



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

**Date: February 2, 2022**

**Time: 4:00 pm – 5:00 pm**

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

### **Phone Dial-in**

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

**Conference ID: *851 507 070#***



## Board of Governors – Regular Meeting Agenda

February 2, 2022

4:00 pm – 5:00 pm

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

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

Conference ID: 851 507 070#

**Attending:** Michael McAdam (Chair), Ivy Chen (Vice Chair), Kim (Kwuntlunaat) Baird, Rhiannon Bennett, Alan Davis, Bob Davis, Kelly Fredrick, Amos Kambere, Mohammed Mahabub, Rahul Malhotra, Muhammad Afzal Malik, Purru Sandhu, Takashi Sato, Waheed Taiwo, Jack Wong

**Excused:**

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

**Presenters and Administrative Resources:** Steve Cardwell, Laurie Clancy, Chervahun Emilien, Randall Heidt, Ranminder Kaur, Reza Khakbaznejad, Diane Purvey, 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	Michael McAdam		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. Approval of Agenda	Michael McAdam	M	4:01-4:02	3
<b>MOTION:</b> THAT the Board of Governors approve the regular meeting agenda for February 2, 2022.				
3. Conflict of Interest	Michael McAdam		4:02-4:03	
4. Consent Agenda	Michael McAdam	M	4:03-4:04	7
4.1. Minutes of the December 1, 2021 Regular Board of Governors Meeting				8

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

4.1. Minutes of the December 1, 2021 Regular Board of Governors Meeting.

6. Audit Committee Report				
6.1. Committee Chair Report	Mohammed Mahabub	I	4:04-4:05	
7. Finance Committee Report				
7.1. Committee Chair Report	Mohammed Mahabub	I	4:05-4:06	
7.2. Recurring Procurements Greater than \$200,000 – two additional procurement opportunities	Chervahun Emilien	M	4:06-4:11	23

**MOTION:** THAT the Board of Governors approve, subject to budgetary approval, the two additional procurement opportunities greater than \$200,000 as recommended by the Board Finance Committee.

7.3. KPU IT Cloud Project – Phase 1	Reza Khakbaznejad	M	4:11-4:21	25
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**MOTION:** THAT the Board of Governors approve, Phase I of KPU's data infrastructure to a cloud hosted model as recommended by the Board Finance Committee.

7.4. FY 2023 Draft Budget	Chervahun Emilien	I	4:21-4:31	29
8. Governance Committee Report				
8.1. Committee Chair Report	Michael McAdam	I	4:31-4:32	
9. Human Resources Committee Report				
9.1. Committee Chair Report	Ivy Chen	I	4:32-4:33	
10. President's Report				
10.1. Report to the Board	Alan Davis	I	4:33-4:36	
11. Pro Tem Provost's Report				
11.1. Report to the Board	Diane Purvey	I	4:36-4:39	
12. Vice President, External Affairs				
12.1. Report to the Board	Randall Heidt	I	4:39-4:42	
13. Pro Tem Vice President, Administration's Report				
13.1. Report to the Board	Reza Khakbaznejad	I	4:42-4:45	
14. Vice President, Students				
14.1. Report to the Board	Steve Cardwell	I	4:45-4:48	

15. Vice President, Human Resources' Report				
15.1. Report to the Board	Laurie Clancy	I	4:48-4:51	
16. Chief Financial Officer's Report	Chervahun			
16.1. Report to the Board	Emilien	I	4:51-4:54	
17. Senate Report – meeting held on January 24, 2022	Alan Davis	I	4:54-4:55	51
18. Next Meeting Agenda Contribution	Michael McAdam	D	4:55-4:56	
19. For the Good of the Order	All	D	4:56-4:57	
20. Feedback on the Meeting	All	D	4:57-4:58	
21. Closing Remarks	Michael McAdam		4:58-4:59	
22. Next Meeting: Regular Board Meeting Wednesday, March 30, 2022 4:00 – 7:00 pm	Michael McAdam	I	4:59-5:00	
23. Adjournment	Michael McAdam		5:00	



## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #4**

**Meeting Date:** February 2, 2022

**Presenter(s):** Michael McAdam

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

Action Requested	Motion
Recommended Resolution	THAT the Board of Governors approve the following item on the Consent Agenda:  5.1. Minutes of the December 1, 2021 Regular Board of Governors Meeting.

**Attachments**                      1. Minutes of the December 1, 2021 Regular Board of Governors Meeting.

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

**Date submitted**                      January 20, 2022

## BOARD OF GOVERNORS - REGULAR MEETING

*Closed Meeting Minutes*

*December 1, 2021*

*Via Microsoft Teams*

**Present: Board**

Michael McAdam / Chair  
Ivy Chen / Vice Chair  
Sandra Case  
Rhiannon Bennett  
Alan Davis / President & Vice  
Chancellor  
Bob Davis  
Amos Kambere  
Mohammed Mahabub  
Rahul Malhotra  
Muhammad Afzal Malik  
Takashi Sato  
Waheed Taiwo  
Jack Wong

**University G7 members**

Steve Cardwell / VP, Students  
Laurie Clancy / VP, Human Resources  
Chervahun Emilien / Chief Financial Officer  
Randall Heidt / VP, External Affairs  
Reza Khakbaznejad / Pro Tem VP, Administration  
Diane Purvey / Pro Tem Provost & VP, Academic

**Presenters and Administrative Resources**

Aimee Begalka / Dean, Faculty of Academic and  
Career Preparation  
David Burns / Pro Tem AVP, Academic  
Jennifer Duprey / General Counsel  
Brent Elliott / Director, Planning, Sustainability,  
and Development  
Adam Jaffer / Special Advisor, Strategic Initiatives  
Ranminder Kaur / Confidential Assistant to the  
Board of Governors  
Jaret Lang / AVP, Campus and Community  
Planning  
Lori McElroy / AVP, Planning and Accountability  
Keri van Gerven / University Secretary & Executive  
Assistant to the President & Vice Chancellor

**Regrets:** Kim (Kwuntiltunaat) Baird /  
Chancellor  
Purru Sandhu

**1. Call to Order and  
Introductory Remarks**

The Chair called the meeting to order at 4:00pm.  
The Chair acknowledged KPU's commitment to reconciliation  
and recognition that that we live, work and study at KPU on the  
traditional and ancestral lands of the Coast Salish peoples,  
including those of the Kwantlen First Nation, who graciously  
bestowed their name on this university.

**1.1. Welcome by KPU Elder in Residence**

The Chair welcomed Lekeyten, KPU Elder in Residence. Lekeyten  
welcomed the members of the committee, and expressed his  
good wishes for the year ahead.



The Chair thanked Lekeyten, KPU Elder in Residence, for his welcome to the shared traditional territories of the Kwantlen, Katzie, Semiahmoo, Coast Salish People and Tsawwassen First Nations. The Chair thanked Lekeyten for his inspiration, warmth and his goodness.

**2. Approval of Agenda**

**Motion #08-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the regular meeting agenda for December 1, 2021.**

**3. Conflict of Interest**

No other conflict of Interest was declared.

