



KPU Board of Governors - Regular Meeting

Date: March 31, 2021

Time: 4:00 pm – 5:24 pm

Via Blue Jeans: [Click here to join the meeting](#)

Phone Dial-in

+1.778.807.4955 (Canada (Vancouver))

+1.416.900.2956 (Canada (Toronto))

+1.438.788.3021 (Canada (Montreal, French))

+1.866.599.3622 (Canada (Toll Free))

Meeting ID: 930 204 852



Regular Meeting Agenda

Board of Governors

Date: March 31, 2021

Time: 4:00 pm – 5:24 pm

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Phone Dial-in: +1.778.807.4955 (Vancouver)

Meeting ID: 930 204 852

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

Excused:

Presenters and Administrative Resources: Steve Cardwell, Laurie Clancy, Tara Clowes, Brent Elliott, Marlyn Graziano, Stephanie Howes, Ranminder Kaur, Lori McElroy, Sandy Vanderburgh, Keri van Gerven

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

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

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

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

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

MOTION: THAT the Board of Governors approve the regular meeting agenda for March 31, 2021.

4. Consent Agenda	Sandra Case	M	4:01-4:03	7
4.1. Minutes of the February 3, 2021 Regular Board of Governors Meeting				8
4.2. Establishment of a New Department: Business Graduate Programs	Stephanie Howes			13
4.3. 2021/2022 Endowments	Tara Clowes	I		23
4.4. Recurring Procurements Greater than \$200,000	Tara Clowes	I		25

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



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- 4.1. Minutes of the February 3, 2021 Regular Board of Governors Meeting.
- 4.2. The establishment of a new academic department named Business Graduate Programs in the School of Business by May 1, 2021 as recommended by the Board Finance Committee, and Board Governance Committee.

AND

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

- 4.3. That the Board of Governors approved via an e-vote on March 10, 2021 the following allocation of \$10,000,000 of surplus funds from the 2020 / 2021 fiscal year:
- (a) Establish a \$2,000,000 KPU Financial Aid Fund endowment in the KPU Foundation in response to board motion #31-17/18;
 - (b) Increase the existing equity, diversity and inclusion endowment in the KPU Foundation by \$4,000,000 and include in the definition that it is also to support ongoing indigenous initiatives at KPU;
 - (c) Establish a \$4,000,000 endowment in the KPU Foundation to support research initiatives.
- 4.4. That the Board of Governors approved via an e-vote on March 17, 2021, subject to budgetary approval, the attached list of procurement opportunities greater than \$200,000 as recommended by the Board Finance Committee.

- | | | | | |
|--|----------------|---|-----------|----|
| 5. Audit Committee Report | | | | |
| 5.1. Committee Chair Report | Michael McAdam | I | 4:03-4:04 | |
| 6. Finance Committee Report | | | | |
| 6.1. Committee Chair Report | Michael McAdam | I | 4:04-4:05 | |
| 6.2. Senate Endorsement of the Draft 2021/22 University Budget | Alan Davis | I | 4:05-4:08 | 27 |
| 6.3. Revisions to Bylaw No. 4, Fees | Jeff Ho | M | 4:08-4:10 | 29 |

MOTION: THAT the Board of Governors approve the revisions to Bylaw No. 4, Fees as recommended by the Board Finance Committee.



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6.4. Draft 2021/22 University Budget	Tara Clowes	M	4:10-4:30	41
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MOTION: THAT the Board of Governors approve the Final Draft Budget for Fiscal Year 2021–2022 as recommended by the Board Finance Committee.

6.5. KPU2050 Official Campus Master Plan	Brent Elliott	M	4:30-4:50	63
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MOTION: THAT the Board of Governors approve the KPU2050 Official Campus Plan as recommended by the Board Finance Committee.

7. Governance Committee Report				
7.1. Committee Chair Report	Amos Kambere	I	4:50-4:51	
7.2. VISION 2023 Key Performance Indicators (KPIs) – Mid-year update	Lori McElroy	I	4:51-4:54	65
8. Human Resources Committee Report				
8.1. Committee Chair Report	Sandra Case	I	4:54-4:55	
9. President's Report				
9.1. Report to the Board	Alan Davis	I	4:55-4:58	
9.2. Fall return to work (including vaccination)	Alan Davis	I	4:58-5:03	
10. Provost's Report				
10.1. Report to the Board	Sandy Vanderburgh	I	5:03-5:06	
11. Vice President, External Affairs				
11.1. Report to the Board	Marlyn Graziano	I	5:06-5:09	
12. Vice President, Finance & Administration's Report				
12.1. Report to the Board	Tara Clowes	I	5:09-5:12	
13. Vice President, Students				
13.1. Report to the Board	Steve Cardwell	I	5:12-5:15	
14. Senate Reports – meeting held on February 22, 2021 and March 22, 2021	Alan Davis	I	5:15-5:16	67



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15. Next Meeting Agenda Contribution	Sandra Case	D	5:16-5:17
16. For the Good of the Order	All	D	5:17-5:18
17. Feedback on the Meeting	All	D	5:18-5:20
18. Closing Remarks	Sandra Case		5:20-5:22
19. Appendix:			
19.1. Report to the Board of Governors	Alan Davis	I	5:22-5:23
20. Next Meeting	Sandra Case	I	5:23-5:24
Regular Board Meeting			
Wednesday, May 26, 2021			
4:00 – 7:00 pm			
21. Adjournment	Sandra Case		5:24

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4****March 31, 2021****Sandra Case****Agenda Item:** **Consent Agenda****Action****Requested:**☒ Motion to Approve☐ Discussion☒ Information☐ Education**Recommended
Resolution:****THAT the Board of Governors approve the following items on the Consent Agenda:****4.1 Minutes of the February 3, 2021 Regular Board of Governors Meeting.****4.2. The establishment of a new academic department named Business Graduate Programs in the School of Business by May 1, 2021 as recommended by the Board Finance Committee, and Board Governance Committee.****AND****THAT the Board of Governors receive the following item for information:****4.3. That the Board of Governors approved via an e-vote on March 10, 2021 the following allocation of \$10,000,000 of surplus funds from the 2020 / 2021 fiscal year:**

- (a) Establish a \$2,000,000 KPU Financial Aid Fund endowment in the KPU Foundation in response to board motion #31-17/18;**
- (b) Increase the existing equity, diversity and inclusion endowment in the KPU Foundation by \$4,000,000 and include in the definition that it is also to support ongoing indigenous initiatives at KPU;**
- (c) Establish a \$4,000,000 endowment in the KPU Foundation to support research initiatives.**

4.4. That the Board of Governors approved via an e-vote on March 17, 2021, subject to budgetary approval, the attached list of procurement opportunities greater than \$200,000 as recommended by the Board Finance Committee**Attachments:**

- 1. Minutes of the February 3, 2021 Regular Board of Governors Meeting.**
- 2. Establishment of a new academic department named Business Graduate Programs.**
- 3. 2021/2022 Endowments.**
- 4. Recurring Procurements Greater than \$200,000.**

Submitted by:**Ranminder Kaur, Confidential Assistant to the Board of Governors****Date submitted:****March 19, 2021**

**Present: Board**

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

University Vice Presidents

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

Presenters and University Resources

Aimee Begalka / Dean, Faculty of
Academic and Career Preparation
Jennifer Duprey / General Counsel
Jeff Ho / Interim Executive Director,
Finance
Ranminder Kaur / Confidential Assistant to
the Board of Governors
Brian Moukperian / Dean, Faculty of
Trades and Technology
Keri van Gerven / University Secretary &
Executive Assistant to the President & Vice
Chancellor

Regrets: Kim Baird / Chancellor

1. **Call to Order and Introductory Remarks** The Chair called the meeting to order at 4:02 pm. The Chair acknowledged KPU's commitment to reconciliation and recognition that we are on the traditional lands of the Kwantlen and Semiahmoo First Nations, and that KPU is grateful to all the Coast Salish peoples for sharing their land in friendship and in peace.
2. **Conflict of Interest** No other conflict of Interest was declared.
3. **Approval of Agenda** **Motion #07-20/21**
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Agenda for February 3, 2021.
4. **Consent Agenda** **Motion #08-20/21**
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the following items on the Consent Agenda:
 - 4.1. Minutes of the December 2, 2020 Regular Board of Governors Meeting.
 - 4.2. To discontinue the Citation in Outdoor Power Equipment Technician program, effective September 1, 2021.

4.3. To discontinue the Citation in Power Line Technician program, effective September 1, 2021.

4.4. To discontinue the Fundamental, Intermediate, and Advanced Certificates of Completion in Adult Basic Education, effective September 1, 2021.

Ms. Begalka and Mr. Moukperian left the meeting.

5. Audit Committee Report

5.1 Committee Chair Report

Members noted that the Audit Committee met on January 12, 2021 and received an update on Business Performance & Advisory Services (BPAS) Engagement Activities.

6. Finance Committee Report

6.1 Committee Chair Report

Members noted that the Finance Committee met on January 12, 2021 and discussed format of budget for a future meeting.

7. Governance Committee Report

7.1 Committee Chair Report

Committee Chair, Mr. Amos, advised that the Governance Committee met on January 20, 2021 and the items considered by the committee were discussed under the consent agenda.

8. Human Resources Committee Report

8.1 Committee Chair Report

Committee Chair, Ms. Case advised that the Human Resources Committee met on January 21, 2021 and approved the appointment of Sharmen Lee as Dean, Faculty of Health.

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 noted that Dr. Farhad Dastur is the recipient of the Distinguished Service award in the Faculty Category. Dr. Davis mentioned that KPU will be congratulating all recipients virtually during the Spring 2021 Convocation ceremony.

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 advised that KPU will be delivering their curriculum in the summer of 2021 in a format similar to 2020.

Dr. Vanderburgh noted that Sharmen Lee has been appointed as Dean, Faculty of Health and Dr. Rajiv Jhangiani has been appointed as AVP, Teaching and Learning. Dr. Vanderburgh also extended a special thank you

to Dr. Harjit Dhesi, Interim Dean, Faculty of Health, who confidently provided leadership for the Faculty since the beginning of the pandemic.

**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 commented that the virtually held Richmond Open House was a success. Ms. Graziano noted that the next virtual Open House will be held at KPU Tech.

Ms. Graziano advised members that Dr. Charan Gill passed away on February 2, 2021. Ms. Graziano noted that KPU was proud to award Dr. Gill an honorary Doctor of Laws in May 2013 to acknowledge and pay tribute to his dedication and commitment to social justice. Members noted that in honour of Dr. Gill's legacy, KPU will be lowering the flags at all campuses on February 5, 2021.

