



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

**Date: November 29, 2023**

**Time: 4:00 pm – 4:34 pm**

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

### **Phone Dial-in**

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

**Conference ID: 503 213 926#**



## Board of Governors – Regular Meeting Agenda

**Date: November 29, 2023**

**Time: 4:00– 4:34 pm**

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

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

**Conference ID: 503 213 926#**

**Attending:** Ivy Chen (Chair), Rhiannon Bennett (Vice Chair), Kwuntiltunaat (Kim) Baird, Michael Chang, Paul Choi, Alan Davis, Ishant Goyal, Aryan Kalia, Amos Kambere, Muhammad Afzal Malik, Lyndsay Passmore, Rod Ross, Takashi Sato, Amanda Smith-Weston, Waheed Taiwo

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

### Regrets:

**Presenters & Administrative Resources:** David Burns, Laurie Clancy, Lily Chong, Chervahun Emilien, Andhra Goundrey, Randall Heidt, Carley Hodgkinson, Stephanie Howes, Ranminder Kaur, Andy Law, Lori McElroy, Zena Mitchell, Mandeep Pannu, Diane Purvey, Asma Sayed, Peter Smailes

**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	Ivy Chen		4:00	
We at Kwantlen Polytechnic University respectfully acknowledge that we live, work and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem, and with the lands of the Kwantlen First Nation, which gifted its name to this university.				
1.1. Welcome by KPU Elder in Residence	Elder Lekeyten		4:00-4:05	
2. Approval of Agenda	Ivy Chen	M	4:05-4:06	3
<b>MOTION:</b> THAT the Board of Governors approve the regular meeting agenda for November 29, 2023.				
3. Conflict of Interest	Ivy Chen		4:06-4:07	

4. Consent Agenda	Ivy Chen	M	4:07-4:10	7
4.1. Minutes of the September 27, 2023 Regular Board of Governors Meeting				8
4.2. Diploma in Front-End Development and Interactive Applications	Carley Hodgkinson / Andhra Goundrey / David Burns	M		19
4.3. Citation in Cloud Architecture and Security	Andy Law / Mandeep Pannu / Stephanie Howes / David Burns	M		23
4.4. Recurring procurements greater than \$200K	Chervahun Emilien	M		27

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

- 4.1. Minutes of the September 27, 2023 Regular Board of Governors Meeting.
- 4.2. Diploma in Front-End Development for Interactive Applications program, for implementation on September 1, 2024.
- 4.3. Citation in Cloud Architecture and Security program, for implementation on September 1, 2024.
- 4.4. Subject to budgetary approval, approve the attached list of procurement opportunities greater than \$200,000.

5. Governance Committee Report				
5.1. Committee Chair Report	Amos Kambere	I	4:10-4:11	
6. Human Resources Committee Report				
6.1. Committee Chair Report	Rhiannon Bennett	I	4:11-4:12	
7. Audit Committee Report				
7.1. Committee Chair Report	Ivy Chen	I	4:12-4:13	
8. Finance Committee Report				
8.1. Committee Chair Report	Ivy Chen	I	4:13-4:14	
8.2. Financial Update	Chervahun Emilien	I	4:14-4:19	31
9. President's Report	Alan Davis	I	4:19-4:23	
9.1. Report to the Board				
10. Provost's Report	Diane Purvey	I	4:23-4:27	
10.1. Report to the Board				
11. Senate Report – meeting held on <a href="#">September 25</a> , <a href="#">October 23</a> , <a href="#">November 20, 2023</a>	Alan Davis	I	4:27-4:28	
12. Next Meeting Agenda Contribution	Ivy Chen	D	4:28-4:29	

13. For the Good of the Order	All	D	4:29-4:30
14. Feedback on the Meeting	All	D	4:30-4:31
15. Closing Remarks	Ivy Chen		4:31-4:32
16. <b>Appendix:</b>			
16.1. <a href="#">Report to the Board of Governors</a>	N/A	I	4:32-4:33
17. Next Meeting: Regular Board Meeting Wednesday, January 31, 2024 <b>MS TEAM Meeting</b> 4:00 – 7:00 pm	Ivy Chen		4:33-4:34
18. Adjournment	Ivy Chen		4:34



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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 04

**Meeting Date:** November 29, 2023

**Presenter(s):** Ivy Chen

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**AGENDA TITLE:** Consent Agenda

**ACTION REQUESTED:** Motion

**RECOMMENDED RESOLUTION**

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

- 4.1. Minutes of the September 27, 2023 Regular Board of Governors Meeting.**
- 4.2. Diploma in Front-End Development for Interactive Applications program, for implementation on September 1, 2024.**
- 4.3. Citation in Cloud Architecture and Security program, for implementation on September 1, 2024.**
- 4.4. Subject to budgetary approval, approve the attached list of procurement opportunities greater than \$200,000.**

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**Attachments**

- 1. Minutes of the September 27, 2023 Regular Board of Governors Meeting.
- 2. Diploma in Front-End Development and Interactive Applications.
- 3. Citation in Cloud Architecture and Security.
- 4. Recurring procurements greater than \$200K.

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**Submitted by**

Ranminder Kaur, Executive Assistant to the Board of Governors

**Date submitted**

November 17, 2023

## BOARD OF GOVERNORS - REGULAR MEETING

*Regular Meeting Minutes*

*September 27, 2023*

*Cedar Boardroom 2110, Surrey Campus*

**Present: Board**

Rhiannon Bennett / Vice Chair  
Michael Chang  
Paul Choi  
Ishant Goyal  
Aryan Kalia  
Amos Kambere  
Muhammad Afzal Malik  
Lyndsay Passmore  
Rod Ross  
Takashi Sato  
Amanda Smith-Weston

**University G8 members**

Laurie Clancy / VP, Human Resources  
Jennifer Duprey / General Counsel  
Chervahun Emilien / Chief Financial Officer  
Nadia Mallay / VP, Equity & Inclusive Communities  
Zena Mitchell / VP, Students  
Peter Smailes / VP, Administration

**Presenters and Administrative Resources**

Dr. David Burns / AVP, Academic  
Lily Chong / University Secretary & Executive  
Assistant to the President & Vice Chancellor  
Ranminder Kaur / Executive Assistant to the Board  
of Governors  
Dr. Lori McElroy / AVP, Planning and  
Accountability  
Keri Spindler / University Secretary & Executive  
Assistant to the President & Vice Chancellor

**Regrets: Ivy Chen / Chair**

Kim (Kwuntiltunaat) Baird /  
Chancellor  
Alan Davis / President & Vice  
Chancellor  
Waheed Taiwo

Randall Heidt / VP, External Affairs

Diane Purvey / Provost & VP, Academic

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

The Vice Chair called the meeting to order at 4:40pm.  
The Vice Chair acknowledged KPU's commitment to reconciliation and recognition that we live, work and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem, and with the lands of the Kwantlen First Nation, which gifted its name to this university.

