 Operating Budget by Division and Account Type

Divisional Area	Division	Account Type Roll-up	FY 2018/19 Full Year Actuals	FY 2019/20 Annual Base Budget	FY 2019/20 Annual Adjusted Budget	FY 2020/21 Draft Operating Budget	Actuals Variance (FY 2020/21 Draft Budget -Prior Yr Actuals)		Draft FY 2020/21 Budget over FY 2019/20 Base		Comments
							\$	%	\$	%	
Core Academic	Faculty of Academic & Career Advancement	Labour	8,975,941	9,525,200	9,525,200	8,667,400	(308,541)	-3.4%	(857,800)	-9.0%	Reallocation of budget for sections as determined by Provost and VP Academic, AVP, Planning and Accountability, and Executive Director, Financial Services. Removal of non-salary expenses associated with section reductions.
		Expenditures	44,875	67,800	66,800	61,100	16,225	36.2%	(6,700)	-9.9%	
	Faculty of Academic & Career Advancement Total		9,020,816	9,593,000	9,592,000	8,728,500	(292,316)	-3.2%	(864,500)	-9.0%	
	Faculty of Arts	Labour	25,147,289	26,238,600	26,358,700	27,961,800	2,814,511	11.2%	1,723,200	6.6%	To address waitlists, reallocation of budget as determined by Provost and VP Academic, AVP, Planning and Accountability, and Executive Director, Financial Services. Staff to support faculty growth over recent years as well as the new Graduate Certificate program; increases due to regularization of faculty; Collective Agreement and Admin Working conditions.
		Expenditures	206,447	329,800	278,100	370,600	164,153	79.5%	40,800	12.4%	
	Faculty of Arts Total		25,353,736	26,568,400	26,636,800	28,332,400	2,978,664	11.7%	1,764,000	6.6%	
	Faculty of Business	Labour	22,688,689	26,129,200	26,544,000	27,576,300	4,887,611	21.5%	1,447,100	5.5%	Faculty and Staff increase to support new Human Resources Management (HRMT) Post Bac program; Collective Agreement and Admin Working conditions increases. Additional funding to support new HRMT program.
		Expenditures	271,142	781,200	671,100	842,500	571,358	210.7%	61,300	7.8%	
	Faculty of Business Total		22,959,831	26,910,400	27,215,100	28,418,800	5,458,969	23.8%	1,508,400	5.6%	
	Faculty of Design	Labour	4,416,532	4,503,700	4,432,600	4,452,200	35,668	0.8%	(51,500)	-1.1%	Reduction in administrative support offset by casual service contract and faculty wages that have been reallocated to the Operating fund as they support core mandated activity. Small reallocation of section as determined by Provost and VP Academic, AVP, Planning and Accountability, and Executive Director, Financial Services.
		Expenditures	220,769	186,000	192,200	196,300	(24,469)	-11.1%	10,300	5.5%	
	Faculty of Design Total		4,637,301	4,689,700	4,624,800	4,648,500	11,199	0.2%	(41,200)	-0.9%	
	Faculty of Health	Labour	8,314,957	8,841,800	8,841,800	9,023,200	708,243	8.5%	181,400	2.1%	Increases due to Collective Agreement and Admin Working conditions increases. Movement of Senior Admin Professional Development funds into Dean's Office org.
		Expenditures	110,787	143,500	142,500	152,500	41,713	37.7%	9,000	6.3%	
	Faculty of Health Total		8,425,744	8,985,300	8,984,300	9,175,700	749,956	8.9%	190,400	2.1%	
	Faculty of Science & Horticulture	Labour	13,508,443	14,012,500	13,935,800	15,387,400	1,878,957	13.9%	1,374,900	9.8%	Budget top-up required for existing programs as well as reallocation of budget for Qualifying Math and Science courses that are moving from Academic and Career Advancement to Faculty of Science & Horticulture. Remainder of increase is associated with Collective Agreement and Admin Working conditions increases.
		Expenditures	764,087	907,900	871,600	991,700	227,613	29.8%	83,800	9.2%	
	Faculty of Science & Horticulture Total		14,272,530	14,920,400	14,807,400	16,379,100	2,106,570	14.8%	1,458,700	9.8%	
	Faculty of Trades & Technology	Labour	5,384,014	5,470,900	5,470,900	5,771,900	387,886	7.2%	301,000	5.5%	Budget top-up for Advanced Mechatronics as it reaches stable state and increase for additional Industry Training Authority (ITA) delivery, Remaining increases are related to Collective Agreement and Admin Working conditions increases.
		Expenditures	663,303	920,300	904,700	920,300	256,997	38.7%	-	0.0%	
	Faculty of Trades & Technology Total		6,047,317	6,391,200	6,375,600	6,692,200	644,883	10.7%	301,000	4.7%	
Core Academic Total			90,717,275	98,058,400	98,236,000	102,375,200	11,657,925	12.9%	4,316,800	4.4%	

Kwantlen Polytechnic University
Draft 2020/21 Operating Budget by Division and Account Type

Divisional Area	Division	Account Type Roll-up	FY 2018/19 Full Year Actuals	FY 2019/20 Annual Base Budget	FY 2019/20 Annual Adjusted Budget	FY 2020/21 Draft Operating Budget	Actuals Variance (FY 2020/21 Draft Budget -Prior Yr Actuals)		Draft FY 2020/21 Budget over FY 2019/20 Base		Comments
							\$	%	\$	%	
Academic Admin & Student Support	Civic Plaza	Labour	57,812	408,600	408,600	252,800	194,988	337.3%	(155,800)	-38.1%	Removal of one-time-only funding for Campus Director to assist with Civic Plaza start-up.
		Expenditures	81,381	54,800	54,800	-	(81,381)	-100.0%	(54,800)	-100.0%	Removal of non-salary expenses associated with Campus Director.
	Civic Plaza Total		139,193	463,400	463,400	252,800	113,607	81.6%	(210,600)	-45.4%	
	Library Resources	Labour	4,352,826	4,670,800	4,534,000	4,625,100	272,274	6.3%	(45,700)	-1.0%	Decrease due to reallocation of Director, Student Development & Success to Student Affairs; slightly offset by Collective Agreement and Admin Working conditions increases.
		Expenditures	200,641	237,300	306,000	336,000	135,359	67.5%	98,700	41.6%	Reallocation of AV supplies budget from IT.
	Library Resources Total		4,553,467	4,908,100	4,840,000	4,961,100	407,633	9.0%	53,000	1.1%	
	Office of Research & Scholarship	Labour	755,367	1,139,200	1,203,000	1,474,400	719,033	95.2%	335,200	29.4%	Additional support for Research Chair, as well as an Administrative position to support research activities. Remainder pertains to mid-year FY20 shift of 2 BCGEU from Faculty of Science & Horticulture to support work done in Institutes.
		Expenditures	170,598	93,900	68,900	185,000	14,402	8.4%	91,100	97.0%	Additional funds for research support, such as Katalyst grants.
	Office of Research & Scholarship Total		925,965	1,233,100	1,271,900	1,659,400	733,435	79.2%	426,300	34.6%	
	Office of Teaching & Learning	Labour	780,168	1,282,300	1,494,700	1,508,800	728,632	93.4%	226,500	17.7%	Reallocation of Open Ed from VP Academic and top-up for admin support during FY2019/20.
		Expenditures	97,439	200,400	334,400	367,900	270,461	277.6%	167,500	83.6%	Additional funding to assist division in advancing Teaching and Learning innovation as well as mid-FY20 reallocation of non-salary support for Open Education.
	Office of Teaching & Learning Total		877,607	1,482,700	1,829,100	1,876,700	999,093	113.8%	394,000	26.6%	
	Office of the Registrar	Labour	3,462,736	4,356,700	4,132,800	4,383,600	920,864	26.6%	26,900	0.6%	Collective agreement and Admin Working conditions increases slightly offset by decrease in benefit rates since FY 2019/20.
		Expenditures	173,666	196,000	86,100	430,200	256,534	147.7%	234,200	119.5%	Funding for continued implementation of Leapfrog/Courseleaf delivery, transition and implementation costs.
	Office of the Registrar Total		3,636,402	4,552,700	4,218,900	4,813,800	1,177,398	32.4%	261,100	5.7%	
	Office of the VP, Academic	Labour	1,064,461	1,850,200	1,712,600	1,860,600	796,139	74.8%	10,400	0.6%	Reallocation of AVP, Open Ed from VP, Academic to Office of Teaching & Learning, offset by an Academic Admin support position to assist with the advancement of new programs.
		Expenditures	525,565	507,300	445,200	443,100	(82,465)	-15.7%	(64,200)	-12.7%	Reallocation of non-salary support for Open Education.
	Office of the VP, Academic Total		1,590,026	2,357,500	2,157,800	2,303,700	713,674	44.9%	(53,800)	-2.3%	
	Student Affairs	Labour	5,399,569	6,606,500	6,429,900	6,587,900	1,188,331	22.0%	(18,600)	-0.3%	Change due to reallocation of Co-Op faculty to their respective academic divisions; slightly offset by collective agreement and Admin Working conditions increases.
		Expenditures	205,215	1,532,600	1,500,900	1,639,600	1,434,385	699.0%	107,000	7.0%	Funding for Aboriginal Services admin, Accessibility Centre and Career Development Centre.
	Student Affairs Total		5,604,784	8,139,100	7,930,800	8,227,500	2,622,716	46.8%	88,400	1.1%	
	International Education	Labour	3,196,758	4,170,800	3,671,100	3,887,800	691,042	21.6%	(283,000)	-6.8%	Reallocation of previously unfilled positions to other areas of the University; slightly offset by Collective Agreement and Admin Working conditions increases.
		Expenditures	574,137	741,200	753,200	741,200	167,063	29.1%	-	0.0%	
	International Education Total		3,770,895	4,912,000	4,424,300	4,629,000	858,105	22.8%	(283,000)	-5.8%	
	Vice-President, Students	Labour	719,110	867,600	805,400	820,600	101,490	14.1%	(47,000)	-5.4%	Reallocation of Admin Assistant position; slightly offset by collective agreement and Admin Working conditions increases.
		Expenditures	89,810	122,100	139,900	84,100	(5,710)	-6.4%	(38,000)	-31.1%	Decrease due to removal of one-time-only budget enhancement in FY 2019/20 for Banner training.
	Vice-President, Students Total		808,920	989,700	945,300	904,700	95,780	11.8%	(85,000)	-8.6%	
	Continuing & Professional Studies	Labour	1,150,597	678,000	678,000	187,800	(962,797)	-83.7%	(490,200)	-72.3%	Planned decrease in department.
Expenditures		419,726	372,000	172,000	-	(419,726)	-100.0%	(372,000)	-100.0%	Planned decrease in department.	
Continuing & Professional Studies Total		1,570,323	1,050,000	850,000	187,800	(1,382,523)	-88.0%	(862,200)	-82.1%		
Academic Admin & Student Support Total			23,477,582	30,088,300	28,931,500	29,816,500	6,338,918	27.0%	(271,800)	-0.9%	