Mr. McAdam joined the meeting.

**12. Vice President,
Finance and
Administration**

12.1 Report to the Board including Q3 financial update

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

Ms. Clowes commented that the Q3 forecast is anticipating a surplus position for this year and this is due to spending being much slower and revenue has been more than anticipated.

**13. Vice President,
Students Report**

13.1 Report to the Board

Dr. Cardwell advised that the Student Services Report was included in the Report to the Board of Governors. Dr. Cardwell noted that Spring 2021 Orientation included a new First Year Festival, in addition to two live Orientation events and the online Orientation courses, commenting that over 900 students attended the two live Orientation events and approximately 200 students participated in the First Year Festival.

Dr. Cardwell mentioned that Student Health Promotion announced the launch of a Peer Wellness Program this January. The program is intended to be low intensity, holistic and focused on the six dimensions of wellness (Physical, Mental, Social, Emotional, Financial and Spiritual) identified by KPU's Healthy University Initiative.

Dr. Cardwell commented that the enrollment of new international students is low due to the delay of processing study permit applications at Immigration, Refugees and Citizenship Canada (IRCC) offices and noted that hundreds of students who did not receive the study permits on time have chosen to drop their registration and defer to the next semester.

**14. Senate Reports –
meeting held on**

Dr. Davis advised that the Senate Report for November 30, 2020 and January 25, 2021 was prepared by Dr. David Burns, Senate Vice-Chair and was included in the meeting package.

November 30, 2020
and January 25, 2021

- 15. 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.
- 16. For the Good of the Order** The Chair advised Board members that a motion was received from the Chair of the Arts Faculty Council on January 22nd, 2021 which reads as follows:
- MOTION:** Arts Faculty Council (AFC) calls on the Board of Governors to discuss the matter of providing tuition waivers or relief for students who are forced to withdraw from courses by virtue of being called up for federal service (ex. Canadian Forces Reservists).
- The Chair noted that this has been referred to management for recommendations and next steps.
- Dr. Cardwell commented that KPU is reviewing its FM8 Student Tuition and Fees Policy which is currently posted on the KPU Policy Blog for a 6-week period for comments and will close on March 9, 2021. Dr. Cardwell noted that prior to proceeding to the final approval process, the Policy Developer will review and consider all comments received during this 6-week period.
- There were no additional items identified.
- 17. Feedback on the Meeting** Ms. van Gerven advised that the student board member, Rajvir Mangat did not maintain her eligibility to remain on the Board by not enrolling in the required 2 out of 3 semesters during her term. Ms. van Gerven noted that Ms. Mangat's seat has been declared vacant and will remain vacant until August 2021 when new student board members are elected.
- There was no additional feedback on the meeting.
- 18. Closing Remarks** The Chair thanked everyone, including Board Members for attending and contributing to the discussions.
- 19. Appendix:** **19.1 Report to the Board of Governors**
- The February 2021 Report to the Board of Governors was received.
- 20. Next Meeting** The next meeting has been scheduled for Wednesday, March 31, 2021.
- 21. Adjournment** The meeting adjourned at 4:39 pm.

Board Chair

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4.2****March 31, 2021****Stephanie Howes****Agenda Item:** **Establishment of a New Department: Business Graduate Programs**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the establishment of a new academic department named Business Graduate Programs in the School of Business by May 1, 2021 as recommended by the Board Finance Committee and Board Governance Committee.
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Board Committee Report: At its meeting held on March 9, 2021 and March 17, 2021, the Board Finance Committee and Board Governance Committee recommended that the Board of Governors approve the establishment of a new academic department named Business Graduate Programs in the School of Business by May 1, 2021.

Context & Background: The School of Business proposes the establishment of a new department named Business Graduate Programs (BGP) that will consist of the following two programs:

- Global Business Management Graduate Diploma and
- Green Business Management and Sustainability Graduate Diploma.

Graduate diploma programming has reached a level of viability to initiate the GV9 process for a new department as planned in the 2018 new program proposal. The two graduate level diploma programs were launched spring 2019 with the first students to graduate spring 2021.

Target date for new department: May 1, 2021.

On January 25, 2021, Senate recommended that the Board of Governors establish a new academic department named Business Graduate Programs in the School of Business by May 1, 2021.

Key Messages:

1. Create a new department: Business Graduate Programs
2. Establish a distinct department at the graduate level programming

Resource Requirements: Resource - a faculty chair release of 25% to oversee the day to day operations of the department's programs. The release time was included in the financial budget for the new program proposal and is approved by finance and Senate.

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4.2****March 31, 2021****Stephanie Howes****Implications /
Risks:**

The two programs to be listed under the new department are unique graduate level programs. Listing these two graduate level diplomas under their own department will not only assist to create a distinct operational focus, but, will highlight the programming housed within as unique from the undergraduate and post baccalaureate programs in the School of Business.

Consultations:

1. Dean, School of Business
2. Provost and Vice-President, Academic
3. Faculty members of the graduate programs
4. School of Business Faculty Council

Attachments:

1. Memo: Establishment of New Academic Department (December 11, 2020)
2. Decision Note: Establishment of a new department in the School of Business (November 12, 2020)
3. Five Year Financial Projections (December 7, 2020)
4. Senate Office Memo (January 26, 2021)

Submitted by:

Stephanie Howes, Dean, School of Business

Date submitted:

March 19, 2021

MEMORANDUM

TO: Senate Standing Committee on Academic Planning and Priorities

CC: Sandy Vanderburgh, Vice President Academic and Provost

FROM: Stephanie Howes, Dean, School of Business

DATE: December 11, 2020

SUBJECT: Establishment of New Academic Department

Background and Information:

The School of Business, proposes the establishment of a new department: **Business Graduate Programs (BGP)** consisting of the following two programs: Global Business Management Graduate Diploma and Green Business Management and Sustainability Graduate Diploma.

As per Policy GV9 B – Establishment of New Academic Department:

i. Faculty to which the proposed new Department will belong

School of Business

ii. Programs, research units and other academic services that will be housed within the proposed

Global Business Management Graduate Diploma and Green Business Management and Sustainability Graduate Diploma

iii. New Department indicating whether these are new or are to be transferred from other areas

The above two graduate level diploma programs were deployed Spring 2019. The two programs have been running for two years with our first graduating students in Spring 2021. Intakes for these programs are Spring and Summer. The programs have been offered under the School of Business and not allocated to any specific department at this time. There are no other programs to transfer into the new department.

MEMORANDUM

iv. Academic, reputational, and operational rationale for creation of proposed new Department

The two programs to be listed under the new department are unique graduate level programs. Listing these two graduate level diplomas under their own department will not only assist to create a distinct operational focus, but, will highlight the programming housed within as unique from the undergraduate and post baccalaureate programs in the School of Business.

The creation of the Business Graduate Programs department is necessary in order to recruit and vet qualified faculty appropriately, assign members of the department to Curriculum Committee and ensure representation at the School of Business Faculty Council meetings. The programs will benefit from fulfilling the plans of the approved *New Program Proposal* dated 2018, nurture a graduate level academic culture led by qualified academic leaders, and provide a distinct and positive identity for the School of Business to begin creating more programs at the graduate level.

v. Assessment of the impact on current and future students as well as existing Faculties and Departments resulting from the creation of the proposed new Department

The creation of the new department will have no effect on student registration or enrolment. The programs will continue to run as they have since January 2019. The delineation of a department for the graduate programs will assist operationally and provide a graduate focus for the development of additional graduate programming in the School of Business. Current course outlines will be edited to reflect the new department status and the University Calendar will be updated accordingly. Target date for changes to course outlines: March 31, 2021.

vi. Proposed effective date for the new Department

May 1, 2021

vi. Five-year projection of the financial sustainability

See attached approved Decision Note for a 5-year projected financial status dated November 12, 2020 and approved by the VPA & Provost on December 1, 2020 and VP Finance on December 7, 2020.



Decision/Information Note

Date submitted: November 12, 2020

Submitted by: Stephanie Howes

Submitted to: Sandy Vanderburgh

File Number: N/A

Confidentiality Rating: Medium

Purpose: ☒ Decision Note/Information Note

Topic Establishment of a new department in the School of Business

Context The School of Business, proposes the establishment of a new department: Business Graduate Programs (BGP) consisting at present of the following two programs: Global Business Management and Green Business Management and Sustainability.

Target Date: May 2021 to address efficiency and alignment with KPU Policy GV9 B-4(a).

Background: The above-mentioned two graduate level diploma programs were deployed in the Spring 2019. The two programs have been running for two years with our first graduating students to convocate Spring 2021. Intakes of these programs are Spring and Summer.

At present, an Associate Dean, School of Business has been administratively responsible for overseeing admissions in partnership with KPU International, faculty workloading, course scheduling, student and industry relations, and at times lead curricular and course outline changes. The two programs do not have a faculty chair and have not had official department meetings.

In Fall 2020, one faculty member with an NR2 contract for teaching in the graduate programs is now representing the programs at the School of Business Curriculum Committee. At present, there is no faculty member specifically assigned to oversee information sessions, industry events, faculty council representation, curricular oversight, search committee, or conduct a KFA election for Chair because the Business graduate diploma's are not collectively a department within the School of Business; rather they are two programs without designation.

The hiring/vetting of faculty to date has been the Dean's Office to call for expressions of interest for teaching in the respective courses/programs, from talent within the School of Business. The Associate Dean has been conducting the Chair duties as per the Collective Agreement, when a department/program is without a designated and elected chair. To date program's search committee has been the committee assembled by the Operations and Technical Management department; the Post Baccalaureate programs. Future human resource planning and appropriate hires to advance these programs has been inefficient, leave gaps in other areas to workload this area. It has been made more difficult to create a sense of team and belonging at this program level, to help foster faculty engagement for the advancement of the curriculum and explore other innovative graduate level education for potential offer through the School of Business.

The creation of a department will enable the programs to elect a Chair at a release of 25% annualized. The time release would recognize the collective agreement provision for faculty time release for program chair responsibilities assumed by the Dean's office presently. The original Full Program Proposal and Budget for the Graduate Diplomas (*attached*) demonstrates the intention of a chair position, with budgeted funding, and plans for an official department creation. (*Financial projections attached*)

Discussion:

As per Policy No. GV9 Procedure B-4(b), should the preliminary proposal be mutually agreed upon by the Provost VP Academic and the Dean, School of Business, the proposal will be presented at the School of Business Faculty Council for further consultation prior to submitting officially to the Senate Standing Committee on Academic Planning and Priorities for approval {see Policy No. AV9 Procedure B-4 (c)}.