The Vice Chair welcomed the guests attending the meeting.

The Vice Chair asked everyone at the meeting to recognize and honour September 30<sup>th</sup> as national Truth and Reconciliation Day.



## 1.1. Welcome by KPU Elder in Residence

This item was deferred as Elder in Residence, Lekeyten was unable to join the meeting. Members noted that Elder Lekeyten will be invited to the Board meeting in November.

## 2. Approval of Agenda

### Motion #01-23/24

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the regular meeting agenda for September 27, 2023.**

## 3. Conflict of Interest

No other conflict of Interest was declared.

## 4. Approval of Consent Agenda

### Motion #02-23/24

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

**4.1. Minutes of the June 28, 2023 Regular Board of Governors Meeting.**

## 5. Board Committee Chairs

Mrs. Spindler presented the report and commented that the Board Governance Manual sets out the governance structure and principles pursuant to which the Board exercises its responsibilities and carries out its duties of stewardship and accountability. Mrs. Spindler noted that the exceptions to the designated committee chairs have been approved by the Board in the past in recognition of individual board members' specific skill sets and experience.

Mrs. Spindler mentioned that there are only two members on the board with a financial designation, hence the proposal for Ms. Chen to Chair the Audit and Finance Committees. Members noted that the Board collectively elected Ms. Chen as Chair of the Board for a one-year term in June 2023.

Mrs. Spindler noted that the Board office has in the past contemplated removing the chair designation in the Governance Manual all together as it isn't the first time this exception has been sought and granted. Mrs. Spindler asked the Board to consider this and give direction to the Board office to update the Governance Manual to remove the chair designation requirements and go with the best fit instead as the Board Governance Manual is the Board's policy and it is not a legislative requirement. Members noted that the Board has the power to approve the exception and also approve the changes to the Board Governance Manual as it is an internal document.

The Vice Chair noted that the Committee recommends all motions for approval to the Board and, ultimately the Board of Governors is responsible for the approval.

Mrs. Spindler commented that the chair of any of the committees is there to shepherd and maintain order and balance at the meetings and that they are not the decision maker and that the committee as a whole has the authority to recommend all motions to the full board.

One member commented that a review of conflict of interest should be reviewed for the Audit and Finance Committee chair to ensure that there is no conflict and also pre-plan for any conflict that may arise on the duties carried out by the Audit Committee chair, so the board can be prepared for it.

**ACTION ITEM:** The University Secretary to bring forward a proposal of how any conflicts that arise from the Board Chair chairing Board Finance and Audit will be handled.

**Motion #03-23/24**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve an exception to the Board Governance Manual to allow Amos Kambere to chair the Governance Committee and Ivy Chen to chair the Audit and Finance Committee.**

### **6. Governance Committee Report**

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

Committee Chair, Mr. Kambere advised the Governance Committee met on September 13, and received Code of Conduct Declarations executed by new board members and Board composition and succession plan.

Members noted that the other items discussed at the meeting are on the agenda.

#### ***6.2. Policy and Procedure ST7 Student Conduct (Non-Academic)***

Dr. Burns presented the policy and procedure ST7 Student Conduct (non-academic) and commented that it went through a fulsome review between Fall 2022 and Spring 2023. Dr. Burns noted that the changes proposed are not of a significant nature.

Dr. Burns highlighted the general revisions to the policy, including an inclusive and student-centered approach, and language such as gender-neutral pronouns, positive inclusive

language and an emphasis on shared responsibilities across the university community to ensure that we all contribute to the safe learning environment.

**Motion #04-23/24**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve Policy and Procedure ST7 Student Conduct (Non-Academic), effective September 28, 2023 as recommended by the Board Governance Committee.**

***6.3. VISION 2023 Final Assessment***

Dr. McElroy presented the report and commented that a final assessment is presented for information. Members noted that an assessment has been conducted on the progress made toward each of the 12 goals in Vision 2023. Dr. McElroy commented that the assessment was based on the metrics reported in KPU's Accountability Plan & Report.

Dr. McElroy commented that a lot of progress has been made in a number of areas, particularly on enhancing the experience of our students and our employees. Members noted that there are two goals where results were weakest:

- Goal B1 – embrace all cultures and promote a renewed, authentic approach to Indigenization. Dr. McElroy mentioned that KPU wants to improve enrollment in this area and ongoing work is needed to ensure that all students, regardless of their background and identity, feel they are treated fairly at KPU and that KPU is a supportive and welcoming place. Members noted that the Office of Equity & Inclusive Communities will focus on this area.
- Goal D3 - be accountable to our partners, government and communities. Dr. McElroy noted that most of the measures related to this goal is KPU's accountability to the Ministry, and notably domestic FTEs. Members noted that domestic FTEs have been declining in recent years and that KPU has not met this target. Dr. McElroy commented that rigorous efforts are needed to reverse the decline in domestic enrolments.

Dr. McElroy noted that the measures for assessing progress on VISION 2026 will be developed in consultation with other departments, where relevant, and with the Board Governance Committee, prior to them being finalized with the Board.

***6.4. Joint Senate/Board Governance Retreat***

Mrs. Spindler presented the report and commented that the 2023 Joint Governance Retreat is tentatively scheduled for December 8<sup>th</sup> at KPU Surrey. Mrs. Spindler commented that members of the Board, Senate, Senate Committees and Faculty Council Chairs are invited to attend.

Mrs. Spindler noted that the draft agenda for the Joint Governance Retreat is included in the package. Members noted that the agenda was discussed at the board Governance Committee and is also going to Senate for feedback.

Mrs. Spindler asked members to review the draft agenda and provide feedback on the draft suggested keynote topic and the workshops. Mrs. Spindler noted that there are normally three workshops in the afternoon.

Mrs. Spindler commented that there is no option to live stream the retreat, however, the sessions will be recorded and recordings will be made available to members at a later date.

### **7. Human Resources Committee Report**

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

Committee Chair, Ms. Bennett, advised that the Human Resources Committee met on September 14, and received an update on new board members onboarding.