**4. Presentation on Sustainability and how KPU was tracking the footprints**

Mr. Elliott introduced the presentation and commented that the presentation will highlight where KPU is today and where KPU will be going in the future and what projects KPU is working on related to sustainability.

Mr. Elliott noted that KPU's Sustainability Framework plan was passed on March 31, 2021 as part of the 2050 KPU Official Campus Master Plan. Members noted that the plan is supported by an implementation focus that prioritizes initiatives, as well as identifies the timing and responsibility of actions related to KPU's physical campuses, operations, governance, and academics.

Mr. Elliott mentioned that the focus of this presentation is sustainability and energy management as sustainability was the key driver for the 2050 KPU Campus Plan. Mr. Elliott noted that KPU signed a global universities and colleges climate ladder which commits KPU to be carbon neutral no later than 2015.

Mr. Elliott commented that the physical campus recommendations included:

- Zero emissions commitment
- Phased electrification of existing buildings
- Developing sustainable building design guidelines
- Committing to a performance rating system
- Developing a policy/program to account for Scope 3 emissions
- Exploring renewable energy opportunities
- Developing a climate adaptation and resilience plan

Mr. Elliott noted that KPU has a provincial requirement to reduce emissions and the targets are 40% by 2030 and 80% by 2050. Members noted that KPU developed its own reduction targets as 50% by 2025, 60% by 2030 and 100% by 2050.

Mr. Elliott commented that to achieve those targets, the focus will be on KPU buildings, as 96% of the emissions comes from the buildings and that KPU is 9% there based on our base year, 2007. Mr. Elliott mentioned that this may seem little low, however, that is not the real number as since 2007, KPU added a number of buildings to its portfolio.

Mr. Elliott mentioned that to get to where KPU wants to be a number of electrification studies were undertaken to reduce GHG emissions while developing the 2050 KPU Official Campus Plan which included:

- Determining current electrical loads and reserve capacity
- Providing information on heating system technology options
- Determining potential GHG reductions that can be achieved

Mr. Elliott noted that the pre-feasibility study for Geothermal was also carried out specifically for KPU Surrey which included:

- Evaluating potential to expand the existing geothermal field
- Providing information on heating system technology options
- Providing information on possible hybrid systems

Mr. Elliott commented that the KPU Tech Cloverdale District Energy scoping analysis included:

- Assessing district energy potential and forecasting future energy needs
- Reviewing availability and suitability of district energy options
- Providing order-of-magnitude costing for district energy servicing

Mr. Elliott noted that the de-carbonization pathway will focus on identifying de-carbonization priorities, preferred technologies and funding methods. There are three approaches that KPU could consider:

- Incremental Approach - replacing equipment over time incrementally
- Windfall Approach - replacing entire systems based on increased capital funding
- Outsourcing Approach - outsourcing costs to 3<sup>rd</sup> party utility

Mr. Elliott commented that KPU and BC Hydro are collaborating as part of the Commercial Energy Manager Program on the projects, such as improving and converting interior and exterior fluorescent lighting to LED.

Mr. Elliott noted that GHG reduction projects at KPU include:

- Replacing Cedar Building at KPU Surrey Rooftop Integrations units (RTU) to air source heat pump (ASHP) which will replace existing gas-fired RTU units with DX cooling with ASHP. Members noted that this project will reduce carbon emissions by 234 tonnes.
- Upgrading main transformer at KPU Surrey as the existing transformer system is not large enough to fully fuel switch heating system from natural gas to electric or for electric car charging stations.

Mr. Elliott commented that in partnership with the KSA, KPU has recently launched the first student Sustainability Ambassador Project. Mr. Elliott noted that Campus and Community Planning is also developing a Transportation Demand Management strategy to identify and encourage commuting alternatives to the private vehicle.

Mr. Elliott noted that Campus and Community Planning is identifying the most viable credits and information needed to complete KPU's first submission for a STARS rating.

**Action Item:** One Board member raised a question relating to seismic resistance of KPU buildings. Members noted that an update will be provided at a future meeting of the Board.

## **5. Approval of Consent Agenda**

### **Motion #09-21/22**

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

**5.1. Minutes of the September 29, 2021 Regular Board of Governors Meeting.**

**AND**

**5.2. Program revisions to the Citation in Employment and Community Studies, effective September 1, 2022 as recommended by the Board Finance Committee.**

## **6. Audit Committee Report**

### ***6.1. Committee Chair Report***

Committee Chair, Mr. Mahabub, advised that the Audit Committee met on November 23, 2021 and received an update on engagement activities and an update on the audit recommendations.

## **7. Finance Committee Report**

### ***7.1. Committee Chair Report***

Committee Chair, Mr. Mahabub, advised that the Finance Committee met on November 23, 2021 and received an update

on trend analysis. Other agenda items discussed at the meeting are on the agenda.

### ***7.2. Program Proposal: Centre for Entertainment Arts***

Dr. McElroy presented the report and commented that Senate and the Board Governance Committee approved the program proposal: Centre for Entertainment Arts including the outlined courses and variances, for implementation in May, 2022 for recommendation to the Board for approval.

Dr. McElroy noted that KPU is finalizing its financial feasibility assessment and therefore it is an informational item instead of coming forward for approval.

Dr. McElroy commented that KPU will be ready to deliver these five programs at KPU Richmond as of 2023 however, there is an opportunity to possess the students who are currently in these programs at Langara and transfer them to KPU as early as May 2022.

Dr. Burns noted that the courses for the programs have been reviewed and adapted to fit within KPU curricular policy and practice and that each course is linked in the Full Program Proposals. Members noted that the proposed programs would be KPU programs, leading to KPU credentials, taught by KPU faculty. They would be governed under normal KPU departmental and faculty processes. Dr. Burns noted that Senate at its meeting on October 25, 2021, recommended that the Board of Governors approve the programs including the outlined courses and variances, for implementation in May, 2022.

Dr. Burns mentioned that these programs will be housed in the Faculty of Arts and, once faculty are hired, will be part of a new (potential) school of the Faculty.

Dr. McElroy noted that KPU has an agreement in principle with CEA to purchase the full curriculum so that KPU owns the programs. Dr. McElroy commented that in addition, there will be a five-year Management Services agreement that will cover support from CEA for recruitment, particularly international, as CEA has a history of recruiting students from all over the globe. Members noted that CEA also has established connections with industries and agencies for placement for students while they are studying and as well as when they graduate.

Dr. McElroy noted that the combined cost for the five-year period should be under 25 million in total however, commented

that the financials are currently being worked on. Dr. McElroy mentioned that once the financials are ready, it will be presented at a Special Closed Board meeting for approval. Members noted that a Special Closed meeting of the Board will be scheduled for December 15, 2021.

### ***7.3. Banking Resolution***

Ms. Emilien presented the report and commented that the Royal Bank of Canada has denied to honor additional signing authorities until the Board has approved an updated banking resolution to reflect the changes in the University's GV4 signing authority schedule.

#### **Motion #10-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the updated Banking Resolution as recommended by the Board Finance Committee.**

### ***7.4. Recurring Procurements Greater than \$200,000***

Ms. Emilien presented the report and commented that the Board's pre-approval is 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.

