



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

**Date:** March 30, 2022

**Time:** 4:00 pm – 5:13 pm

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

### **Phone Dial-in**

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

**Conference ID: 304 417 514#**



## Board of Governors – Regular Meeting Agenda

March 30, 2022

4:00 pm – 5:13 pm

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

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

Conference ID: 304 417 514#

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

**Excused:** Kim (Kwuntiltunaat) Baird, Mohammed Mahabub

**Presenters and Administrative Resources:** Steve Cardwell, Laurie Clancy, Chervahun Emilien, Randall Heidt, Ranminder Kaur, Reza Khakbaznejad, Diane Purvey, 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	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 March 30, 2022.				
3. Conflict of Interest	Michael McAdam		4:02-4:03	
4. Consent Agenda	Michael McAdam		4:03-4:05	7
4.1. Minutes of the February 2, 2022 Regular Board of Governors Meeting		M		8
4.2. Establishment of the Department of Indigenous Studies	Greg Millard	M		19
4.3. <a href="#">KSA Annual Fee Change Letter - 2022-2023 Academic Year</a>		I		
		I		

4.4. [2022-23 and 2023-24 Academic Year Schedules](#)

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

- 4.1. Minutes of the February 2, 2022 Regular Board of Governors Meeting.
- 4.2. The establishment of a new department called Indigenous Studies (INDG) in the Faculty of Arts, effective April 1, 2022.

AND

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

- 4.3. KSA Annual Fee Change Letter: 2022-2023 Academic Year.
- 4.4. 2022-23 and 2023-24 Academic Year Schedules.

- |  |                   |   |           |    |
|--|-------------------|---|-----------|----|
| 5. Audit Committee Report  |                   |   |           |    |
| 5.1. Committee Chair Report  | Jack Wong         | I | 4:05-4:06 |    |
| 6. Finance Committee Report  | Jack Wong         | I | 4:06-4:07 |    |
| 6.1. Committee Chair Report  |                   |   |           |    |
| 6.2. <a href="#">Senate Endorsement of the Draft 2021/22 University Budget</a> | Alan Davis        | I | 4:07-4:10 |    |
| 6.3. Draft FY 2022/23 University Budget, and Revisions to Bylaw No. 4, Fees    | Chervahun Emilien | M | 4:10-4:35 | 27 |

**MOTION:** THAT the Board of Governors approve the draft budget for Fiscal Year 2022-23; and the revisions to Bylaw No. 4, Fees as recommended by the Board Finance Committee.

- |                              |                   |   |           |    |
|------------------------------|-------------------|---|-----------|----|
| 6.4. Surplus Variance update | Chervahun Emilien | I | 4:35-4:40 | 59 |
| 6.5. 2021/22 Endowments      | Chervahun Emilien | M | 4:40-4:45 | 61 |

**MOTION:** THAT the Board of Governors approve the following allocation of \$7,000,000 of surplus funds from the 2021/2022 fiscal year:

- a) Increase the KPU financial aid endowment in the KPU Foundation by \$3,300,000 to support student financial aid and student scholarships and bursaries at KPU.
- b) Establish a \$3,700,000 fund in the KPU Foundation to support current and future students.

- |                                |                |   |           |  |
|--------------------------------|----------------|---|-----------|--|
| 7. Governance Committee Report |                |   |           |  |
| 7.1. Committee Chair Report    | Michael McAdam | I | 4:45-4:46 |  |

7.2. VISION 2023 Key Performance Indicators (KPIs) – Mid-year update	Lori McElroy	I	4:46-4:50	63
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7.3. GV10 Mission, Vision and Values	Alan Davis	M	4:50-4:55	65
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**MOTION:** THAT the Board of Governors approve Policy and Procedure GV10 Mission, Vision and Values Development and Amendment as recommended by the Board Governance Committee.

7.4. GV7 Elimination	Keri van Gerven	M	4:55-4:57	75
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**MOTION:** THAT the Board of Governors approve the elimination of Policy GV7 Advisory Boards (Non-Program) AND the proposed amendment to the Board Governance Manual as recommended by the Board Governance Committee.

7.5. Appointment to the Search Advisory Committee, Provost & VP, Academic	Alan Davis	M	4:57-4:59	79
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**MOTION:** THAT the Board of Governors approve the appointment of Appointed board member, Mr. Mahabub to the Search Advisory Committee for Provost & VP, Academic as recommended by the Board Governance Committee.

8. Human Resources Committee Report				
8.1. Committee Chair Report	Ivy Chen	I	4:59-5:00	

9. President’s Report				
9.1. Report to the Board	Alan Davis	I	5:00-5:03	

10. Pro Tem Provost’s Report				
10.1. Report to the Board	Diane Purvey	I	5:03-5:06	

11. Senate Report – meeting held on February 28, 2022 and March 21, 2022	Alan Davis	I	5:06-5:07	81
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12. Next Meeting Agenda Contribution	Michael McAdam	D	5:07-5:08	
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13. For the Good of the Order	All	D	5:08-5:09	
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14. Feedback on the Meeting	All	D	5:09-5:10	
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15. Closing Remarks	Michael McAdam		5:10-5:11	
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16. Appendix:				
16.1. <a href="#">Report to the Board of Governors</a>	Alan Davis	I	5:11-5:12	

16.2. [2020/21 Institutional  
Accountability Plan and Report](#)  
and [Letter of acknowledgement](#)

- |   |                |   |           |
|---|----------------|---|-----------|
| 17. Next Meeting:<br>Regular Board Meeting<br>Wednesday, May 25, 2022<br>4:00 – 7:00 pm | Michael McAdam | I | 5:12-5:13 |
| 18. Adjournment   | Michael McAdam |   | 5:13      |

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #4**

**Meeting Date: March 30, 2022**

**Presenter(s): Michael McAdam**

**Agenda Item**

**Consent Agenda**

Action Requested	Motion
	Information
Recommended Resolution	<p><b>THAT the Board of Governors approve the following item on the Consent Agenda:</b></p> <p><b>4.1. Minutes of the February 2, 2022 Regular Board of Governors Meeting.</b>  <b>4.2. The establishment of a new department called Indigenous Studies (INDG) in the Faculty of Arts, effective April 1, 2022.</b></p> <p><b>AND</b>  <b>THAT the Board of Governors receive the following items for information:</b>  <b>4.3. KSA Annual Fee Change Letter: 2022-2023 Academic Year.</b>  <b>4.4. 2022-23 and 2023-24 Academic Year Schedules.</b></p>

**Attachments**

1. Minutes of the February 2, 2022 Regular Board of Governors Meeting.
2. Establishment of the Department of Indigenous Studies
3. KSA Annual Fee Change Letter - 2022-2023 Academic Year
4. 2022-23 and 2023-24 Academic Year Schedules

**Submitted by**

Ranminder Kaur, Confidential Assistant to the Board of Governors

**Date submitted**

March 18, 2022

## BOARD OF GOVERNORS - REGULAR MEETING

*Regular Meeting Minutes*

*February 2, 2022*

*Via Microsoft Teams*

**Present: Board**

Michael McAdam / Chair  
Ivy Chen / Vice Chair  
Alan Davis / President & Vice  
Chancellor  
Bob Davis  
Kelly Fredrick  
Amos Kambere  
Mohammed Mahabub  
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**

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

**Regrets:** Kim (Kwuntiltunaat) Baird /  
Chancellor  
Rhiannon Bennett  
Rahul Malhotra  
Purru Sandhu

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

The Chair called the meeting to order at 4:03pm.  
The Chair acknowledged KPU's commitment to reconciliation  
and recognition that that we live, work and study at KPU on the  
traditional and ancestral lands of the Coast Salish peoples,  
including those of the Kwantlen First Nation, who graciously  
bestowed their name on this university.

**2. Approval of Agenda**

**Motion #16-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of  
Governors approve the regular meeting agenda for February 2,  
2022.**

Members noted minor typo error in the numbering of agenda  
items. Agenda item 6 should read agenda item 5 and other  
agenda items should continue following previous agenda item.

**3. Conflict of Interest**

No other conflict of Interest was declared.

**4. Approval of Consent Agenda**

**Motion #17-21/22**



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

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

**5. Audit Committee Report**

**5.1. Committee Chair Report**

Committee Chair, Mr. Mahabub, advised that the Audit Committee met on January 25, 2022 and received an update on engagement activities and an update on the purchase card audit.

**6. Finance Committee Report**

**6.1. Committee Chair Report**

Committee Chair, Mr. Mahabub, advised that the Finance Committee met on January 25, 2022 and commented that agenda items discussed at the meeting are on the agenda.

**6.2. Recurring Procurements Greater than \$200,000 – two additional procurement opportunities**

Ms. Emilien noted that 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.

**Motion #18-21/22**

**MOVED, SECONDED AND CARRIED 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.**

**6.3. KPU IT Cloud Project – Phase 1**

Mr. Khakbaznejad presented the report and commented that KPU's IT Cloud 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.

Mr. Khakbaznejad commented that a number of key and critical KPU systems such as Finance, Payroll, HR, and Student Information System (SIS) run on the Banner system. Members noted that moving KPU's Banner system to the Cloud will also provide KPU with Business Continuity Disaster Recovery. Mr. Khakbaznejad commented that KPU will still backup its data on

KPU's storage systems to retain the data ownership to mitigate any risk of data ownership.

Mr. Khakbaznejad noted that the costs related to the completion of Phase one and related reoccurring operating costs over a five-year period will be approximately \$4.3 million.

**Motion #19-21/22**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve, Phase 1 of KPU's data infrastructure to a cloud hosted model as recommended by the Board Finance Committee.**

***6.4. FY 2023 Draft Budget***

Ms. Emilien presented a high level overview of the first iteration of FY 2022/23 draft budget.

Ms. Emilien commented that since the presentation at the Finance Committee there has been some changes which have been incorporated within the presentation which shows an approximately 5 million dollars in additional expense budget available. Ms. Emilien noted that KPU had approximately 14.4 million in additional expense budget available to be allocated to support KPU's operations and strategic priorities.

Ms. Emilien commented that KPU was looking to distribute the 14.4 million as below:

- 10.6 million to salaries and benefits:
  - 6.4 million to faculties;
  - 2.1 million to BCGEU positions;
  - 1.7 million to administrative positions;
  - 400,000 to students and other salaries
- 3.8 million will be attributed to non-salary expenses (primarily to support IT Banner to the Cloud and other key technology projects that supports KPU's activities).

Ms. Emilien noted that after the comparison of year over year budget, KPU is proposing to increase revenues by approximately 37 million which is widely driven by international tuition fees revenue which is approximately 30.9 million which is consistent to the previous year, 2022.

Ms. Emilien highlighted that the ancillary services, including food services, parking and bookstore, observed a significant drop in their revenue due to the pandemic. Therefore, projected increase for FY 2022/23 is an anticipated return of 60% of pre-pandemic revenue.

Ms. Emilien updated members on the overall changes within the FY2022/23 budget which included expenses relating to:

- Salary relating to new faculty FTE positions to address program expansion and demand;
- Other strategic academic initiatives;
- Placeholder for CEA Initiative approved by the Board;
- Other key positions to support increased activities across KPU
- Repair and maintenance
- Travel and professional Development
- Fees and services

Ms. Emilien provided an overview of the budget allocation comparison between FY 2021/22 and FY 2022/23.

Ms. Emilien commented that the capital budget is still a work in progress but KPU has identified a number of priorities based on the preliminary operational budget. Members noted that sufficient funds have been allocated to ensure appropriate upgrades to capital items across KPU in Facilities, IT and Faculties.

Ms. Emilien mentioned that the FY 2022/23 draft budget will be presented at the Finance Committee and Board in March for final approval.

One board member raised question about how KPU is supporting students who don't have appropriate devices for on-line learning. Mr. Khakbaznejad advised that IT has been working with the library to reduce the waitlist for loaner laptops. Members noted that initially there was a waitlist in the early days of Covid-19 but IT has added more hardware to support the students as they are learning on-line. Mr. Khakbaznejad noted that IT is continuing to review the waitlist and commented that in the current semester, there has not been any issue or concerns but IT is regularly reviewing this.

**Actions Items:**

1. Management to pull together a report with some of the data from IT, Library and Teaching and Learning and to see if more needed to be done to support on-line learning at a future meeting of the Board.
2. Management to provide an update to Board members on what projects KPU is working on to reduce emissions targets as part of KPU's Sustainability Framework at a future meeting of the Board.

## **7. Governance Committee Report**

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

Committee Chair, Mr. McAdam, advised that the Governance Committee scheduled for January 12, 2022 was cancelled as there were no significant agenda items to be considered at the meeting.

## **8. Human Resources Committee Report**

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

Committee Chair, Ms. Chen, advised that the Human Resources Committee met on January 20, 2022 and received an update on the following:

- Outstanding HR Policies
- Search for Vice President, Administration.

Ms. Chen noted that Human Resources Committee approved the appointment of the Dean of Faculty of Science and Horticulture.

## **9. President's Report**

### ***9.1. Report to the Board***

Dr. Davis advised that students and employees officially returned back to the campus on January 24, 2022 and commented that KPU has started the implementation of the return to campus plan that was developed for Spring semester. Members noted that everyone in the class is masked and coping well within the classrooms. Dr. Davis noted that students and employees were happy to come back to the campuses however, there is more migration to happen in the coming months.

Dr. Davis mentioned that in-person exams depend on the nature of the course as in some cases it is essential for the exam to be invigilated on campus.

Dr. Davis commented that Senate has planned to meet in person at three different campuses on February 28<sup>th</sup>, 2022.

Dr. Davis noted that KPU has been allocated a certain number of rapid testing kits which will be allocated to front line staff and faculty who can then use the testing kits if needed. Dr. Davis mentioned that KPU is following the Public Health orders on these matters.

Dr. Davis commended Executive Director of Facilities Services, Mr. Stewart and his team for working diligently over the last two years to upgrade the communal areas at all the campuses.