### **8. Audit Committee Report**

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

Committee Vice Chair, Mr. Chang, advised that the Audit Committee met on September 19<sup>th</sup>, and received an update on audit recommendations.

### **9. Finance Committee Report**

#### ***9.1. Committee Chair Report***

Committee Vice Chair, Mr. Chang, advised that the Finance Committee met on September 19, and items discussed at the meeting are on the agenda.

#### ***9.2. Executive Statement of Financial Information (SOFI) Public Bodies Report as at March 31, 2023***

Ms. Emilien noted that this is an annual requirement and the Statement of Financial Information (SOFI) Public Bodies Report is due for submission to the Ministry of Advanced Education, Skills and Training.

Ms. Emilien commented that the audited financial statements for the year ended March 31, 2023 have been reviewed and

approved by the external auditors, as an accurate representation of KPU's financial results. Members noted that the audited financial statements were approved by the Board at its June meeting.

Ms. Emilien mentioned that further improvements have been made to the Statement of Financial Information (SOFI) report which now includes a comparison to prior years.

Members noted key items included in the report:

- Schedule of Board members' remuneration and expenses – members noted that no expenses were recorded for last fiscal year.
- Schedule of employee remuneration and expenses greater than \$75,000
- Schedule of payments to suppliers of goods and services
- Schedule of severance agreements, debts, and indemnity agreements.

Ms. Emilien commented that the report also includes summarized and reconciled information in relation to the financial statements. Members noted that the reconciliation to financial statement included within the report is on a cash basis.

### **Motion #05-23/24**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Statement of Financial Information (SOFI) Public Bodies Report as at March 31, 2023 for submission to the Ministry of Post-Secondary Education and Future Skills, as recommended by the Board Finance Committee.**

### ***9.3. Financial Update***

Ms. Emilien presented the report and commented that the FY 2023-2024 budget development process is underway. Ms. Emilien noted that there are multiple touchpoints with stakeholders throughout the budget development process. Departments are preparing their operating and capital requests for the FY2023-2024 budget. Members noted that once the requests are received, reviews will be conducted until mid-November. Ms. Emilien commented that one of the outstanding items to discuss is the available budget capacity which will be brought forward multiple times over the coming weeks. Members noted that this will inform how much will be available to put forward any new budget request for the next fiscal year. Ms. Emilien noted that these requests will be going through a more rigorous process. Members noted that the final budget is

scheduled to be approved at the January 29, 2024 Board of Governors meeting.

Ms. Emilien noted that the monthly variance review and reporting takes place from June to the end of the fiscal year to inform on income and expenses and to determine other strategic decisions that need to be considered during the course of the year.

Ms. Emilien presented current year data and commented that the variance report has undergone an overhaul to provide better information for the first half of the year, when forecasting is not informative. Ms. Emilien commented that the new format shows the budget year to date (YTD) as compared to the actuals YTD. The report also compares the prior year actuals YTD and provides insight into significant variances over both time spans.

Ms. Emilien commented that the report in the package is presented in three formats: (a) account; (b) portfolio; and (c) division. Members noted that all of them provide same bottom-line information. Ms. Emilien noted that the attachment by portfolio is called summary which contains a variance column to provide comments.

Ms. Emilien highlighted few significant variances as of the end of August:

- Lower than expected international and domestic tuition revenues, largely due to timing.
- Higher than expected interest and investment income due to higher interest rates on cash balances
- Lower than expected faculty salaries largely due to timing when the collective agreement will get ratified as the current budget includes consideration to salary increases.
- Lower than expected staff and administrative salaries due to timing and delays in hiring, both new and replacement positions.
- Lower than expected fees and services expenses largely due to timing along with savings to date

Ms. Emilien noted the proceeds of \$117.6 million received for the KPU Tech land sale. Ms. Emilien commented that of this amount, the Ministry of Advanced Education and Skills Training communicated in August 2022, that it will restrict approximately \$80 million for priorities that will support the post-secondary education and skills training needs of the University's service region. Members noted that the plan for how the funds will be

spent is currently being worked on and has to be approved by the Ministry by the end of the fiscal year.

*Mr. Choi left the meeting.*

**10. President's Report****10.1. Report to the Board**

A report was included in the package.

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

Dr. Burns updated members on behalf of the Provost and VP, Academic Report and commented that the Provost will bring forward a proposal to create a Faculty of Graduate Studies in the coming months. Dr. Burns noted that KPU met with some local Elders to find inspiration on how to structure the Graduate studies initiative at KPU. Members noted that a Masters program will also be proposed, and a policy on Graduate studies will be proposed this year.

Dr. Burns noted that a draft on Academic Integrity tools is being reviewed which will be rolled out to students so they can self-check on indications of plagiarism.

Dr. Burns commented that Melissa Ashman from the Melville School of Business received an award for Excellence in Open Education.

Dr. Burns noted that Dr. Asma Sayed was appointed an interim Special Advisor, Strategic Initiatives to the Provost office to work on key initiatives with the South Asian communities.

Dr. Burns mentioned that KPU is working on Artificial Intelligence (AI) tool. Dr. Burns noted that KPU will be required to make a number of changes to accommodate and make good use of AI technology. Dr. Burns commented that KPU will try to find productive ways to utilize AI tools and that KPU will try to protect itself from privacy violations of our students. Dr. Burns noted that KPU is moving forward cautiously with all the AI tools. Members noted that KPU has released some guidelines on using these tools in classrooms.

**12. Senate Reports**

A report was included in the package.

**12.1. Senate Meeting Dates 2023-34**

Mrs. Spindler mentioned that the Senate meeting dates are included in the package. The Vice Chair mentioned that board

members are encouraged to attend at least one meeting during the governance year.

## 13. Next Meeting Agenda Contribution

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

## 14. For the Good of the Order

Mr. Sato invited members to join KPU Solar Eclipse Party 2023 on Saturday, October 14, 2023 at KPU Farm, Richmond. Members noted that the Board office will circulate the invitation via email to members with further details.

There were no additional items identified.

## 15. Feedback on the Meeting

A number of board members commented that engagement at the in-person meeting was very positive compared to virtual meetings. Members also commented on the quality of the conversation at the meeting which was very open and transparent and members thanked the Vice Chair for leading the meeting so well and for allowing the members to contribute openly to the discussion. Several members commented that they would like to have more in-person meetings.

Members also commented that virtual meetings should be chaired differently, soliciting feedback from more silent members.

There was no other feedback on the meeting.