#### **Motion #11-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve, subject to budgetary approval, the attached list of procurement opportunities greater than \$200,000 as recommended by the Board Finance Committee.**

### ***7.5. FY 2023 Budget Presentation***

Ms. Emilien commented that the budget preparation for 2022/23 is focusing on budget principles and priorities which includes student success, faculty support and continuity and a balanced budget.

Ms. Emilien noted that fiscal 2021/22 included a number of budget reductions to present a modest deficit. However, as international tuition revenue increased in fall 2021, these reductions have been reversed.

Ms. Emilien commented that the fiscal 2021/22 budget represented that last pre-pandemic developed budget and

basically KPU is hoping to reset the budget to pre-pandemic level and reinstate the following:

- Salary encumbrance for employees
- Travel budgets
- Meals and refreshments, parking and mileage budget
- Event budget reductions

Ms. Emilien commented that there is no expected financial impact other than the attempt to re-build activities to pre-pandemic operating levels.

Ms. Emilien commented that additional capacity has been created and if a position was not filled in the past this will provide an opportunity to do so. Members noted that this is the first step in fiscal 2022/23 budget process.

Ms. Emilien noted that additional spending projections across the university will be presented at a future meeting.

Ms. Emilien mentioned that KPU's revenues are important because of our balanced budget legislation.

Dr. McElroy presented an update on tuition fee revenue and commented that to come up with a tuition estimate, KPU focuses on what is covered by a grant excluding what is covered by ITA funding and CPS generated revenue.

Dr. McElroy presented the tuition revenue projection for both domestic and international by season and commented that summer is a much smaller season.

Ms. Emilien noted that the final draft fiscal 2022/22 University Operating budget will be presented that the Board meeting on February 2, 2022 for approval.

#### ***7.6. KPU IT Cloud Project***

Mr. Khakbaznejad presented the report and commented that a multi-year financial commitment is required to implement the KPU IT Cloud project. Members noted that approximately \$4.1M in funding is required to complete the project and will be spread over five years and will be included in the University's budget submission to the board for approval every year, starting with fiscal 2023.

Mr. Khakbaznejad commented that the Information Technology team would like to enter into contractual agreements and commitments in fiscal 2022 (current fiscal) in preparation of the

project starting in fiscal 2023. Mr. Khakbaznejad noted that there is also an opportunity to begin working on this project in fiscal 2022 if some funding is available prior to year-end.

Mr. Khakbaznejad noted that a revised report will be presented at a future meeting for approval.

## **8. Governance Committee Report**

### ***8.1. Committee Chair Report***

Committee Chair, Mr. McAdam, advised met on November 10, 2021 and received an update on ongoing governance policies reviews and the board member's terms expiring in 2021/22.

### ***8.2. AC1 Program Advisory Committee: Draft Policy and Procedure***

Dr. Burns presented the report and commented that the current Policy AC1 Advisory Committee (effective November 2008) was reviewed as part of the policy review cycle and it was determined that a revision was required to reflect relevancy, currency and consistency on the establishment and administration of program advisory committees at KPU.

Dr. Burns noted that the revised draft policy presented to the Committee has been renamed "AC1 Program Advisory Committee Policy and Procedure." The proposed draft includes suggestions and feedback provided by department and Program Chairs across all Faculties at KPU, as well as feedback received from the university community during the 6-week public posting period.

Dr. Burns commented that the new Policy and Procedure AC1 will ensure that KPU can effectively maintain social, economic, and professional currency and relevancy across the labour market and sector. In addition, the new Policy and Procedure will help the university establish effective and positive working relationships with community and professional members in providing support and guidance, while ensuring high quality academic programs and graduates.

### **Motion #12-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the draft Policy and Procedure AC1 Program Advisory Committee as recommended by the Board Governance Committee.**

### ***8.3. AC10 Development and Change of Senate-Approved Programs: Draft Policy and Procedure***

Dr. Burns presented the report and commented that in fall 2020 and spring 2021, two sets of comprehensive pre-development consultation visits were conducted in preparation for the rewriting of Policy and Procedure AC10.

Dr. Burns noted that the draft policy AC10 presented to the Committee under a new title “Development and Change of Senate-Approved Programs” includes discussion of general priorities for revision and specific issues raised by Faculty Councils, committees and stakeholder groups across KPU.

Dr. Burns commented that the proposed draft includes suggestions and feedback provided by the Senate Standing Committee on Policy, Curriculum, and Academic Planning and Priorities, as well as feedback received from the university community during the 6-week public posting period.

Dr. Burns commented that the new Policy and Procedure AC10 will ensure efficiency, effectiveness and transparency in all decision-making and communication points across all stakeholders in a more effective and sustainable program development process. Dr. Burns noted that without this new Policy and Procedure in place, KPU will lack agility, flexibility and efficiency in its ability to develop/change programs in order to respond to labour market needs and accreditation criteria.

**Motion #13-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the draft Policy and Procedure AC10 Development and Change of Senate-Approved Programs as recommended by the Board Governance Committee.**

**9. Human Resources Committee Report**

***9.1. Committee Chair Report***

Committee Chair, Ms. Case, advised that the Human Resources Committee met on November 18, 2021 and received an update on the following:

- KPU’s Diversity Census and Inclusion Survey Findings update
- Compensation Framework update

**10. Proposed changes in Policy Sponsors**

Ms. van Gerven presented the report and commented that KPU had many administrative changes in last few months and as a result of this recent reorganization at KPU, the Policy Sponsors for some of KPU’s existing Policies will need to be reassigned to in accordance with the updated portfolios and responsibilities across the senior executive team.



Ms. van Gerven noted the proposed change in policy sponsors will not alter the scope and intent of the existing policies. Members noted that Senate has approved the list presented and now KPU is seeking approval from the Board. Ms. van Gerven commented that the new assignment of policy sponsors will become effective on December 2, 2021 once approved by the Board.

**Motion #14-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the proposed changes in Policy Sponsors effective December 2, 2021.**

**11. Request for Review of KPU Values**

Dr. Davis presented the report and commented that this is part of GV10 policy around the development of Mission, Vision and Values Development. Members noted that if the President or any member of KPU wants to open a dialogue around discussion to review the mission, vision and/or values must be shared with the Board and the Senate and approval must be sought.

Dr. Davis commented that the statement of KPU's values guides all decision making and activities of the university, both individually and collectively.

Dr. Davis noted that the reason KPU would like to review the values separately is that these were not updated when Vision 2023 was developed and KPU focused on defining the direction as a polytechnic university which gave KPU a framework in which to operate and inherited the values from the previous strategic plan. No one was opposed to it at the time however, a few changes have happened since then. Both government and community expectations around key issues such as decolonization and reconciliation with the indigenous peoples around diversity and anti-racism and to have a more holistic approach to health particularly, with respect to mental health. These are values driven activities and KPU is heavily engaged in those and therefore, our values needed to be reviewed.

Dr. Davis commented that a draft timeline is included within the report and the aim is to bring the revised values to the Board for approval in June 2022. Members noted that throughout the consultation phase, the Board will be kept informed of the progress through the committees.