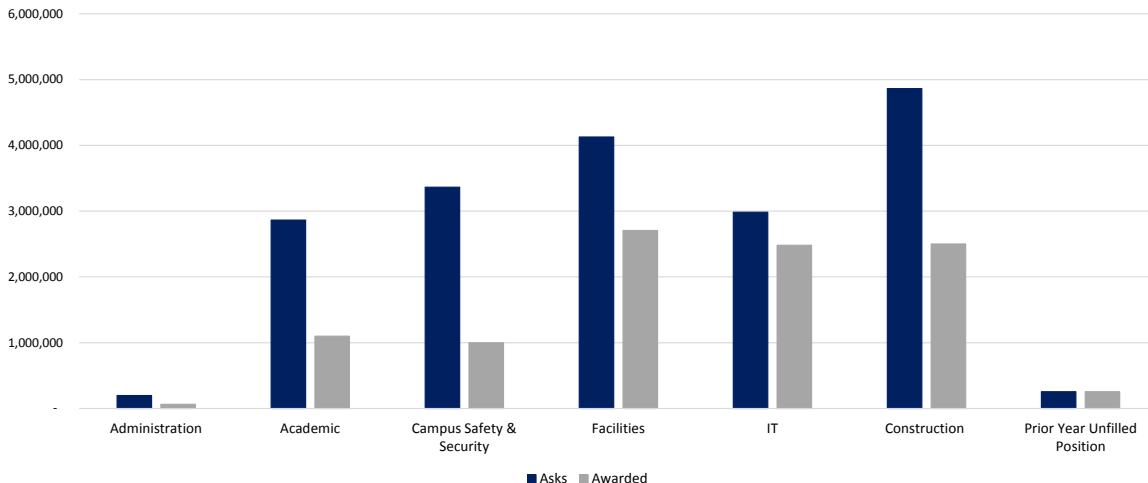
Kwantlen Polytechnic University
Draft 2020/21 Operating Budget by Division and Account Type

Divisional Area	Division	Account Type Roll-up	FY 2018/19 Full Year Actuals	FY 2019/20 Annual Base Budget	FY 2019/20 Annual Adjusted Budget	FY 2020/21 Draft Operating Budget	Actuals Variance (FY 2020/21 Draft Budget -Prior Yr Actuals)		Draft FY 2020/21 Budget over FY 2019/20 Base		Comments
							\$	%	\$	%	
Core Admin	Business Prf & Advisory Svc	Labour	473,210	553,300	553,300	564,300	91,090	19.2%	11,000	2.0%	Admin Working Conditions related increases.
		Expenditures	63,020	27,800	17,400	31,300	(31,720)	-50.3%	3,500	12.6%	
	Business Prf & Advisory Svc Total		536,230	581,100	570,700	595,600	59,370	11.1%	14,500	2.5%	
	External Affairs	Labour	1,156,787	1,597,100	1,842,600	1,849,600	692,813	59.9%	252,500	15.8%	Budget reallocation for 1 Admin position and 2 Coordinator positions; Admin Working Conditions related increases.
		Expenditures	593,648	777,400	692,600	777,400	183,752	31.0%	-	0.0%	
	External Affairs Total		1,750,435	2,374,500	2,535,200	2,627,000	876,565	50.1%	252,500	10.6%	
	Facilities, Ancillary and Space	Labour	4,021,280	4,718,400	4,706,100	4,516,100	494,820	12.3%	(202,300)	-4.3%	Budget reallocation for 1 Admin position moved to Campus Planning and 1 Admin position that has been vacated and will remain unfilled. Removal of one-time funding for consulting work done to support campus master planning.
		Expenditures	6,184,680	8,877,000	7,400,400	7,721,700	1,537,020	24.9%	(1,155,300)	-13.0%	
	Facilities, Ancillary and Space Total		10,205,960	13,595,400	12,106,500	12,237,800	2,031,840	19.9%	(1,357,600)	-10.0%	
	Financial Services	Labour	2,764,728	3,723,600	3,664,300	3,534,700	769,972	27.8%	(188,900)	-5.1%	Budget decreased and reallocated to Academic for Director, Financial Reporting & Budgeting and 1 BCGEU position which will be held centrally for future reallocation.
		Expenditures	1,051,713	1,286,100	1,246,900	1,286,100	234,387	22.3%	-	0.0%	
	Financial Services Total		3,816,441	5,009,700	4,911,200	4,820,800	1,004,359	26.3%	(188,900)	-3.8%	
	Governance & Policy	Labour	179,987	401,700	401,700	406,000	226,013	125.6%	4,300	1.1%	Admin Working conditions increases.
		Expenditures	63,441	99,900	99,900	101,100	37,659	59.4%	1,200	1.2%	Inflationary increases.
	Governance & Policy Total		243,428	501,600	501,600	507,100	263,672	108.3%	5,500	1.1%	
	Human Resources	Labour	2,310,336	2,806,700	2,806,700	3,142,200	831,864	36.0%	335,500	12.0%	Budget Reallocation to provide for 2 Human Resource Assistant positions, as well as a Labour Relations position; remaining increases related to Admin Working Conditions.
		Expenditures	853,061	1,231,400	981,500	1,043,100	190,039	22.3%	(188,300)	-15.3%	Decrease related to BCGEU bargaining which largely took place in FY 2019/20 as well as project implementation funding for Applicant Tracking System, slightly offset by an increase in funds to support University-wide training and development
	Human Resources Total		3,163,397	4,038,100	3,788,200	4,185,300	1,021,903	32.3%	147,200	3.6%	
	Information Technology	Labour	4,046,146	5,282,300	5,353,400	5,676,000	1,629,854	40.3%	393,700	7.5%	Budget reallocation to provide for an additional Manager; collective agreement and Admin Working conditions increases.
		Expenditures	3,083,960	4,559,100	5,420,200	5,090,200	2,006,240	65.1%	531,100	11.6%	Ongoing software and support as well as continuation of FY 2019/20 IT projects.
	Information Technology Total		7,130,106	9,841,400	10,773,600	10,766,200	3,636,094	51.0%	924,800	9.4%	
	Marketing & Recruitment Services	Labour	1,762,201	2,042,200	2,042,200	2,089,900	327,699	18.6%	47,700	2.3%	Collective agreement and Admin Working conditions increases.
		Expenditures	1,059,731	1,119,400	1,119,900	1,121,400	61,669	5.8%	2,000	0.2%	Inflationary increases.
	Marketing & Recruitment Services Total		2,821,932	3,161,600	3,162,100	3,211,300	389,368	13.8%	49,700	1.6%	
	Office of General Counsel	Labour	271,679	533,500	533,500	529,300	257,621	94.8%	(4,200)	-0.8%	Adjustment to Benefits budget to more accurately reflect actual benefits expense incurred in prior years.
		Expenditures	228,733	164,900	175,500	168,400	(60,333)	-26.4%	3,500	2.1%	Inflationary increases.
	Office of General Counsel Total		500,412	698,400	709,000	697,700	197,288	39.4%	(700)	-0.1%	
	Office of Planning & Accountability	Labour	825,545	1,014,400	1,014,100	1,046,900	221,355	26.8%	32,500	3.2%	Collective agreement and Admin Working conditions increases.
		Expenditures	18,082	116,800	33,700	127,300	109,218	604.0%	10,500	9.0%	Increase to support data warehouse.
	Office of Planning & Accountability Total		843,627	1,131,200	1,047,800	1,174,200	330,573	39.2%	43,000	3.8%	
	Office of the President	Labour	444,854	833,900	986,500	1,071,400	626,546	140.8%	237,500	28.5%	Additional budget for a University Secretary; remainder of increase is associated with admin working conditions increase .
		Expenditures	882,942	819,200	1,704,300	914,600	31,658	3.6%	95,400	11.6%	Support for additional convocation ceremonies.
	Office of the President Total		1,327,796	1,653,100	2,690,800	1,986,000	658,204	49.6%	332,900	20.1%	
	Office of the VP, Finance & Admin	Labour	492,260	1,272,500	1,522,900	1,468,500	976,240	198.3%	196,000	15.4%	Increase related to addition of Business Transition team in prior year.
		Expenditures	139,601	779,700	1,997,500	1,156,200	1,016,599	728.2%	376,500	48.3%	Increase for the movement of Campus Planning to VP, Finance and Admin from Facilities.
	Office of the VP, Finance & Admin Total		631,861	2,052,200	3,520,400	2,624,700	1,992,839	315.4%	572,500	27.9%	
Core Admin Total			32,971,625	44,638,300	46,317,100	45,433,700	12,462,075	37.8%	795,400	1.8%	