## 16. Closing Remarks

The Vice Chair thanked everyone, including Board Members for attending and contributing to the discussions. The Vice Chair also thanked the guests who attended the meeting.

## 17. Appendix

### **17.1. International Student Recruitment & Student Supports**

A report was received.

### **17.2. Response to questions relating to endowment and tuition**

A report was received.

## 18. Next Meeting

The next meeting has been scheduled for Wednesday, November 29, 2023.

## 19. Adjournment

The meeting adjourned at 5:46 pm.



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**Board Vice Chair**



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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 04.2

**Meeting Date:** November 29, 2023

**Presenter(s):** Carley Hodgkinson, Andhra Goundrey, and David Burns

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**AGENDA TITLE:** Diploma in Front-End Development for Interactive Applications

**ACTION REQUESTED:** Motion

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve the Diploma in Front-End Development for Interactive Applications program, for implementation on September 1, 2024, as recommended by the Board Governance and Finance Committees.**

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### COMMITTEE REPORT

At its meeting on November 15<sup>th</sup> and November 21<sup>st</sup> the Board Governance Committee and the Board Finance Committee recommended that the Board of Governors approve the Diploma in Front-End Development for Interactive Applications program, for implementation on September 1, 2024.

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### Context and Background

The proposal for the creation of the Diploma in Front-End Development for Interactive Applications responds to the Ministry of Advanced Education and Skills Training's request to increase tech-relevant programming at the post-secondary level.

The Diploma in Front-End Development for Interactive Applications will combine learning in both technical coding and design skills to produce front-end developers capable of designing and producing working websites, mobile applications, and software. The proposed Diploma will be offered by Wilson School of Design and will feature a combination of courses from both the School of Design and KPU's Melville School of Business.

On October 27, 2023, the Senate Standing Committee on Academic Planning and Priorities (SSCAPP), and the Senate Standing Committee on University Budget recommended that Senate approve the Diploma in Front-End Development for Interactive Applications program, effective September 1, 2024.

The Senate Standing Committee on Curriculum and Senate will review the proposal on November 8 and November 20, respectively.

### Key Messages

1. There is a high demand for IT professionals with strong design and coding skills, and the proposed Diploma is in response to the BC government's aim to address the technological needs of the province.
2. The Ministry is supporting the development of this program with financial assistance for start-up costs, and other operating expenditures in the first five (5) years. A Certificate of Approval (COA) has also been received from the Ministry for the purchase of capital equipment and minor renovations.
3. The program learning outcomes have been created with the aim of producing highly skilled professionals capable of immediately entering the workforce.
4. Nineteen new courses are being created to align with the program's learning outcomes. Eleven of these courses are being developed by Wilson School of Design and eight by the Melville School of Business.

### **Resource Requirements**

- Purpose-built classroom with external monitors and docking stations
- Administrative support including a Program Chair
- Additional support from Facilities, IT, and Teaching & Learning
- Software requirements

### **Implications/Risks**

- The collaboration between the Wilson School of Design and the Melville School of Business will result in the need for ongoing course alignment.
- Plans are in place to have all recruitment messaging ready for January 2024 pending official approval from the Ministry. This misses the standard recruitment cycle for secondary students for the first cohort.
- Additional faculty experienced in Front-End Development will be recruited.

### **Internal Consultations**

Regular and ongoing consultation has taken place with:

- Krista Gerlich-Fitzgerald, Associate Registrar, Records, Curriculum & Graduation
- Nicole Poole, Associate Registrar, Domestic Recruitment, Future Students Office
- Naomi Stuart-Chiu, Student Awards and Financial Aid
- Todd Mundle, Damaris Gugliotti and Jen Adams, Library
- Carole St. Laurent and Ann Yuan, KPU International
- Melissa Krahn, Co-operative Education
- Tiffany Valle Anaya, Student Success Coaching and Business Degree Advising
- Theresa Voorsluys, Academic Advising
- Reza Khakbaznejad, Information Technology
- Joanne Saunders, Leland Dieno, Marketing
- Marketing
- Leeann Waddington, Nishan Perera, and Craig Wright, Teaching and Learning Commons
- Khalil Rehmat, Organizational Risk
- Lori McElroy, Associate Vice-President, Planning and Accountability
- Stefanie Singer, Finance
- Diane Purvey, Provost

**Attachments**

1. [Concept Paper and Feasibility Assessment](#)
  2. [Full Program Proposal](#)
  3. [Financial Assessment](#)
  4. [Curriculum Consultations](#)
  5. [Curriculum Map](#)
  6. [Financial Assessment Assumptions Memo](#)
  7. [Memo to Board from Vice-Chair](#)
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**Submitted by**

Jennifer O'Brien, Program Development Specialist, Office of the Provost and Vice-President, Academic

**Date submitted**

November 2, 2023



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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 04.3

**Meeting Date:** November 29, 2023

**Presenter(s):** Andy Law, Mandeep Pannu, Stephanie Howes and David Burns

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**AGENDA TITLE:** Citation in Cloud Architecture and Security

**ACTION REQUESTED:** Motion

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve the Citation in Cloud Architecture and Security program, for implementation on September 1, 2024, as recommended by the Board Governance and Finance Committees.**

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### COMMITTEE REPORT

At its meeting on November 15<sup>th</sup> and November 21<sup>st</sup> the Board Governance Committee and the Board Finance Committee recommended that the Board of Governors approve the Citation in Cloud Architecture and Security program, for implementation on September 1, 2024.

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### Context and Background

The proposal for the creation of the Citation in Cloud Architecture and Security responds to the Ministry of Advanced Education and Skills Training's request to increase tech-relevant programming at the post-secondary level.

The Citation in Cloud Architecture and Security will train IT professionals with the knowledge and skills to design, implement, and manage secure cloud computing environments. The proposed Citation will be offered by the Computer Science and Information Technology department in the Melville School of Business.

On October 27, 2023, the Senate Standing Committee on Academic Planning and Priorities (SSCAPP), and the Senate Standing Committee on University Budget (SSCUB) recommended that Senate approve the Citation in Cloud Architecture and program, effective September 1, 2024.

The Senate Standing Committee on Curriculum (SSCC) and Senate will review the proposals on November 8 and November 20, respectively.

## Key Messages

1. There is a high demand for IT professionals with cloud technology skills, and the proposed Citation is in response to the BC government's aim to address the technological needs of the province.
2. The Ministry is providing funding to develop and market the program and set up the dedicated lab environment.
3. The program learning outcomes have been created with the aim of producing highly skilled professionals capable of immediately entering the workforce.