Dr. Davis noted that Senate approved the President to review KPU's Values at its meeting on November 22<sup>nd</sup> and was presented for Board's approval.

**Motion #15-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the President to review KPU's Values as recommended by the Senate.**

**12. President's Report**

***12.1. 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 commented on the report from the office of Planning and Accountability (OPA) gives a summary of the profile of the KPU student bodies.

Dr. Davis noted that KPU now owns a scanning electron microscope (SEM) which was a donation from Ballard Power Systems of Burnaby. The instrument was installed over the summer and Physics for Modern Technology (PMT) student is now working on optimizing it and testing its capabilities.

***12.2. KPU Giving Tuesday***

Dr. Davis noted that Giving Tuesday closed on Tuesday, November 30<sup>th</sup> however, if anyone wishes to donate they can keep giving until the end of December 2<sup>nd</sup> which will be a 'Thank you Thursday'. Members noted that KPU Giving Tuesday campaign already exceeded their target.

**13. Pro Tem Provost's Report**

***13.1. Report to the Board***

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

**14. Vice President, External Affairs**

***14.1. Report to the Board***

Mr. Heidt highlighted that the KPU Giving Tuesday campaign was to support 100 students with 1,000 dollars each however, we have exceeded and the KPU is currently looking to support 106 students. Members noted that it is approximately over 40% increase from last year which was the first year of the campaign.

Mr. Heidt congratulated the Marketing and Communication team and commented that the team has won three awards recently; a gold for KPU grad video called 'Discover What is Possible', a gold for KPU animated video for sustainable food

system and security, and KPU Alumni Magazine (Issue 4) won Platinum which is highest earned award.

Mr. Heidt noted that preparation for KPU Legacy Gala was ongoing and further update will be provided at the next Board meeting. Mr. Heidt thanked Vice Chair of the Foundation, Mr. Balraj Mann who came on as a title sponsor and donated 20,000 and thanked KPU Alumni Association who came up with 75,000 sponsorships.

## **15. Pro Tem Vice President, Administration's Report**

### ***15.1. Report to the Board***

Mr. Khakbaznejad advised that the Administration Report was included in the Report to the Board of Governors and commended various teams within his interim portfolio.

Mr. Khakbaznejad commented that the team is extremely busy working on the semester start-up in September and looking into January semester and making the campus ready for KPU students and staff returning to the campuses.

Mr. Khakbaznejad noted that the new Food Service provider, Compass Group Canada, started with KPU in September.

Mr. Khakbaznejad commented that the Mobile Workforce project is underway however, there were some challenges on the supply side with a delay in receiving the laptops which has now been resolved.

Mr. Khakbaznejad noted that Information Security has introduced some new awareness training to staff. The team also did some Phishing stimulation test and the results were positive.

Mr. Khakbaznejad mentioned that the Campus and Community Planning team is continuing to work with Fraser Health and Vancouver Coastal Health for hosting testing and immunization clinics on our campuses.

Mr. Khakbaznejad noted that KPU is also working with TransLink on rapid bus service between Scott Road and 72 Avenue, Surrey and is scheduled to start in September 2023.

## **16. Vice President, Students**

### ***16.1. Report to the Board***

Dr. Cardwell advised that the Student Services Report was included in the Report to the Board of Governors and commended various teams within his portfolio.

Dr. Cardwell noted that KPU held two Indigenous Advisory Committee meetings this fall. The first meeting was the day after the National Day of Truth and Reconciliation and the meeting reflected on that particular Day. The second meeting was held on December 1<sup>st</sup> and discussion was around the work of the Indigenous Advisory Committee.

Dr. Cardwell mentioned that the Office of the Registrar has updated its application processes so that former youth in care can self identify and this has resulted in 30% increase in self-identification so KPU can provide greater support to them.

Dr. Cardwell congratulated Zena Mitchell, AVP, Enrolment Services and Registrar as being selected as the winner of the 2021 Leadership Award by the BC Council on Admissions and Transfer (BCCAT).

## **17. Vice President, Human Resources' Report**

### ***17.1. Report to the Board***

Ms. Clancy advised that the VP, Human Resources Report was included in the Report to the Board of Governors.

Ms. Clancy noted that KPU has completed the initial phase of the work around enhancing employee engagement at KPU through supporting working groups which represented each of our employee groups, along with the group to look at health and wellness initiatives. The working groups have developed recommendations and presented these to the senior executive team and the recommendations are now being considered by the executive team.

Ms. Clancy commented that Equity, Diversity and Inclusion (EDI) workforce is preparing for the consultation phase for development of EDI action plan. Ms. Clancy mentioned that KPU has recently appointed its first EDI Manager, Trina Price who will join KPU in January 2022.

Ms. Clancy commended various teams within her portfolio.

## **18. Chief Financial Officer's Report**

### ***18.1. Report to the Board***

Ms. Emilien advised that the Chief Financial Officer's Report was included in the Report to the Board of Governors.

One board member, Mr. Malik, raised that the report did not reflect on the financial health of the university. Dr. Davis responded that the financial health of the university is done through the annual year end audited statements which is

published and reflected in the accountability report which comes out in July of each year.

Dr. Davis noted that Board members also receive regular update on KPU finances throughout the budgeting process. Dr. Davis reassured the board that KPU is in a good financial situation despite the pandemic.

The Chair commented that the Board Finance Committee is the platform which discusses the financial health of KPU in details.

**19. Senate Reports**

Dr. Davis advised that the Senate Report for meeting held on September 27, 2021, October 25, 2021 and November 22, 2021 was prepared by Dr. Amy Jeon, Senate Vice-Chair and was included in the meeting package.

**20. 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.

**21. For the Good of the Order**

Mr. Malik commented that the Report to the Board of Governors only provides generic information and that he would like to see more enhanced report keeping in mind the objectives and goals. Mr. Malik commented that KPU should apply a principle which is called 'Management by Exception'. The Board Chair asked KPU management to ponder on the comments.

The Chair congratulated Mr. Malik for winning 'volunteer of the year 2021 award' awarded by Surrey Now - Leader newspaper.

**22. Feedback on the Meeting**

There was no feedback on the meeting.

**23. Closing Remarks**

The Chair, Mr. McAdam thanked Ms. Case for her 6+ years of service to KPU and commended her for her time, energy, thoughtfulness and inspiration. Mr. McAdam noted that Ms. Case will be missed.

Ms. Case thanked fellow board members and KPU management and commented that KPU is in a very great shape.

The Chair thanked everyone, including Board Members for attending and contributing to the discussions and wishes everyone best wishes for the holiday season.

**24. Appendix**

***24.1. Report to the Board of Governors***

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

**25. Next Meeting**

The next meeting has been scheduled for Wednesday, February 2, 2022.

**26. Adjournment**

The meeting adjourned at 6:03 pm.

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**Board Chair**

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #7.2**

**Meeting Date: February 2, 2022**

**Presenter(s): Chervahun Emilien**

**Agenda Item**                      **Recurring Procurements Greater than \$200,000 – two additional procurement opportunities**

Action Requested	Motion
Recommended Resolution	THAT the Board of Governors approve, subject to budgetary approval, two additional procurement opportunities greater than \$200,000 as recommended by the Board Finance Committee.