Kwantlen Polytechnic University
Draft 2020/21 Operating Budget by Division and Account Type

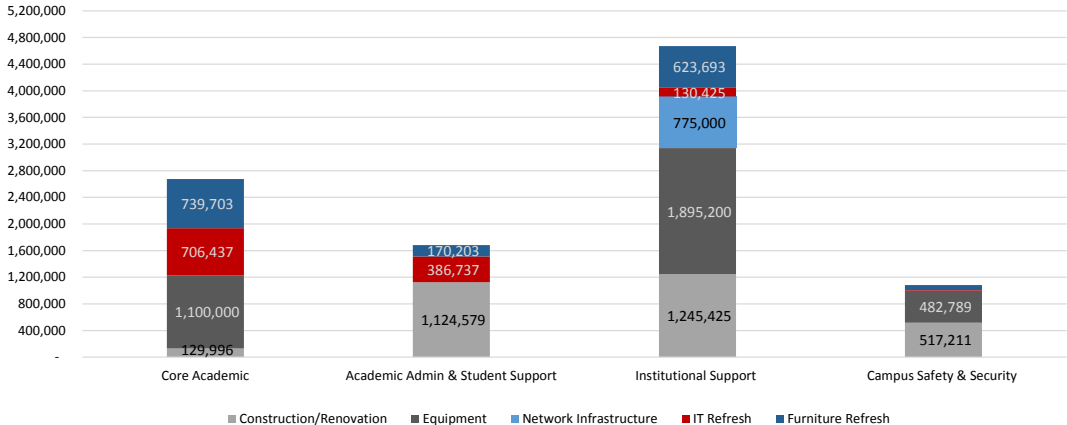
Divisional Area	Division	Account Type Roll-up	FY 2018/19 Full Year Actuals	FY 2019/20 Annual Base Budget	FY 2019/20 Annual Adjusted Budget	FY 2020/21 Draft Operating Budget	Actuals Variance (FY 2020/21 Draft Budget -Prior Yr Actuals)		Draft FY 2020/21 Budget over FY 2019/20 Base		Comments
							\$	%	\$	%	
Campus Safety & Security	Campus Safety & Security	Labour	727,030	1,175,200	1,175,200	925,800	198,770	27.3%	(249,400)	-21.2%	Reallocation of 2 previously unfilled Manager positions to IT and HR.
		Expenditures	1,395,006	2,010,500	1,958,300	1,995,500	600,494	43.0%	(15,000)	-0.7%	
	Campus Safety & Security Total		2,122,036	3,185,700	3,133,500	2,921,300	799,264	37.7%	(264,400)	-8.3%	
Campus Safety & Security Total			2,122,036	3,185,700	3,133,500	2,921,300	799,264	37.7%	(264,400)	-8.3%	
Non-Divisional Expenditures	Non-Divisional Revenues & Expenditure	Labour	1,324,848	4,046,400	3,987,500	(338,500)	(1,663,348)	-125.6%	(4,384,900)	-108.4%	Ed Leave, Benefits reduction.
		Expenditures	8,603,914	33,693,800	32,718,700	12,350,400	3,746,486	43.5%	(21,343,400)	-63.3%	PD, Agent commission fees, budget contingency and Inflationary placeholder.
	Non-Divisional Revenues & Expenditure Total		9,928,762	37,740,200	36,706,200	12,011,900	2,083,138	21.0%	(25,728,300)	-68.2%	
Non-Divisional Expenditures Total			9,928,762	37,740,200	36,706,200	12,011,900	2,083,138	21.0%	(25,728,300)	-68.2%	
Non Operating Fund	Non Operating Fund	Labour	5,957,818	4,084,700	4,084,700	4,481,300	(1,476,518)	-24.8%	396,600	9.7%	Testing and Assessment, Ancillary Services and placeholder for SPF activity.
		Expenditures	29,650,253	7,523,100	7,931,300	28,415,300	(1,234,953)	-4.2%	20,892,200	277.7%	Non-operating budgets in IT, Library and Facilities, Ancillary Services, SPF Activity and Amortization Expense.
	Non Operating Fund Total		35,608,071	11,607,800	12,016,000	32,896,600	(2,711,471)	-7.6%	21,288,800	183.4%	
Non Operating Fund Total			35,608,071	11,607,800	12,016,000	32,896,600	(2,711,471)	-7.6%	21,288,800	183.4%	
Grand Total			194,825,351	225,318,700	225,340,300	225,455,200	30,629,849	15.7%	136,500	0.1%	

PRELIMINARY FY20/21 CAPITAL BUDGET



	Asks	Awarded	% Funded	Comments
Administration	196,100	63,700	32%	To fund administrative capital priorities
Academic	2,863,100	1,100,000	38%	To fund academic capital priorities
Campus Safety & Security	3,364,200	1,000,000	30%	To address priority safety projects
Facilities	4,126,600	2,705,800	66%	MMR and refresh of KPU furniture, work stations, and common areas
IT	2,982,800	2,482,800	83%	Refresh of laptops, desktops, update of infrastructure & conversion of classrooms
Construction	4,863,600	2,500,000	51%	Priority construction - institutional wide
Prior Year Unfilled Position	256,200	256,200	100%	Work stations/equipment for prior year unfilled positions
Total	18,652,600	10,108,500	54%	

FISCAL 20/21 CAPITAL BUDGET ALLOCATIONS



	Core Academic	Academic Admin & Student Support	Institutional Support	Campus Safety & Security	Total Capital Budget
Construction/Renovation	129,996	1,124,579	1,245,425	517,211	3,017,211
Equipment	1,100,000	-	1,895,200	482,789	3,477,989
Network Infrastructure	-	-	775,000	-	775,000
IT Refresh	706,437	386,737	130,425	6,900	1,230,500
Furniture Refresh	739,703	170,203	623,693	74,200	1,607,800
Total Awarded	2,676,137	1,681,519	4,669,744	1,081,100	10,108,500

Core Academic Includes: All Faculties (Arts, Business, Design, Health, Science & Horticulture, Trades & Technology). No capital requests from ACA.

Academic Admin & Student Support Includes: Library, Office of Research & Scholarship, Teaching & Learning, Office of the VP Academic, Student Services, International Education, Office of the Vice Provost, Student Services

Institutional Support Includes: Facilities, IT, BPAS, External Affairs, Financial Services, HR, Marketing & Recruitment, Office of the VP, Finance & Admin

FY2020/21 Key Budget Highlights

The FY20/21 University Budget will focus on both **furniture** and **IT** capital asset refreshes.