## Resource Requirements

- General administrative and teaching staff requirements and support
- Resources related to technical requirements:
  - Facility: a dedicated lab environment with Internet connection
  - Hardware: dedicated servers with remote access
  - Software: specialized software that allows multiuser access but with dedicated virtual space for each user
  - Technical Support: facility and IT supports for the maintenance of the dedicated lab

## Implications/Risks

The Citation builds upon KPU's expertise and success, addressing high-demand skills in cloud computing. Continuous management in the following risk areas are required:

- Equipment Cost: equipment upgrades are required periodically (e.g., every 3 years)
- Facilities: space requirements should be planned ahead to meet a higher demand for the citation in the future
- Scheduling: flexible course delivery options (online, mix-mode, night-time and weekends) to accommodate students' needs
- Teaching faculty: teaching staffs are expected to have an up-to-date knowledge and working experience in the subject area

## Internal Consultations

Regular and ongoing consultation has taken place with:

- Krista Gerlich-Fitzgerald, Associate Registrar, Records, Curriculum & Graduation
- Nicole Poole, Associate Registrar, Domestic Recruitment, Future Students Office
- Naomi Stuart-Chiu, Student Awards and Financial Aid
- Todd Mundle, Damaris Gugliotti and Jen Adams, Library
- Carole St. Laurent and Ann Yuan, KPU International
- Melissa Krahn, Co-operative Education
- Tiffany Valle Anaya, Student Success Coaching and Business Degree Advising
- Theresa Voorsluys, Academic Advising
- Reza Khakbaznejad, Information Technology
- Joanne Saunders, Leland Dieno, Marketing
- Leanne Waddington, Nishan Perera and Craig Wright, Teaching and Learning Commons
- Khalil Rehmat, Organizational Risk
- Lori McElroy, Associate Vice-President, Planning and Accountability
- Stefanie Singer, Finance



- Diane Purvey, Provost

**External Consultation**

- Aaron Hunter, Mastercard Chair in Digital Trust, British Columbia Institute of Technology

**Attachments**

1. [Concept Paper and Feasibility Assessment](#)
  2. [Full Program Proposal](#)
  3. [Financial Assessment](#)
  4. [Curriculum Consultations](#)
  5. [Curriculum Map](#)
  6. [Financial Assessment Assumptions Memo](#)
  7. [Memo to Board from Vice-Chair](#)
- 

**Submitted by**

Jennifer O'Brien, Program Development Specialist, Office of the Provost and Vice-President, Academic

**Date submitted**

November 16, 2023



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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 04.4

**Meeting Date:** November 29, 2023

**Presenter(s):** Chervahun Emilien

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**AGENDA TITLE:** Recurring Procurement Greater than \$200,000

**ACTION REQUESTED:** Motion

### RECOMMENDED RESOLUTION

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

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### COMMITTEE REPORT

At its meeting on November 21<sup>st</sup>, the Board Finance Committee recommended that subject to budgetary approval, the Board of Governors approve the attached list of procurement opportunities greater than \$200,000.

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### Context and Background

Every fiscal year, KPU has contracts over \$200,000 that are set to expire. Per KPU Procurement Policy AD3, requisitions over \$200,000 require Board approval. For ease of administration, pre-approval is being requested for recurring procurements greater than \$200,000 expected to expire in the next 24 months.

The pre-approval of these contracts will enable Procurement Services to commence work on the required due diligence and necessary procurement strategies to ensure projects continue moving ahead with minimal disruption.

### Key Messages

1. Board pre-approval is requested for Procurement Services to proceed with a number of recurring procurement opportunities greater than \$200,000 that are expected to expire in the next 24 months (see attachment for detail).
2. In addition to this pre-approval, any actual purchases will still be subject to budgetary approval.

3. Outcomes of the procurement opportunities are communicated through regular Chief Financial Officer updates to KPU Executives and Board of Governors.

**Resource Requirements**

n/a

**Implications/Risks**

Minimal risk which is mitigated by Policy AD3 where the Chief Financial Officer is responsible for ensuring all procurement initiated with the approval of the Board are procured according to KPU policy.

**Consultations**

1. Board of Governors – established process previously approved.

**Attachments**

1. Projected Recurring Procurements FY 2024-26 Greater than \$200,000
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**Submitted by**

Chervahun Emilien, Chief Financial Officer

**Date submitted**

November 10, 2023

**List of Recurring Procurements greater than \$200k for Board Approval**
*For the reporting period: October 13, 2023 - March 31, 2026*

Contract	Vendor	Description	Start Date	End Date	Department	Contract Commitment	Projected Cost: -Over 5 year term for Services -Over 3 year term for Goods	Procurement Approach
M22R0278	guard.me International Insurance	Provision of an International Student Health Insurance Plan for KPU International Students	01 Sep 2022	31 Aug 2025	International	\$9,100,000	\$9,100,000	Open Competition
M23R0139	4TH UTILITY	Data Cabling Supply and Installation Services	01 Oct 2022	30 Sep 2025	Information Technology	\$412,759	\$412,759	Open Competition
C20R0109	ESC Automation Inc.	Maintenance & Repairs for Building Automation Systems and Kaizen Insight Assessments and Trane System at KPU Campuses	31 Mar 2023	31 Mar 2025	Facilities - Maintenance	\$479,000	\$1,197,500	Sole Source/Direct Award
M22R0003	Rowe Event & Show Services Ltd.	Event Rental Services on an, AS-IF-WHEN REQUIRED Basis per NRFP2852.	01 Apr 2021	31 Mar 2024	Facilities - Maintenance	\$284,000	\$463,000	Open Competition
C20R0055	Alarmtron (BC) Ltd	Alarm Monitoring & Repairs	01 Apr 2023	31 Mar 2024	Facilities - Maintenance	\$56,540	\$280,000	Sole Source/Direct Award
M22R0202	A. Craig & Son Painting Ltd.	Exterior & Interior Painting Services, As-If & When Required, per NRFP2884	01 Oct 2021	30 Sep 2024	Facilities - Maintenance	\$165,401	\$275,000	Open Competition
M22R0233	Paladin Technologies Inc.	NRFP2893 Security Equipment Maintenance Repair, supply and install	21 Nov 2021	20 Nov 2024	Campus Safety & Security	\$165,400	\$275,000	Open Competition
C23R0131	Canada Post Corporation	Blanket PO - Postage Services	01 Apr 2022	31 Mar 2025	Ancillary Services	\$150,000	\$250,000	Public Body Exempt from Competition
M22R0130 M22R0129	Multiple Vendors	Master Standing Agreement for Paving Contractor Services	01 Aug 2021	31 Jul 2024	Facilities - Maintenance	\$272,674	\$453,200	Open Competition
A0084329	PrismRBS, LLC	Bookstore software maintenance and support	Jul/1/2021	Jun/30/2024	Ancillary Services	\$94,586	\$400,000	Open Competition
M21R0199	Multiple Vendors	Signage Services for KPU Campuses, AS-IF and WHEN REQUIRED Basis.	16 Nov 2020	15-Nov-25	Facilities - Capital	\$381,807	\$674,000	Open Competition
C24P0151	Donald Flooring	Supply and Install Carpets for KPU Campuses, on an, As-If and When Required Basis	30 May 2023	31 Mar 2024	Facilities - Capital	\$52,837	\$1,450,000	Open Competition
M23P0371	Spit Polished Repair & Maintenance Inc	Repair works for KPU Campuses, on an, As-If and When Required Basis	14-Mar-23	31-Mar-24	Facilities - Capital	\$55,893	\$479,000	Open Competition
C20R0005	Seimens Canada Ltd.	Controls Maintenance & Repir Richmond Campus	1-Apr-23	31-Mar-24	Facilities - Maintenance	\$50,000	\$250,000	Open Competition
BL008101	Canstar	Restoration Services	1-Apr-23	31-Mar-24	Facilities - Maintenance	\$50,000	\$581,000	Open Competition