**Committee Report**                      At its meeting on January 25<sup>th</sup>, the Board Finance Committee approved, subject to budgetary approval, two additional procurement opportunities greater than \$200,000 for recommendation to the Board of Governors.

**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 Board recently approved a list in December 2021, however since that time two newly identified items have been brought to the attention of Procurement Services.

The pre-approval of these two additional recurring 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. The additional procurement opportunities identified are:
  - External legal services with a projected 5-year spend of \$750,000. Legal services are an approved procurement exempted category under Trade Agreements and a direct award will thus be made with Harris & Co. This has previously been processed through Direct Pay.
  - Marketing promotional items with a projected 3-year spend of \$375,000. Procurement needs will be consolidated and an open competition will be posted on BC Bid.

## **BOARD OF GOVERNORS - REGULAR MEETING**

**Agenda Item: #7.2**

**Meeting Date: February 2, 2022**

**Presenter(s): Chervahun Emilien**

2. In addition to this pre-approval, any actual purchases will still be subject to budgetary approval.
3. Actual outcomes of the procurement are brought forward through regular Financial Services department report updates.

**Resource  
Requirements**

N/A

**Implications/Risks**

Minimal risk which is mitigated by Policy AD3 where the Chief Financial Officer 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**

None

**Submitted by**

Chervahun Emilien, Chief Financial Officer, Finance Administration

**Date submitted**

January 26, 2022



## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #7.3**

**Meeting Date: February 2, 2022**

**Presenter(s): Reza Khakbaznejad**

**Agenda Item**                      **KPU IT Cloud Project - Phase 1**

Action Requested	Motion
Recommended Resolution	THAT the Board of Governors approve, Phase I of KPU's data infrastructure to a cloud hosted model as recommended by the Board Finance Committee.

**Committee Report**                      At its meeting on January 25<sup>th</sup>, the Board Finance Committee approved, Phase I of KPU's data infrastructure to a cloud hosted model for recommendation to the Board of Governors.

**Context & Background**                      The Information Technology (IT) department has requested and received approval from the University Executive team to transition KPU's data centre infrastructure from an on premise and university hosted model to a cloud hosted model over the next five years.

This project will be completed in two phases independent of one another. Phase one of this project will focus on the migration of KPU's Banner system while phase two will focus on all other non-Banner infrastructure services.

A number of key and critical KPU systems such as Finance, Payroll, HR, and Student Information System (SIS) run on the Banner system.

The attached document outlines costs related to the completion of Phase one and related reoccurring operating costs over a five-year period totaling \$4.3M.

Costing of phase two of the project will be presented at a later meeting once the costs have been finalized.

A cloud IT infrastructure model will help KPU mitigate the risks associated with the following:

- Limited Business Continuity (BC) and Disaster Recovery (DR) capabilities.
- Continued challenges with staffing key technical and security positions.
- Limited scalability and support options for the current on-premise hosted model.

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #7.3**

**Meeting Date: February 2, 2022**

**Presenter(s): Reza Khakbaznejad**

### **Key Messages**

1. Multi-year financial commitment is required for implementation and ongoing maintenance. The \$4.3M funding required for phase one of the project will be spread over five years and will be included in University's budget submission to the board for approval every year starting with FY23.
2. Information Technology team would like to enter into contractual agreements in FY22 (current fiscal) in preparation of project starting in spring of FY23. KPU will leverage its current Master Agreement with Ellucian (Banner vendor) with the addition of a cloud contract.
3. This initiative is transformational as it will help the IT department free up resources and create additional capacity to transform the department from maintaining to enabling.

### **Resource Requirements**

Our team will utilize internal and external human resources and expertise to implement the project. All costs related to training, resources and consultants are included in the project cost.

### **Implications/Risks**

Typical risks associated with cloud services are data ownership, data residency, security and privacy. We have been working with our legal / privacy team as well as external counsel to ensure that these risks are mitigated in our cloud contract.

### **Consultations**

University Executives  
Office of the CFO

### **Attachments**

KPU IT Cloud Project Phase One – Jan 14, 2022

### **Submitted by**

Reza Khakbaznejad, Interim VP Administration / CIO

### **Date submitted**

January 26, 2022

IT Cloud Project - Phase 1-Banner migration						
	FY 23	FY 24	FY 25	FY 26	FY 27	Total:
<b>New Operating Expenses required for Cloud migration and services</b>						\$ -
Cloud service costs (migration, hosting, additional licensing)	\$ 1,430,000	\$ 774,000	\$ 736,000	\$ 759,000	\$ 782,000	\$ 4,481,000
Professional services (Architecture, consulting, legal)	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Training	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>Total New Cloud costs</b>	<b>\$ 1,650,000</b>	<b>\$ 774,000</b>	<b>\$ 736,000</b>	<b>\$ 759,000</b>	<b>\$ 782,000</b>	<b>\$ 4,701,000</b>
<b>Reduction to existing on-going Banner costs</b>	<b>\$ -</b>	<b>\$ (98,900)</b>	<b>\$ (98,900)</b>	<b>\$ (98,900)</b>	<b>\$ (98,900)</b>	<b>\$ (395,600)</b>
<b>Net Increase to Operating Expenditures</b>	<b>\$ 1,650,000</b>	<b>\$ 675,100</b>	<b>\$ 637,100</b>	<b>\$ 660,100</b>	<b>\$ 683,100</b>	<b>\$ 4,305,400</b>

Reduction of IT Evergreening Capital Investment	\$ -	\$ 761,000	\$ -	\$ -	\$ -	\$ 761,000
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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #7.4**

**Meeting Date: February 2, 2022**

**Presenter(s): Chervahun Emilien**

**Agenda Item**                      **FY 2023 Draft Budget**

Action Requested	Information
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Recommended Resolution	-
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**Committee Report**                      At its meeting on January 25<sup>th</sup>, the Board Finance Committee received an update on FY 2023 budget.

**Context & Background**                      The 2022-23 Budget process is done in multiple stages and as a result, Financial Services will be presenting an overview of where we are in the process.