The creation of the Business Graduate Programs department is necessary in order to vet faculty appropriately, assign members of the department to Curriculum Committee, and ensure representation at the SoB Chairs meetings and Faculty Council. The programs will both benefit from nurturing an academic culture led by academic leaders, fulfill the approved proposal dated 2018 and enable the School of Business to move forward with the current programs and begin the work for creating several more programs at the graduate level.

Please note: Due to the overarching plans of KPU to establish a Graduate Studies Office, the decision to go with “Business Graduate Programs” was established rather than “Business Graduate Studies”.

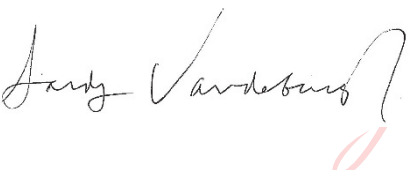
Resource Requirements: *25% annualized faculty release for Chair starting May 2021. NOTE: This is not a request for new money to the School of Business. This release will be made possible within current budget allocation.*

Implications / Risks:

At this point we do not anticipate the establishment of a Business Graduate Programs department will have any registration implications for students in the School of Business

Recommendation:	<i>That KPU establish a new department: Business Graduate Programs by May 1, 2020 and a Chair release position to oversee the newly created department.</i>
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Decision needed by: *December 4, 2020*

Vice President Academic & Provost Response:	<p>Approved by the Office of the Provost and Vice President, Academic.</p> <div style="text-align: right;"> <p>Digitally signed by Sandy Vanderburgh DN: cn=Sandy Vanderburgh, o, ou, email=sandy.vanderburgh@kpu.ca, c=CA Date: 2020.12.01 10:20:58 -08'00'</p> </div> 
Date:	December 1, 2020

Attachments:

Past approved Proposal – to be attached

Fall 2020 Financial Projections

	FY2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Headcount:					
Domestic	3	3	6	12	20 Headcount based on 2 graduate diplomas
International	138	138	158	178	198 Headcount based on 2 graduate diplomas
Total	141	141	164	190	218
Tuition Rates					
Domestic	\$ 371.42	\$ 378.85	\$ 386.43	\$ 394.16	\$ 402.04
International	\$ 671.19	\$ 684.61	\$ 698.30	\$ 712.27	\$ 726.52
Avg # of credits per student per year (Domestic)	6	6	6	6	6
Avg # of credits per student per year (International)	18	18	18	18	18
Sections Required (88% Fill Rate Avg)	27	27	31	36	40
Revenues:					
Domestic	\$ 6,686	\$ 6,819	\$ 13,911	\$ 28,380	\$ 48,245
International	\$ 1,667,236	\$ 1,700,571	\$ 1,985,965	\$ 2,282,113	\$ 2,589,317
Total Revenue	\$ 1,673,922	\$ 1,707,391	\$ 1,999,877	\$ 2,310,493	\$ 2,637,562
Expenses:					
Faculty Cost	\$ 429,503	\$ 429,503	\$ 493,133	\$ 572,670	\$ 636,300 26% added for benefits
Department Chair Release (25%)	\$ 31,815	\$ 31,815	\$ 31,815	\$ 31,815	\$ 31,815 26% added for benefits
Marketing	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Orientation	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Conferences	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
Simulation Cost	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Incubator/Launch Pad Expenses	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Student Success Coach	\$ 73,730	\$ 75,205	\$ 76,709	\$ 78,243	\$ 79,808 26% added for benefits
Instructional Material	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	\$ 648,048	\$ 649,522	\$ 714,656	\$ 795,728	\$ 860,923
40% Overhead (Based on Revenue)	\$ 669,569	\$ 682,956	\$ 799,951	\$ 924,197	\$ 1,055,025
Total Expenses	\$ 1,317,616	\$ 1,332,478	\$ 1,514,607	\$ 1,719,925	\$ 1,915,948
Contribution	\$ 356,305	\$ 374,912	\$ 485,270	\$ 590,568	\$ 721,615

Digitally signed by Tara Clowes
 DN: cn=Tara Clowes,
 o=Kwantlen Polytechnic
 University, ou=Finance &
 Administration,
 email=tara.clowes@kpu.ca,
 c=CA
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SENATE OFFICE MEMORANDUM

TO	Ranminder Kaur Confidential Assistant, University Senate
CC	Stephanie Howes, Dean, School of Business
FROM	Rita Zamluk, Administrative Assistant, University Senate
DATE	January 26, 2021
SUBJECT	Establish a New Department: Business Graduate Programs

On January 25, 2021 Senate recommended that the Board of Governors establish a new academic department named Business Graduate Programs in the School of Business by May 1, 2021.

Attached is a package of the documents reviewed by Senate.

I also attach the word files in case you need to update the files for the Board.

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4.3****March 31, 2021****Tara Clowes****Agenda Item:** 2021 / 22 Endowments**Action****Requested:**☐ Motion to Approve☐ Discussion☒ Information☐ Education**Resolution:**

That the Board of Governors approved the following allocation of \$10,000,000 of surplus funds from the 2020 / 2021 fiscal year as recommended by the Board Finance Committee via an e-vote on March 10, 2021:

- (a) Establish a \$2,000,000 KPU Financial Aid Fund endowment in the KPU Foundation in response to board motion #31-17/18
- (b) Increase the existing equity, diversity and inclusion endowment in the KPU Foundation by \$4,000,000 and include in the definition that it is also to support ongoing indigenous initiatives at KPU.
- (c) Establish a \$4,000,000 endowment in the KPU Foundation to support research initiatives.

Board Committee Report:

At its meeting held on March 9, 2021, the Board Finance Committee recommended that the Board of Governors approve an allocation of \$10,000,000 of surplus funds as an endowments via an e-vote.

Context & Background:

As at January 31, 2021 KPU is forecasting a surplus position for the 20 / 21 fiscal year of \$12.9M. The surplus position in the forecast has increased since the Q3 forecast due to the following factors:

- \$1M due to upticks in investment income, and minor adjustments in tuition and ancillary income.
- Reduction in non-salaries forecast. Non-salary operating expenditures continue to be at a reduced level of pandemic spending than we could not have anticipated.

Key Messages:

1. In May 2018 KPU's board of directors moved to establish a \$2M endowment to support KPU financial aid. The endowment deed and fund transfer have not yet occurred. To act upon this already executed board motion an expense of \$2M will need to be incurred in 20 / 21.
2. KPU established an EDI Endowment in the KPU Foundation in fiscal 19 / 20 of \$3M. It is recommended that this endowment should be topped up by \$4M to ensure it is sustainable to produce sufficient ongoing investment revenue to fund positions and course releases added during the 21 / 22 budget development cycle. It is also recommended that language be embedded into the endowment to make it clear that the intent was also to fund indigenous initiatives at KPU.

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4.3****March 31, 2021****Tara Clowes**

3. KPU establish a \$4M endowment in the Foundation to support research initiatives.

**Implications /
Risks:**

In 2019, KPU successfully defended the accounting position to KPU's and the Foundation's auditors that the KPU Foundation is not a controlled entity, based on a variety of indicators of control. Since that date, KPU has endowed \$5M in the Foundation. The addition of an additional \$10M in endowments in the current year may trigger accounting rules in the PSAB section on Reporting Controlled and Related Entities. The risk of consolidating the Foundation is that on a year-by-year basis KPU will need to include in the audited financial statements reporting to the Ministry the full operations of the Foundation. A review of other post-secondary institutions in BC indicates that there is a variety of accounting treatments for foundations, ranging from consolidated, to disclosures of significant influence, to non-consolidated. Furthermore, there is a risk that the Ministry may view the endowments negatively as an attempt to smooth earnings, although all consultation indicates there is no specific rules prohibiting the endowments.

Consultations:

University Executive

Attachments:

N/A

Submitted by:

Tara Clowes, Vice President, Finance and Administration

Date submitted:

March 11, 2021

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4.4****March 31, 2021****Tara Clowes****Agenda Item:** **Recurring Procurements Greater than \$200,000**

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Resolution:	THAT the Board of Governors approved, subject to budgetary approval, the attached list of procurement opportunities greater than \$200,000 as recommended by the Board Finance Committee via an e-vote on March 17, 2021.
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Board Committee Report: At its meeting held on March 9, 2021, the Board Finance Committee recommended that the Board of Governors approve, subject to budgetary approval, the attached list of procurement opportunities greater than \$200,000.

Context & Background: Every fiscal year, KPU has contracts over \$200,000 that are set to expire. Per KPU Procurement Policy AD3, requisitions over \$200k require Board approval. For ease of administration, pre-approval is being requested for recurring procurements greater than \$200k expected to expire in the next 24 months. The pre-approval of these contracts will enable Procurement Services to commence work on the required due diligence and necessary procurement strategies to ensure projects continue moving ahead with minimal disruption.

Key Messages:

1. Board pre-approval requested for Procurement Services to proceed with a number of recurring procurement opportunities greater than \$200,000 that are expected to expire in the next 24 months.
2. In addition to this pre-approval, any actual purchases will still be subject to budgetary approval.
3. Actual outcomes of the re-procurements informed through regular VPFA Board updates.

Implications / Risks: Minimal risk which is mitigated by Policy AD3 where the VPFA is responsible for ensuring all procurement initiated with the approval of the Board are procured according to KPU policy.

Consultations: Board of Governors – established process previously approved.