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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 08.2

**Meeting Date:** November 29, 2023

**Presenter(s):** Chervahun Emilien

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**AGENDA TITLE:** Financial Update

**ACTION REQUESTED:** Information

**RECOMMENDED RESOLUTION**

**None**

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### COMMITTEE REPORT

At its meeting on November 21<sup>st</sup>, the Board Finance Committee received the financial update and is presented to the Board for information.

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### Context and Background

The FY 2025 budget development process continues to progress. Recommended budget requests have been discussed with the Executive team and a draft budget is being assembled. Presentation of the draft budget, at consultation meetings with key groups, is scheduled to take place in December 2023 and in January 2024 with the Finance Committee. The final budget is on schedule to be presented for approval at the January 31, 2024 Board of Governors meeting.

Monthly variance review and reporting takes place from June to the end of the fiscal year to inform on income and expenses and to determine other strategic approaches that could be incorporated that were not initially thought of. Variance reporting is a key tool in the budgeting and reporting process and updated information is regularly communicated to the Executive team, Finance Committee and Board of Governors.

### Key Messages

1. In October 2023, the Executive team consolidated and prioritized all new budget requests for their respective portfolios. In early November 2023, the Executive team reviewed the supported budget requests and in mid-November reviewed the final recommendations that should be included in the draft budget.

2. The variance reports reflect two iterations of information. The variance reports as of September 30 include forecasted information to the end of the fiscal year and is presented in various formats. The forecast estimates a total surplus of \$21M before incorporating the gain from the sale of the land.
3. The variance report as at October 31 provides the most recent information and demonstrates trends for the University, including actual spend-to-date compared to budget and compared to the prior year for the same time period. The YTD surplus from September has increased from \$13M to \$21M. This is directly a result of portfolios underspending allocated budget funds in both salary and non-salary expenses.

**Resource Requirements**

n/a

**Implications/Risks**

n/a

**Consultations**

1. None

**Attachments**

1. Variance forecast report by account as at September 30, 2023
  2. Variance forecast report by division as at September 30, 2023
  3. Variance forecast report by portfolio as at September 30, 2023
  4. Variance actual report as at October 31, 2023
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**Submitted by**

Chervahun Emilien, Chief Financial Officer

**Date submitted**

November 16, 2023



Kwantlen Polytechnic University  
Variance Forecast Report by Account Type  
As at end of September 30, 2023