**Key Messages**                      1. Fiscal Year 2022-23 General Budget Approach  
2. Fiscal Year 2022-23 Draft Budget Overview  
3. Fiscal Year 2022-23 Draft Significant Highlights

**Resource Requirements**                      None

**Implications/Risks**                      N/A

**Consultations**                      University Executive and Senior Administration  
Joint Senate Standing Committees on Academic Planning and Priorities  
and on University Budget  
Senate  
Unions (KFA)

**Attachments**                      1. Fiscal Year 2022-23 Draft Budget Overview

**Submitted by**                      Chervahun Emilien, Chief Financial Officer

**Date submitted**                      January 26, 2022

# Fiscal Year 2022-23 Draft Budget Overview

President's Council

SSCUB/SSCAPP

Finance Committee

Board of Governors

President's University Executive  
Unions

# Budget Development Approach

- Less conservative approach to develop tuition fee estimates
- Assumed increases for Operating Grant
- Roll forward base budget returning salary encumbrance, Travel and PD, and Events
- Incorporate expected inflationary pressures in salary and operating expenses
- Prepare preliminary estimate of revenues including tuition fee revenues for Domestic and International students



# Budget Development Approach

Recommending budget requests that align to:

- Budget Principles and Priorities; and
- KPU's strategic priorities (Vision 2023 & Academic Plan)

## Budget Principles and Priorities

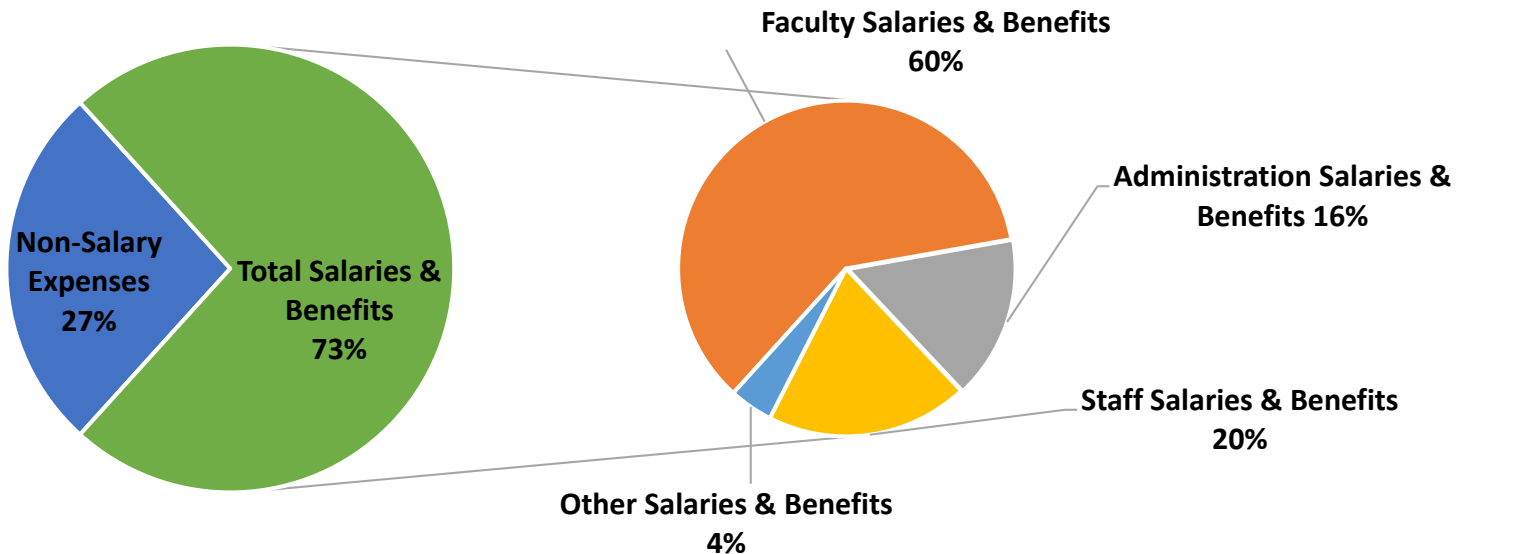




# Overall Changes

## New Budget Recommendations \$14.4M:

Allocation of Net New Budget Recommendations as a % of Total



■ Non-Salary Expenses ■ Faculty Salaries & Benefits ■ Administration Salaries & Benefits ■ Staff Salaries & Benefits ■ Other Salaries & Benefits



# Overall Changes

## Revenues \$253.1M:

- Overall increase in revenue \$36.95M
- International Tuition Fee Revenues \$30.9M



# Overall Changes

## Expenses:

### Salaries and Benefits ~\$22.3M:

- New positions recommended ~\$10.6M
- Salary increase placeholders assumed for all employee groups ~\$4.2M
- Reinstated salary encumbrances associated with Administrative and BCGEU employees ~\$5.5M



# Overall Changes

## Expenses:

### Repairs and Maintenance ~\$4.6M:

- Provision for change in Accounting standards (ARO)
- Update in Environmental Liability Estimate
- Banner to the Cloud

### Travel and PD ~\$1M:

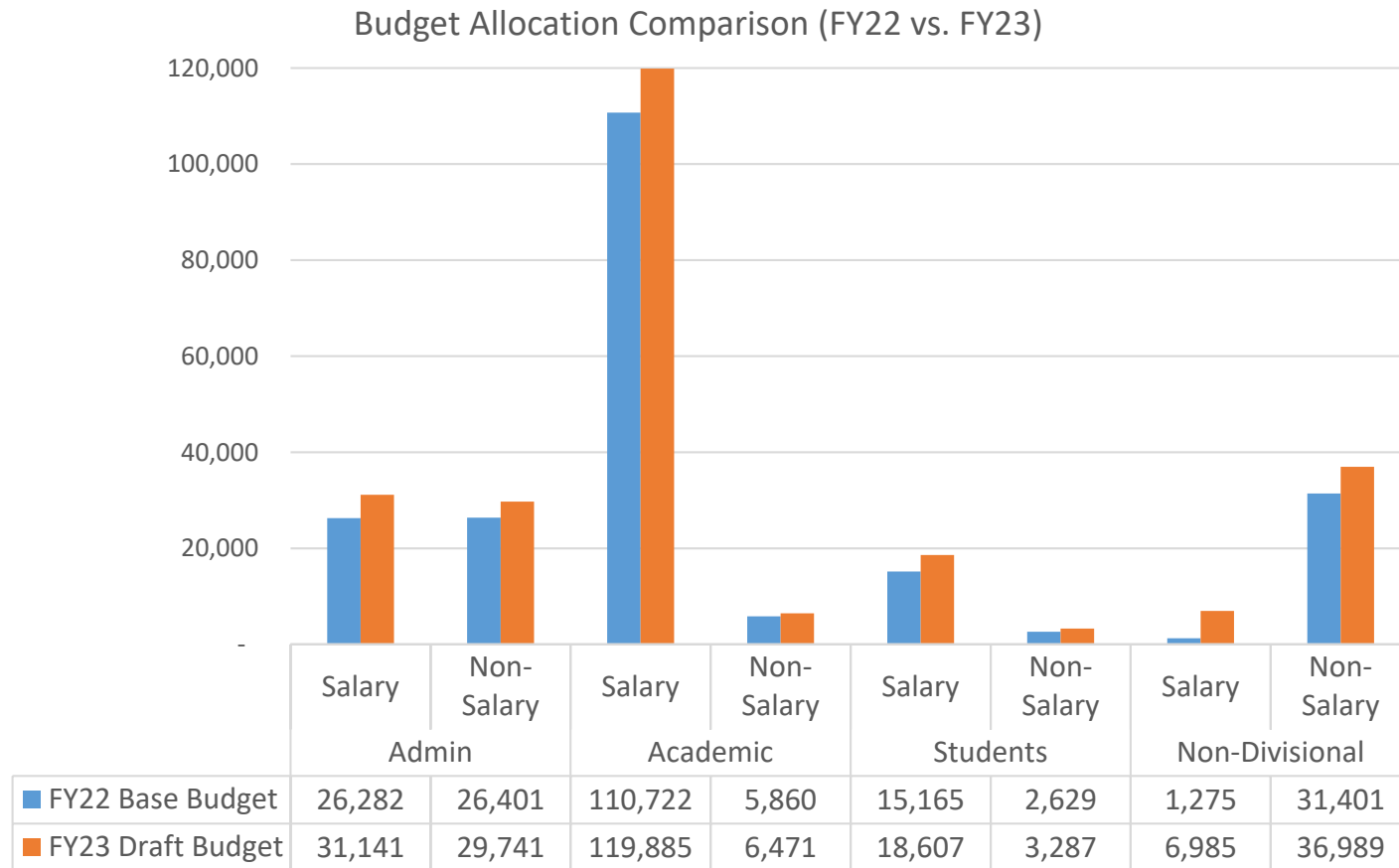
- Reinstated budgets based on pre-COVID operations