Attachments: Projected Recurring Procurements Greater than \$200k

Submitted by: Tara Clowes, Vice President, Finance and Administration

Date submitted: March 19, 2021

List of Projected Recurring Procurements greater than \$200k for Board Approval

For the reporting period: March 31, 2021 - March 31, 2023

Contract	Vendor	Description	Start Date	End Date	Department	Contract Commitment	Projected Cost over: 5 year term for Services OR 3 year term for Goods	Proposed Procurement Approach
C21R0012	Charter Telecom Inc.	BCNET Value-Added Reseller Agreement for the support of Juniper network equipment as outlined in the BCNET Juniper for Core and Edge Switches Agreements	1-Apr-20	31-Mar-21	Information Technology	\$ 391,742	\$ 1,175,225	CISA - BCNET
M1813501	Leapfrog Technologies,	Curriculum Management Solution	1-Oct-18	31-Aug-23	Vice Provost, Students	\$ 343,947	\$ 343,947	Direct Award - sole source entrenched vendor
M1723301	guard.me International Insurance	International Student Insurance	4-Jan-18	3-Jan-22	International	\$ 2,400,000	\$ 3,000,000	Open Competition
C20R0109	ESC Automation Inc.	Maintenance & Repairs for Building Automation Systems and Kaizen Insight Assessments and Trane System at KPU Campuses	1-Apr-20	31-Mar-22	Facilities - Maintenance	\$ 618,963	\$ 1,547,408	Open Competition
M20R0226	UniFirst Canada Ltd.	Uniform Cleaning	1-Sep-19	31-Aug-22	Trades & Tech	\$ 192,000	\$ 320,000	Open Competition
M1600201	Gaspard & Sons	Convocation Regalia	1-Apr-16	31-Dec-22	Provost Office	\$ 364,000	\$ 269,630	Open Competition
None	Various	Paving Services			Ancillary Services	\$ 200,000	\$ 1,000,000	Open Competition
None	Various	Printing Services			Ancillary Services	\$ 55,000	\$ 275,000	Open Competition or leverage Provincial CSA
Various	Various	Painting Services			Facilities - Maintenance	\$ 1,352,224	\$ 2,253,707	Open Competition
None	Various	Restoration Services			Facilities - Maintenance	\$ 70,000	\$ 350,000	Open Competition
None	Various	Roof Repair Services			Facilities - Maintenance	\$ 44,000	\$ 220,000	Open Competition
Various	BCNET	BCNET Shared Services for Infrastructure Support & Maintenance	1-Apr-20	31-Mar-21	Information Technology	\$ 475,000	\$ 2,375,000	Ongoing, BCNET Shared Services
BCNET0002	Compugen	BCNET Agreement for Software Value Added Reseller - Red Hat Licenses & Support Services	1-Apr-20	31-Mar-21	Information Technology	\$ 100,000	\$ 300,000	CISA - BCNET
BCNET0002	Compugen	BCNET Agreement for Software Value Added Reseller - VMWare Software Maintenance	1-Apr-20	31-Mar-21	Information Technology	\$ 110,000	\$ 330,000	CISA - BCNET
Various	Compugen	BCNET Agreement for Infrastructure Value Added Reseller (IVAR) Services - Palo Alto Firewall Support & Subscription	1-Apr-20	31-Mar-21	Information Technology	\$ 125,000	\$ 375,000	CISA - BCNET
A0083675	Microsoft Canada Inc.	Microsoft Premier Support Services	6-Apr-20	5-Apr-21	Information Technology	\$ 90,000	\$ 450,000	Direct Award - sole source vendor
A0083668	Citrix	Citrix License Subscription	31-Mar-20	1-Apr-21	Information Technology	\$ 130,000	\$ 390,000	Direct Award - sole source entrenched vendor
M1821101	Cullen Diesel Power Ltd	Service/repairs and planned maintenance inspections to the emergency generators (8) at all KPU Campuses (including Civic Plaza)	15-Jan-19	31-Dec-22	Facilities - Maintenance	\$ 68,530	\$ 300,000	Open Competition

SENATE OFFICE MEMORANDUM

TO	Ranminder Kaur Confidential Assistant, Board of Governors
CC	
FROM	Rita Zamluk, Administrative Assistant, University Senate
DATE	March 23, 2021
SUBJECT	Fiscal 2021-22 Budget

On March 22, 2021, Senate endorsed the Final Draft Budget for Fiscal Year 2021-22.

[Attached are the documents reviewed by Senate.](#)



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

Regular Meeting
#6.3
March 31, 2021
Jeff Ho

Agenda Item: 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
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Recommended Resolution:	THAT the Board of Governors approve the revisions to Bylaw No. 4, Fees as recommended by the Board Finance Committee.
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Board Committee Report: At its meeting held on March 9, 2021, the Board Finance Committee recommended that the Board of Governors approve the revisions to Bylaw No. 4, Fees.

Context & Background: Bylaw 4 is revised on an annual basis to reflect annual increases and changes to fees.

Key Messages:

1. Domestic tuition has been raised by 2%, the maximum allowed by the provincial government under the Tuition Limit Policy.
2. For information purposes only - although the Tuition Limit Policy does not apply to International student tuition, increases were held to 2% as well due to uncertainty in demand sensitivity as the pandemic continues in 2021.
3. For information purposes only - a non-refundable \$2,200 International tuition deposit for continuing students has been added in advance for pending changes to policy FM8 Tuition and Fees Procedure that will be brought forward for Board approval later this year. The new deposit is being introduced to mitigate collectability issues.

Resource Requirements: NA

Implications / Risks: NA

Consultations: *Government of British Columbia Tuition Limit Policy, Office of the Registrar*

Attachments: *Bylaw No. 4, Fees – revisions are shown in track changes.*
Bylaw No. 4, Fees – clean copy

Submitted by: *Jeffery Ho, Interim Executive Director, Financial Services*
Tara Clowes, Vice President, Finance & Administration

Date submitted: *March 19, 2021*

Bylaw History
Bylaw No. 4
Approving Jurisdiction: Board of Governors
Original Effective Date: November 16, 1982
Revised Date: March 31, 2021

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, 2021 shall be:

a. Credit Based Programs:

Category	\$ / credit	
1	\$147.50 <u>150.45</u>	<ul style="list-style-type: none"> Existing courses¹ as at September 1, 2011 will remain in Category 1.
2	\$178.23 <u>181.79</u>	<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 <u>203.06</u>	<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 <u>232.39</u>	<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 <u>287.17</u>	<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.

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

a. Student fees for libraries, technologies and student life.	7% of tuition
b. Application fee	\$40.00
c. Transcript fee	\$10.00 per transcript
d. Appeals	\$15.00
e. Confirmation deposit	<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):

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

5. Continuing and Professional Studies:

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

6. Service charges:

All discretionary fees will be determined by the appropriate Vice President (e.g. duplicate tuition receipt charge, NSF cheque/stop payment charge, calendar charge, rush documents, graduation late fee, document evaluation fee, external invigilation charge, supplementation exam fee, library card replacement fee, cheque replacement fee, etc.).

7. Co-operative Education Work Term:

<u>Canadian Citizens or Permanent Residents</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$663.75 <u>677.02</u> per work term	7% of tuition

<u>International</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$733.70 <u>748.37</u> per work term	7% of tuition

8. For Information Only

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

a. International student tuition fees	\$671.19 <u>684.61</u> / credit
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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<u>\$2,200*</u> confirmation deposit to signify acceptance of an offer of admission.</p> <p>If the student registers, this fee will be applied towards the full tuition fees assessment.</p>

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

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

Bylaw History
Bylaw No. 4
Approving Jurisdiction: Board of Governors
Original Effective Date: November 16, 1982
Revised Date: March 31, 2021

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, 2021 shall be:

a. Credit Based Programs:

Category	\$ / credit	
1	\$150.45	<ul style="list-style-type: none"> Existing courses¹ as at September 1, 2011 will remain in Category 1.
2	\$181.79	<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	\$203.06	<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	\$232.39	<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	\$287.17	<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	\$602.48	<ul style="list-style-type: none"> ▪ Post-Baccalaureate in Technical Apparel Design. ▪ Graduate Certificate in Sustainable Food Systems and Security.
7	\$243.55	<ul style="list-style-type: none"> ▪ Post-Baccalaureate Diploma in Accounting.
8	\$331.21	<ul style="list-style-type: none"> ▪ Diploma in Traditional Chinese Medicine – Acupuncture. ▪ Certificate in Farrier Science.
9	\$378.85	<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	\$131.07	<ul style="list-style-type: none"> ▪ Existing courses as at September 1, 2011.
2	\$268.81	<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 | \$32.76/week program fee |

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

a. Student fees for libraries, technologies and student life.	7% of tuition
b. Application fee	\$40.00
c. Transcript fee	\$10.00 per transcript
d. Appeals	\$15.00
e. Confirmation deposit	<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):

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

5. Continuing and Professional Studies:

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

6. Service charges:

All discretionary fees will be determined by the appropriate Vice President (e.g. duplicate tuition receipt charge, NSF cheque/stop payment charge, calendar charge, rush documents, graduation late fee, document evaluation fee, external invigilation charge, supplementation exam fee, library card replacement fee, cheque replacement fee, etc.).

7. Co-operative Education Work Term:

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

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

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a. International student tuition fees	\$684.61 / credit
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f. Confirmation deposit	International applicants are required to remit a non-refundable \$2,200* confirmation deposit to signify acceptance of an offer of admission. If the student registers, this fee will be applied towards the full tuition fees assessment.

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

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



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

Regular Meeting
#6.4
March 31, 2021
Tara Clowes

Agenda Item: **Draft 2021/22 University Budget**

Action Requested:

☒ Motion to Approve
☐ Discussion
☐ Information
☐ Education

Recommended Resolution: **THAT the Board of Governors approve the Final Draft Budget for Fiscal Year 2021 – 2022 as recommended by the Board Finance Committee.**

Board Committee Report: At its meeting held on March 9, 2021, the Board Finance Committee recommended that the Board of Governors approve the Final Draft Budget for Fiscal Year 2021 – 2022.

Context & Background: On December 2, 2020 the Finance Office presented a draft 2021-2022 budget to the Board of Governors. Adjustments were made to the draft budget to incorporate changes in estimates following the spring semester stable data enrollment data and trending data following the 2020-2021 Q3 financial forecast.

Key Messages:

1. Budget preparation for 2021 – 2022 is focusing on developing a budget that will maintain, as far as possible, KPU's core teaching, learning, scholarship and service activities.
2. The draft budget is for a proposed \$3.6 million deficit, which is manageable within KPU's unrestricted accumulated surplus and within the deficit threshold set by the Ministry of Advanced Education and Skills Training.