## **10. Pro Tem Provost's Report**

### ***10.1. Report to the Board***

Dr. Purvey advised that the new Dean of Faculty of Science and Horticulture, Dr. Brett Favaro will join KPU on March 14, 2022. Members noted that Dr. Favaro currently works as an Associate Dean at BCIT. Dr. Purvey noted that Jeff Dyck, Associate Dean will assume the position of Interim Dean to bridge the gap between Dr. Worobec's departure and Dr. Favaro's arrival.

Dr. Purvey commented that since taking on the role of the Pro Tem Provost in October 2021, she has attended Faculty Councils to discuss the needs of faculties and the support required from the Provost's office. Dr. Purvey mentioned that a monthly coffee with the Provost is also scheduled for any faculty, staff or employee to attend and speak to the Provost of any ideas, concerns or observations.

Dr. Purvey provided an update on stable enrollment data and noted that the stable enrollment date was January 25, 2022. Members noted that in terms of enrollment year over year, there was a decline in domestic enrollment but an increase in international enrollment. Dr. Purvey noted that domestic headcounts are down 6% (FTE 9%) however, new domestic enrollments were only down by 2% compared to last year January 2021.

Dr. Purvey commented that international headcounts are up 40% and noted that some of the international students have also deferred their application for one term. Members noted that the fill rates were 80% which is slightly less compared to last year which was 83% and this is due to a blended approach of teaching. Dr. Purvey noted that fill rate is much higher for fully on-line courses which are at 92% whereas partially on-line courses stand at 75%. Dr. Purvey commented that students have shown more interest in on-line courses. KPU is working on finding a right blend between on-line and face to face teaching.

Dr. Purvey noted that KPU has a significantly higher waitlist for on-line courses and the unmet demand stands at 78%.

*Mr. Malik joined the meeting.*

## **11. Vice President, External Affairs**

### **11.1. Report to the Board**

Mr. Heidt highlighted that around 2,500 prospective students took part in the virtual showcase events. Members noted that several virtual videos are also available online for prospective students to view throughout the year.

Mr. Heidt noted that the Alumni Association received fifteen applications for six positions to fill on the Alumni Board.

Mr. Heidt congratulated the Advancement team for securing a 300,000 dollars grant from RBC Future Launch which will help fund students in businesses or work integrated learning opportunities. Members noted that more details about this initiative is available on KPU Social Media channels or the KPU website.

Mr. Heidt noted that an additional \$35,000 was raised for Giving Tuesday since last reported in December. Members noted that \$147,000 in total was raised, an increase of 82% compared to last year when KPU raised \$81,000 in total.

Mr. Heidt commented that the Marketing and Communication team has been working hard to raise brand awareness in the community. Members noted that KPU posters are now displayed on the transit shelters and billboards. Members noted that KPU advertisements are also played in the break in between programs on Global and CTV.

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

### ***12.1. Report to the Board***

Mr. Khakbaznejad advised that IT and Facilities have been busy working to get the campuses and technologies ready for welcoming KPU students and staff back to the campuses.

Mr. Khakbaznejad noted that the Administration team has been monitoring staff absenteeism due to Covid-19 and a backup plan is in place to minimize the impact to the services.

Mr. Khakbaznejad commented that the work on the mobile workforce initiative continues and the supply chain issues that KPU ran into last year has been resolved. Members noted that almost all of the Faculty and staff now have their own dedicated laptops and equipment.

Mr. Khakbaznejad mentioned that the Cyber security threat levels are at the highest at the moment and noted that Russia and Ukraine tensions are the contributing factor. Mr. Khakbaznejad commented that PSIs continue to be a target for cyber criminals. Members noted that KPU is working on additional measures including additional training and communication.

Mr. Khakbaznejad noted that Facilities are working on a three-year major maintenance and repair plan. Mr. Khakbaznejad

commented that KPU is also working with an Engineering firm to identify KPU's carbon reduction strategy for each of the campuses.

Mr. Khakbaznejad commented that the Campus and Community Planning team is working on a number of key documentation to support the implementation of the Property Trust including a communication strategy and terms of reference between KPU and the Property Trust. Members noted that KPU is also preparing a draft Governance Manual which will include corporate policies and procedures for the Property Trust.

Mr. Khakbaznejad noted that KPU is monitoring the consultation process between the Province and the First Nations community for the land sale at KPU Tech for the new hospital.

Mr. Khakbaznejad mentioned that KPU is waiting for feedback from the Ministry of Children and Family Development regarding the funding application submitted in November 2021 for the Childcare Facility project. The Ministry has indicated that KPU will be receiving a feedback response by the end of March 2022.

### **13. Vice President, Students**

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

Dr. Cardwell commended his team for providing continuing support to the students.

Dr. Cardwell noted that the Recruitment and Admissions team within the International Office has undertaken a digital marketing strategy to put KPU's branding in the emerging markets in other countries including South Korea, Philippines, Brazil, Nepal and China to diversify the student population. Members noted that after the recent campaign of promoting Post Baccalaureate programs, KPU has seen a 15% increase in the number of applications received in January compared to the same time last year. Dr. Cardwell mentioned that the International Office reached out to over 2,200 newly admitted students in the spring semester to offer personalized suggestion for course recommendations to enhance the student experience.

Dr. Cardwell commented that the summer applications are closed for the international students due to high demand from the market. Members noted that KPU is also predicting a strong enrollment for the fall 2022 based on the applications numbers.

Dr. Cardwell noted that Dr. Lynda Beveridge has been appointed as Director of Counselling Services.

Dr. Cardwell commented that the Indigenous Advisory Committee was held on February 1, 2022 attended by approximately 30 participants from the local First Nations, Metis Nations (BC), Surrey Urban Indigenous Leadership Committee (SUILC), board member, Rhiannon Bennett and other KPU staff members. Members noted that the main topic of conversation was around developing an Indigenous plan.

Dr. Cardwell mentioned that Dr. Marie Battiste will be speaking at the next Indigenous Speaker Series on February 24, 2022 and will talk about Decolonizing the Academy: Trans-systemic Transformations. Members noted that Chief Dr. Robert Joseph will speak at the Indigenous Speaker Series on April 22, 2022.

Dr. Cardwell noted that 'Open Doors Open Minds' is back on April 28, 2022 which will be an opportunity for Indigenous high school students to spend a day on KPU Langley to:

- meet current students and faculty members
- listen to engaging keynote speakers
- learn about KPU's Indigenous Services for Students
- join KPU team for a complimentary breakfast and lunch

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

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

Ms. Clancy advised that for the second year in a row KPU is on the list of BC's top 100 employers for 2022. Ms. Clancy noted that the official announcement date is next week and HR is working with Marketing and Communications team for a roll out communication plan following the announcement. Members also noted that this year was the first year when KPU was on the list of finalists in Canada's top 100 employers.

Ms. Clancy noted that KPU was informed last week by Homewood Health, provider of KPU's Employee and Family Assistance Program of a privacy breach. Ms. Clancy commented that Homewood Health provides short term and long-term counselling services to many post-secondary institutions. Members noted that some KPU employees and their family members who have used the Homewood Health Employee and Family Assistance Program (EFAP) services have been affected by this incident. Ms. Clancy noted that KPU is pleased with the steps Homewood Health has taken to respond to the breach and commented that HR has communicated an announcement to all KPU employees with the details on how to determine if any staff has been impacted by the breach. Ms. Clancy noted that KPU will continue to monitor the situation and if there are any new



developments concerning this data breach incident, HR will share this information with KPU employees.

**15. Chief Financial Officer's Report**

**15.1. Report to the Board**

Ms. Emilien advised members of staffing and resources within Procurement, Financial Services and BPAS team and noted vacancies within these team.

Ms. Emilien updated members on projects underway in each area. These included:

- Emergency generator maintenance
- Parking services and looking at the design piece of Surrey Daycare building
- Completed Purchase Card orders
- Finalizing budget
- Preparing for year-end audit
- Preparing and issuing T4A and T2202

**16. Senate Reports**

Dr. Davis advised that the Senate Report for meeting held on January 24, 2022 was prepared by Dr. Amy Jeon, Senate Vice-Chair and was included in the meeting package.

**17. Next Meeting Agenda Contribution**

Board members were asked to send contributions for the next meeting agenda to Ms. van Gerven at least two weeks in advance of the meeting.

**18. For the Good of the Order**

Members recognized February as Black History Month.

**19. Feedback on the Meeting**

There was no feedback on the meeting.

**20. Closing Remarks**

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

**21. Next Meeting**

The next meeting has been scheduled for Wednesday, March 30, 2022.

**22. Adjournment**

The meeting adjourned at 5:18 pm.

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**Board Chair**



## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #4.2**

**Meeting Date: March 30, 2022**

**Presenter(s): Dr. Greg Millard**

**Agenda Item**                      **Establishment of the Department of Indigenous Studies**

Action Requested	Motion
<b>Recommended Resolution</b>	<b>THAT the Board of Governors approve the establishment of a new department called Indigenous Studies (INDG) in the Faculty of Arts, effective April 1, 2022 as recommended by the Board Governance Committee.</b>

**Committee Report**                      At its meeting its meeting on March 23<sup>rd</sup>, the Board Governance Committee approved the establishment of a new department called Indigenous Studies (INDG) in the Faculty of Arts, effective April 1, 2022 for recommendation to the Board of Governors.

**Context & Background**                      At the November 19th, 2021 meeting of Arts Faculty Council, the motion THAT “Arts Faculty Council endorses and approves the proposal for the creation of Indigenous Studies (INDG) Department in the Faculty of Arts” passed unanimously. The creation of the INDG Department aligns with the second key priority listed in KPU’s June 1, 2021 mandate letter from the Ministry of Advanced Education, Skills, and Training: to support lasting and meaningful reconciliation by creating opportunities that implement the Calls to Action from the Truth and Reconciliation Commission. The establishment of the INDG Department will provide a key locus for Indigenization and decolonization within the Faculty of Arts. The consultation process regarding the creation of the INDG Department began November 2020 and completed October 2021.

**Key Messages**

1. The creation of the Indigenous Studies (INDG) Department will empower INDG faculty to determine the Department’s protocols in keeping with local Indigenous practices, and to envision its educational and programming goals through consultations with members of the KPU community and local Indigenous communities.
2. The creation of the INDG Department will ensure that equitable supports, resources, and representation on governing bodies are in place to empower faculty in the delivery of INDG curriculum and in the future planning of INDG program development.
3. The creation of the INDG Department with dedicated faculty and staff will better position the Faculty of Arts to expand its INDG courses and programming, to support the existing Indigenous Community Justice minor, and to fulfill Goal B1 of Vision 2023 (“We will embrace all cultures and promote a renewed, authentic approach to

Indigenization”) and Strategies 5.5, 5.6, and 5.7 under Goal 5 (“Increase Indigenous Participation”) of the Academic Plan 2023.

<b>Resource Requirements</b>	There is no additional budget request at this time. For this initial stage of establishing the Department, the budget [25% course release for the Department Chair (~\$30,000.00), subject to approval by LMRC; departmental budget of \$2,000.00; both effective April 1, 2022] will come from the Faculty of Arts’ existing budget. After the INDG Department is created, it will be undertaking consultations with local Indigenous communities regarding future programs. When a concept paper is ready to be proposed, the Faculty of Arts will make a future budget request at the appropriate time in accordance with the current program development process.
<b>Implications/Risks</b>	-
<b>Consultations</b>	Please see the complete list of consultations contained in the attached GV9 Proposal.
<b>Attachments</b>	<ol style="list-style-type: none"><li>1. Memo from Senate</li><li>2. GV9 Proposal for the Creation of the Indigenous Studies Department</li></ol>
<b>Submitted by</b>	Board Office, on behalf of Dr. Greg Millard
<b>Date submitted</b>	March 23, 2022

## SENATE OFFICE MEMORANDUM

<b>TO</b>	Ranminder Kaur, Confidential Assistant, Board of Governors
<b>CC</b>	Greg Millard, Shelley Boyd, Melinda Bige
<b>FROM</b>	Meredith Laird, Administrative Assistant, University Senate
<b>DATE</b>	January 24, 2022
<b>SUBJECT</b>	New Department: Indigenous Studies (INDG)

On January 24, 2022, Senate recommended that the Board of Governors approve the establishment of a new department called Indigenous Studies (INDG) in the Faculty of Arts, effective April 1, 2022.

The documents that Senate reviewed are attached.

## **Establishment and/or Discontinuance of Faculties and Departments:**

### **Proposal to Establish the Indigenous Studies Department (INDG) in the Faculty of Arts**

#### **Context and Background:**

As outlined in Policy GV9, Establishment and/or Discontinuance of Faculties and Departments, we are following the required consultative process to establish an Indigenous Studies (INDG) Department in the Faculty of Arts. We have consulted with the following individuals and groups at KPU:

- Diane Purvey, Pro-Tem Provost and VP Academic: December 1, 2021
- Faculty teaching INDG 1100: Melinda Bige, Lee Maracle, Jennifer Anaquod, Gerald Bent; as well as Rajdeep Gill (IDEA): October 4, 2021
- Indigenous Advisory Committee: October 1, 2021 (second consultation)
- Len Pierre, Special Advisor, Indigenous Leadership, Innovation and Partnerships: August 18, 2021
- Sandy Vanderburgh, Provost and VP Academic: August 11, 2021
- Anthropology Department: June 4, 2021
- Lori McElroy, AVP, Planning and Accountability: April 15, 2021
- Natalie Wood-Wiens, Manager of Indigenous Services for Students: March 22, 2021
- President's Diversity and Equity Committee: February 25, 2021
- Lekeyten, Elder in Residence: February 11, 2021
- David Burns, Vice-Chair, Senate: January 29, 2021
- Samantha Jack, KPU student, Indigenous Students Council: January 21, 2021
- Rajdeep Gill, Chair of IDEA: January 18, 2021
- Indigenous Advisory Committee: January 14, 2021
- Steve Cardwell, VP, Students & Interim VP, Finance and Administration: December 7, 2020
- Lisa Monchalin, Criminology faculty and developer of the Indigenous Community Justice Minor: November 30, 2020

As per the recommendations of the Faculty of Arts Standing Committee on Academic Planning and Priorities (memo received November 7, 2021), we will also consult with the Department of Sociology regarding the cross-listed SOCI/INDG courses and future hiring processes for these courses. There would also be benefit in consulting with the Department of Criminology on this matter, since it also has a cross-listed course:

- Sociology and Criminology Departments: Consultations ongoing when Searches are initiated.