Account Group	Account Type	2024 Annual Original Budget	2024 Annual Adjusted Budget	Fiscal 2024 YTD Budget	Fiscal 2024 YTD Actuals	Fiscal 2024 Forecast	Forecast Variance to Adjusted Budget *
Revenue	Operating Grant	88,833,900	88,833,900	29,611,300	43,364,773	98,890,598	10,056,698
	Grants	261,000	261,000	87,000	-	261,000	-
	Amort of Deferred Contributions	6,572,000	6,572,000	2,190,667	4,373,276	12,629,468	6,057,468
	Tuition Fees - Domestic	35,432,600	34,905,200	11,635,067	14,440,144	35,197,436	292,236
	Tuition Fees - International	123,920,800	121,207,100	40,402,367	57,008,412	120,293,046	(914,054)
	Mandatory Student Fees	10,428,900	10,428,900	3,476,300	4,757,302	10,535,636	106,736
	Application Fees -Domestic	649,200	649,200	216,400	654,289	1,059,995	410,795
	Application Fees -International	1,906,100	1,906,100	635,367	648,091	1,510,513	(395,587)
	Tuition - Non-Credit	1,005,000	1,005,000	335,000	604,096	1,068,530	63,530
	Contract Services	209,800	209,800	69,933	25,000	201,778	(8,022)
	Shop Income	509,800	509,800	169,933	164,457	343,998	(165,802)
	Interest & Investment Income and FX	3,560,000	3,560,000	1,186,667	4,849,368	12,931,926	9,371,926
	Bookstore Revenue	2,180,200	2,180,200	726,733	1,274,984	2,279,551	99,351
	Parking Revenue	681,000	681,000	227,000	355,509	1,084,203	403,203
	Other Commissions	187,700	187,700	62,567	21,129	21,129	(166,571)
	Deferred Capital Contribution	11,648,600	11,648,600	3,882,867	5,365,398	12,643,188	994,588
	Other income	1,790,700	1,790,700	596,900	1,136,482	2,345,374	554,674
<b>Revenue Total</b>		<b>289,777,300</b>	<b>286,536,200</b>	<b>95,512,067</b>	<b>139,042,710</b>	<b>313,297,368</b>	<b>26,761,168</b>
Salaries	Salaries - Faculty	85,733,400	85,857,500	28,619,167	38,524,130	91,567,149	(5,709,649)
	Salaries - Staff	35,982,100	35,962,600	11,987,533	16,183,111	38,459,148	(2,496,548)
	Salaries - Administration	29,955,500	30,048,000	10,016,000	13,516,553	28,171,423	1,876,577
	Salaries - Other	4,687,700	4,634,100	1,544,700	2,510,964	5,904,878	(1,270,778)
	Benefits	38,471,400	38,507,800	12,835,933	16,830,904	40,414,889	(1,907,089)
<b>Salaries and Benefits Total</b>		<b>194,830,100</b>	<b>195,010,000</b>	<b>65,003,333</b>	<b>87,565,662</b>	<b>204,517,487</b>	<b>(9,507,487)</b>
<b>Benefits as a % of Salaries</b>		<b>24.6%</b>	<b>24.6%</b>	<b>24.6%</b>	<b>23.8%</b>	<b>24.6%</b>	<b>25.1%</b>
Non-salary Expenditures	Supplies	5,520,400	5,557,600	1,852,533	1,974,827	5,043,116	514,484
	Repairs and Maintenance	4,787,900	4,784,900	1,594,967	1,289,821	4,313,938	470,962
	Contracts	1,991,900	1,991,900	663,967	685,103	2,066,301	(74,401)
	Software and Subscriptions	10,254,500	10,868,600	3,622,867	3,896,558	10,559,382	309,218
	Leases/Rentals	711,800	704,800	234,933	403,862	853,506	(148,706)
	Travel and PD	4,026,000	4,027,300	1,342,433	2,228,940	4,406,446	(379,146)
	Student Awards	3,662,500	3,689,700	1,229,900	1,925,401	5,090,657	(1,400,957)
	Utilities	2,512,500	2,498,500	832,833	966,753	2,494,243	4,257
	Communications	1,623,700	1,618,000	539,333	499,754	1,613,995	4,005
	Fees and Services	28,973,100	25,555,000	8,518,333	12,131,403	28,377,139	(2,822,139)
	KPU Foundation Disbursements	2,000,000	2,000,000	666,667	2,000,000	2,000,000	-
	Cost-of-Sales	1,562,700	1,562,700	520,900	1,047,495	1,571,298	(8,598)
	Budget Contingency	5,811,800	5,158,800	1,719,600	-	-	5,158,800
<b>Non-salary Expenditures Total</b>		<b>73,438,800</b>	<b>70,017,800</b>	<b>23,339,267</b>	<b>29,049,917</b>	<b>68,390,023</b>	<b>1,627,777</b>
Amortization of Capital Assets		21,508,400	21,508,400	7,169,467	9,488,970	19,236,360	2,272,040
<b>Net income (loss) before Land Sale</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>12,938,161</b>	<b>21,153,498</b>	<b>21,153,498</b>
<b>Proceeds of Land Sale</b>					117,600,000	117,600,000	117,600,000
<b>Value of Land Disposed</b>					(1,056,663)	(1,056,663)	(1,056,663)
<b>Net income (loss) after Land Sale</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>129,481,498</b>	<b>137,696,835</b>	<b>137,696,835</b>

\* Positive values represent budget surplus (greater revenues or lower expenses compared to budget); Negative values represent budget deficits (lower revenues or greater expenses compared to budget)

Approved By: Chervahun Emilien, CFO

Kwantlen Polytechnic University  
Variance Forecast Report by Division  
As at the end of September 30, 2023

(Numbers are in 000's)

		FY 2023-24 Annual Original Budget	FY 2023-24 Adjusted Budget	FY 2023-24 YTD Budget	YTD Actuals	Anticipated Spend / Revenue to March 31, 2024	FY 2023-24 Projected Totals	Variance to Adjusted Budget (\$)	FY 2022- 23 Actual
Revenue	Revenue	289,777	286,536	143,268	139,043	174,255	313,297	26,761	262,679
<b>Operating Expenses</b>									
<b>Academic Portfolio</b>									
	Office of the VP, Academic	8,959	8,105	4,053	2,734	5,189	7,923	182	6,240
	Faculty of Design	5,049	5,171	2,585	2,274	2,781	5,055	115	4,906
	Library Resources	6,300	6,325	3,163	3,246	2,842	6,089	236	6,123
	Faculty of Arts	36,119	36,600	18,300	17,277	18,113	35,390	1,210	34,723
	Faculty of Business	32,029	32,117	16,058	15,550	15,758	31,308	809	31,920
	Faculty of Health	11,857	11,889	5,945	4,673	4,802	9,475	2,414	8,989
	Faculty of Academic & Career Prep	7,280	7,477	3,738	3,338	3,884	7,222	255	6,403
	Faculty of Science and Horticulture	17,432	17,707	8,854	8,182	8,536	16,718	989	16,905
	Faculty of Trades & Technology	7,284	7,354	3,677	3,412	4,070	7,482	(128)	7,525
	Research, Innovation and Grad Studies	2,116	2,227	1,113	1,010	1,027	2,037	190	2,058
	Office of Teaching & Learning	3,097	3,175	1,587	1,330	1,579	2,908	266	2,427
	VP Academic Ministry Approved Projects		722	361	169	553	721	0	826
<b>Student Services Portfolio</b>									
	Vice-President, Student Services	471	554	277	197	359	556	(1)	396
	Office of the Registrar	5,901	6,031	3,015	2,263	2,833	5,097	934	4,942
	Student Affairs	9,701	10,304	5,152	4,169	5,834	10,003	301	8,799
	International Education	6,674	7,663	3,831	3,341	4,895	8,236	(573)	6,858
	VP Students Ministry Approved Projects		684	342	27	658	684	-	92
<b>President Portfolio</b>									
	Office of the President	3,576	2,825	1,413	1,264	1,254	2,518	307	2,430
	Governance & Policy	530	535	268	220	166	386	150	446
	Office of Planning and Accountability	1,491	1,481	741	706	742	1,448	33	1,248
	Office of the General Counsel	1,141	1,205	603	468	510	978	227	821
	Presidents Ministry Approved Projects		117	59	54	95	149	(32)	159
<b>Human Resources Portfolio</b>									
	Office of the VP, HR	541	592	296	275	278	554	38	414
	Human Resources	6,797	7,682	3,841	3,270	4,126	7,396	286	6,393
	Campus Security and Risk	3,835	4,354	2,177	1,945	2,233	4,178	176	3,292
	VP HR Ministry Approved Projects		28	14	3	26	29	(1)	61
<b>VPFA Portfolio</b>									
	Office of the VP, Finance & Admin	-	-	-	-	-	-	-	-
<b>Administration Portfolio</b>									
	Office of the VP, Administration	361	380	190	183	195	378	2	366
	Campus and Community Planning	1,230	1,191	595	517	629	1,146	45	895
	Facilities, Ancillary and Space	17,854	18,703	9,351	7,935	10,920	18,855	(153)	17,095
	Information Technology	17,728	18,023	9,011	7,129	9,864	16,993	1,030	13,366
	Marketing & Communications Services	3,228	3,467	1,733	1,342	2,020	3,362	105	3,565
	VP Admn Ministry Approved Projects		538	269	102	436	538	-	369
<b>CFO Portfolio</b>									
	Office of the CFO	765	1,007	503	212	292	504	503	384
	BPAS	1,486	1,503	751	127	223	350	1,153	276
	Financial Services	4,382	4,291	2,145	1,375	1,856	3,232	1,059	3,110
<b>External Affairs Portfolio</b>									
	External Affairs	1,074	1,142	571	553	478	1,031	111	907
	Advancement	1,060	1,101	551	412	569	981	120	774
	Alumni Relations	573	582	291	151	326	477	105	336
<b>Equity &amp; Inclusive Communities Portfolio</b>									
	Indigenous Leadership	749	687	344	211	269	480	207	311
	Office of Equity & Inclusive Community		688	344	82	406	488	200	
	Anti-Racism		371	186	126	168	294	77	
	Office of EDI		463	231	113	203	317	146	
<b>SPF Expenses</b>									
		4,345	2,452	1,226	3,124	2,856	5,981	(3,529)	6,138
<b>Revenue Generating Expenses</b>									
		3,043	3,072	1,536	1,391	1,954	3,345	(273)	2,965
<b>Non-divisional</b>									
		32,211	22,446	11,223	10,096	29,521	39,617	(17,171)	18,870
<b>Amortization of Capital Assets</b>									
		21,508	21,508	10,754	9,489	9,747	19,236	2,272	19,896
<b>Other - Reconciling Items</b>									
					37	(37)	-	-	
<b>Net income (loss) before Land Sale</b>		-	-	-	<b>12,937</b>	<b>8,216</b>	<b>21,154</b>	<b>21,154</b>	<b>7,660</b>
<b>Proceeds of Land Sale</b>					117,600		117,600	117,600	
<b>Value of Land Disposed</b>					(1,057)		(1,057)	(1,057)	
<b>Net income (loss) after Land Sale</b>		-	-	-	<b>129,481</b>	<b>8,216</b>	<b>137,697</b>	<b>137,697</b>	<b>7,660</b>