Resource Requirements: None identified

Implications / Risks: None identified

Consultations: University Executive and Senior Administration
Senate Standing Committee on University Budget / Senate Finance Committee

Attachments: Fiscal 2021 – 2022 Budget Presentation
Fiscal 2021 – 2022 Draft Budget
Fiscal 2021 – 2022 Draft Budget by Academic Department
Fiscal 2021 – 2022 Draft Capital Budget



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#6.4

March 31, 2021

Tara Clowes

Submitted by: Tara Clowes, Vice President, Finance and Administration

Date submitted: March 10, 2021

Fiscal 2021/22 Budget Presentation

Academic Council
President's University Executive
SSCUB/SSCAPP & Senate
KFA & BCGEU Unions
Board Finance Committee
Board of Governors



Where thought meets action

Update on FY 20 / 21 Forecast

- In Q3 KPU realized savings from operations during the pandemic that more than offset tuition shortfalls
- Primary variance from Q2 is
 - \$3.5M net additional revenue
 - Ministry grant incremental revenue to settle collective bargaining increments to date
 - Mis-match from retro expenditures recorded in FY 19 / 20 due to accounting accrual rules
 - \$1.5M decrease in salaries forecast
 - Combination of reduced salaries and reduced benefits forecast
 - \$7M decrease in non-salary expenses
 - General slowdown of spending across university
 - Now project a modest surplus for 20 / 21 of approximately \$9M
 - Majority will be endowed for future strategic initiatives



Budget Tenets and Philosophy

To **maintain**, as far as possible, KPU's core teaching, learning, scholarship and service activities through most of another year of COVID-19 disruption. This will require, as far as possible, sustained levels of staffing.

To **provide predictability** for faculties but with flexibility and fluidity due the potential level of revenue volatility in these unprecedented times.

To present for approval a **deficit** budget that is reasonable relative to KPU's historical expenditure levels, revenue projections and within Ministry of Advanced Education and Skills Training approved threshold.

New: To allow for investments targeted at key strategic and mandated priorities, especially with respect to post-pandemic shifts.



Where thought meets action

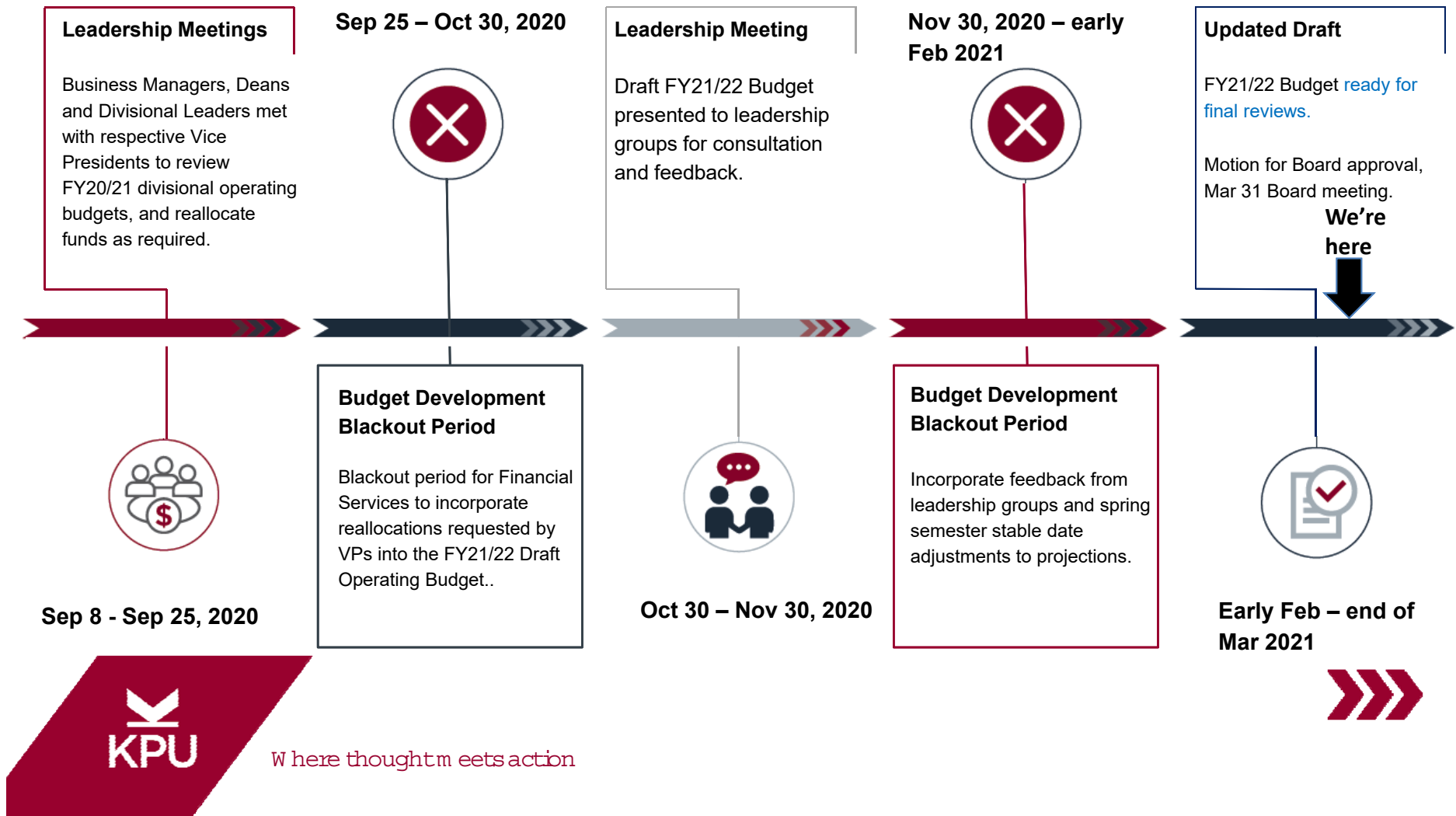


Budget Development

- Roll-forward approach to FY21/22 operating expenses:
 - Commence with FY20/21 base budget
 - Inflationary salary and non-salary increases added (no increases to executive salaries per provincial mandate)
 - Targeted reduction of pandemic related non-salary expenses
- Core activities maintained within existing budget
 - New operational initiatives funded via reallocation of VP portfolio budget
- New investments targeted on key strategic areas
- Tuition revenue projected to be above FY19/20 levels & below FY20/21 budget
- Draft operating budget compared to FY19/20 actuals and FY20/21 forecast for reasonableness based on historic trends



Budget Development Timeline



Budget Consultation Feedback

- Continued investment in key strategic areas to respond to effects of pandemics on post-secondary institutions.
- Understanding of how the salary encumbrance was determined and implications.
- Sufficient contingency to be able to respond to potentially unforeseen challenges and opportunities as the pandemic progresses and abates.
- Maintain some contingency budget in the event of unrealized assumptions.
- Clarity on how mid-year 20 / 21 faculty budget changes will roll into 21 / 22 budget.
- Budget format should have the right level of detail to allow governance committees to have the appropriate amount of oversight, but at a sufficiently high level so as not to get bogged down in the details.



Updated Draft Operating Budget



General Changes Across all Portfolios

- Initial & Revised Draft Operating Budgets
 - Incorporate incremental wage impacts for KFA/GEU & Admin
 - Encumbered 80% of historical salaries variance (OTO)
 - Travel budget reductions of 75% across all portfolios (OTO)
- Final Draft Operating Budget
 - Meals & refreshments, parking & mileage budget reductions of 75% (OTO)
 - Events budget reductions of 30%, except for strategic institutional wide events and essential operations (OTO)
 - Reduced estimated benefit rate to align with historical actuals
 - No changes to existing benefits plan

* OTO denotes budget adjustments that will sunset at the end of 21 / 22.



Where thought meets action



Academic Portfolio Changes

- Initial Draft Operating Budget
 - Reallocation from Faculty of ACP to Faculty of Arts - \$2.3M
 - Reallocation from Faculty of Design to Faculty of Arts - \$80k
 - Reallocation from Faculty of ACP to Faculty Science & Hort. - \$176k
- Revised Draft Operating Budget
 - Investment in Teaching & Learning software (\$248k)
 - Funding under-budgeted areas to actual historical expenditures
 - E.g. Traditional Chinese Medicine (\$350k) & Farm School (\$220k)
- Final Draft Operating Budget
 - Sun-setting previously suspended intakes - \$443k
 - Reduction of unutilized NR1 contingency budgets - \$710k
 - Reduction of redundant faculty salaries budgets not anticipated to be utilized based on estimated delivery
 - Faculty of Arts - \$1.7M
 - Faculty of Business - \$348k
 - Faculty of ACP - \$318k



Other Portfolio Changes

- Revised Draft Operating Budget
 - Students
 - Investment in peer mentors for new international students (\$162k)
 - Administration
 - Records Management FTE
 - Inflationary pressures in IT (software licenses) (\$602k)
 - Ancillary business adjustments in line with projected revenues (\$805k) (OTO)
 - Defer Banner to Cloud upgrade (\$1M)
 - Projected facilities savings due to decreased activity on campus (\$265k) (OTO)
 - Continuing KPU-wide initiatives: Taskforce on anti-racism (\$50K) OTO

Other Portfolio Changes (Cont.)

- Final Draft Operating Budget
 - Funded by KPU Foundation Endowment Revenue
 - 1.0 FTE for Indigenous Leadership
 - 1.0 FTE for Manager, Equity Diversity & Inclusion
 - Increase to course releases for Director, Diversity secondment
 - Funded via Admin portfolio reallocation
 - Addition of 1.0 FTE for AVP, Curriculum and Academic Policy
 - Mobile workforce transformation - \$379k
 - 2.0 FTE to support implementation & ongoing support (1.0 FTE OTO)
 - Related operating costs of which \$150k is OTO
 - Office of Registrar service review recommendations implementation - \$88k
 - Strategic initiatives pandemic impact and opportunities - \$1M (OTO)
 - 1.0 FTE for Manager, Capital Projects to support large capital bids - \$134k
 - Funded by repairs and maintenance budget reduction (\$400k)