### Fees and Services ~\$3.9M:

- International Agent Commission to align with increase in International Tuition
- Non-salary expense placeholder for CEA

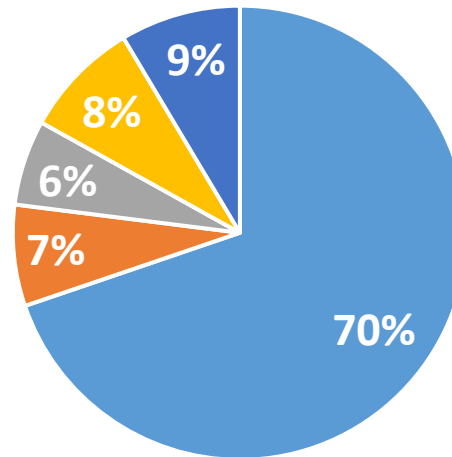


# 2022-23 Draft Budget Allocation by Group



# Expenditure Allocation

Fiscal 2022-23 Expenditure Breakdown



- Salaries and Benefits
- Other non-salary expenditures
- Repairs and Maintenance
- Amortization
- Fees and Services



# Academic

- **Increase in budgeted instructional faculty FTE positions ~\$4.2M**
- **Strategic Academic Initiatives \$2M**
- **Small increases in operating funds**
  - to address non-salary contractual increases (i.e. memberships and equipment maintenance, etc.)
- **CEA placeholder**



# Academic

## Teaching & Learning ~\$390K

- Additional positions to support innovation in teaching and learning curriculum ~\$306K
- Increase in software licenses and subscriptions ~\$84K

## Library Resources ~223K

- Additional positions to support archiving, indigenous engagement and student support

## Research, Innovation & Graduate Studies ~\$78K

- Research facilitator





# Students

## **International Education ~\$960K:**

- Key strategic positions ~\$875K
- International Tuition Awards \$85K

## **Student Affairs ~\$522K:**

- Counselling and Mental Health ~\$362K
- Student positions to enhance student engagement ~\$82K
- Position support in Student Awards and Financial Assistance ~\$68K
- Academic Accommodations support ~\$10K



# Students

## **Vice-President, Students~ \$225K:**

- Key strategic positions ~\$150K
- Ongoing Indigenous institutional and community engagement events and initiatives ~\$75K

## **Office of the Registrar ~\$178K:**

- Software ~\$156K
- Student positions and Events to enhance student engagement ~\$22K



# Administration

## Information Technology ~\$2.79M:

- Banner to the Cloud ~\$1.65M
- Key positions to support increased activity and systems ~\$729K
- Ellucian Advisor module to support Student Services and enhance the student experience ~\$309K
- Other strategic initiatives \$100K



# Administration

## Human Resources~\$670K:

- Key positions to support increased activities across University (Health & Benefits, Compensation Advisor, HRIS, EDI, etc.) ~\$570K
- Professional Fees budget to support high-priority initiatives (EDI, Collective Agreement Bargaining, Health & Wellness) \$100K



# Administration

## **Marketing & Communications~\$292K:**

- Web Development Specialist \$73K
- Student Ambassadors \$20K
- Professional Fees to move KPU.ca to the Cloud ~\$190K

## **Financial Services and Office of the CFO ~\$277K:**

- Key positions to support Research reporting ~\$193K
- Administrative support ~\$84K



# Administration

## **Facilities, Ancillary and Space~\$178K:**

- Interior Designer to support renovation and refurbishment projects ~\$68K
- Professional Fees budget to support process improvements ~\$110K

## **Organizational Planning & Accountability ~139K:**

- Research Analyst to support increased needs \$79K
- Operating budget to support continuity of strategic initiatives \$60K



# Capital Budget FY 2022-23

- Budget Principles establish a threshold of 5% for self-funded amortization expense
- Capital spending returns to ‘normal’
- Sufficient funds are allocated to ensure appropriate refreshes for capital items across the University (Facilities, IT and Faculties)