This proposal to establish an Indigenous Studies (INDG) Department in the Faculty of Arts represents an initial step to assist and empower faculty in the delivery of existing INDG courses and in the planning of, the consultation for, and the implementation of, future INDG curriculum and program(s). Once the INDG Department is formally established, faculty hired in INDG will be encouraged and supported through the appropriate time release for the Chair; department budget; PD funds; departmental representation and voting rights on various governing bodies, including on Arts Faculty Council; and administrative support afforded to a department of its size. All of these supports will help to empower INDG-appointed faculty to consult with local Indigenous communities; and KPU community members (faculty, students, staff, administration) in forming the Department's own protocols in keeping with local Indigenous practices, and in determining the future direction and development of INDG programs and goals. The INDG Department will be governed by leadership from Indigenous people and faculty with support by non-Indigenous faculty and administration who are interested in accountability and supporting Indigenous-centered goals.

The Faculty Arts currently hosts one Indigenous Studies course – INDG 1100: Introduction to Indigenous Studies -- which is not formally anchored to a department. We recognize the need to expand INDG course offerings, especially within the context of a departmental structure staffed and led by those with expertise in Indigenous knowledges. In addition to INDG 1100, there are two upper-level courses that were developed in other departments and that are cross-listed as INDG courses: SOCI/INDG 3155: Indigenous Perspectives on Settler Colonial Societies, and CRIM/INDG 4245: Indigenous Activism. These two courses will remain the responsibility of their respective departments (SOCI and CRIM), which originally developed them, and the SOCI and CRIM Search committees will continue, in keeping with current practices, to be responsible for reviewing and approving applications from prospective instructors requesting to be deemed “qualified” to teach these courses.

The establishment of an INDG department will provide the opportunity to elect a program Chair with a 25% course release to manage the appropriate administration of the Department and play a leadership role in its development. The proposed Department and Chair will also coordinate and oversee the Indigenous Community Justice (ICJ) B.A. Minor (originally developed in CRIM by Lisa Monchalin). Liaising with other Faculty of Arts' departments that offer courses that are part of this minor, and supporting students who have declared into the ICJ program will be key responsibilities of the proposed INDG Department. The chair release would follow the guidelines as stated in the collective agreement.

**Key Messages:**

1. The establishment of the Indigenous Studies (INDG) Department will empower INDG faculty to determine the Department's protocols in keeping with local Indigenous practices, and to envision its educational and programming goals through consultations with members of the KPU community and local Indigenous communities.

2. The establishment of the INDG Department aligns with the second key priority listed in KPU's June 1, 2021 mandate letter from the Ministry of Advanced Education, Skills, and Training: "Lasting and meaningful reconciliation: Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration on the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all public post-secondary institutions are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, public post-secondary institutions must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate."
3. The proposed INDG Department will hold direct relevance to UNDRIP's article 15: "Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information."
4. The establishment of the INDG Department will ensure that equitable supports and resources (Chair release, faculty access to PD funds, departmental budget, representation on governing bodies, etc.) are in place to empower faculty in the delivery of INDG curriculum and in the future planning of INDG program development. Establishing these operational supports for the INDG Department aligns with the third priority listed in KPU's June 1, 2021 mandate letter from the Ministry of Advanced Education, Skills, and Training: "Equity and anti-racism: Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All public post-secondary institutions are encouraged to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance."
5. The establishment of the INDG Department will provide a key locus for Indigenization, specifically for non-Indigenous people, and for decolonization within the Faculty of Arts. In this regard, KPU has an opportunity to lead the way by reflecting critically upon, and taking action on, this cultural continuum – the pathway of reconciliation and the work that needs to be done in the re-imagining of Canada. The formation of the INDG Department with dedicated faculty and staff will better position the Faculty of Arts to expand its INDG courses and programming, to support the existing Indigenous Community Justice minor, and to fulfill Goal B1. of Vision 2023 (We will embrace all cultures and promote a renewed, authentic approach to Indigenization) and Strategies 5.5, 5.6, and 5.7 ("Increase Indigenous Participation") of the Academic Plan 2023.
6. The proposed INDG Department will deepen linkages and coordination between INDG courses and



courses taught in other departments that are part of the Indigenous Community Justice Minor.

## **Establishment and/or Discontinuance of Faculties and Departments**

### **Procedure Overview**

#### **Establishment of a Department:**

The Senate Standing Committee on Academic Planning and Priorities is responsible for reviewing the proposal. The proposal must include the following:

**i. Faculty to which the proposed new Department will belong**

Faculty of Arts

**ii. Programs, research units and other academic services that will be housed within the proposed new Department indicating whether these are new or are to be transferred from other areas**

One INDG course (INDG 1100) would fall under its aegis.

The Indigenous Community Justice Minor (ICJ Minor), originally developed through the Criminology Department and the work of Lisa Monchalin, will be housed within, and overseen by, the new INDG Department. It will be important for INDG and CRIM to maintain an ongoing consultative and collaborative inter-departmental relationship with respect to the ICJ Minor to ensure its ongoing success and growth. The proposed INDG Department will want to communicate regularly with the following departments whose courses are currently listed as part of the interdisciplinary ICJ Minor to ensure that students can complete the Minor and its requirements in a timely fashion through a reliable and coordinated rotation of course offerings each semester: Anthropology, Criminology, English, Fine Arts, History, Languages and Culture, Political Science, and Sociology.

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

The creation the INDG Department will send a powerful signal that Indigenous themes and knowledges are as deeply valued as settler academic disciplines in the Faculty of Arts; give INDG its own distinctive representation on Arts Faculty Council, the Arts Chairs' committee, and on other faculty governance bodies; ensure that faculty are vetted in a manner aligned with both the collective agreement and Indigenous values; create a structure which can serve as an important locus for supporting and deepening Indigenization for non-Indigenous people within the Faculty of Arts; and move forward on the cultural continuum and pathway of decolonization.

**iv. 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 proposed INDG Department will have a significant and positive impact on students, departments, and Faculties across KPU: it will send a key welcoming signal to Indigenous students and future Indigenous faculty, and help to deepen the engagement of settler and international students with Indigenous and decolonizing perspectives.

**v. Proposed effective date for the new Department**

Implementation date: April 1, 2022

**vi. Five-year projection of the financial sustainability of the proposed new Department including revenues and operating costs**

INDG 1100 – Stable Enrolment Data: Over the past three years, student demand for INDG 1100 has been strong and increasing. Based on these numbers, we anticipate that enrolments will continue to grow over the next five years:

	Summer 2018	Fall 2018	Spring 2019	Summer 2019	Fall 2019	Spring 2020	Summer 2020	Fall 2020	Spring 2021	Summer 2021	Fall 2021
Head count	36	70	35	36	70	35	70	105	105	69	117
Fill rate	103%	100%	100%	103%	100%	100%	100%	100%	100%	99%	84%
Waitlist/Unmet	n.d.	28	25	n.d.	20	n.d.	40	11	4	38	11
International	50%	50%	23%	50%	56%	43%	49%	38%	48%	61%	48%

Operating Costs: At this time, there is no additional budget request for the creation of the Indigenous Studies Department. For this initial stage of establishing the INDG Department, the budget (proposed below) will come from the Faculty of Arts' existing budget and will be in keeping with other departments of its size with the exception of additional funds for guest speakers:

Proposed Budget (from the Faculty of Arts' existing budget):

- 2 course releases for Chair (~\$30,000), subject to approval by LMRC
- \$2,000 operating (guest speakers, office supplies, field trips)

After the INDG Department is created, it will be undertaking consultations with local Indigenous communities regarding future programs. When a concept paper is ready to be proposed, the Faculty of Arts will make a future budget request at the appropriate time in accordance with the current program development process.

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #6.3**

**Meeting Date: March 30, 2022**

**Presenter(s): Chervahun Emilien**

**Agenda Item** Draft FY 2022/23 University Budget, and Revisions to Bylaw No. 4, Fees

Action Requested	Motion
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Recommended Resolution	THAT the Board of Governors approve the draft budget for Fiscal Year 2022-23; and the revisions to Bylaw No. 4, Fees as recommended by the Board Finance Committee.
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**Committee Report** At its meeting held on March 8, 2022, the Board Finance Committee recommended that the Board of Governors approve the Final Draft Budget for Fiscal Year 2022-2023 and the revisions to Bylaw No. 4, Fees.

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

Presentation of the draft 2022-23 annual budget

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

**Key Messages**

1. The Budget preparation for FY 2022-23 focused on ensuring the allocation of any additional funds is consistent with the University Priorities and Budget Tenets and KPU's Strategic Priorities (Vision 2023 & Academic Plan).
2. The draft budget proposes increases of approximately \$47M in revenues and \$43M in expenses when compared to the Fiscal 2021-22 Budget.
3. Bylaw 4 reflects a raise in domestic tuition by 2%; the maximum allowed by the provincial government under the Tuition Limit Policy. Although this policy does not apply to international student tuition, increases were held at 2% for international tuition as well.

**Resource Requirements** None Identified.

**Implications/Risks** None Identified.

**Consultations**

- University Executive
- Senate Standing Committees on Academic Planning and Priorities and on University Budget
- Unions

**Attachments**

1. Fiscal 2022-23 Budget Presentation
2. Appendix 1-Fiscal 2022-23 Consolidated Budget
3. Appendix 2-Fiscal 2022-23 Divisional Budgets
4. Appendix 3-Fiscal 2022-23 Capital Budget
5. Draft Bylaw 4 – Clean version
6. Draft Bylaw 4 – Tracked version

**Submitted by**

Chervahun Emilien

**Date submitted**

March 18, 2022

# **Fiscal 2022-23 Budget Presentation**

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



# Budget Development Approach

- Fiscal 2022-23 Budget Principles and Priorities
- KPU's strategic priorities (Vision 2023 & Academic Plan)
- [Budget Principles and Priorities](#)

# Overall Changes - Revenues

## Fiscal 2022-23 Proposed Budget – Revenues in \$'000

				FY 2022-23 Budget to FY2021-22 Base Budget	
Account Group	Account Type	FY 2021-22 Annual Base Budget	FY 2022-23 Proposed Budget	\$	%
Revenue	Operating Grant	78,450	81,024	2,574	3%
	Grants	1,551	1,551	-	0%
	Amort of Deferred Contributions	5,522	6,172	650	12%
	Tuition Fees-Domestic	35,990	35,829	(161)	(0%)
	Tuition Fees-International	69,388	109,662	40,274	58%
	Student Fees	7,218	9,178	1,960	27%
	Applic and Other Fees-Domestic	605	799	194	32%
	Applic and Other Fees-International	832	1,114	282	34%
	Tuition - Non-Credit	650	675	25	4%
	Contract Services	130	135	5	4%
	Shop Income	308	528	219	71%
	Investment Income	1,500	1,500	-	0%
	Bookstores Income	2,490	2,180	(310)	(12%)
	Parking Income	327	681	354	108%
	Ancillary Commission Income	144	188	44	30%
	Amortization of Capital Contributions	8,989	9,233	244	3%
	Other income	2,050	2,284	234	11%
<b>Revenue Total</b>		<b>216,144</b>	<b>262,733</b>	<b>46,589</b>	<b>22%</b>

Fiscal 2022-23 Draft Consolidated Budget

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# Overall Changes - Expenses

## Fiscal 2022-23 Proposed Budget – Salaries in \$'000

				FY 2022-23 Budget to FY2021-22 Base Budget	
Account Group	Account Type	FY 2021-22 Annual Base Budget	FY 2022-23 Proposed Budget	\$	%
Salaries	Salaries-Admin	21,165	25,079	3,914	18%
	Salaries-GEU Staff	29,492	34,424	4,932	17%
	Salaries-Faculty	71,622	81,893	10,272	14%
	Salaries-Other	2,714	3,746	1,032	38%
	Benefits	28,452	33,833	5,381	19%
<b>Salaries and Benefits Total</b>		<b>153,444</b>	<b>178,975</b>	<b>25,531</b>	<b>17%</b>
<b>Benefits as a % of Salaries</b>		22.8%	23.3%		



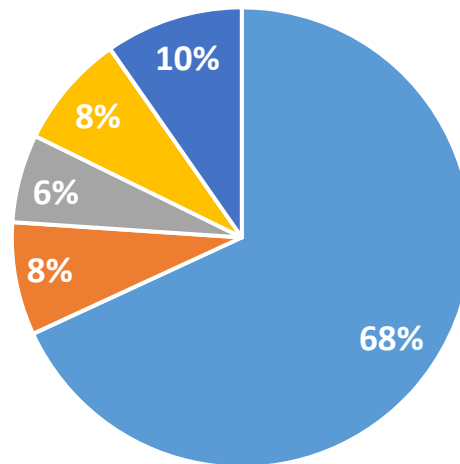
# Overall Changes - Expenses

## Fiscal 2022-23 Proposed Budget – Non- Salary Expenditures in \$'000

				FY 2022-23 Budget to FY2021-22 Base Budget	
Account Group	Account Type	FY 2021-22 Annual Base Budget	FY 2022-23 Proposed Budget	\$	%
Non-salary Expenditures	Supplies	4,467	4,996	530	12%
	Repairs and Maintenance	10,747	16,499	5,752	54%
	Leases/Rentals	478	618	140	29%
	Travel and PD	2,755	3,819	1,064	39%
	Student Awards	1,401	3,346	1,944	139%
	Utilities	2,233	2,462	229	10%
	Communications	1,460	1,501	41	3%
	Fees and Services	18,619	25,498	6,879	37%
	KPU Foundation Disbursements	-	-	-	0%
	Transfers to Third Parties	-	-	-	0%
	Cost-of-Sales	1,985	1,563	(423)	(21%)
	Contingency	1,547	2,110	563	36%
	Transfers In (Out)	-	-	-	0%
<b>Non-salary Expenditures Total</b>		<b>45,693</b>	<b>62,411</b>	<b>16,718</b>	<b>37%</b>
Amortization	Amortization of Capital Assets	20,599	21,347	748	4%