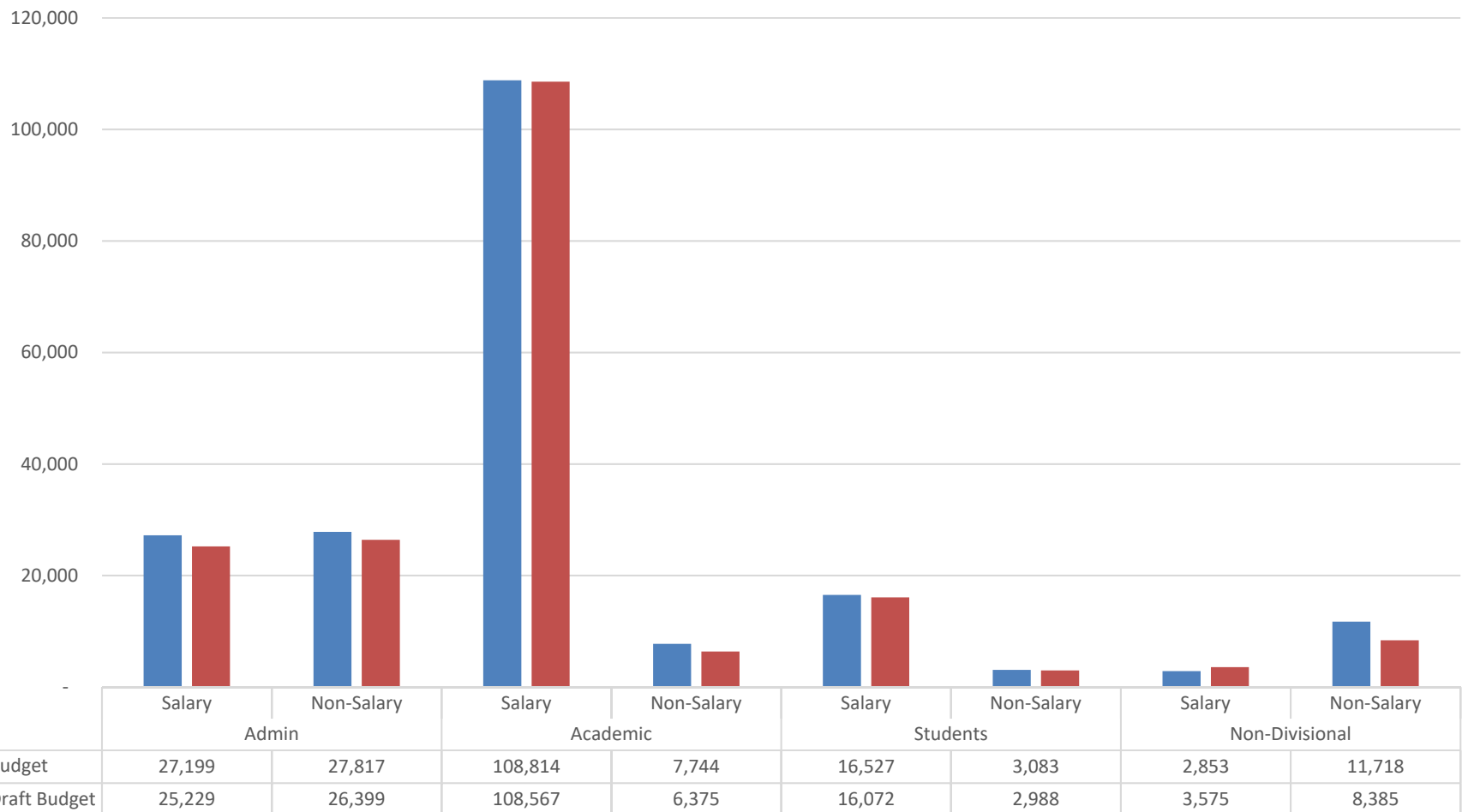
Summary of Operating Budget Changes

FY22 Initial Draft Operating Budget Deficit	(18,143)
Encumbered salary based on historical savings	5,451
Changes in revenue assumptions	1,476
Changes in expense assumptions	660
Reduction of budget contingency	1,726
Re-forecast of Ancillary activities based on current environment	806
Admin area redundant budget reductions	207
FY22 Revised Draft Operating Budget Deficit	(7,817)
Changes in revenue assumptions	(477)
Changes in expense assumptions	1,869
Sun-setting suspended intakes	443
Addition of AVP Curriculum and Policy (funded via admin redundancies)	(137)
Addition of Manager, Capital Projects (funded via reduction in repairs & maint.)	(134)
Office of Registrar service review implementation	(88)
Addition of KPU Foundation Endowment Revenue and two new FTE's	-
Reduction of redundant faculty salaries budget based on estimated delivery	2,328
Strategic initiatives budget	(1,000)
Mobile workforce	(379)
Benefits adjustment to align with historical actuals	1,800
FY22 Final Draft Operating Budget Deficit	(3,592)



Final Draft Operating Budget Allocation by Group

Budget Allocation Comparison (FY21 vs. FY22)



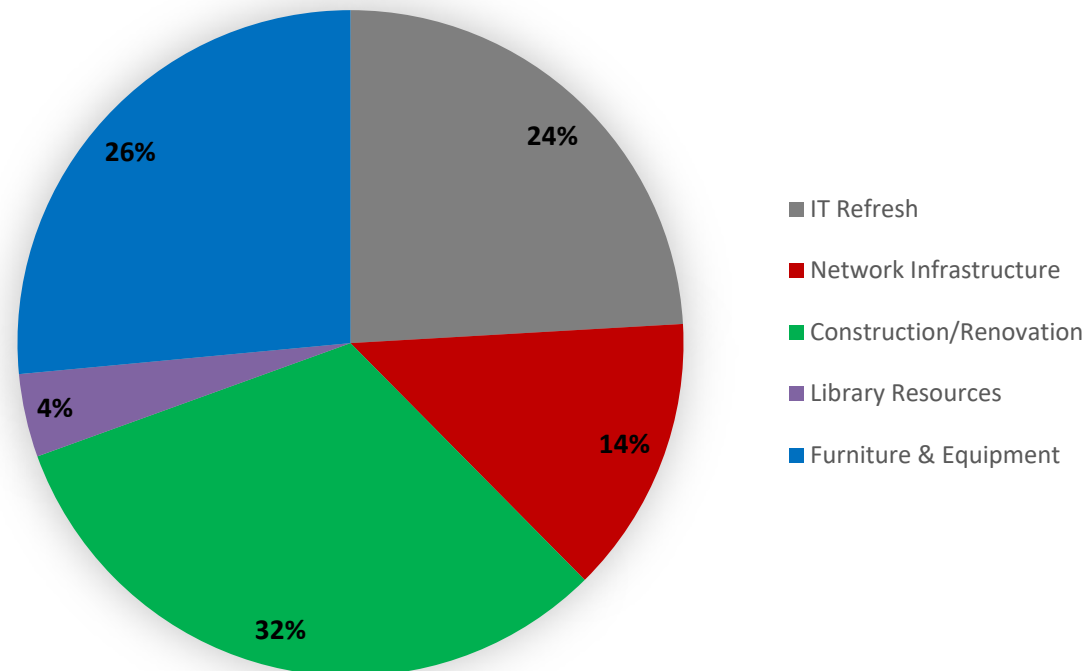
Final Draft Capital Budget

Fiscal 2021/22 Capital Budget Allocations

Asset Category	Fiscal 2021/22 Version 1	Fiscal 2021/22 Version 2	Comments
Administration	40,000	-	• Reallocated to unforeseen strategic priority projects
Academic	750,000	750,000	• To fund academic capital priorities
Campus Safety & Security	250,000	250,000	• To address priority safety projects
Facilities	3,076,328	2,896,328	• Mandatory contribution towards Ministry funded deferred capital, refresh of furniture/work stations, etc.
IT	2,500,000	3,571,000	• Refresh of laptops, desktops, monitors, and infrastructure update • \$1.07M from construction for mobile workforce transformation
Construction	2,500,000	800,000	• For Spruce Optimization
Library	384,200	384,200	• Annual refresh of Library assets
Unforeseen Priority Projects	179,472	848,472	• Unforeseen strategic priority projects
	9,680,000	9,500,000	• Reduction of \$180k re: Tim Horton's to be funded by 3rd party



Final Draft Capital Budget (Cont.)



- Self-funded Amortization budget - \$11.6M (FY 21 \$10.7M)
- Externally funded Amortization budget - \$9M (FY 21 \$9M)



Next Steps

- Updated Draft FY21/22 Budget Consultation
 - Academic Council February 19th
 - Division Heads February 23rd
 - President's University Executive February 25th
 - SSCAP / SSCUB March 5th
 - Board Finance Committee March 9th
 - Labour Management Relations Committee – March 10th & March 15th
 - Senate March 22nd
 - Board of Governors March 31st (motion for approval)