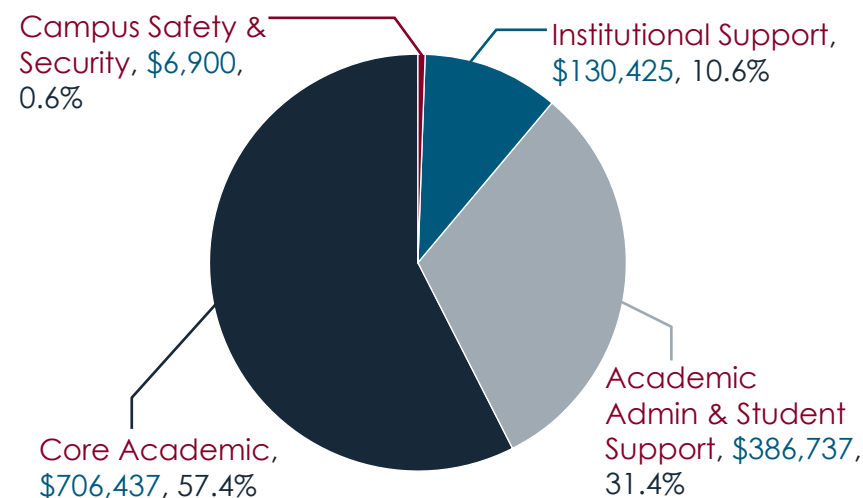


The FY20/21 **Furniture Refresh** budget is **\$1,607,800**, and the proposed allocation is as follows:

- Classroom furniture - **\$550k**
- Workstation replacement - **\$366k**
- Common area furniture - **\$250k**
- Food Services refresh - **\$186k**
- Discretionary Furniture Fund (to replace broken furniture on a case-by-case basis) - **\$100k**
- Workstations for prior year funded, unfilled positions - **\$156k**



The FY20/21 **IT Refresh** budget is **\$1,203,500**, and the proposed allocation is as follows:



In alignment with KPU's Academic Priorities, the FY20/21 University Budget will propose budgetary reallocations to both **Teaching & Learning**, and the **Office of Research and Scholarship**.

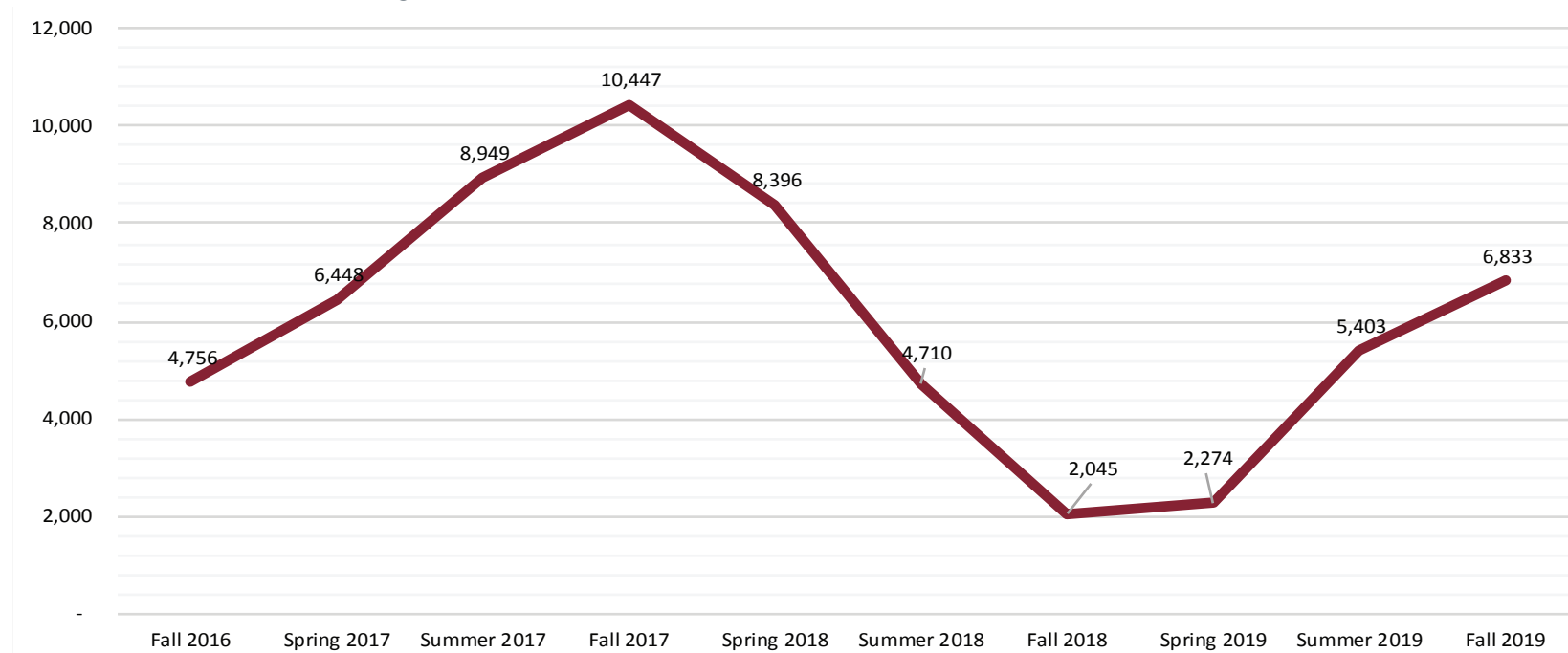


The proposed budget reallocation of **\$150,000** to **Teaching and Learning** is intended to support the advancement of teaching and learning innovation.



The proposed budget reallocation to the **Office of Research and Scholarship** of **\$317,340**, is intended to support the implementation of a control environment and improve research compliance processes, as well as one administrative position to lead the implementation of these initiatives, and two Research Chairs.

The rolling average annual International applicant trend appears to have bottomed out in Fall 2018/Spring 2019, with applicants back up for both Summer 2019/Fall 2019, indicating that tuition revenue will increase in the FY20/21 University Budget.



The FY20/21 University Budget will propose to allocate **\$1.1 million** to support equipment renewal in Academic areas; this funding will primarily support the replacement of core teaching assets, as well as required equipment and space updates for Library Services. The budget will also propose the decentralization of discretionary capital funds to each Dean and academic divisional leader to fund priority capital projects/assets, reducing the administrative burden.

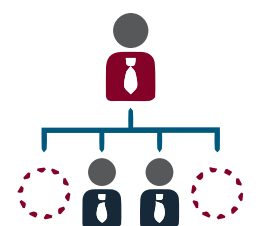


2 new programs have been included in the FY20/21 University Budget:

Post Baccalaureate Diploma in Human Resource Management
\$446,800 (expenses only)

Graduate Certificate in Sustainable Food Systems and Security
\$238,100 (expenses only)

The structure and costs of Administration will be streamlined in the FY20/21 University Budget. This restructuring and realignment is intended to promote efficiency, and reallocate unused and/or vacant FTEs to areas that require key support.



Bylaw History
Bylaw No. 4
Approving Jurisdiction: Board of Governors
Original Effective Date: November 16, 1982
Revised Date: March 27, 2019 January 22, 2020

Bylaw No. 4

Fees

- 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.
- The tuition fee structure for domestic students includes base tuition (Category 1) as well as differential tuition (Categories 2-9). Rates effective September 1, ~~2019~~ 2020 shall be:
 - Credit Based Programs:

Category	\$ / credit	
1	\$147.50 \$144.62	Existing courses ¹ as at September 1, 2011 will remain in Category 1.
2	\$178.23 \$174.74	<ul style="list-style-type: none"> Courses in the Education Assistant Program. New courses developed for degrees/programs in Faculties –such as Business and Arts.
3	\$199.08 \$195.18	<ul style="list-style-type: none"> Courses in Bachelor of Design, Product Design. New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture and Health.
4	\$227.83 \$223.37	<ul style="list-style-type: none"> Courses in the Health Unit Coordinator program. New online courses developed for degrees/programs and other specialized programs.
5	\$281.54 \$276.02	<ul style="list-style-type: none"> Courses in Brewing and Brewery Operations and Health. Courses in Mechatronics and Advanced Manufacturing Technology Diploma.

Formatted Table

Formatted: Space Before: 6 pt

Formatted: Space Before: 6 pt

Formatted: Space Before: 6 pt

Formatted: Space Before: 6 pt

¹ With the exception of the Health Unit Coordinator and Education Assistant Programs.

6	\$590.67 \$579.09	<ul style="list-style-type: none"> Post-Baccalaureate in Technical Apparel Design, <u>Graduate Certificate in Sustainable Food Systems and Security.</u>
7	\$238.77 \$234.09	<ul style="list-style-type: none"> Post-Baccalaureate Diploma in Accounting.
8	\$324.72 \$318.36	<ul style="list-style-type: none"> Diploma in Traditional Chinese Medicine – Acupuncture, <u>Farrier Program</u>
9	\$371.42 \$364.14	<ul style="list-style-type: none"> Post-Baccalaureate Diploma in Operations and Supply Chain Management. Post-Baccalaureate Diploma in Technical Management and Services. <u>Post-Baccalaureate Diploma in Human Resource Management</u> Graduate Diploma in Business Administration-Green Business. Graduate Diploma in Business Administration-Global Business.