# Overall Changes - Expenses

Fiscal 2022-23 Expenditure Breakdown



■ Salaries and Benefits ■ Other Non-salary Expenditures ■ Repairs and Maintenance ■ Amortization ■ Fees and Services

Fiscal 2022-23 Draft Consolidated Budget

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# Budget Allocation by Division

- Please refer to Appendix 2 attached

# Budget Allocation by Division

## Non-divisional Operating Expenses ~\$18.5M

- Centralized Salary Related Expenditures \$1.4M
- International Agent Commission Fees \$9.0M
- Budget Contingency \$2.1M
- ARO and Environmental placeholder \$2.0M
- Unallocated EA Overhead \$1.7M
- PD per Collective Agreements \$1.1M
- Bad Debt and Collections Expense \$0.7M
- Student Bursaries \$0.3M
- Placeholder for Non-Salary Contractual Increases \$0.2M

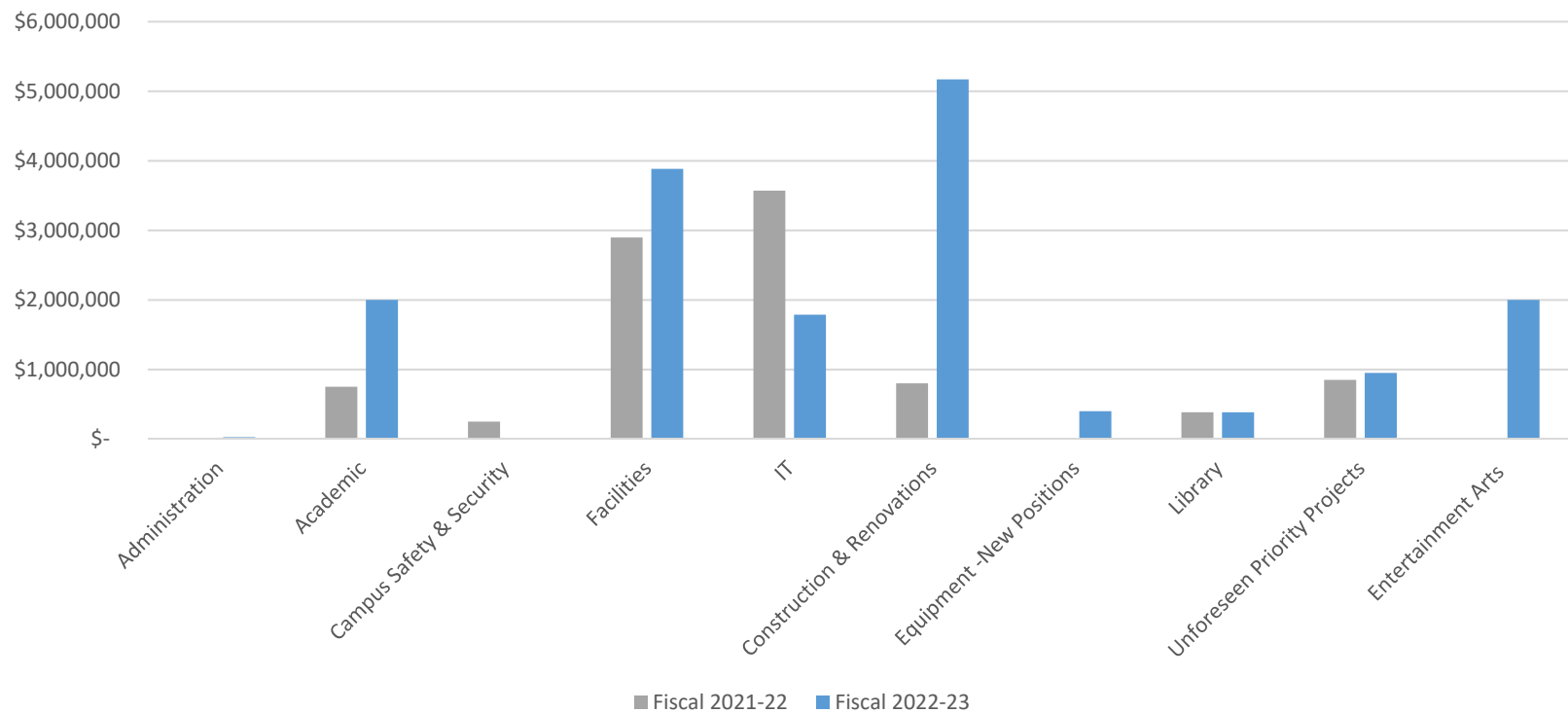
# Reconciliation to Consolidated Expense Budget

## Reconciliation of Divisional Operating Expense Budget to Consolidated Budget \$'000

Divisional Operating Budget		\$	231,389
Activity in Other Funds			
Revenue Generating Activities	2,479		
Ancillary Services	3,298		
Special Purpose Fund	4,220		
Capital Fund - Amortization	21,347		
Total Activity in Other Funds			31,344
<b>Consolidated Expense Budget</b>		<b>\$</b>	<b>262,733</b>

# Capital Budget Allocations

Preliminary Fiscal 2022-23 Capital Budget vs. Fiscal 2021-22 Capital Budget



Fiscal 2022-23 Draft Consolidated Budget

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# Next Steps

## Fiscal 2022-23 Final Draft Budget Presentations:

- President's University Executive March 2<sup>nd</sup>
- President's Council March 3<sup>rd</sup>
- Labour Management Relations Committees – March 3<sup>rd</sup>
- SSCAPP/SSCUB March 4<sup>th</sup>
- Board Finance Committee March 8<sup>th</sup>
- Senate March 21<sup>st</sup>
- Board of Governors March 30<sup>th</sup> (motion for approval)

# Questions





Kwantlen Polytechnic University

Appendix 1 - Fiscal 2022-23 Consolidated Budget In \$'000

Summary - By Account Type

							FY2022-23 Budget to FY2020-21 Actuals		FY 2022-23 Budget to FY2021-22 Base Budget	
Account Group	Account Type	FY 2019-20 Actuals *	FY 2020-21 Actuals *	FY 2020-21 Annual Base Budget *	FY 2021-22 Annual Base Budget	FY 2022-23 Proposed Budget	\$	%	\$	%
Revenue	Operating Grant	71,217	78,181	74,042	78,450	81,024	2,843	4%	2,574	3%
	Grants	2,294	1,163	2,138	1,551	1,551	388	33%	-	0%
	Amort of Deferred Contributions	8,374	6,228	5,973	5,522	6,172	(56)	(1%)	650	12%
	Tuition Fees-Domestic	35,382	34,881	37,854	35,990	35,829	948	3%	(161)	(0%)
	Tuition Fees-International	63,119	68,286	76,621	69,388	109,662	41,377	61%	40,274	58%
	Student Fees	6,945	7,229	8,013	7,218	9,178	1,949	27%	1,960	27%
	Applic and Other Fees-Domestic	911	575	1,020	605	799	224	39%	194	32%
	Applic and Other Fees-International	1,106	695	492	832	1,114	419	60%	282	34%
	Tuition - Non-Credit	1,354	515	785	650	675	160	31%	25	4%
	Contract Services	231	318	122	130	135	(184)	(58%)	5	4%
	Shop Income	421	329	448	308	528	199	61%	219	71%
	Investment Income	2,026	2,785	1,089	1,500	1,500	(1,285)	(46%)	-	0%
	Bookstores Income	3,692	1,814	4,150	2,490	2,180	366	20%	(310)	(12%)
	Parking Income	1,144	10	1,484	327	681	671	6677%	354	108%
	Ancillary Commission Income	363	101	403	144	188	87	86%	44	30%
	Amortization of Capital Contributions	8,616	8,736	9,009	8,989	9,233	497	6%	244	3%
	Other income	3,077	2,177	1,814	2,050	2,284	107	5%	234	11%
Revenue Total		210,273	214,022	225,455	216,144	262,733	48,711	23%	46,589	22%
Salaries	Salaries-Admin	18,587	19,937	21,395	21,165	25,079	5,142	26%	3,914	18%
	Salaries-GEU Staff	26,842	28,058	31,163	29,492	34,424	6,365	23%	4,932	17%
	Salaries-Faculty	68,977	70,269	71,924	71,622	81,893	11,624	17%	10,272	14%
	Salaries-Other	3,203	2,694	2,340	2,714	3,746	1,052	39%	1,032	38%
	Benefits	27,258	26,268	28,571	28,452	33,833	7,564	29%	5,381	19%
Salaries and Benefits Total		144,868	147,226	155,393	153,444	178,975	31,749	22%	25,531	17%
Benefits as a % of Salaries		23.2%	21.7%	22.5%	22.8%	23.3%				
Non-salary Expenditures	Supplies	4,317	3,166	5,073	4,467	4,996	1,831	58%	530	12%
	Repairs and Maintenance	7,651	8,681	11,237	10,747	16,499	7,818	90%	5,752	54%
	Leases/Rentals	631	357	893	478	618	261	73%	140	29%
	Travel and PD	3,432	1,460	3,956	2,755	3,819	2,359	162%	1,064	39%
	Student Awards	1,354	1,378	1,401	1,401	3,346	1,968	143%	1,944	139%
	Utilities	2,150	1,783	2,433	2,233	2,462	679	38%	229	10%
	Communications	1,033	1,129	1,170	1,460	1,501	372	33%	41	3%
	Fees and Services	15,804	14,103	16,948	18,619	25,498	11,395	81%	6,879	37%
	KPU Foundation Disbursements	-	-	-	-	-	-	0%	-	0%
	Transfers to Third Parties	3,103	10,015	-	-	-	(10,015)	(100%)	-	0%
	Cost-of-Sales	2,784	1,408	3,320	1,985	1,563	155	11%	(423)	(21%)
	Contingency	-	-	3,931	1,547	2,110	2,110	0%	563	36%
	Transfers In (Out)	-	-	-	-	-	-	0%	-	0%
Non-salary Expenditures Total		42,259	43,480	50,362	45,693	62,411	18,932	44%	16,718	37%
Amortization	Amortization of Capital Assets	18,475	19,146	19,700	20,599	21,347	2,201	11%	748	4%
Net income (loss)		4,672	4,170	-	(3,592)	-	(4,170)	(100%)	3,592	(100%)

Notes:

\* Presentation of "Non-salary Expenditures" does not align with "Note 18. Expense by object" due to the use of "Facilities" expense object in Financial Statements, as well as minor rounding differences

**Kwantlen Polytechnic University**  
**Appendix 2 - Fiscal 2022-23 Divisional Budgets**  
**Draft Operating Budget by Division and Account Type**

Divisional Area		Division	Account Type Roll-up	Fiscal 2020-21 Full Year Actuals	Fiscal 2021-22 Annual Base Budget	Fiscal 2022-23 Draft Operating Budget	Actuals Variance (Fiscal 2022-23 Draft Budget -Prior Year Actuals)		Draft Fiscal 2022-23 Budget over FY 2021-22 Base	
							\$	%	\$	%
Academic	Faculty of Academic & Career Prep	Salaries & Benefits	6,643,244	7,229,900	7,228,600	585,356	9%	(1,300)	(0%)	
		Expenditures	43,495	77,200	130,200	86,705	199%	53,000	69%	
	Faculty of Academic & Career Prep Total		6,686,739	7,307,100	7,358,800	672,061	10%	51,700	1%	
	Faculty of Arts	Salaries & Benefits	27,101,484	29,014,000	35,169,000	8,067,516	30%	6,155,000	21%	
		Expenditures	83,247	323,300	376,200	292,953	352%	52,900	16%	
	Faculty of Arts Total		27,184,731	29,337,300	35,545,200	8,360,469	31%	6,207,900	21%	
	Melville School of Business (MSoB)	Salaries & Benefits	26,576,656	28,125,900	31,193,700	4,617,044	17%	3,067,800	11%	
		Expenditures	205,306	495,100	683,100	477,794	233%	188,000	38%	
	Melville School of Business (MSoB) Total		26,781,962	28,621,000	31,876,800	5,094,838	19%	3,255,800	11%	
	Wilson School of Design (WSoD)	Salaries & Benefits	4,375,219	4,544,000	4,737,500	362,281	8%	193,500	4%	
		Expenditures	104,227	168,400	185,500	81,273	78%	17,100	10%	
	Wilson School of Design (WSoD) Total		4,479,447	4,712,400	4,923,000	443,553	10%	210,600	4%	
	Faculty of Health	Salaries & Benefits	8,537,056	9,436,200	9,279,700	742,644	9%	(156,500)	(2%)	
		Expenditures	67,760	120,200	153,300	85,540	126%	33,100	28%	
	Faculty of Health Total		8,604,816	9,556,400	9,433,000	828,184	10%	(123,400)	(1%)	
	Faculty of Science & Horticulture	Salaries & Benefits	15,172,950	16,208,700	16,207,600	1,034,650	7%	(1,100)	(0%)	
		Expenditures	562,079	930,600	976,200	414,121	74%	45,600	5%	
	Faculty of Science & Horticulture Total		15,735,029	17,139,300	17,183,800	1,448,771	9%	44,500	0%	
	Faculty of Trades & Technology	Salaries & Benefits	6,049,692	6,083,500	6,261,700	212,008	4%	178,200	3%	
		Expenditures	649,808	900,100	910,500	260,692	40%	10,400	1%	
	Faculty of Trades & Technology Total		6,699,499	6,983,600	7,172,200	472,701	7%	188,600	3%	
	Library Resources	Salaries & Benefits	4,347,522	4,776,400	4,998,900	651,378	15%	222,500	5%	
		Expenditures	220,219	334,100	1,118,500	898,281	408%	784,400	235%	
	Library Resources Total		4,567,741	5,110,500	6,117,400	1,549,659	34%	1,006,900	20%	
	Office of Teaching & Learning	Salaries & Benefits	1,869,806	2,318,500	2,757,400	887,594	47%	438,900	19%	
		Expenditures	320,815	728,500	863,300	542,485	169%	134,800	19%	
Office of Teaching & Learning Total		2,190,620	3,047,000	3,620,700	1,430,080	65%	573,700	19%		
Office of the VP, Academic	Salaries & Benefits	711,371	698,300	4,067,900	3,356,529	472%	3,369,600	483%		
	Expenditures	107,102	317,900	5,700,700	5,593,598	5223%	5,382,800	1693%		
Office of the VP, Academic Total		818,472	1,016,200	9,768,600	8,950,128	1094%	8,752,400	861%		
Research, Innovation and Grad Studies Division	Salaries & Benefits	1,402,688	1,596,800	1,739,000	336,312	24%	142,200	9%		
	Expenditures	94,015	206,700	219,500	125,485	133%	12,800	6%		
Research, Innovation and Grad Studies Division Total		1,496,703	1,803,500	1,958,500	461,797	31%	155,000	9%		
Academic Total			105,245,760	114,634,300	134,958,000	29,712,240	28%	20,323,700	18%	