Questions



Fiscal 2021/22 Draft Budget February 2021											
Account Group	Account Description	Administration	Academic See Appendix	Students	Non Divisional	FY 2021 / 22 Budget	% change to prior year budget	FY 2020 / 2021 Base Budget	FY 2020 / 2021 Forecast	FY 2019 / 2020 Actuals	Comments
Revenue											
	Operating Grant	7,373,960	62,789,144	6,859,640	1,427,356	78,450,100	6%	74,041,600	78,134,576	71,217,410	Budget is based on funding letters received from the Ministry plus an estimate of next year's funding amount. Note FY20/21 includes retro of \$2.2M which related to FY20
	Grants	-	1,551,300	-	-	1,551,300	-27%	2,137,800	1,296,455	2,293,875	Decrease from FY21 budget represents decrease in expectations associated with ABE/ESL grant
	Amort of Deferred Contributions	-	-	-	5,522,000	5,522,000	-8%	5,972,700	5,446,252	8,373,875	
	Tuition Fees-Domestic	-	36,989,600	-	-	35,989,600	-5%	37,854,000	34,438,478	35,381,790	Total tuition is based on strategic enrollment modelling. At a high level Tuition is 3% higher than FY21 Forecasted Tuition
	Tuition Fees-International	-	68,388,200	-	-	69,388,200	-9%	76,620,600	68,299,088	63,119,343	
	Student Fees	-	7,217,500	-	-	7,217,500	-10%	8,013,200	7,073,444	6,944,994	
	Applic and Other Fees-Domestic	-	604,900	-	-	604,900	-41%	1,020,400	540,926	911,201	
	Applic and Other Fees-International	-	831,600	-	-	831,600	69%	491,600	582,400	1,105,828	
	Tuition - Non-Credit	-	650,300	-	-	650,300	-17%	784,500	444,428	1,354,348	
	Contract Services	-	-	-	129,500	129,500	6%	122,300	330,291	231,092	
	Shop Income	-	-	-	308,200	308,200	-31%	448,100	294,687	420,652	
	Investment Income	-	-	-	1,500,000	1,500,000	38%	1,088,600	2,363,484	2,026,201	FY21 is an anomaly due to realized gains when we moved to a new investment manager. FY20 had higher returns than we anticipate receiving in FY22
	Bookstores Income	2,489,800	-	-	-	2,489,800	-40%	4,149,600	1,756,320	3,691,909	FY22 budget assumes more activity on campus over the course of the year will result in higher bookstore income
	Parking Income	327,200	-	-	-	327,200	-78%	1,484,300	1,031	1,144,473	FY22 budget assumes that parking income is 90% of historical Jan-Mar. There is no parking charged from April-Dec
	Ancillary Commission Income	144,000	-	-	-	144,000	-64%	402,500	71,890	363,036	FY22 budget assumes that parking income is 25% of historical Sept-Dec and 90% of historical Jan-Mar
	Amortization of Capital Contributions	-	-	-	8,989,300	8,989,300	0%	9,009,000	8,810,000	8,615,936	
	Other income	-	-	-	2,050,100	2,050,100	13%	1,814,400	1,449,496	3,077,215	FY22 budget includes \$750K Revenue for late penalty fee which represents late fee revenue on unpaid accounts. Budget also includes an additional \$190K from Foundation Endowment revenue
	Revenue Sensitivity Provision	-	-	-	(1,547,000)	(1,547,000)	-61%	(3,930,800)	-	-	Revenue Sensitivity Provision
Revenue Total		10,334,960	179,022,544	6,859,640	18,379,456	214,596,600	-3%	221,524,400	211,333,246	210,273,178	
Salaries											
	Salaries-Admin	10,728,000	5,620,600	3,796,200	1,020,000	21,164,800	-1%	21,394,500	20,247,242	18,587,439	Non Divisional is vacation pay out, maternity leave and salary continuance
	Salaries-GEU Staff	9,338,500	12,352,900	7,440,200	360,200	29,491,800	-5%	31,162,800	28,133,279	26,842,000	Non Divisional is Vacation pay out, maternity leave and salary continuance, stipend increase and BCGEU chair time release
	Salaries-Faculty	165,700	68,575,200	1,401,100	1,479,500	71,621,500	0%	71,924,300	69,541,951	68,976,809	Non Divisional is Vacation pay out, maternity leave and salary continuance, time releases and ed leave
	Salaries-Other	319,100	1,887,800	454,500	52,500	2,713,900	16%	2,340,200	2,902,382	3,202,795	Majority of Non Divisional Salaries- Other is placeholder for student salary increases
	Benefits	4,678,104	20,130,851	2,980,139	662,906	28,452,000	0%	28,571,300	26,853,666	27,258,495	
Salaries and Benefits Total		25,229,404	108,567,351	16,072,139	3,575,106	153,444,000	-1%	155,393,100	147,678,519	144,867,538	
	Benefits rate					22.8%		22.5%	22.2%	23.2%	
Non Salary Expenditures											
	Supplies	1,209,300	3,024,200	215,100	18,000	4,466,600	-12%	5,072,500	3,396,177	4,314,702	
	Repairs and Maintenance	4,699,800	169,800	11,800	-	4,881,400	-12%	5,577,500	4,143,599	4,308,973	
	Software and Hardware Maintenance	5,154,000	709,500	2,200	-	5,865,700	4%	5,659,400	4,644,156	3,342,134	FY22 budget increase includes new Software for more remote learning
	Leases/Rentals	410,800	53,800	13,000	-	477,600	-47%	893,400	458,550	630,789	
	Travel and PD	513,600	752,100	263,200	1,226,500	2,755,400	-30%	3,955,700	1,466,504	3,432,275	The centralized budget represents Collective Agreement PD (both KFA and BCGEU) along with Administrative PD
	Student Awards	-	-	1,401,400	-	1,401,400	0%	1,401,400	1,401,400	1,355,919	
	Utilities	2,193,800	39,300	-	-	2,233,100	-8%	2,433,000	1,661,094	2,149,881	
	Communications	1,446,400	10,600	3,100	-	1,460,100	25%	1,170,200	1,325,565	1,032,516	FY22 includes increase for Telephony rolled out in late FY21
	Fees and Services	8,786,400	1,616,100	1,077,700	2,750,600	14,230,800	19%	11,975,400	9,970,863	13,006,680	FY22 Non Divisional budget includes \$1.2M bad debt expense, AR Collection expense. Variance between current year budget and prior year budget is predominately bad debt expense (not budgeted in FY21) and \$1.0M enhancement for strategic initiatives. Variance on current year budget to forecast is largely professional fees, events, and other smaller savings across the category
	Agent Commission Fees	-	-	-	4,388,400	4,388,400	-12%	4,973,000	5,165,077	2,797,681	
	Transfers to Endowment	-	-	-	-	-	na	-	6,200,000	3,103,000	
	Cost-of-Sales	1,985,300	-	-	-	1,985,300	-40%	3,319,800	1,405,056	2,783,989	This is approximately 80% of bookstore income. Higher bookstore income than in FY2021
Non-salary Expenditures Total		26,399,400	6,375,400	2,987,500	8,383,500	44,145,800	-5%	46,431,300	41,238,041	42,258,539	
	Amortization of Capital Assets	-			20,598,800	20,598,800		19,700,000	19,380,000	18,474,717	
		(41,293,844)	64,079,793	(12,199,999)	(14,177,950)	(3,592,000)		-	3,036,686	4,672,384	

Fiscal 2021/22 Draft Budget by Academic Department February 2021													
Account Group	Account Description	ACA	Arts	Business	Design	Health	Science & Hort	Trades & Technology	Other Provost	FY 2021 / 22 Budget	FY 2020 / 2021 Base Budget	% change	Comments
									Note 1				
Salaries	Salaries-Admin	375,900	614,600	606,100	257,700	492,800	399,000	434,000	2,440,500	5,620,600	5,653,900	-0.6%	Includes salary encumbrance in FY22 and addition of an AVP Curriculum
	Salaries-GEU Staff	731,200	1,548,100	1,192,300	640,200	721,800	4,030,000	874,800	2,614,500	12,352,900	12,360,900	-0.1%	Includes a salary encumbrance in FY22
	Salaries-Faculty	3,511,800	20,617,500	20,400,600	2,622,500	6,514,700	8,198,900	3,485,200	3,224,000	68,575,200	68,857,500	-0.4%	Includes reduction of Faculty budget based on expected delivery for FY22
	Salaries-Other	52,000	170,800	-	31,300	8,000	160,500	-	1,465,200	1,887,800	1,817,300	8.6%	
	Benefits	1,063,240	5,224,349	5,053,171	808,475	1,761,246	2,911,031	1,091,261	2,218,078	20,130,851	19,711,823	2.2%	
Salaries and Benefits Total		5,734,140	28,175,349	27,252,171	4,360,175	9,498,546	15,699,431	5,885,261	11,962,278	108,567,351	108,401,423	0.2%	
										22.8%	22.2%		
	Supplies	23,500	138,700	100,900	79,000	37,600	685,700	764,000	1,194,800	3,024,200	3,022,000	0.1%	
	Repairs and Maintenance	-	28,300	1,000	2,000	2,500	58,300	36,900	40,800	169,800	169,000	0.5%	
	Software and Hardware Maintenance	-	5,000	-	3,500	-	7,900	-	693,100	709,500	511,500	38.7%	Remote learning software budget enhancement
	Leases/Rentals	-	6,600	1,600	4,600	-	5,400	15,600	20,000	53,800	53,800	0.0%	
	Travel and PD	16,800	64,800	228,100	30,100	21,900	79,800	57,900	252,700	752,100	1,134,000	-33.7%	Removal of 75% of travel budget and meals and refreshments
	Utilities	-	-	-	1,500	200	33,400	4,200	-	39,300	39,300	0.0%	
	Communications	700	700	700	2,400	-	300	-	5,800	10,600	10,600	0.0%	
	Fees and Services	14,300	77,500	160,500	45,100	64,800	58,800	21,100	1,174,000	1,616,100	1,724,400	-9.4%	Majority of the decrease is due to Advertising budget being centralized into Faculty Marketing fund in External Affairs portfolio
Non-salary Expenditures Total		55,300	321,600	492,800	168,200	127,000	929,600	899,700	3,381,200	6,375,400	6,284,100	1.5%	
Expenditures Total		5,789,440	28,496,949	27,744,971	4,528,375	9,625,546	16,629,031	6,784,961	15,343,478	114,942,751	111,442,999	3.1%	
	1. Includes Provost administration, library, research and teaching and learning.												

Fiscal 2021/22 Draft Capital Budget			
Department		Fiscal 2021/22	Comments
Faculty of Trades & Technology	97,100		To fund training equipment for programs
Faculty of Health	104,000		Replacement of existing program specific equipment
Faculty of Science & Horticulture	78,800		To fund equipment for biology, chemistry, & sustainable agriculture programs
Faculty of Arts	128,288		To fund renovation of offices & replacement of chalk boards with whiteboards
Faculty of Business	40,000		Audio visual equipment
Research Division	60,000		To fund specialized research equipment & replacement of outdated existing equipment
Library	219,400		To fund Library specific furniture & equipment (i.e. book carts, student chairs, security gates)
VP, Academic	22,412		To fund other academic capital priorities
Academic		750,000	
Campus Safety & Security		250,000	To address priority safety projects
Routine refresh	1,615,800		Refresh of KPU furniture, work stations, and common areas
Capital maintenance	486,160		Non-Ministry funded capital maintenance
Minor Maintenance	794,368		Mandatory contribution towards Ministry funded deferred capital
Facilities		2,896,000	
Mobile equipment	1,528,550		Refresh of laptops & transition to mobile workforce
Desktop refresh	184,000		Refresh cycle for desktops
Monitors/other refresh	575,000		Refresh cycle for monitors, other computing equipment
Network infrastructure	1,283,450		Update of backend network infrastructure
IT		3,571,000	
Construction - Spruce Optimization		800,000	To address remaining optimization aspects for Spruce
Library		384,000	Annual refresh of Library assets
Unforeseen Priority Projects		849,000	Unforeseen strategic priority projects
Total FY 2021/22 Capital Budget		9,500,000	



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

Regular Meeting
#6.5
March 31, 2021
Brent Elliott

Agenda Item: KPU2050 Official Campus Master Plan

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	That the Board of Governors approve the KPU2050 Official Campus Plan as recommended by the Board Finance Committee.
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Board Committee Report: At its meeting held on March 9, 2021, the Board Finance Committee recommended that the Board of Governors approve the KPU2050 Official Campus Plan.

Context & Background: KPU's first-ever Campus Master Plan – the KPU2050 Official Campus Plan – has now been prepared following over a year of working closely with our KPU community. With the finalized Plan, the Board Finance Committee is asked, as part of the approval process, for its recommendation that the Board of Governors approve the KPU2050 Official Campus Plan.