Formatted: Font: (Intl) Calibri, Not Expanded by / Condensed by

Formatted: Space Before: 6 pt

Formatted: Font: (Intl) Calibri, Not Expanded by / Condensed by

Formatted: Space Before: 6 pt

Formatted: Space Before: 6 pt

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

Formatted: Indent: Left: 0.83", No bullets or numbering

Category	\$ / week	
1	\$128.50 \$125.99	<ul style="list-style-type: none"> Existing courses as at September 1, 2011.
2	\$263.54 \$258.38	<ul style="list-style-type: none"> New courses developed for degrees/programs in Trades and Technology field of study, e.g. Arborist program.

Formatted Table

**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 | \$32.12 \$31.50 /week program fee |

Formatted: Indent: Left: 0.08", Hanging: 0.25"

Formatted Table

Formatted: Indent: Left: 0.08", Hanging: 0.25"

Formatted: Indent: Left: 0.08", Hanging: 0.25"

3. Other fees and charges for domestic students effective September 1, ~~2019-2020~~ 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

Formatted: Not Expanded by / Condensed by

Formatted: Indent: Left: 0.57", No bullets or numbering

4. Prior Learning Assessment and Recognition (PLAR):

- i. 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.
- ii. 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.
- iii. 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.

Formatted: Not Expanded by / Condensed by

Formatted: Indent: Left: 0.58", No bullets or numbering

Formatted: Not Expanded by / Condensed by

Formatted: Not Expanded by / Condensed by

Formatted: Not Expanded by / Condensed by

~~4.5. Other programs~~ Continuing and Professional Studies:

- a. The appropriate Vice President will determine fees. Fees and charges for the following will be assessed by the appropriate Vice President.:
 - i. Prior Learning Assessment is assessed by credit per the specified tuition category for

Formatted: Indent: Left: 0.58", No bullets or numbering

~~the course.~~

~~—Continuing and Professional Studies.~~

~~5.6.~~ Service charges:

- b. 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.)

~~6.7.~~ Co-operative Education Work Term

<u>Canadian Citizens or Permanent Residents</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$663.75 \$650.77 per work term	7% of tuition \$45.55 per work term
Part time work terms	\$325.39 per work term	\$22.78 per work term

<u>International</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$733.70 \$719.32 per work term	7% of tuition
Part time work terms	\$359.66 per work term	7% of tuition

~~8.7.~~ For Information Only

International student fees are as follows effective September 1, ~~2019~~2020:

a. International student tuition fees	\$671.19 \$658.03 / credit
---------------------------------------	--

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	<p>International applicants are required to remit a non-refundable \$2,000.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$2,500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake program.</p> <p>If the student registers, this fee will be applied towards the full tuition fees assessment.</p>
g. Graduation fee	No charge

Bylaw History
Bylaw No. 4
Approving Jurisdiction: Board of Governors
Original Effective Date: November 16, 1982
Revised Date: January 22, 2020

Bylaw No. 4

Fees

- 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.
- The tuition fee structure for domestic students includes base tuition (Category 1) as well as differential tuition (Categories 2-9). Rates effective September 1, 2020 shall be:

a. Credit Based Programs:

Category	\$ / credit	
1	\$147.50	<ul style="list-style-type: none"> Existing courses¹ as at September 1, 2011 will remain in Category 1.
2	\$178.23	<ul style="list-style-type: none"> Courses in the Education Assistant Program. New courses developed for degrees/programs in Faculties such as Business and Arts.
3	\$199.08	<ul style="list-style-type: none"> Courses in Bachelor of Design, Product Design. New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture and Health.
4	\$227.83	<ul style="list-style-type: none"> Courses in the Health Unit Coordinator program. New online courses developed for degrees/programs and other specialized programs.
5	\$281.54	<ul style="list-style-type: none"> Courses in Brewing and Brewery Operations and Health. Courses in Mechatronics and Advanced Manufacturing Technology Diploma.

¹ With the exception of the Health Unit Coordinator and Education Assistant Programs.

6	\$590.67	<ul style="list-style-type: none"> ▪ Post-Baccalaureate in Technical Apparel Design. ▪ Graduate Certificate in Sustainable Food Systems and Security.
7	\$238.77	<ul style="list-style-type: none"> ▪ Post-Baccalaureate Diploma in Accounting.
8	\$324.72	<ul style="list-style-type: none"> ▪ Diploma in Traditional Chinese Medicine – Acupuncture. ▪ Farrier Program
9	\$371.42	<ul style="list-style-type: none"> ▪ Post-Baccalaureate Diploma in Operations and Supply Chain Management. ▪ Post-Baccalaureate Diploma in Technical Management and Services. ▪ Post-Baccalaureate Diploma in Human Resource Management ▪ Graduate Diploma in Business Administration-Green Business. ▪ Graduate Diploma in Business Administration-Global Business.

b. Fixed Term Programs*:

<u>Category</u>	<u>\$ / week</u>	
1	\$128.50	<ul style="list-style-type: none"> ▪ Existing courses as at September 1, 2011.
2	\$263.54	<ul style="list-style-type: none"> ▪ New courses developed for degrees/programs in Trades and Technology field of study, e.g. Arborist program.

**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 | \$32.12/week program fee |

3. Other fees and charges for domestic students effective September 1, 2020 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	<p>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.</p> <p>If the student registers this fee will be applied towards the full tuition fees assessment.</p> <p>Students registered in a tuition free course do not pay the confirmation deposit, but will be assessed other fees and charges listed above.</p>
f. Graduation fee	No charge

4. Prior Learning Assessment and Recognition (PLAR):

- i. 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.
- ii. 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.
- iii. 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:

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

6. Service charges:

- b. 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	\$663.75 per work term	7% of tuition

<u>International</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$733.70 per work term	7% of tuition

8. For Information Only

International student fees are as follows effective September 1, 2020:

a. International student tuition fees	\$671.19 / credit
---------------------------------------	-------------------

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 \$2,000.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$2,500.00 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.
g. Graduation fee	No charge



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#9.1

February 5, 2020

Dr. Alan Davis

Agenda Item: **Appointment to the Search Advisory Committee for the Vice President, Finance and Administration**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
--------------------------	--

Recommended Resolution:	THAT the Board of Governors appoint a member of the Board Human Resources Committee to serve as the board representative on the Vice President, Finance and Administration Search Advisory Committee.
--------------------------------	--

Board Committee Report: N/A

Context & Background: Policy and Procedure HR 25, Search Advisory and Appointment of Senior Administrative positions include the Vice President Finance and Administration, Associate Vice Presidents, Executive Directors, General Counsel, Chief Information Officer, Chief Advancement Officer and equivalent positions.

Searches for positions covered by this policy will be conducted by Human Resource Services as outlined in Policy HR26. The President, or his/her designate, will decide if an external search consultant will be used to work under the direction of Human Resource Services.

Key Messages:

- 1. HR 25 Search Advisory and Appointment of Senior Administrative Policy /Procedure oversees the selection of candidates for the position of Vice President, Finance and Administration.**
- 2. Policy HR25 requires a representative of the Board Human Resources Committee.**

Consultations:

Attachments: [HR 25 Search Advisory and Appointment of Senior Administrative Positions Policy / Procedure](#)
[HR 26 Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff Policy / Procedure](#)

Submitted by: Dr. Alan Davis, President and Vice Chancellor

Date submitted: January 22, 2020



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

Regular Meeting
#9.2
February 5, 2020
Dr. Sandy Vanderburgh

Agenda Item: **Appointment to the Search Advisory Committee for the Associate Vice President, Academic**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
--------------------------	--

Recommended Resolution:	THAT the Board of Governors appoint Samantha Jack as student Board member representative to the Associate Vice President, Academic Search Advisory Committee.
--------------------------------	--

Board Committee Report:

Context & Background: The search for the Associate Vice President, Academic will begin in Spring 2020.

Key Messages:

1. The process for the search and appointment of a Associate Vice President, International will follow Policy HR 20 [Search Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions](#), which includes the establishment of a “search advisory committee” as prescribed in the Appendix to the HR 20 [Procedures](#).
2. The Advisory Committee shall be chaired by the Provost & Vice-President, Academic and shall consist of “one student Board member appointed by the Board”.
3. Provost & Vice-President, Academic is seeking one student Board member appointment to the search advisory committee.

Consultations: Both student board members were consulted and mutually agreed on Samantha Jack serving on the committee.