**Kwantlen Polytechnic University**  
**Appendix 2 - Fiscal 2022-23 Divisional Budgets**  
**Draft Operating Budget by Division and Account Type**

Divisional Area	Division	Account Type Roll-up	Fiscal 2020-21 Full Year Actuals	Fiscal 2021-22 Annual Base Budget	Fiscal 2022-23 Draft Operating Budget	Actuals Variance (Fiscal 2022-23 Draft Budget -Prior Year Actuals)		Draft Fiscal 2022-23 Budget over FY 2021-22 Base	
						\$	%	\$	%
Students	International Education	Salaries & Benefits	3,777,006	4,259,900	5,134,600	1,357,594	36%	874,700	21%
		Expenditures	606,955	503,800	826,000	219,045	36%	322,200	64%
	<b>International Education Total</b>		<b>4,383,961</b>	<b>4,763,700</b>	<b>5,960,600</b>	<b>1,576,639</b>	<b>36%</b>	<b>1,196,900</b>	<b>25%</b>
	Office of the Registrar	Salaries & Benefits	4,057,272	5,252,200	5,366,300	1,309,028	32%	114,100	2%
		Expenditures	39,108	322,100	309,200	270,092	691%	(12,900)	(4%)
	<b>Office of the Registrar Total</b>		<b>4,096,380</b>	<b>5,574,300</b>	<b>5,675,500</b>	<b>1,579,120</b>	<b>39%</b>	<b>101,200</b>	<b>2%</b>
	Student Affairs	Salaries & Benefits	5,045,186	5,979,300	6,696,100	1,650,914	33%	716,800	12%
		Expenditures	1,304,086	1,655,500	1,616,600	312,514	24%	(38,900)	(2%)
	<b>Student Affairs Total</b>		<b>6,349,273</b>	<b>7,634,800</b>	<b>8,312,700</b>	<b>1,963,427</b>	<b>31%</b>	<b>677,900</b>	<b>9%</b>
	Vice President - Students	Salaries & Benefits	586,649	(1,149,900)	648,300	61,651	11%	1,798,200	156%
		Expenditures	42,143	37,300	117,200	75,057	178%	79,900	214%
	<b>Vice President - Students Total</b>		<b>628,792</b>	<b>(1,112,600)</b>	<b>765,500</b>	<b>136,708</b>	<b>22%</b>	<b>1,878,100</b>	<b>(169%)</b>
<b>Students Total</b>			<b>15,458,406</b>	<b>16,860,200</b>	<b>20,714,300</b>	<b>5,255,894</b>	<b>34%</b>	<b>3,854,100</b>	<b>23%</b>

**Kwantlen Polytechnic University**  
**Appendix 2 - Fiscal 2022-23 Divisional Budgets**  
**Draft Operating Budget by Division and Account Type**

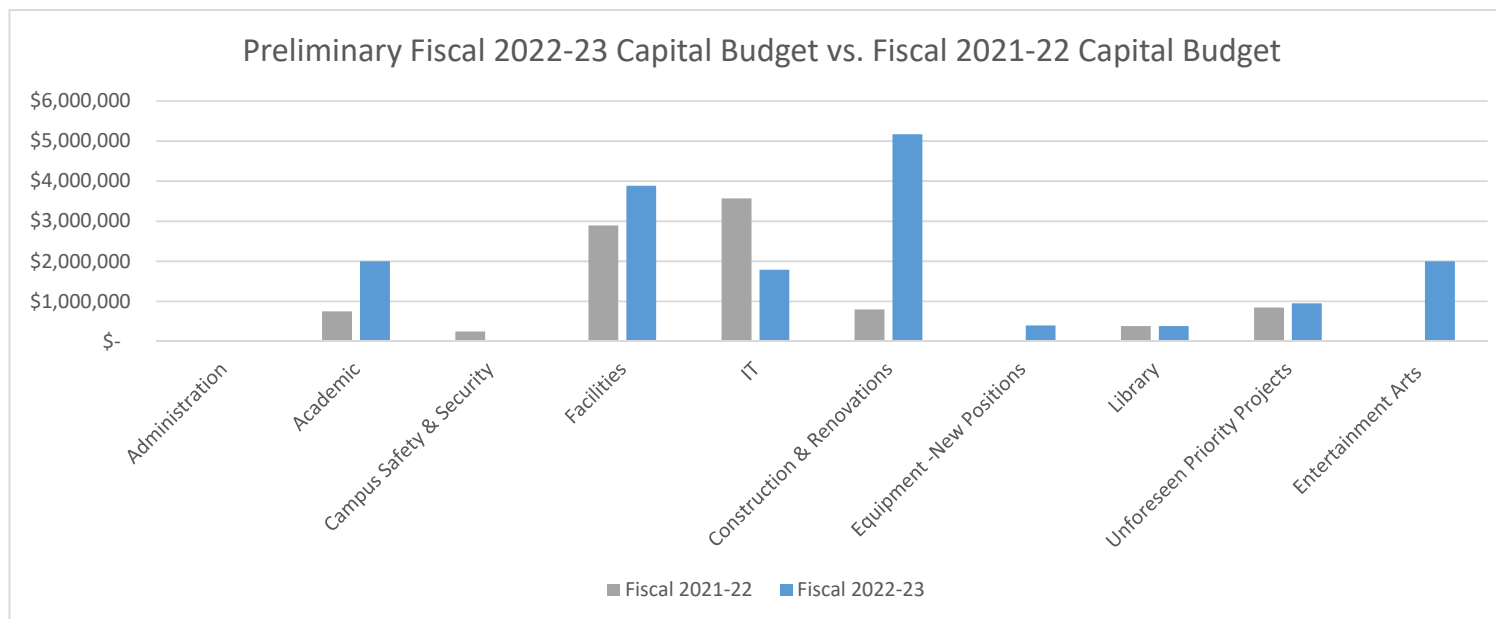
Divisional Area	Division	Account Type Roll-up	Fiscal 2020-21 Full Year Actuals	Fiscal 2021-22 Annual Base Budget	Fiscal 2022-23 Draft Operating Budget	Actuals Variance (Fiscal 2022-23 Draft Budget -Prior Year Actuals)		Draft Fiscal 2022-23 Budget over FY 2021-22 Base	
						\$	%	\$	%
Administration	Advancement	Salaries & Benefits	708,048	789,300	789,200	81,152	11%	(100)	(0%)
		Expenditures	20,817	54,000	63,400	42,583	205%	9,400	17%
	<b>Advancement Total</b>		<b>728,865</b>	<b>843,300</b>	<b>852,600</b>	<b>123,735</b>	<b>17%</b>	<b>9,300</b>	<b>1%</b>
	Alumni Relations	Salaries & Benefits	248,342	245,700	245,700	(2,642)	(1%)	-	0%
		Expenditures	87,377	141,500	148,100	60,723	69%	6,600	5%
	<b>Alumni Relations Total</b>		<b>335,719</b>	<b>387,200</b>	<b>393,800</b>	<b>58,081</b>	<b>17%</b>	<b>6,600</b>	<b>2%</b>
	Business Performance & Advisory Services	Salaries & Benefits	603,812	634,200	634,000	30,188	5%	(200)	(0%)
		Expenditures	34,051	39,500	41,200	7,149	21%	1,700	4%
	<b>Business Performance &amp; Advisory Services Total</b>		<b>637,863</b>	<b>673,700</b>	<b>675,200</b>	<b>37,337</b>	<b>6%</b>	<b>1,500</b>	<b>0%</b>
	Campus and Community Planning	Salaries & Benefits	475,500	513,300	775,500	300,000	63%	262,200	51%
		Expenditures	685,302	422,600	428,200	(257,102)	(38%)	5,600	1%
	<b>Campus and Community Planning Total</b>		<b>1,160,802</b>	<b>935,900</b>	<b>1,203,700</b>	<b>42,898</b>	<b>4%</b>	<b>267,800</b>	<b>29%</b>
	Campus Security and Risk	Salaries & Benefits	822,306	1,020,000	908,700	86,394	11%	(111,300)	(11%)
		Expenditures	1,752,198	2,296,100	2,467,000	714,802	41%	170,900	7%
	<b>Campus Security and Risk Total</b>		<b>2,574,504</b>	<b>3,316,100</b>	<b>3,375,700</b>	<b>801,196</b>	<b>31%</b>	<b>59,600</b>	<b>2%</b>
	Community Engagement & Major Events	Salaries & Benefits	273,692	289,000	289,000	15,308	6%	-	0%
		Expenditures	49,180	85,400	87,000	37,820	77%	1,600	2%
	<b>Community Engagement &amp; Major Events Total</b>		<b>322,873</b>	<b>374,400</b>	<b>376,000</b>	<b>53,127</b>	<b>16%</b>	<b>1,600</b>	<b>0%</b>
	External Affairs	Salaries & Benefits	529,630	191,300	683,600	153,970	29%	492,300	257%
		Expenditures	130,813	479,100	493,900	363,087	278%	14,800	3%
	<b>External Affairs Total</b>		<b>660,442</b>	<b>670,400</b>	<b>1,177,500</b>	<b>517,058</b>	<b>78%</b>	<b>507,100</b>	<b>76%</b>
	Facilities, Ancillary and Space	Salaries & Benefits	4,144,008	4,689,700	5,011,200	867,192	21%	321,500	7%
		Expenditures	5,628,789	7,469,300	8,922,400	3,293,611	59%	1,453,100	19%
	<b>Facilities, Ancillary and Space Total</b>		<b>9,772,796</b>	<b>12,159,000</b>	<b>13,933,600</b>	<b>4,160,804</b>	<b>43%</b>	<b>1,774,600</b>	<b>15%</b>
	Financial Services	Salaries & Benefits	2,679,834	3,030,600	3,112,800	432,966	16%	82,200	3%
		Expenditures	366,218	1,154,800	747,400	381,182	104%	(407,400)	(35%)
	<b>Financial Services Total</b>		<b>3,046,052</b>	<b>4,185,400</b>	<b>3,860,200</b>	<b>814,148</b>	<b>27%</b>	<b>(325,200)</b>	<b>(8%)</b>
	Governance & Policy	Salaries & Benefits	368,623	423,900	423,600	54,977	15%	(300)	(0%)
		Expenditures	24,932	94,900	101,300	76,368	306%	6,400	7%
	<b>Governance &amp; Policy Total</b>		<b>393,555</b>	<b>518,800</b>	<b>524,900</b>	<b>131,345</b>	<b>33%</b>	<b>6,100</b>	<b>1%</b>
	Human Resources	Salaries & Benefits	4,200,181	4,613,600	5,011,900	811,719	19%	398,300	9%
		Expenditures	604,288	1,013,300	1,122,000	517,712	86%	108,700	11%
	<b>Human Resources Total</b>		<b>4,804,469</b>	<b>5,626,900</b>	<b>6,133,900</b>	<b>1,329,431</b>	<b>28%</b>	<b>507,000</b>	<b>9%</b>
	Information Technology	Salaries & Benefits	5,611,394	6,152,100	6,741,200	1,129,806	20%	589,100	10%
		Expenditures	5,006,869	7,659,300	9,552,200	4,545,331	91%	1,892,900	25%
	<b>Information Technology Total</b>		<b>10,618,263</b>	<b>13,811,400</b>	<b>16,293,400</b>	<b>5,675,137</b>	<b>53%</b>	<b>2,482,000</b>	<b>18%</b>

**Kwantlen Polytechnic University**  
**Appendix 2 - Fiscal 2022-23 Divisional Budgets**  
**Draft Operating Budget by Division and Account Type**

Divisional Area			Division	Account Type Roll-up	Fiscal 2020-21 Full Year Actuals	Fiscal 2021-22 Annual Base Budget	Fiscal 2022-23 Draft Operating Budget	Actuals Variance (Fiscal 2022-23 Draft Budget -Prior Year Actuals)		Draft Fiscal 2022-23 Budget over FY 2021-22 Base	
								\$	%	\$	%
Administration	Marketing & Communications Services	Salaries & Benefits	1,092,556	1,447,900	1,613,000	520,444	48%	165,100	11%		
		Expenditures	1,333,751	989,600	1,201,100	(132,651)	(10%)	211,500	21%		
Marketing & Communications Services Total			2,426,307	2,437,500	2,814,100	387,793	16%	376,600	15%		
'continued	Office of General Counsel	Salaries & Benefits	564,383	762,500	762,500	198,117	35%	-	0%		
		Expenditures	104,912	192,700	195,600	90,688	86%	2,900	2%		
Office of General Counsel Total			669,295	955,200	958,100	288,805	43%	2,900	0%		
	Office of Planning & Accountability	Salaries & Benefits	1,042,082	1,105,300	1,200,300	158,218	15%	95,000	9%		
		Expenditures	14,974	32,700	96,600	81,626	545%	63,900	195%		
Office of Planning & Accountability Total			1,057,056	1,138,000	1,296,900	239,844	23%	158,900	14%		
	Office of the CFO	Salaries & Benefits	-	-	452,000	452,000	100%	452,000	100%		
		Expenditures	-	-	316,800	316,800	100%	316,800	100%		
Office of the CFO Total			-	-	768,800	768,800	100%	768,800	100%		
	Office of the President	Salaries & Benefits	569,140	453,500	842,300	273,160	48%	388,800	86%		
		Expenditures	661,148	895,400	1,119,200	458,052	69%	223,800	25%		
Office of the President Total			1,230,288	1,348,900	1,961,500	731,212	59%	612,600	45%		
	Office of the VP, Administration	Salaries & Benefits	-	-	320,500	320,500	100%	320,500	100%		
		Expenditures	-	-	13,600	13,600	100%	13,600	100%		
Office of the VP, Administration Total			-	-	334,100	334,100	100%	334,100	100%		
	Office of the VP, Finance & Admin	Salaries & Benefits	387,427	(1,209,000)	-	(387,427)	(100%)	1,209,000	(100%)		
		Expenditures	65,684	321,600	-	(65,684)	(100%)	(321,600)	(100%)		
Office of the VP, Finance & Admin Total			453,111	(887,400)	-	(453,111)	(100%)	887,400	(100%)		
	Office of the VP, HR	Salaries & Benefits	-	-	331,900	331,900	100%	331,900	100%		
		Expenditures	-	-	-	-	0%	-	0%		
Office of the VP, HR Total			-	-	331,900	331,900	100%	331,900	100%		
Administration Total			40,892,259	48,494,700	57,265,900	16,373,641	40%	8,771,200	18%		
Non-Divisional	Non-Divisional Revenues & Expenditure	Salaries & Benefits	1,630,172	(1,010,100)	1,417,000	(213,172)	(13%)	2,427,100	(240%)		
		Expenditures	16,857,812	9,756,600	17,034,000	176,188	1%	7,277,400	75%		
Non-Divisional Revenues & Expenditure Total			18,487,984	8,746,500	18,451,000	(36,984)	(0%)	9,704,500	111%		
Non-Divisional Total			18,487,984	8,746,500	18,451,000	(36,984)	(0%)	9,704,500	111%		
Grand Total			180,084,410	188,735,700	231,389,200	51,304,790	28%	42,653,500	23%		