KPU2050 outlines a shared long-term vision for all of KPU's five campuses, along with a set of guiding principles. Specific to our four physical campuses at Surrey, Tech, Langley, and Richmond, the Plan conceptually illustrates and outlines recommended directions related to the future of our built form, open spaces and movement connections. Acknowledging our sustainability commitments and aspirations, the Plan also identifies recommendations that will deliver a pathway towards carbon neutrality and a more sustainable and resilient future. The Plan further outlines a set of Indigenous principles and recommendations that inform how we think about our KPU campuses today and in the future in relation to the land, people, and activities that take place on them.

The campus planning process was founded on a principle of engagement, acknowledging that consultation is fundamental to understand the priorities of those that will ultimately be influenced by the Plan.

Throughout the process, a variety of in person and online opportunities, activities, and events were offered in order to ensure that the engagement efforts were convenient and captivating for participants. The most recent outreach identified strong levels of support for the Official Campus Plan amongst the KPU community.

Overall, the Plan offers a holistic view of KPU's future, one that describes and visually illustrates the physical evolution of our campuses, upholds our sustainability commitments, and deepens efforts towards reconciliation; all of

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#6.5****March 31, 2021****Brent Elliott**

which are intended to help inform decision making related to our campuses for the next 30 years.

Key Messages:

1. The KPU2050 Official Campus Plan is now complete and has received a recommendation from the Senate that the Board of Governors approve the Plan.
2. As a physical plan, KPU2050 outlines recommendations and design concepts that collectively form a shared vision for the future of KPU's campuses, with specific directions for the built form, open space, and movement patterns related to our four physical campuses at Surrey, Tech, Langley, and Richmond.
3. From the beginning, the campus planning process was committed to engaging the KPU community, towards identifying the ideas and opportunities that form the KPU2050 Plan.

Resource Requirements:

The process to prepare the Official Campus Plan was initiated early in 2019, following the Board's approval of the 2019/2020 University Budget.

The Office of Campus and Community Planning received support from Dialog Design, the consultant team that was retained at the outset of the process.

Implications / Risks:

NA

Consultations:

Consultation with faculty, students and staff along with our Indigenous communities and internal/external stakeholders formed an integral component of the KPU2050 Official Campus Plan process. Recent engagement activities identified strong support for the Plan.

Attachments:

1. **Appendix A** – [Summary Report](#)
2. **Appendix B** – [KPU2050 Official Campus Plan](#); [KPU Langley Plan](#); [KPU Tech Plan](#); [KPU Surrey Plan](#); [KPU Richmond Plan](#); [KPU2050 Sustainability Plan](#)
3. **Appendix C** – [KPU2050 Engagement Summary Report](#)

Submitted by:

Tara Clowes, Vice President, Finance and Administration
Marlyn Graziano, Vice President, External Affairs
Jaret Lang, AVP, Campus and Community Planning
Brent Elliott, Director, Campus and Community Planning

Date submitted:

March 10, 2021

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#7.2****March 31, 2021****Dr. Lori McElroy**

Agenda Item: **VISION 2023 Key Performance Indicators – Mid-Year Progress Report for 2019/20**

Action Requested:

☐ Motion to Approve
☐ Discussion
☒ Information
☐ Education

Recommended Resolution: **None**

Board Committee Report: At its meeting held on March 17, 2021 the Board Governance Committee discussed Visions 2023 Key Performance Indicators – Mid-year progress report and is presented for information.

Context & Background: Progress on VISION 2023 is reported three times in the year: 1) metrics are included in KPU's Accountability Plan and Report; 2) a Progress Report is provided to the Board in the Fall, with the data reported in the Accountability Plan and Report, as well as an assessment of progress on each goal; and 3) a mid-year Progress Report which is an expansion on the Fall Progress Report with the addition of Benchmark data from other institutions, once it becomes available when the Ministry has approved and published each institution's Accountability Plan and Report.

Key Messages:

1. This is the third update on progress on VISION 2023, based on data initially presented in KPU's 2019/20 Accountability Plan and Report. This update includes new benchmark data for 2019/20, as well as an update on progress made on each goal.
2. The benchmarks are based on institutions with a program mix similar to KPU's: Capilano University, Douglas College, University of the Fraser Valley, Langara College, Thompson Rivers University, and Vancouver Island University. Benchmark data is provided for the ten metrics that all institutions are required to report.

Resource Requirements: The resources for assessing and reporting on progress are provided by the Office of Planning & Accountability. Resources to improve progress are expected to be covered by KPU's operating budget.

Implications / Risks: The measures, and their targets, are reported publically in the annual Accountability Plan and Report and reflect KPU's accountability to its students, the KPU Board, government, and the public.

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#7.2****March 31, 2021****Dr. Lori McElroy**

Consultations: Measures were initially developed in consultation with other departments, where relevant, and with the Board Governance Committee, prior to being finalized with the Board on November 21 2018. Further consultation on benchmarking was carried out with the Board Governance Committee in the Fall of 2019.

Attachments: [VISION 2023 Progress Report: Mid-Year Update for 2019/20.](#)

Submitted by: *Alan Davis and Lori McElroy*

Date submitted: *March 18, 2020*



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

Regular Meeting
#14
March 31, 2021
Dr. Alan Davis

Agenda Item: Senate Meeting Reports

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

Recommended Resolution: N/A

Board Committee Report: N/A

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

Attachments

1. Notes from the Senate Meeting held February 22, 2021.
2. Notes from the Senate Meeting held March 22, 2021.

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

Date submitted: March 23, 2021

Notes from the Senate meeting of February 22, 2021

The February meeting of Senate had several notable outcomes.

The President's report included his plan, formed in consultation with the Provost and Vice-Chair, for Senate's response to the whitepaper on research and scholarship brought forward by Daniel Bernstein, Chair of the Senate Standing Committee on Research and Graduate Studies. After discussion Senate voted to approve the plan. 15 of the recommendations received by Senate (those not pertaining to collective bargaining) will now be sent to the Senate committee or administrator(s) noted in the President's plan as best suited to continuing the conversation.

In the curricular business for February minor changes were approved to the Citation in Millwright/Industrial Mechanic, and several Journalism Courses were revised. Senate also approved a comprehensive package of revisions to the Bachelor of Design in Graphic Design for Marketing [GDMA]. These changes, led by Carley Hodgkinson (Chair, GDMA), represent the culmination of years of planning going all the way back to the GDMA program review process.

The minimum qualifications for faculty members in the English Department were revised (and raised) and Senate was informed (by written report) that Dean Lee, Faculty of Health, will chair the Senate Committee on Governance and Nominations.

Dean Begalka brought forward a request to suspend the programs in the Access Programs Department of the Faculty of Academic and Career Preparation so that a fulsome review and revision can be conducted. This request was endorsed by Senate.

After years of consultation across the University, Director Brent Elliot received Senate's final endorsement on the KPU2050 Official Campus Plan. The plan, included in the Senate package, includes thought-provoking designs for the future of KPU's "built environment."

Dr. Deborah Henderson, one of KPU's most accomplished researchers, brought forward a proposal for the definition of a Post-Doctoral Fellow. The definition was endorsed and will now help KPU researchers obtain funding for post-doctoral fellows in future.

Senator Passmore, Chair of the SSC Teaching and Learning, brought forward a motion (endorsed by Senate) that access to digital course materials should be provided whenever possible to KPU students. It has been found that, during the pandemic especially, students have faced serious challenges (both domestic and international) in obtaining paper textbooks. While it is not always possible to offer a textbook in digital form, the Senators strongly agreed that access to course materials needs to be a central consideration in course planning.

The monthly list of graduates was, as always, approved, but with one happy note. This month saw the first graduates from the Including all Citizens project – an initiative led by Dr. Fiona Whittington-Walsh that fosters full inclusion of students with intellectual disabilities. While this particular program is housed in the Faculty of Arts, the President noted that many of these students also benefited from programming in the Access Programs Department. Thank you to all those involved.

David Burns, Vice-Chair, University Senate

The Vice-Chair, being entirely serious in disposition, notes the following utterances observed at Senate meetings this month:

"I am in the basement, there is wine here."

"I want everyone to know I wore socks to this meeting."

"Let's hear this, before we turn off David's mic - permanently."

Notes from the Senate meeting of March 22, 2021

The March 22, 2021 meeting of Senate began with a brief update on the first standing committee conversations on the Whitepaper on Research and Scholarship. Earlier this year the Senate approved a plan, brought forward by the President, to divide the Whitepaper into distinct tasks and to send those to the appropriate administrators and standing committees for discussion and recommendations for action. This first report, a short note from the SSC Research and Graduate Studies, describes some early ideas about how the SSC RGS can help lead discussion on some of the Whitepaper's recommendations.

The Provost announced to Senate the upcoming retirement of Dean "Betty" Worobec of Science and Horticulture, and the President noted the upcoming retirement of Marlyn Graziano, VP External. Both will leave very big shoes, indeed.

The Provost's report included reference to the recent announcement that we will return to campus in Fall 2021.

During the curricular section of the meeting, minor changes were made to the Certificate in Health Care Assistant and the Certificate in Graduate Nurse, Internationally Educated Re-Entry. Comprehensive revisions were made to the Post-Baccalaureate Diploma in Technical Apparel Design and the Major and Minor in Policy Studies.

Regular nominations were made by the Senate Governance and Nominating Committee, and Senate made its appointments to the Search Advisory Committee, Associate Dean, Faculty of Health. The Marketing Department passed revisions to its qualifications for faculty members.

In the Fall the Senate provided its feedback on the Draft University Budget for the Fiscal Year 2021-22. At that time the financial context of the pandemic was sufficiently fluid that the VP Finance and Administration, Tara Clowes, offered to bring the budget back to Senate for an additional round of conversation in spring were it to notably change. The budget, now the Final Draft Budget, accordingly returned to Senate this month. This draft, while still reflecting challenging circumstances, envisions a substantially smaller deficit than we had expected a few months ago. The presentation provided to Senate is available in the package at kpu.ca/senate.

A small number of graduates were approved for the next convocation and three programs saw their quality assurance plans brought forward for information: The Bachelor of Psychiatric Nursing; Post-Baccalaureate Diploma in Technical Apparel Design; and Bachelor of Interior Design. These reports are part of KPU's quality assurance process and are part of a very large body of work being done by the SSC Program Review, which is on track to pass more reports this year than it ever has. Well done to all those involved in program review – both in the programs and at Senate.

David P. Burns, Vice-Chair, University Senate

The Vice-Chair, dour fellow that he is, witnessed the following utterances at committees this month.

"I did not come here looking for love"

"Why is the Provost holding a swan?"

"Do you know what's in those Kinder Eggs?" "I think it's a surprise"

"It's not illegal, we just prefer that you not"