Attachments: [Policy HR 20](#)
[Procedures HR20](#)

Submitted by: Dr. Sandy Vanderburgh, Provost and Vice President, Academic

Date submitted: January 22, 2020

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#13.2****February 5, 2020****Joe Sass****Agenda Item:** **Payment Required to the Canadian Copyright Licensing Agency**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
--------------------------	--

Recommended Resolution:	THAT the Board of Governors approve payment of \$584,895.00 to the Canadian Copyright Licensing Agency in accordance with the Access Copyright Post-Secondary Educational Institution Tariff, 2011 – 2014
--------------------------------	--

Board Committee Report:

Context & Background: The Copyright Board of Canada (the “Board”) issued on December 6, 2019, its decision setting tariff rates for the reproduction of works by post-secondary educational institutions, for the years 2011 – 2014 and 2015 – 2017. This decision requires many post-secondary institutions, including KPU, to make retroactive tariff payments.

Key Messages:
[maximum of three]

1. KPU falls into two of the three categories for the purposes of royalties related to the reproduction of copyright-protected works as outlined in the above named tariff decision.
2. The amount due is based on a set tariff amount per student FTE plus taxes and interest as outlined in the decision. Payment related to one of the categories that KPU is subject to is required by March 5, 2020. The amount payable for this category is \$584,895.
3. \$132,000 of the amount due had been accrued in prior years. The balance of \$452,895 will be a current year (2019/20 expense). The forecasted year-end surplus is sufficient to cover this amount.

Resource Requirements: \$584,895 payment, \$452,895 will be charged against the FY 2019/20 budget.

Implications / Risks: If the payment is not recommended for approval, the amount due will not be paid and KPU will be subject to additional financial penalties.

Consultations: Discussions regarding the required payment have taken place with the Office of General Counsel and the Library. The Office of General Counsel also consulted with external legal counsel.



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

Regular Meeting
#13.2
February 5, 2020
Joe Sass

Attachments: Canada Gazette, Part I, Volume 153, Number 49: Statements of Royalties to Be Collected for the Reprographic Reproduction, in Canada, of Works in Access Copyright's Repertoire for the Years 2011 to 2014, and for the Years 2015 to 2017.

Submitted by: Candice Gartry / Interim Executive Director, Financial Services

Date submitted: January 23, 2020



Government
of Canada

Gouvernement
du Canada

Home (<https://www.canada.ca/en.html>)

- [How government works \(https://www.canada.ca/en/government/system.html\)](https://www.canada.ca/en/government/system.html)
- [Treaties, laws and regulations \(https://www.canada.ca/en/government/system/laws.html\)](https://www.canada.ca/en/government/system/laws.html)
- [Canada Gazette \(/accueil-home-eng.html\)](/accueil-home-eng.html) → [Publications \(/rp-pr/publications-eng.html\)](/rp-pr/publications-eng.html)
- [Part I: Vol. 153 \(2019\) \(/rp-pr/p1/2019/index-eng.html\)](/rp-pr/p1/2019/index-eng.html)
- [December 7, 2019 \(/rp-pr/p1/2019/2019-12-07/html/index-eng.html\)](/rp-pr/p1/2019/2019-12-07/html/index-eng.html)

Canada Gazette, Part I, Volume 153, Number 49: Statements of Royalties to Be Collected for the Reprographic Reproduction, in Canada, of Works in Access Copyright's Repertoire for the Years 2011 to 2014 and for the Years 2015 to 2017

December 7, 2019

COPYRIGHT BOARD

Statements of Royalties to Be Collected for the Reprographic Reproduction, in Canada, of Works in Access Copyright's Repertoire for the Years 2011 to 2014 and for the Years 2015 to 2017

In accordance with section 70.1 of the *Copyright Act*, the Copyright Board has approved and hereby publishes the statements of royalties to be collected by the Canadian Copyright Licensing Agency (Access Copyright) for the reprographic reproduction, in Canada, of works in its repertoire by post-secondary educational institutions and persons acting under their authority.

Ottawa, December 7, 2019

Lara Taylor

Secretary General

56 Sparks Street, Suite 800

Ottawa, Ontario

K1A 0C9

613-952-8624 (telephone)

613-952-8630 (fax)

lara.taylor@cb-cda.gc.ca (<mailto:lara.taylor@cb-cda.gc.ca>) (email)

STATEMENT OF ROYALTIES TO BE COLLECTED BY THE CANADIAN COPYRIGHT LICENSING AGENCY (ACCESS COPYRIGHT)

For the reproduction and authorization to reproduce in Canada, in 2011, 2012, 2013 and 2014, the works in Access Copyright's repertoire by post-secondary educational institutions and persons acting under their authority.

1. *Short Title*

This tariff may be cited as the *Access Copyright Post-Secondary Educational Institution Tariff, 2011-2014*.

2. *Definitions*

For the purposes of this tariff, the following definitions apply:

"academic year" means the 12-month period from September 1 to August 31; (« *année scolaire* »)

"alternate format copy" means an audio, Braille, large print (by a reprographic process) or machine-readable reproduction of all or part of a published work; (« *copie sur support de substitution* »)

"authorized person" means

(a) a student; or

(b) a staff member; (« *personne autorisée* »)

"authorized purposes" means all purposes within, or in support of, the mandate of the educational institution; (« *fins autorisées* »)

"copy" means any reproduction of a repertoire work, in any material form whatever, including a digital copy, that is made by, as a consequence of, or for the purpose of any of the following activities:

(a) reproducing by a reprographic process, including reproducing by photocopying and xerography;

(b) scanning a paper copy to make a digital copy;

(c) printing a digital copy;

(d) transmitting by electronic mail or fax;

(e) storing a digital copy on a local storage device or medium;

(f) posting or uploading a digital copy to a secure network or storing a digital copy on a secure network;

(g) transmitting a digital copy from a secure network and storing it on a local storage device or medium;

(h) projecting an image using a computer or other device; and

(i) displaying a digital copy on a computer or other device; (« *copie* »)

“copying” means making a copy; (« *copier* »)

“course collection” means, for use by an authorized person as part of a course of study, and whether for required or recommended reading for the course of study or otherwise:

(a) paper copies or digital copies of published works assembled into course packs; or

(b) digital copies of published works that are posted on, uploaded to, or stored on a secure network; (« *ensemble de cours* »)

“course of study” means a course, unit or program of academic, continuing, professional, or vocational study administered or hosted by the educational institution; (« *cours* »)

“digital copy” means a reproduction in any digital form including optical or electronic format; (« *copie numérique* »)

“educational institution” means an institution located in Canada (except in the province of Quebec) that provides post-secondary, continuing, professional, or vocational education or training; (« *établissement d’enseignement* »)

“full-time-equivalent student” means a full-time student or the equivalent of one full-time student of the educational institution; (« *étudiant équivalent à temps plein* »)

“FTE determination date” means the date as of which the number of full-time-equivalent students is calculated by the educational institution for any given academic year; (« *date de détermination de l’ETP* »)

“library patron” means any person who is entitled to in-person or remote library privileges at the educational institution, excluding a student or a staff member; (« *utilisateur de la bibliothèque* »)

“published work” means a literary, dramatic or artistic work protected by copyright in Canada, of which copies have been made available to the public with the consent or acquiescence of the copyright owner, but excludes a musical work; (« *œuvre publiée* »)

“repertoire work” means a published work for which Access Copyright has been authorized to collectively administer the making of copies; (« *œuvre du répertoire* »)

“secure network” means an electronic network, Internet or cloud-based storage service that is operated by the educational institution, or operated for and subject to the control of the educational institution (such as a network hosted by a third party and/or accessible through a web interface) and

that is only accessible by an authorized person authenticated by a user name and password or other equally secure method; (« *réseau sécurisé* »)

“staff member” means, in respect of the educational institution,

- (a) an instructor, lecturer or sessional lecturer;
- (b) an assistant, associate, full, visiting, adjunct replacement or seconded professor;
- (c) a teaching or research assistant, tutor, fellow or postgraduate fellow;
- (d) a demonstrator, proctor, invigilator, or marker;
- (e) a librarian or library assistant;
- (f) a lab monitor, clinical instructor or clinician;
- (g) a counsellor;
- (h) an academic administrator;
- (i) a medical resident;
- (j) administrative support staff for any of the positions above;
- (k) any other person in a position essentially comparable to any of those listed above; and
- (l) any employee, regardless of his or her position,

in each case whether the person in question is paid or unpaid; (« *membre du personnel* »)

“student” means a person registered or engaged in a course of study; (« *étudiant* »)

“university” means an educational institution that

- (a) is specifically recognized as a “university” under Canadian law;
- (b) is accepted as a member institution of the Association of Universities and Colleges of Canada or Universities Canada;
- (c) is accredited as a university by a recognized accreditation body; or
- (d) has 50 per cent or more of its students enrolled in degree programs requiring three or more years of full-time study. (« *université* »)

3. Grant of Rights

(1) This tariff entitles an educational institution or an authorized person, for any authorized purpose, to

- (a) make a copy of up to 10 per cent of a repertoire work;
- (b) make a copy of up to 20 per cent of a repertoire work as part of a course collection; or
- (c) make a copy of a repertoire work that is

- (i) an entire newspaper or periodical article,
- (ii) an entire page of a newspaper or periodical,
- (iii) a single short story, play, poem, essay or article from a published work that contains other published works,
- (iv) an entire entry from an encyclopedia, annotated bibliography, dictionary or similar reference work,
- (v) an entire reproduction of an artistic work (including any drawing, painting, print, photograph or other reproduction of a work of sculpture, architectural work or work of artistic craftsmanship) from a published work that contains other published works, or
- (vi) one chapter, provided it is no more than 20 per cent of a book, for any library patron.