## Kwantlen Polytechnic University

### Appendix 3 - Fiscal 2022-23 Capital Budget



#### Preliminary Fiscal 2022-23 Capital Budget vs. Fiscal 2021-22 Capital Budget

	Fiscal 2021-22	Fiscal 2022-23	Fiscal 2022-23 Allocation Details
Administration	\$ -	\$ 25,000	Equipment as required for Duty to Accommodate
Academic	750,000	2,000,000	Academic capital priorities, capital renewal, and emergency requests
Campus Safety & Security	250,000	-	No specific KPU funded capital projects have been identified. Multi-year Safety and Lighting Project is to be funded through Ministry funds
Facilities	2,896,328	3,884,300	KPU's contribution towards Ministry funded capital maintenance projects, as well as the refresh allocation for University-wide furniture and equipment and signage. This also includes one-time-only roll-over approval for specific fiscal 2021-22 capital projects that have been negatively impacted by supply chain issues
IT	3,571,000	1,788,000	Refresh allocation for laptops, desktops, and AV equipment, as well as KPU contribution towards Ministry funded capital projects. This includes a small reduction in capital allocation as a result of beginning to move Banner to the Cloud. This includes one-time-only roll-over approval for specific fiscal 2021-22 capital projects that have been negatively impacted by supply chain issues
Construction & Renovations	800,000	5,170,000	Institutional wide priority construction including Richmond Renovation, Spruce health and safety deficiencies, and boardroom renovations. This includes one-time only roll-over approval for specific fiscal 2021-22 capital projects that have been negatively impacted by supply chain issues
Equipment - New Positions	-	400,000	Work stations/equipment for net new positions
Library	384,200	384,200	Annual refresh of Library capital assets
Unforeseen Priority Projects	848,472	950,000	Discretionary allocation for strategy priority projects and emergent needs
Entertainment Arts		2,000,000	Furniture and equipment to support EA program
<b>Total</b>	<b>\$ 9,500,000</b>	<b>\$ 16,601,500</b>	

Bylaw History
<b>Bylaw No.</b> 4
<b>Approving Jurisdiction:</b> Board of Governors
<b>Original Effective Date:</b> November 16, 1982
<b>Revised Date:</b> January 12, 2022

## 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, 2022 shall be:

a. Credit Based Programs:

Category	\$ / credit	
1	\$153.46	<ul style="list-style-type: none"> <li>Existing courses<sup>1</sup> as at September 1, 2011 will remain in Category 1.</li> <li>Adult Special Education</li> </ul>
2	\$185.43	<ul style="list-style-type: none"> <li>Courses in the Education Assistant Program.</li> <li>New courses developed for degrees/programs in Faculties such as Business and Arts.</li> </ul>
3	\$207.12	<ul style="list-style-type: none"> <li>Courses in Bachelor of Design, Product Design.</li> <li>New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture and Health.</li> </ul>
4	\$237.04	<ul style="list-style-type: none"> <li>Courses in the Health Unit Coordinator program</li> <li>New online courses developed for degrees/programs and other specialized programs.</li> </ul>
5	\$292.91	<ul style="list-style-type: none"> <li>Courses in Brewing and Brewery Operations and Health.</li> <li>Courses in Mechatronics and Advanced Manufacturing Technology Diploma.</li> </ul>

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





3. Other fees and charges for domestic students effective September 1, 2022 are as follows:

a. Student fees for libraries, technologies and student life.	7% of tuition
b. Application fee	\$40.00
c. Transcript fee	\$10.00 per transcript
d. Appeals	\$15.00
e. Confirmation deposit	Domestic applicants are required to remit a non-refundable \$250.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake program.  If the student registers this fee will be applied towards the full tuition fees assessment.
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>All Co-operative Education Students</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$690.57 per work term	7% of tuition

a. The tuition fee for a Co-operative Education Work Term shall be equivalent to 4.5 credit hours, however, the student will be awarded the equivalent of 9 credit hours. This charge will be based on amount per credit in category 2. a.1.

8. International Student Fees

International student tuition fees for credit-based courses are as follows effective September 1, 2022:

a. International student tuition fees (except for 8 (b))	\$698.30 / credit
b. International student tuition fees for English Upgrading (ENGQ) and English Language Studies (ELST)	\$386.43 / credit

International student tuition fees for Fixed Term Programs are as follows effective September 1, 2022:

c. International student tuition fees	\$698.30 / week
---------------------------------------	-----------------

Other fees and charges for International students are as follows:

d. Student fees for libraries, technologies and student life	7% of tuition
e. Application fee	\$120.00
f. Transcript fee	\$10.00 per transcript
g. Appeals	\$15.00

h. Confirmation deposit	<p>International applicants are required to remit a non-refundable \$5,000* 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>
i. International tuition deposit (new)	<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>
j. Graduation fee	No charge

*\*The change in the confirmation deposit for international students will take effect for Fall 2023.*

## Bylaw History

Bylaw No.

4

Approving Jurisdiction:

Board of Governors

Original Effective Date:

November 16, 1982

Revised Date:

~~June 9, 2021~~ January 12, 2022

## Bylaw No. 4

### Fees

1. Pursuant to the *University Act*, program or course fees and charges to be paid to the University by students shall be determined and/or revised by the Board of Governors.
2. The tuition fee structure for domestic students includes base tuition (Category 1) as well as differential tuition (Categories 2-9). Rates effective September 1, 202~~1~~2 shall be:

a. Credit Based Programs:

Category	\$ / credit	
1	<del>\$150.45</del> <u>153.46</u>	<ul style="list-style-type: none"> <li>▪ Existing courses<sup>1</sup> as at September 1, 2011 will remain in Category 1.</li> <li>▪ <u>Adult Special Education</u></li> </ul>
2	<del>\$181.79</del> <u>185.43</u>	<ul style="list-style-type: none"> <li>▪ Courses in the Education Assistant Program.</li> <li>▪ New courses developed for degrees/programs in Faculties such as Business and Arts.</li> </ul>
3	<del>\$203.06</del> <u>207.12</u>	<ul style="list-style-type: none"> <li>▪ Courses in Bachelor of Design, Product Design.</li> <li>▪ New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture and Health.</li> </ul>
4	<del>\$232.39</del> <u>237.04</u>	<ul style="list-style-type: none"> <li>▪ Courses in the Health Unit Coordinator program.</li> <li>▪ New online courses developed for degrees/programs and other specialized programs.</li> </ul>
5	<del>\$287.17</del> <u>292.91</u>	<ul style="list-style-type: none"> <li>▪ Courses in Brewing and Brewery Operations and Health.</li> <li>▪ Courses in Mechatronics and Advanced Manufacturing Technology Diploma.</li> </ul>

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



3. Other fees and charges for domestic students effective September 1, 202~~1~~2 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><del>Students registered in a tuition free course do not pay the confirmation deposit, but will be assessed other fees and charges listed above.</del></p>
f. Graduation fee	No charge

4. Prior Learning Assessment and Recognition (PLAR):

- 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.
- 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.
- 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>All Co-operative Education Students</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
<u>Full-time work terms</u>	<u>\$690.57 per work term</u>	<u>7% of tuition</u>

a. The tuition fee for a Co-operative Education Work Term shall be equivalent to 4.5 credit hours, however, the student will be awarded the equivalent of 9 credit hours. This charge will be based on amount per credit in category 2. a.1.

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

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

**8. International Student Fees**~~For Information Only~~

International student tuition fees for credit-based courses are as follows effective September 1, 2021~~2~~:

a. International student tuition fees <u>(except for 8 (b))</u>	<del>\$684.61</del> <u>698.30</u> / credit
b. International student tuition <u>fees for English Upgrading ENGQ and English Language Studies ELST</u>	<del>\$378.85</del> <u>386.43</u> / credit

International student tuition fees for Fixed Term Programs are as follows effective September 1, 2022:

<u>c. International student tuition fees</u>	<u>\$698.30 / week</u>
--	------------------------

Other fees and charges for International students are as follows:



<del>b</del> d. Student fees for libraries, technologies and student life	7% of tuition
<del>e</del> d. Application fee	\$120.00
<del>f</del> f. Transcript fee	\$10.00 per transcript
<del>e</del> g. Appeals	\$15.00
<del>f</del> h. Confirmation deposit	<p>International applicants are required to remit a non-refundable <del>\$2,200</del><u>\$2,205,000</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.~~

<del>g</del> i. 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>
<del>e</del> j. Graduation fee	No charge

\*The change in the confirmation deposit for international students will take effect for Fall 2023.



## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #6.4**

**Meeting Date: March 30, 2022**

**Presenter(s): Chervahun Emilien**

<b>Agenda Item</b>	<b>Surplus Variance update</b>
<b>Action Requested</b>	<b>Information</b>
<b>Recommended Resolution</b>	-
<b>Committee Report</b>	At its meeting held on March 8, 2022 the Board Finance Committee received surplus variance report. The report presented for information contains February 2022 enhanced variance summary.
<b>Context &amp; Background</b>	A new variance reporting process was introduced in fiscal year 2021-22. This new process requires budget holders to review their budgets and provide updated full year forecasts which would in turn allow for more timely key decision making.
<b>Key Messages</b>	<ol style="list-style-type: none"> <li>1. Variance reporting for February 2022 forecasts a surplus of \$21.1 million dollars for fiscal year 2021-22.</li> <li>2. This is the first year of this process and will require a reflective look when actual full year financial results are available.</li> </ol>
<b>Resource Requirements</b>	None identified.
<b>Implications/Risks</b>	None Identified.
<b>Consultations</b>	University Executive
<b>Attachments</b>	<ol style="list-style-type: none"> <li>1. February 2022 Enhanced Variance Reporting Summary</li> </ol>
<b>Submitted by</b>	Chervahun Emilien
<b>Date submitted</b>	March 24, 2022

Enhanced Variance Reporting Summary  
As at February 28, 2022  
Numbers are in 000's

	FY 2021-22 Annual Original Budget	FY 2021-22 Adjusted Budget	YTD Actuals	Anticipated Spend / Revenue to March 31, 2022	FY 2021-22 Projected Totals	Variance to Adjusted Budget (\$)	FY 2020-21 Actual	FY 2019-20 Actual	Comments on Variance of Forecast to Adjusted Budget
Revenue	214,597	221,228	218,571	21,184	239,755	18,527	214,022	210,273	Increase in revenues is as a result of significantly stronger International tuition when compared to the budget.
Operating Expenses									
Academic Portfolio	115,794	118,240	102,448	12,238	114,686	3,554	106,606	105,015	Variance to budget is as a result of savings across most Faculties. ACP is projecting the most significant savings of \$1.9M. In addition the Faculty of Health and Arts are also projecting significant savings which is also composed of significant Faculty labour savings.
Student Services Portfolio	16,860	18,584	15,346	2,131	17,476	1,108	15,458	14,557	Salary savings in excess of salary encumbrance are resulting in savings to adjusted budget.
President Portfolio	3,961	4,351	3,034	745	3,779	572	3,350	3,239	Variance to adjusted budget is as a result of less events, payments for fees and services and sponsorships.
HR Portfolio	8,943	9,416	7,141	1,889	9,030	386	7,379	6,931	
VPFA Portfolio	(887)	-	72	0	72	(72)	453	402	
Administration Portfolio	31,075	31,618	24,937	3,457	28,394	3,224	29,078	28,933	Savings in IT and Facilities due to less activity on campus and lower software and subscriptions. Approximately \$650K of the variance relates to the reduction of institutional Moneris fees as International students are now responsible for these fees when they pay tuition via a credit card.
CFO Portfolio	4,859	5,302	3,086	580	3,666	1,636	3,684	4,132	Significant salary savings due to many open positions throughout the year.
External Affairs Portfolio	4,713	5,509	3,935	1,207	5,142	367	4,474	4,197	Majority of savings are in marketing due to open positions throughout the year
SPF Expenses	3,895	3,960	2,562	489	3,051	909	3,360	4,966	Forecast is based on YTD trends and anticipated activity
Revenue Generating Expenses	1,562	1,563	2,517	229	2,746	(1,182)	2,435	3,794	Forecast is based on YTD trends and anticipated activity
Non-divisional	6,815	5,119	9,290	593	9,883	(4,764)	14,427	10,960	Includes transfers to the Foundation in FY2020-21 (\$10.0M) and FY2019-20 (\$3.1M). This forecast balance also includes international agent commission fees which have increased this year due to the higher proportion of international students.
Amortization of Capital Assets	20,599	21,332	18,128	2,559	20,687	645	19,146	18,475	
Total	(3,592)	(3,767)	26,077	(4,933)	21,144	24,911	4,170	4,672	Year to date we have a surplus of \$26M

Comments

This information needs to be reviewed with the understanding that there is a significant difference in finance knowledge across the university for the individuals completing this report. Additional training will be provided by Finance in the months that follow. As a general rule the larger portfolios are handled by more finance savvy individuals. This process will become more accurate and valuable as we continue the process had obtain feedback on the quality of the information provided.