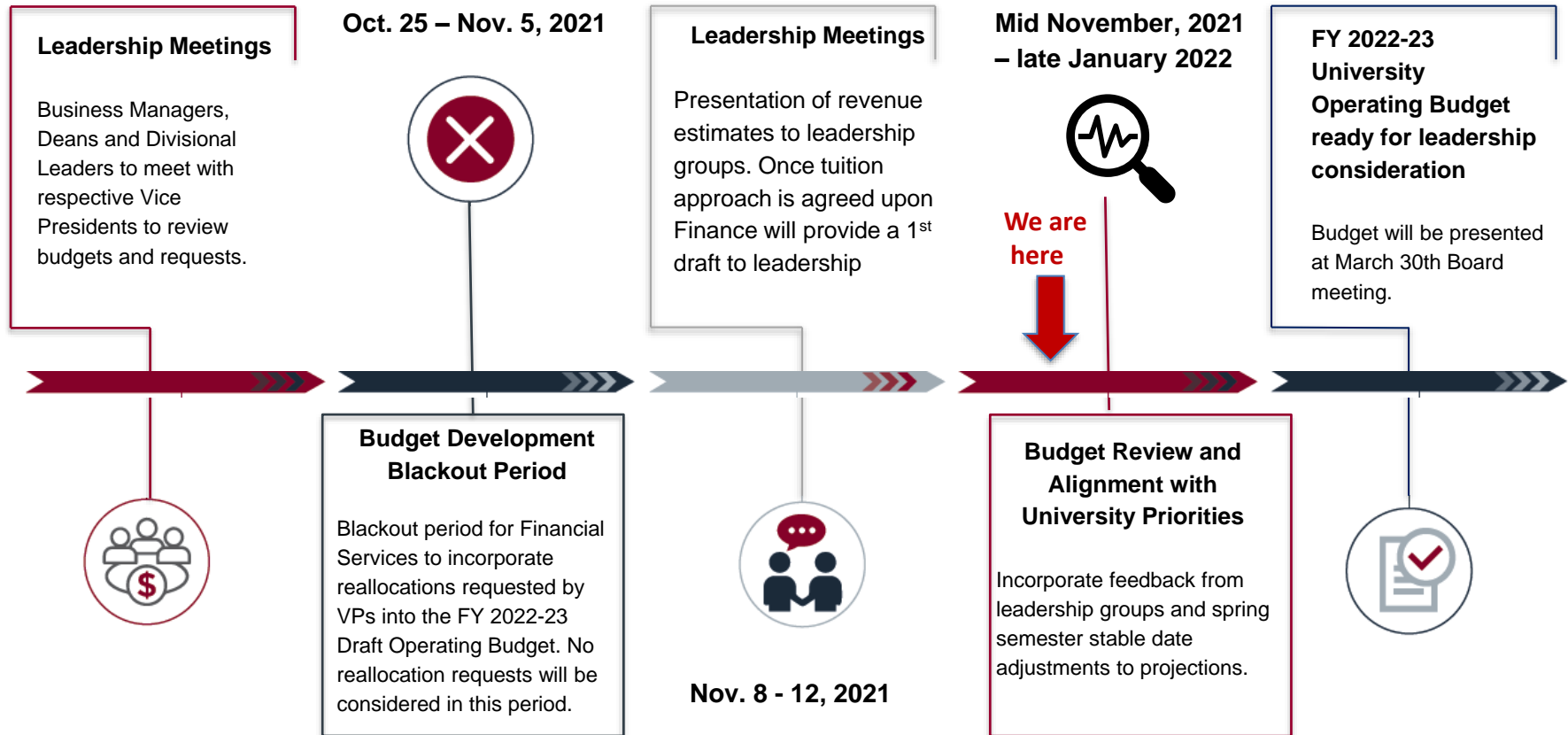
# Capital Budget FY 2022-23

- Facilities
- Information Technology
- Academic
- CEA placeholder





# FY 2022-23 Operating Budget Timeline Update



# Next Steps

## Draft FY 2022-23 Budget Overview

- President's Council January 6<sup>th</sup>
- SSCAPP/ SSCUB January 7<sup>th</sup>
- President's University Executive January 12<sup>th</sup>
- Unions January 18<sup>th</sup> – 25<sup>th</sup>
- Senate January 24<sup>th</sup>
- Board Finance Committee January 25<sup>th</sup>
- Board of Governors February 2<sup>nd</sup>



## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #17**

**Meeting Date: February 2, 2022**

**Presenter(s): Dr. Alan Davis**

**Agenda Item**                      **Senate Meeting Report**

Action Requested	Information
Recommended Resolution	-

**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 on January 24, 2022.

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

**Date submitted**                      January 26, 2022

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## January 24, 2022 Senate Update

The Chair, Alan Davis, opened the First Senate meeting of year 2022 with a territorial acknowledgement. He welcomed Dr. Brett Favaro, incoming Dean of Faculty of Science and Horticulture, to the Senate meeting. Brett shared his excitement for joining KPU at this important time. During the President's report, Dr. Davis provided additional information regarding the newly-announced UBC Surrey campus and that there may be potential for collaboration opportunities between KPU and UBC Surrey in the future. Diane Purvey provided the written Provost's report.

The Senate Standing Committee (SSC) highlights include:

- Senate Standing Committee on Curriculum – Senate approved a) the consent agenda from Faculty of Arts and Melville School of Business; b) the program admission revisions to the Certificate in Health Care Assistant program.
- Senate Executive Committee – The Chair noted that the empowered SEC did not meet in December and took no action on behalf of Senate. He also informed that the Board of Governors has approved the new Entertainment Arts program with an implementation date of May, 2022. The preparations are now underway to ensure that the program is ready to enroll students in May.
- Senate Governance and Nominating Committee – Senate approved a) the nominations for Senate Standing Committees; b) Search advisory committee appointments to i) Dean, Faculty of Arts, ii) Three Associate Deans, Faculty of Arts, iii) Dean, Faculty of Trades and Technology, and iv) Associate Dean, Melville School of Business; c) the AC13 Qualifications for Faculty Members for i) Interdisciplinary Expressive Arts (IDEA), and ii) Learning Strategists; and d) Faculty of Science and Horticulture Bylaw Revisions. The Vice-Chair of Senate presented the 2022/23 Senate meeting calendar, listed the key changes and noted that the Senate will hold over 121 scheduled meetings for the next academic year. The Chair shared her appreciation to the Faculty Councils in assisting search advisory committee nominations on short notice.
- Senate Standing Committee on Academic Planning and Priorities and University Budget – Senate approved a) to recommend that the Board of Governors approve the establishment of a new Indigenous Studies (INDG) department, and b) the academic schedules for the 2022/23 and 2023/24 academic years. Senators shared our excitement for the new INDG department. Kristine Kidd, Interim Director of Financial Operations, presented an update to the fiscal year 2022/23 draft budget. Dr. Davis highlighted that an increase in funds will be available for additional salary and benefits for newly-created positions for faculty, administration, and support staff. The final budget will be brought forward in the subsequent meeting for Senate endorsement and for the Board of Governors' approval. The SSCUB had a committee vice-chair election and Fiona Whittington-Walsh, Faculty of Arts Senator, was acclaimed into the position.
- Senate Standing Committee on Policy – Senate approved to recommend that the Board of Governors approve Policy and Procedure GV10 Mission, Vision and Values Development and Amendment.
- Senate Standing Committee on Program Review – the committee approved two External Review Reports (Fashion and Technology, Anthropology), five Follow-Up Reports (Bachelor of Psychiatric Nursing, Entrepreneurial Leadership, Human Resources Management, Graphic Design for Marketing, Health Science programs), three Quality Assurance Plans

(Product Design, History, Foundation in Design programs) and one Self-Study Report (English program) during November 2021 and January 2022. During the November meeting, the committee elected a new Vice-Chair, Fergal Callaghan, Faculty of Science and Horticulture Senator. As a regular update, a copy of Fall 2021 approved program Quality Assurance plans for Health Care Assistant (HCAP) and Computer Science and Information Technology (CSIT) programs were shared with the Senate as per policy AC3.

- Senate Standing Committee on Research and Graduate Studies and Senate Standing Committee on Teaching and Learning submitted written updates.

Zena Mitchell, Registrar, presented the list of January 24, 2022 graduates, which received Senate approval, and provided a notice of Spring 2022 election. There will be nine Senate Seats (four faculty, one support staff, and four student senator seats) and two Board seats available.

Lastly, Dr. Davis bid farewell to Betty Worobec, Dean, Faculty of Science and Horticulture, who is retiring in February and showed his appreciation for her leadership and contributions during her 10-year Deanship. The Senate members also thanked her for her mentorship and support. Betty will be greatly missed!

The meeting was adjourned with an announcement for the Senate Engage presentation starting at 6 pm. Ken Steele, a well-known higher education futurist and strategist, gave a presentation on the topic of "Postsecondary Student Expectations Post-COVID."

*Amy H. Jeon, Vice-Chair, Senate*

Notable Quotes from the meetings VC attended this month:

*"I am like humidity. I am everywhere."*

*"You win this round...Madam Registrar!"*

*"It lights up when I am around."*

*"What's today's Dad Joke?"*

*"If you want to hear my Star Trek references, I am available for birthday parties."*

*"Let's put Betty's name for one last time on the minutes!"*