(2) This tariff entitles an educational institution, an authorized person, or a library patron, for any authorized purpose, to

- (a) make a copy of up to 10 per cent of a repertoire work; or
- (b) make a copy of a repertoire work that is
 - (i) an entire newspaper or periodical article,
 - (ii) an entire page of a newspaper or periodical,
 - (iii) a single short story, play, poem, essay or article from a published work that contains other published works,
 - (iv) an entire entry from an encyclopedia, annotated bibliography, dictionary or similar reference work,
 - (v) an entire reproduction of an artistic work (including any drawing, painting, print, photograph or other reproduction of a work of sculpture, architectural work or work of artistic craftsmanship) from a published work that contains other published works, or
 - (vi) one chapter, provided it is no more than 20 per cent of a book, for any library patron,

and further entitles an educational institution or an authorized person to make such a copy for the purposes of interlibrary loan to another institution or corporation authorized by Access Copyright, or to another non-profit educational institution, library, archive or museum.

(3) This tariff authorizes an educational institution to authorize, for any authorized purpose, an authorized person to

- (a) make a copy of up to 20 per cent of a repertoire work to replace any damaged or missing pages of the work in the collection of a library or archive that forms part of or is associated with the educational institution; and
- (b) make an alternate format copy of a repertoire work, for use by an authorized person who is blind, visually impaired or otherwise unable to view normal print because of a disability and by

those involved in assisting that person — where no such alternate format copy is, to the knowledge of the educational institution, commercially available on the Canadian market at a reasonable price and within a reasonable period of time.

(4) This tariff does not authorize the copying of the same repertoire work for one course section beyond the limits set out in this section.

(5) For greater certainty, this tariff does not authorize the reproduction of a work contained in a published work if the former work is not itself a repertoire work.

4. Subcontractors and Other Third-Parties

(1) The educational institution may authorize by written agreement a person other than an authorized person (a “subcontractor”) to perform the acts set out in subsection 3(1) for paper course packs only.

(2) The subcontractor may further subcontract the acts set out in subsection 3(1) for paper course packs only.

(3) The royalties to be paid under section 5 include payment for the copying performed by a subcontractor in accordance with this section.

(4) Where a subcontractor has paid royalties to Access Copyright for copies that are otherwise authorized by this tariff, the education institution is entitled to a credit for the amount of royalties paid by the subcontractor to Access Copyright against any royalties to be paid by the educational institution under this tariff provided that it supply to Access Copyright, within three months of the approval of this tariff:

- (a) a copy of the agreement with the subcontractor; and
- (b) an accounting of royalties, an invoice, or other such information from which the royalties paid by the subcontractor can reasonably be ascertained.

5. Royalties

(1) For each academic year during the term of this tariff, the educational institution shall pay to Access Copyright a royalty calculated by multiplying the number of its full-time-equivalent students, as of the FTE determination date for that academic year, by the royalty rate of

- (a) \$24.80, if the educational institution is a university; or
- (b) \$9.54, if another educational institution.

(2) For academic years 2010-2011 and 2014-2015, the royalties are reduced by half.

6. Payment

(1) The amount payable by an educational institution under this tariff is

(a) the royalties calculated pursuant to section 5, increased by the applicable federal and provincial taxes;

(b) less any royalties paid by the educational institution pursuant to the interim tariff;

(c) less any credit assessed pursuant to subsection 4(4).

(2) The interest payable by an educational institution shall be the amount in (1), less any federal or provincial taxes included therein, multiplied by the interest factors in the following table:

Academic Year	Interest Factor
2010-2011	1.1216
2011-2012	1.1092
2012-2013	1.0967
2013-2014	1.0842
2014-2015	1.0717

(3) The educational institution shall

(a) subject to (4), pay the amounts in (1) and (2);

(b) supply a report setting out the FTE calculation used as the basis of the royalty calculation in section 5; and

(c) supply the calculations for the determination of the amounts in (a) and (b),

no later than three months after the approval of this tariff.

(4) Where the amount payable calculated in (1) is negative, the amounts calculated in (1) and (2) will be refunded by Access Copyright to the educational institution within three months following the receipt of the information required in (3).

(5) Any payment required under (3) or any refund required under (4), not received by the respective due date, shall bear interest from that date until the date the payment is received. Interest on any unpaid balance shall be calculated daily at a rate equal to 1 per cent above the Bank Rate effective on the last day of the previous month (as published by the Bank of Canada). Interest shall not compound.

7. Records Retention and Audit

- (1) The educational institution shall keep and preserve for one year after the approval of this tariff any existing records from which the royalties payable pursuant to this tariff can be readily ascertained.
- (2) Access Copyright may audit these records once, on giving ten business days' written notice to the educational institution. For the purpose of these audits, Access Copyright shall have the right of access during normal business hours only to those parts of the premises of the educational institution reasonably necessary to access the records retained pursuant to (1).
- (3) Access Copyright shall supply a copy of the report of the audit to the educational institution.
- (4) If an audit conducted in accordance with this section reasonably determines that royalties invoiced by Access Copyright have been understated in respect of any royalties that ought to have been paid pursuant to this tariff by more than 10 per cent, the educational institution shall pay the reasonable costs of the audit.
- (5) Adjustments in the amount of royalties (and audit costs if applicable) owed as a result of an audit under this section, or as a result of an error or omission, shall be paid or refunded within sixty business days of receipt of notice of such adjustments.

8. Addresses for Notices and Payment

- (1) Anything that the educational institution sends to Access Copyright shall be sent to

President and CEO, Access Copyright
The Canadian Copyright Licensing Agency
69 Yonge Street, Suite 1100
Toronto, Ontario
M5E 1K3
Telephone: 416-868-1620
Fax: 416-868-1621
Email: postsec@accesscopyright.ca (<mailto:postsec@accesscopyright.ca>)

- (2) Anything that Access Copyright sends to the educational institution pursuant to this tariff, including all notices, shall be in writing and sent to the last address of which Access Copyright has been notified in writing.

9. Delivery of Notices and Payment

- (1) A notice may be delivered by hand, by courier, by postage-paid mail, by fax or by email. A payment may be delivered by hand, by courier, by postage-paid mail or by electronic bank transfer.
- (2) Anything mailed in Canada shall be presumed to have been received three business days after the day it was mailed.
- (3) A notice or payment sent by fax, by email or by electronic bank transfer shall be presumed to have been received on the first business day following the day it is transmitted.

STATEMENT OF ROYALTIES TO BE COLLECTED BY THE CANADIAN COPYRIGHT LICENSING AGENCY (ACCESS COPYRIGHT)

For the reproduction and authorization to reproduce in Canada, in 2015, 2016 and 2017, the works in Access Copyright's repertoire by post-secondary educational institutions and persons acting under their authority.

1. *Short Title*

This tariff may be cited as the *Access Copyright Post-Secondary Educational Institution Tariff, 2015-2017*.