Presented by: Chervahun Emilien, Chief Financial Officer

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: 6.5**

**Meeting Date: March 30, 2022**

**Presenter(s): Chervahun Emilien**

**Agenda Item**                      **2021/22 Endowments**

Action Requested	Motion
<b>Recommended Resolution</b>	<p>That the Board of Governors approve the following allocation of \$7,000,000 of surplus funds from the 2021 / 2022 fiscal year:</p> <p>(a) Increase the KPU financial aid endowment in the KPU Foundation by \$3,300,000 to support student financial aid and student scholarships and bursaries at KPU.</p> <p>(b) Establish a \$3,700,000 fund in the KPU Foundation to support current and future students.</p>

**Committee Report**                      For Secretariat Use Only

**Context &  
Background**

As at February 28, 2022, KPU is forecasting a surplus position for the 21 / 22 fiscal year of \$21.1M. A review of March transactions to date has confirmed the forecasted amount. The forecasted surplus position has increased since the Q3 forecast due to the following factors:

- Continued reduction in non-salaries and salaries expenses. Both non-salary and salary operating expenditures continue to be at a reduced level than originally anticipated.

KPU has been actively working with the Ministry on the ability to use the surplus funds for future initiatives and has received approval to defer up to \$12.4M in provincial operating grant funds for use in the next fiscal year. This comprises of \$4M in operational expenses and \$8.4M in capital expenses. As a result, the forecasted surplus has been reduced to \$8.7M

**Key Messages**

1. KPU established a Financial Aid Endowment fund in the KPU Foundation in May 2018. The current value of the fund is \$2M. It is recommended that this endowment be topped by a further \$3.3M to ensure it is sustainable to produce sufficient ongoing investment income to support student financial aid.
2. KPU to establish a \$3,700,000 fund in the KPU Foundation to support the reduction of financial barriers for KPU students by providing direct awards and bursaries. This fund will not be set up as an

endowment and the funds contributed will flow directly to students by way of the Foundation.

3. The donation will be made by March 31, 2022.

<b>Resource Requirements</b>	None
<b>Implications/Risks</b>	None
<b>Consultations</b>	University Executive External Auditors Ministry of Advanced Education and Skills Training
<b>Attachments</b>	N/A
<b>Submitted by</b>	Chervahun Emilien, Chief Financial Officer
<b>Date submitted</b>	March 29, 2022

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #7.2**

**Meeting Date: March 30, 2022**

**Presenter(s): Alan Davis & Lori McElroy**

**Agenda Item** VISION 2023 Progress Report: Mid-year update

Action Requested	Information
Recommended Resolution	N/A

**Committee Report** At its meeting held on March 23, 2022 the Board Governance Committee received Visions 2023 Mid-year progress report and is presented for information.

**Context & Background** Each year we assess progress towards the VISION 2023 goals in three times a 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 the section with Benchmark data on ten metrics. 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.

**Key Messages**

1. The Benchmark Data for the ten metrics begins on page 18. For each metric, two graphs are provided, one for the most recent data, and one for the prior year, showing KPU's results, and that for each benchmark institution. Two tables are also provided for each metric. Ministry targets are also included.
2. For survey data, the 95% confidence intervals are also reported (see page 18 for an explanation of the meaning of the confidence intervals). The survey data is based on surveys of graduates conducted on behalf of BC Stats. There are usually three sources, depending on the program credential: degree (BGS), diploma or certificate (DACSO) and apprentice (APPSO) and non-apprenticeship trades programs (Trades). There is no APPSO data for Capilano, Douglas and Langara, as they do not have apprenticeship programs. Note, a glossary of terms is provided on the final page.
3. Progress has been made on most goals. Progress on the goal to be accountable to our partners, government and communities has been disrupted by the pandemic.

<b>Resource Requirements</b>	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
<b>Implications/Risks</b>	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.
<b>Consultations</b>	Metrics 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.
<b>Attachments</b>	1. <a href="#">VISION 2023 Progress Report: Mid-Year Update</a>
<b>Submitted by</b>	Lori McElroy
<b>Date submitted</b>	March 23, 2022



## BOARD OF GOVERNORS - REGULAR MEETING

Agenda Item: #7.3

Meeting Date: *March 30, 2022*

Presenter(s): *Dr. Alan Davis*

**Agenda Item**                      **Policy and Procedure GV10 *Mission, Vision and Values Development and Amendment***

Action Requested	Motion
Recommended Resolution	THAT the Board of Governors approve Policy and Procedure GV10 <i>Mission, Vision and Values Development and Amendment</i> as recommended by the Board Governance Committee.

**Committee Report**                      At its meeting held on March 23, 2022, the Board Governance Committee recommended that the Board of Governors approve Policy and Procedure GV10 *Mission, Vision and Values Development and Amendment*.

**Context & Background**                      [Policy](#) and [Procedure](#) GV10 *Mission, Vision and Values Development and Amendment* were last reviewed in 2016. As a result of a fulsome review in fall 2021, the Policy and Procedure are being proposed for revision.

These documents were written in the aftermath of the [Vision 2018](#) strategic planning process, and informed the development of [Vision 2023](#). In addition to a new vision statement for KPU, the mission was re-written and shortened.

At the time that Vision 2023 was developed, the Values statements from Vision 2018 were deemed to be still valid and they were not updated. Some work is underway now to consider a re-statement of KPU's Values, which will involve wide consultation.

Given that GV10 seems to be a solid basis for planning, and to allow for mid-cycle initiatives such as reviewing the Values statement, some minor changes to the documents are proposed.

**Key Messages**

1. Draft GV10 Policy and Procedure were posted on the [KPU Policy Blog](#) for a 6-week public commenting period from October 13 to November 24, 2021. During this period, the Senate Standing Committee on Policy was also consulted for feedback on November 3, 2021. No comments were received during the 6-week public commenting period.
2. On January 25, 2022, Senate recommended that the Board of Governors approve Policy and Procedure GV10 *Mission, Vision and Values Development and Amendment*.

<b>Resource Requirements</b>	--
<b>Implications/Risks</b>	--
<b>Consultations</b>	<ol style="list-style-type: none"> <li>1. University Community</li> <li>2. Polytechnic University Executive</li> <li>3. Senate Standing Committee on Policy</li> <li>4. Senate</li> </ol>
<b>Attachments</b>	<ol style="list-style-type: none"> <li>1. Memo from Senate</li> <li>2. Draft Policy GV10 <i>Mission, Vision and Values Development and Amendment</i></li> <li>3. Draft Procedure GV10 <i>Mission, Vision and Values Development and Amendment</i></li> <li>4. Policy Timeline GV10 <i>Mission, Vision and Values Development and Amendment</i></li> </ol>
<b>Submitted by</b>	Dr. Alan Davis, President and Vice Chancellor
<b>Date submitted</b>	March 23, 2022

## SENATE OFFICE MEMORANDUM

<b>TO</b>	Ranminder Kaur, Confidential Assistant, Board of Governors
<b>CC</b>	Alan Davis
<b>FROM</b>	Meredith Laird, Administrative Assistant, University Senate
<b>DATE</b>	January 24, 2022
<b>SUBJECT</b>	GV10 <i>Mission, Vision and Values Development and Amendment</i>

On January 24, 2022, Senate recommended that the Board of Governors approve Policy and Procedure GV10 *Mission, Vision and Values Development and Amendment*.

The documents that Senate reviewed are attached.

Policy History
<b>Policy No.</b> GV10
<b>Approving Jurisdiction:</b> Board of Governors, with Senate advice
<b>Administrative Responsibility:</b> President
<b>Effective Date:</b> March 31, 2022

## Mission, Vision and Values Development and Amendment Policy

### A. CONTEXT AND PURPOSE

1. Kwantlen Polytechnic University (KPU) received its charter from the BC provincial government in 2008, and receives an annual mandate letter from the Government of British Columbia which provides specific expectations for that year.
2. Each public post-secondary institution periodically interprets its charter and mandate in the context of its mission, vision and values and through a process of stakeholder engagement so as to align with the changing needs of society (especially in the region it serves), and with the evolution of higher education, the nature of work, and emerging social, economic and cultural issues.
3. This policy clarifies the process by which these periodic reviews are undertaken. Normally this would occur about every five years in the context of strategic planning, but other pressures or opportunities may prompt such a review at any time.
4. The University Act, Section 47(1) states that the University mandate from the Government of British Columbia includes the following statutory provisions:

“A special purpose, teaching university must do all of the following:

- (a) ... provide adult basic education, career, technical, trade and academic programs leading to certificates, diplomas and baccalaureate and masters degrees, subject to and in accordance with regulations under section 71 (3) (c) (i);
- (b) ... provide applied and professional programs leading to baccalaureate and masters degrees, subject to and in accordance with regulations under section 71 (3) (c) (ii);
- (c) provide, in addition to post-secondary programs referred to in paragraph (a) or (b), post-secondary programs specified in regulations under section 71 (3) (c) (iii);
- (d) so far as and to the extent that its resources from time to time permit, undertake and maintain applied research and scholarly activities to support the programs of the special purpose, teaching university”.

5. Section 35.2(6) of the University Act states that “the senate .....must advise the board, and board must seek advice from the senate, on the development of educational policy for the following matters:
  - (e) the mission statement and the educational goals, objectives, strategies and priorities of the special purpose, teaching university”.
6. The University Act, Section 62(2), also informs the accomplishment of the University’s mission and the achievement of its vision through the process of setting the annual budget.

## B. SCOPE AND LIMITS

1. This policy applies to all members of the KPU community – including, but not limited to students, faculty, staff, administrators, Board of Governors’ representatives, and members of the communities the University we serves who are asked to contribute to the discussion of KPU’s mission, vision and values and to the setting of annual priorities and the University’s budget.

## C. STATEMENT OF POLICY PRINCIPLES

1. Kwantlen Polytechnic University will periodically undertake a review of its mission, vision and values statements in order to reflect its changing mandate from government and the current and future needs of students and communities in the region it serves.
2. Furthermore, within the terms of the mission, vision and values statements in effect, the annual process of setting priorities and establishing the university budget is guided by KPU’s PRINCIPLES TO GUIDE BICAMERAL GOVERNANCE AT KWANTLEN POLYTECHNIC UNIVERSITY.
3. This Policy will be reviewed in conjunction with the University’s strategic plan.

## D. DEFINITIONS

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

## E. RELATED POLICIES & LEGISLATION

University Act

VISION 202318 Strategic Plan

Academic Plan 202318

Board Governance Manual

Senate Standing Committee on University Budget Mandate

Senate Standing Committee on Academic Planning & Priorities Mandate

Principles To Guide Bi-cameral Governance at Kwantlen Polytechnic University

## **F. RELATED PROCEDURES**

Please see the GV10 *Mission, Vision and Values Development and Amendment Procedure*.

DRAFT

Policy History
<b>Policy No.</b> GV10
<b>Approving Jurisdiction:</b> Board of Governors, with Senate advice
<b>Administrative Responsibility:</b> President
<b>Effective Date:</b> March 31, 2022

## Mission, Vision and Values Development and Amendment Procedure

### A. DEFINITIONS

1. **Mandate:** “An official order or commission to do something” (Oxford Dictionaries online).
2. **Mission:** A clear statement of KPU’s core purpose: what it strives to achieve, for whom, and how.
3. **Values:** The statement of KPU’s values guides all decision making and activities of the university, both individually and collectively.
4. **Vision:** The vision describes a future for KPU within a specified time frame. It thus sets a direction for the University that informs planning at all levels, and includes explicit strategic goals. Planning is then organized around these goals: the academic plan and resource allocation, as well as plans developed by each faculty and department.

### B. PROCEDURES

1. The need for a review of the mission, vision and values (*in whole or in part*) can originate from anyone internal or external to KPU through communication to the Board Chair, the Chancellor or the President, along with sufficient documentation that supports the proposal.
2. The request will be shared with the Board and the Senate, and each governance body will use its own processes to determine if the request should or should not be accepted.
3. The Senate will provide advice to the Board on the need for such a review. The Board will consider that advice and instruct the President accordingly.
4. If a review is approved, the President will provide to the Board and to the Senate a detailed plan for undertaking the review, including stakeholder involvement.
5. If a review is not approved, the President will report this to the Senate.

6. Senate will provide advice to the Board on the mission statement and the educational goals, objectives, strategies and priorities of the special purpose, teaching university (University Act Sec 35.2(6)(a)).
7. The annual processes of setting priorities and the university budget that align with the approved Mission, Vision and Values will be undertaken in full consultation with the relevant Senate standing committees.
8. The President must prepare and submit to the Board an annual budget in consultation with the appropriate standing committee of the Senate (University Act, Section 62(2)).

## C. RELATED POLICY

Refer to GV10 *Mission, Vision and Values Policy*.



**Policy Sponsor:** President  
**Approving Jurisdiction:** Board of Governors, with Senate advice  
**Policy Developers:** Dr. Alan Davis, President and Vice Chancellor

Step(s)		Action(s)	Date(s)	Submission Deadline
1.	Solicit feedback from stakeholder group(s) on draft policy and procedure. Finalize draft policy and procedure.	Review policy, procedure and incorporate changes.	Fall 2021	
2.	President (Sponsor)	For approval to proceed to PUE.	October 2021	
3.	PUE	For approval to proceed to public posting.	October 13, 2021	<i>October 6, 2021</i>
4.	KPU Policy Blog (6-week public posting)	6-week public posting period on KPU Policy Blog.	October 13 – November 24, 2021	
		<ul style="list-style-type: none"> <li>SSC Policy</li> </ul>	November 3, 2021	<i>October 25, 2021</i>
5.	Finalize draft policy and procedure.	Respond to blog comment(s), if any. Finalize draft Policy and Procedure and incorporate feedback where appropriate.	November 25 – November 29, 2021	
6.	President (Sponsor)	For approval to proceed to PUE.	November 30 – December 1, 2021	
7.	PUE	For approval to proceed to final approval process.	December 8, 2021	<i>December 1, 2021</i>
8.	Senate	<ul style="list-style-type: none"> <li>SSC Policy</li> <li>Senate (for approval and recommendation to the Board for approval)</li> </ul>	January 5, 2022 January 24, 2022	<i>December 10, 2021 January 14, 2022</i>
9.	Final Approval (Board)	<ul style="list-style-type: none"> <li>Board Governance Committee</li> <li><b>Board of Governors</b></li> </ul>	<b>March 23, 2022</b> <b>March 30, 2022</b>	<i>March 11, 2022 March 18, 2022</i>



## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #7.4**

**Meeting Date: March 30, 2022**

**Presenter(s): Keri van Gerven**

**Agenda Item** Policy Elimination: GV7 Advisory Boards (Non-Program) and Board Governance Manual Amendment

Action Requested	Motion
Recommended Resolution	THAT the Board of Governors approve the elimination of Policy GV7 Advisory Boards (Non-Program) AND the proposed amendment to the Board Governance Manual as recommended by the Board Governance Committee.

**Committee Report** At its meeting held on March 23, 2022, the Board Governance Committee recommended that the Board of Governors approve the elimination of Policy GV7 Advisory Boards (Non-Program) AND the proposed amendment to the Board Governance Manual.

**Context & Background** As a result of a fulsome review of Policy GV7 [Advisory Boards \(Non-Program\)](#) / [Procedure](#), it is determined that the Policy and Procedure are no longer necessary and should be eliminated.

This policy is intended to cover advisory boards for the Board, such as community advisory committees for KPU Campuses. The [Board Governance Manual](#) provides language and guidance on the creation of non-program advisory boards and this outdated policy is deemed redundant.

**Key Messages**

1. The Board Governance Manual provides language and guidance on non-program advisory boards for the KPU Board of Governors. Language from the *University Act* is being added to the Board Governance Manual for clarity. Policy and Procedure GV7 are no longer necessary.
2. As per Policy GV2 [Protocol for the Development of University Policies](#) / [Procedure](#), the proposal to eliminate Policy and Procedure GV7 was posted on the [KPU Policy Blog](#) for a 2-week public commenting period from December 9 to December 23, 2021.
3. No comments were received on the Policy Blog during the 2-week public commenting period.

**Resource Requirements** N/A

<b>Implications/Risks</b>	A separate, out of date and redundant policy that conflicts with guidance from the Board Governance Manual will result in confusion around the guidelines on the creation of non-program advisory boards for the Board of Governors at KPU.
<b>Consultations</b>	<ul style="list-style-type: none"> <li>• President and Vice Chancellor</li> <li>• Vice President, External Affairs</li> <li>• Polytechnic University Executive</li> </ul>
<b>Attachments</b>	<ol style="list-style-type: none"> <li>1. Policy GV7 <a href="#">Advisory Boards (Non-Program)</a> / <a href="#">Procedure</a></li> <li>2. <a href="#">Board Governance Manual</a></li> <li>3. Policy and Procedure GV7 – Policy Development and Approval Timeline</li> <li>4. Amendment to Board Governance Manual</li> </ol>
<b>Submitted by</b>	Keri van Gerven, University Secretary
<b>Date submitted</b>	March 23, 2022

**Policy Sponsor:** President  
**Approving Jurisdiction:** Board of Governors  
**Policy Developer:** University Secretary

Step(s)		Action(s)	Date(s)	Submission Deadline
1.	Solicit feedback from stakeholder group(s) on proposed policy elimination.	Review current Policy and consult with stakeholder groups. <ul style="list-style-type: none"> <li>President and Vice Chancellor</li> <li>Vice President, External Affairs</li> <li>Board Governance Committee (November 10, 2021)</li> </ul>	November 2021	
2.	President (Sponsor)	For approval to proceed to PUE.	November 2021	
3.	PUE	For approval to proceed to public posting.	December 8, 2021	<i>December 1, 2021</i>
4.	KPU Policy Blog (2-week public commenting)	2-week public commenting period on KPU Policy Blog.	December 9 – December 23, 2021	
5.	Review and respond to comments on Blog	Review and respond to blog comment(s), if any.	January 4 – 6, 2022	
6.	President (Sponsor)	For approval to proceed to PUE.	January 4 – 6, 2022	
7.	PUE	For approval to proceed to final approval process.	January 12, 2022	<i>January 7, 2022</i>
8.	Board Governance Committee	For recommendation to the Board for approval.	March 23, 2022	<i>March 11, 2022</i>
9.	<b>Final Approval (Board)</b>	<b>Approval of policy elimination.</b>	<b>March 30, 2022</b>	<i>March 18, 2022</i>

### External Advisors

In carrying out its responsibilities, where appropriate (i.e. considering KPU's internal resources, and the Board budget and subject to KPU's procurement practices) and in consultation with Senior Leadership, the Board is entitled to retain and rely on external professional service firms, consultants and advisors (collectively "External Advisors") as needed to fulfill its mandate.

When the Board retains External Advisors, the Board must ensure that any relevant information, findings, or recommendations of the External Advisors be immediately reported to Senior Leadership, as appropriate. Typically, the Board Chair will provide such information to the President.

In Accordance with the *University Act 34*:

#### Advisory boards

**34** (1)The board may

(a)appoint advisory boards, consisting, either wholly or partly, of persons unconnected with the university, on terms and for purposes the board may consider advisable, and

(b)refer to an advisory board for advice and report any subject or matter that the board considers advisable.

(2)The advice and report of an advisory board appointed under subsection (1) must be considered and weighed by any body in the university to which the board directs the advice to be given or report to be made.

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #7.5**

**Meeting Date: March 30, 2022**

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

**Agenda Item**                      **Appointment to the Search Advisory Committee, Provost & VP, Academic**

Action Requested	Motion
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Recommended Resolution	THAT the Board of Governors approve the appointment of community board member, Mr. Mahabub, to the Search Advisory Committee for Provost & Vice President, Academic as recommended by the Board Governance Committee.
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**Committee Report**                      At its meeting held on March 23, 2022, the Board Governance Committee recommended that the Board of Governors approve the appointment of community board member, Mr. Mahabub, to the Search Advisory Committee for Provost & Vice President, Academic.

**Context & Background**                      The search for the Provost & Vice President, Academic will begin late March 2022 with the intention of providing a recommendation to the President and the Board of Governors by late June 2022.

**Key Messages**

1. Policy and Procedures HR 20, Search Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions oversees the selection of candidates for the position of the Provost & VP, Academic.
2. Policy HR20 requires one community board member and one student Board member, appointed by the Board serve on the search advisory committee.
3. Mr. Mahabub has agreed to serve on the committee.
4. As the student board member, Purru Sandhu, is unable to serve on the search advisory committee, the Chair of the Board authorized the President to select any engaged student who would be interested to service on the committee.

**Attachments**

1. [Policy HR 20](#)
2. [Procedures HR20](#)

**Submitted by**                      Ranminder Kaur on behalf of the President and Vice Chancellor, Dr. Alan Davis

**Date submitted**                      March 23, 2022





## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Item: #11**

**Meeting Date: March 30, 2022**

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

**Agenda Item**                      **Senate Meeting Reports**

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 February 28, 2022.  
2. Notes from the Senate meeting held on March 21, 2022.

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

**Date submitted**                      March 22, 2022

## Notes from the Senate meeting of February 28, 2022

The Chair, Alan Davis, opened the February Senate meeting with a territorial acknowledgement and an expression of gratitude to the Indigenous peoples on whose lands we live and work. He welcomed Muhammad Afzal Malik from the Board of Governors, and Sandra Moromisato from the Senate office. Moreover, the Chair thanked Meredith Laird, outgoing Senate administrative assistant, for her efforts in transforming the Senate office over the last few years. She will be working in the Provost's office as a new curriculum systems specialist. Dr. Davis provided a written President's report and Diane Purvey provided a written Provost's report. The Provost reported that the 'Coffee with Provost' virtual meeting was a success and it will continue monthly.

The Senate Standing Committee (SSC) highlights include:

- Senate Standing Committee on Curriculum – Senate approved a) the consent agenda from Faculty of Arts and Faculty of Trades and Tech; b) the establishment of a new Minor in Music program; c) Bachelor of Business Administration in Human Resources Management program revisions; d) Bachelor of Interior Design program revisions; and e) the establishment of a Bachelor of Interior Design, Honours program. It was exciting to see that the Music program will start offering a more responsive curriculum that reflects the diversity of KPU students and their musical interests. Also, it is noteworthy to mention that the Bachelor of Interior Design, Honours program will be the very first interior design honours program in BC. All four programs received approval with huge appreciation for their hard work and effort. The Chair further noted that Senate Microcredential committee had its inaugural meeting this month and elected Sharon Leitch Joss from the Faculty of Health as a chair. Senate subcommittee on Writing Intensive Courses approved first set of courses to be recommended to SSCC.
- Senate Executive Committee – The Chair noted that the February Senate meeting format was discussed and the committee decided to stay virtual due to ongoing mask mandate for indoor gatherings. The committee will continue to discuss the possibility of future in-person Senate meetings.
- Senate Governance and Nominating Committee – Senate approved a) the nominations for Senate Standing Committees; and b) revised faculty qualification requirements for i) the Health Care Assistant Program, and ii) the Traditional Chinese Medicine program, per policy *AC13 Qualifications for Faculty Members*.
- Senate Standing Committee on University Budget – The committee is looking at organizing an orientation to help build confidence in budget/finance terminology and knowledge for the committee members. The operational draft budget will come to Senate for approval next month.
- Senate Standing Committee on Policy – Senate approved the revision of Policy and Procedure *AC4 Student Evaluation and Grading*, and the elimination of Policy *AR6 Final Examinations and Grade Reporting for Courses*. The approved changes will ensure appropriate evaluation of student course standing and will establish meaningful grading

categories and systems for recording and reporting student grades. For more information on specific revisions, please refer to the [Senate agenda package](#) item 12.1.

- Senate Standing Committee on Program Review – The committee approved the Education Assistant Program External Review Report, the Technical Apparel Design First Annual Follow-Up Report, and the Mathematics Quality Assurance Plan.
- Senate Standing Committee on Academic Planning and Priorities and Senate Standing Committee on Research and Graduate Studies submitted their written updates.

Zena Mitchell, Registrar, presented the list of February 28, 2022 graduates, which received Senate approval.

The meeting was adjourned with the Chair expressing his appreciations to everyone involved in producing a clean and robust agenda package.

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

Notable Quotes from the meetings VC attended this month:

*"You are on mute, which is always pleasant."*

*"Potentially stop showering...advantage of working from home."*

*"We'll make it very difficult for you on (Senate) Monday."*

*"I may not be cute, but I am agreeable."*

*"Got a thumbs up! I should stop."*

*"It was so stinky that..."*

## Notes from the Senate meeting of March 21, 2022

The March Senate meeting opened with the Chair, Alan Davis, expressing our gratitude to the Indigenous peoples on whose lands we live and work. He welcomed Muhammad Afzal Malik from the Board of Governors, and Rita Zamluk from the Senate office. Dr. Davis provided a written President's report and Diane Purvey provided a 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, Faculty of Science and Horticulture, Faculty of Health, Wilson School of Design, and Melville School of Business; b) Bachelor of Design, Graphic Design for Marketing program revisions; c) the establishment of a new Minor in Health Science program; d) the establishment of a Bachelor of Science (Honours), Major in Biology; e) Bachelor of Business Administration Major in Marketing Management program revisions; and f) the establishment of Post-Baccalaureate Diploma in Accounting, Co-operative Education Option. Among the approved course outlines, there were the first set of Writing-Intensive attribute approvals.
- Senate Executive Committee – The committee discussed the Senate format for this month and next month, and will continue to explore the format options until the mask mandate is lifted.
- Senate Governance and Nominating Committee – Senate appointed members to the Search advisory committee, Provost & VP, Academic.
- Joint Senate Standing Committee on University Budget and on Academic Planning and Priorities – Chervahun Emilien, Chief Financial Officer, presented the final draft budget for the 2022/23 fiscal year. Highlights included a projected \$16.5M surplus for this fiscal year. The University is in discussions with the Ministry to determine if a portion of the surplus may be carried over into the next fiscal year. In addition, the budget increase is largely due to an increase in international student tuition revenue. KPU will take less conservative approach in allocating the budget. Senate endorsed the final draft budget for the 2022/23 fiscal year. The budget documents can be found within the Senate agenda package.
- Senate Standing Committee on Program Review – The committee reported that they have reviewed 22 reports between the period from September 2021 to February 2022 and are scheduled to review 14 additional reports before the end of the academic year. This year may be a record-breaking program review year!
- Senate Standing Committee on Tributes – The committee reviewed award nominations, which will come forward to next month Senate. The Chair noted that Debbie Musil, faculty member from the Melville School of Business, has been elected as a Vice-Chair of this committee.

- Senate Standing Committee on the Library, Senate Standing Committee on Policy, Senate Standing Committee on Research and Graduate Studies, and Senate Standing Committee on Teaching and Learning have submitted written updates.

Zena Mitchell, Registrar, presented the list of March 21, 2022 graduates, which received Senate approval. Also, she provided a notice of election of Vice-Chair, Senate for 2022/23 academic year.

The meeting was adjourned with the Chair announcing the Senate Engage session to start at 6 pm, presented by Dr. Deborah Henderson, Director, Institute for Sustainable Horticulture.

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

Notable Quotes from the meetings VC attended this month:

*"You don't feel like the Backstreet Boys?"*

*"It's March Madness..."*

*"So, we have a permission to try and break the system?"*

*"Have you thought about a haircut?"*

*"Carry the Banner?"*

*"I smelled bad breath for the first time in 2.5 years."*