2. *Definitions*

For the purposes of this tariff, the following definitions apply:

“academic year” means the 12-month period from September 1 to August 31; (« *année scolaire* »)

“authorized person” means

- (a) a student;
- (b) a staff member; or
- (c) any other person who is entitled to in-person or remote library privileges at the educational institution; (« *personne autorisée* »)

“authorized purposes” means all purposes within or in support of the mandate of the educational institution; (« *fins autorisées* »)

“copy” means a reproduction, communication to the public or making available of a repertoire work by, as a consequence of, or for the purpose of

- (a) reproducing by a reprographic process, including by photocopying and xerography;
- (b) scanning;
- (c) printing;
- (d) transmitting by electronic mail or fax;
- (e) storing on a local storage device or medium;
- (f) posting, uploading, or storing on a secure network;
- (g) transmitting from a secure network and storing on a local storage device or medium;
- (h) projecting an image using a computer or other device; or
- (i) displaying on a computer or other device; (« *copie* »)

“copying” means making a copy; (« *copier* »)

“course collection” means, for use by an authorized person as part of a course of study, and whether for required or recommended reading for the course of study or otherwise:

- (a) paper copies or digital copies of published works assembled into course packs; or
- (b) digital copies of published works that are posted on, uploaded to, or stored on a secure network; (« *ensemble de cours* »)

“course of study” means a course, unit or program of academic, continuing, professional or vocational study administered or hosted by the educational institution; (« *cours* »)

“educational institution” means an institution located in Canada (except in the province of Quebec) that provides post-secondary, continuing, professional, or vocational education or training; (« *établissement d’enseignement* »)

“full-time-equivalent student” means a full-time student or the equivalent of one full-time student of the educational institution; (« *étudiant équivalent à temps plein* »)

“FTE determination date” means the date as of which the number of full-time-equivalent students is calculated by the educational institution for any given academic year; (« *date de détermination de l’ETP* »)

“published work” means a literary, dramatic or artistic work protected by copyright in Canada, of which copies have been made available to the public with the consent or acquiescence of the copyright owner, but excludes a musical work; (« *œuvre publiée* »)

“repertoire work” means a published work for which Access Copyright has been authorized to collectively administer the making of copies; (« *œuvre du répertoire* »)

“secure network” means an electronic network, Internet or cloud-based storage service that is operated by the educational institution, or operated for and subject to the control of the educational institution (such as a network hosted by a third party and/or accessible through a web interface) and that is only accessible by an authorized person authenticated by a user name and password or other equally secure method; (« *réseau sécurisé* »)

“staff member” means, in respect of the educational institution,

- (a) an instructor, lecturer or sessional lecturer;
- (b) an assistant, associate, full, visiting, adjunct, replacement or seconded professor;
- (c) a teaching or research assistant, tutor, fellow or postgraduate fellow;
- (d) a demonstrator, proctor, invigilator, or marker;
- (e) a librarian or library assistant;
- (f) a lab monitor, clinical instructor or clinician;
- (g) a counsellor;
- (h) an academic administrator;

- (i) a medical resident;
- (j) administrative support staff for any of the positions above;
- (k) any other person in a position essentially comparable to any of those listed above; and
- (l) any employee, regardless of his or her position;

in each case, whether the person in question is paid or unpaid; (« *membre du personnel* »)

“student” means a person registered or engaged in a course of study; (« *étudiant* »)

“university” means an educational institution that

- (a) is specifically recognized as a “university” under Canadian law;
- (b) is accepted as a member institution of the Association of Universities and Colleges of Canada or Universities Canada;
- (c) is accredited as a university by a recognized accreditation body; or
- (d) has 50 per cent or more of its students enrolled in degree programs requiring three or more years of full-time study. (« *université* »)

3. **Grant of Rights**

(1) The tariff entitles an educational institution or an authorized person to

- (a) make copies of up to 20 per cent of a repertoire work or make copies of
 - (i) an entire page or article from a magazine, journal or newspaper that is a repertoire work,
 - (ii) an entire short story, play, poem, essay or article from a repertoire work that contains other published works,
 - (iii) an entire entry or article from a reference work that is a repertoire work,
 - (iv) an entire reproduction of an artistic work (including any drawing, painting, print, photograph or other reproduction of a work of sculpture, architectural work or work of artistic craftsmanship) from a repertoire work that contains other published works, or
 - (v) an entire chapter from a book that is a repertoire work, provided that it is no more than 25 per cent of that repertoire work,

for any authorized purpose, including for use in a course collection; and

- (b) make a single copy of a repertoire work in accordance with this section for the purpose of interlibrary loan to an institution or corporation licensed by Access Copyright or to any non-profit educational institution, library, archive or museum.

(2) This tariff does not authorize copying from the same repertoire work for one course section beyond the limits set out in this section.

(3) For greater certainty, this tariff does not authorize the reproduction of a work contained in a published work if the former work is not itself a repertoire work.

4. Subcontractors and Other Third-Parties

(1) The educational institution may authorize by written agreement a person other than an authorized person (a “subcontractor”) to perform the acts set out in paragraph 3(1)(a) for paper course packs only.

(2) The subcontractor may further subcontract the acts set out in paragraph 3(1)(a) for paper course packs only.

(3) Upon request from the educational institution, Access Copyright may authorize a third party that is licensed by Access Copyright to perform the acts set out in paragraph 3(1)(a) on behalf of the educational institution for paper course packs only.

(4) The royalties to be paid under section 5 include payment for the copying performed by a subcontractor or other third party in accordance with this section.

(5) Where a subcontractor has paid royalties to Access Copyright for copies that are otherwise authorized by this tariff, the educational institution is entitled to a credit for the amount of royalties paid by the subcontractor to Access Copyright against any royalties to be paid by the educational institution under this tariff, provided that it supply to Access Copyright, by the time payment for that academic year is due in accordance with subsection 6(3):

- (a) a copy of the agreement with the subcontractor; and
- (b) an accounting of royalties, an invoice, or other such information from which the royalties paid by the subcontractor can reasonably be ascertained.

5. Royalties

(1) For each academic year during the term of this tariff, the educational institution shall pay to Access Copyright a royalty calculated by multiplying the number of its full-time-equivalent students, as of the FTE determination date for the prior academic year, by the royalty rate of

- (a) \$14.31, if the educational institution is a university; or
- (b) \$5.50, if another educational institution.

(2) For academic years 2014-2015 and 2017-2018, the royalties are reduced by half.

6. Payment

(1) The amount payable by an educational institution under this tariff is

- (a) the royalties calculated pursuant to section 5, increased by the applicable federal and provincial taxes;

(b) less any credit assessed pursuant to subsection 4(5).

(2) The interest payable by an educational institution shall be the amount in (1), less any federal or provincial taxes included therein, multiplied by the interest factors in the following table:

Academic Year	Interest Factor
2014–2015	1.0717
2015–2016	1.0610
2016–2017	1.0535
2017–2018	1.0457

(3) For each academic year, the educational institution shall

- (a) subject to (4), pay the amounts in (1) and (2);
- (b) supply a report setting out the FTE calculation used as the basis of the royalty calculation in section 5; and
- (c) supply the calculations for the determination of the amounts in (1) and (2),

no later than the later of November 15 of the subsequent academic year and three months after the approval of this tariff.

(4) Where the amount payable calculated in (1) is less than zero dollars (\$0), the amounts calculated in (1) and (2) will be refunded by Access Copyright to the educational institution within three months following the receipt of the information required in (3).

(5) Any payment required under (3) or any refund required under (4), not received by the respective due date, shall bear interest from that date until the date the payment is received. Interest on any unpaid balance shall be calculated daily at a rate equal to 1 per cent above the Bank Rate effective on the last day of the previous month (as published by the Bank of Canada). Interest shall not compound.

7. Records Retention and Audit

(1) The educational institution shall keep and preserve, until the later of three years after the end of the academic year to which they relate and one year after the approval of this tariff, records from which the royalties payable pursuant to this tariff can be readily ascertained.

(2) Access Copyright may audit these records, no more than once for all completed academic years at the time of the approval of this tariff, and no more than once for each other academic year, on giving ten business days' written notice to the educational institution. For the purpose of these audits, Access Copyright shall have the right of access during normal business hours only to those parts of the premises of the educational institution reasonably necessary to access the records retained pursuant to (1).

(3) Access Copyright shall supply a copy of the report of the audit to the educational institution.

(4) If an audit conducted in accordance with this section reasonably determines that royalties invoiced by Access Copyright have been understated in respect of any royalties that ought to have been paid pursuant to this tariff by more than 10 per cent, the educational institution shall pay the reasonable costs of the audit.

(5) Adjustments in the amount of royalties (and audit costs if applicable) owed as a result of an audit under this section, or as a result of an error or omission, shall be paid or refunded within sixty business days of receipt of notice of such adjustments.

8. Addresses for Notices and Payment

(1) The educational institution shall send all notices, payments (other than by electronic bank transfer) and other communications pursuant to this tariff to

President and CEO, Access Copyright
The Canadian Copyright Licensing Agency
69 Yonge Street, Suite 1100
Toronto, Ontario
M5E 1K3
Telephone: 416-868-1620
Fax: 416-868-1621
Email: postsec@accesscopyright.ca (<mailto:postsec@accesscopyright.ca>)

(2) Access Copyright shall send all communications pursuant to this tariff to the educational institution's last address of which Access Copyright has been notified in writing.

9. Delivery of Notices and Payment

(1) For a notice under this tariff to be valid, it must be in writing and delivered by hand, courier, postage-paid mail, fax or email. A payment may be delivered by hand, courier, by postage-paid mail or by electronic bank transfer.

(2) Anything mailed in Canada shall be presumed to have been received three business days after the day it was mailed, in the absence of evidence to the contrary.

(3) A notice or payment sent by fax, by email or by electronic bank transfer shall be presumed to have been received on the first business day following the day it is transmitted, in the absence of evidence to the contrary.