Approved By: Chervahun Emilien, CFO

Kwantlen Polytechnic University  
Variance Forecast Report by Portfolio  
As at the end of September 30, 2023  
(Numbers are in 000's)

	FY 2023-24 Annual Original Budget	FY 2023-24 Adjusted Budget	FY 2023-24 YTD Budget	YTD Actuals	Anticipated Spend / Revenue to March 31, 2024	FY 2023-24 Projected Totals	Variance to Adjusted Budget (\$)	FY 2022-23 Actual	Comments on Variance of Forecast to Adjusted Budget
Revenue	289,777	286,536	143,268	139,043	174,255	313,297	26,761	262,679	Additional revenues anticipated through the Operating Grant (related to funding of Collective Agreement increases in excess of what was budgeted), upswing in interest income on cash balances, and increased Deferred Contributions associated with SPF activity and externally restricted funds/projects.
Operating Expenses									
Academic Portfolio	137,522	138,867	69,434	63,195	69,134	132,329	6,538	129,046	The majority of the forecasted budget surplus is related to salary and benefit savings. Significant savings are resulting from a slower than expected Health expansion, Entertainment Arts and vacancies.
Student Services Portfolio	22,748	25,236	12,617	9,996	14,580	24,576	660	21,087	Overall salary savings of ~\$1.5M are dampened by budget pressures in International Education (~\$765K related to Student Awards, Travel & PD, and Professional Fees)
President Portfolio	7,486	6,164	3,084	2,712	2,767	5,478	686	5,103	Budget surplus is primarily a result of salary savings associated with vacant positions.
HR Portfolio	11,173	12,656	6,328	5,494	6,662	12,156	500	10,160	Salary savings due to timing differences and staff churn.
Administration Portfolio	40,401	42,300	21,149	17,208	24,063	41,272	1,029	35,656	Savings anticipated primarily in IT through both Salary and Non-salary lines.
CFO Portfolio	6,633	6,800	3,399	1,714	2,371	4,085	2,715	3,770	Salary savings associated newly created positions and general staff churn.
External Affairs Portfolio	2,707	2,825	1,413	1,116	1,373	2,489	336	2,018	Salary savings associated newly created positions and general staff churn.
Equity & Inclusive Comm Portfolio		2,209	1,105	533	1,046	1,579	630	311	Salary savings associated newly created positions.
SPF Expenses	4,345	2,452	1,226	3,124	2,856	5,981	(3,529)	6,138	Consistent with revenue recognition there is an increase in SPF activity back to pre-pandemic levels which is over what was budgeted. These additional expenditures are offset by an increase in revenues.
Revenue Generating Expenses	3,043	3,072	1,536	1,391	1,954	3,345	(273)	2,965	Budget deficit is primarily a result of internal 'Admin fees' allocated to revenue generating activities. These fees are not budgeted for as they offset below through Non-divisional.
Non-divisional	32,211	22,446	11,223	10,096	29,521	39,617	(17,171)	18,870	Consistent with revenue expectations, placeholders for anticipated collective agreement increases are forecasted through central and will be allocated to Divisions as the agreements are ratified. Revised assumptions for CA increases based on SRM are in excess of Budget but offset in revenues.
Amortization of Capital Assets	21,508	21,508	10,754	9,489	9,747	19,236	2,272	19,896	
Other reconciling items	-	-	-	37	(37)	-	-		
Net income (loss) before Land Sale	-	-	-	12,937	8,216	21,154	21,154	7,660	
Proceeds of Land Sale				117,600		117,600	117,600		Proceeds on land sale
Value of Land Disposed				(1,057)		(1,057)	(1,057)		Value associated with land sale as well as timing differences
Net income (loss) after Land Sale	-	-	-	129,481	8,216	137,697	137,697	7,660	

Approved By: Chervahun Emilien, CFO

Kwantlen Polytechnic University  
Variance Actual Report  
As at the end of October 31, 2023

Account Group	Account Type	Fiscal 2023-24 Annual Adjusted Budget	Fiscal 2023-24 YTD Adjusted Budget	Fiscal 2023-24 YTD Actuals	Fiscal 2022-23 YTD Actuals	Variance on YTD Actuals to Budget *	Variance on CY vs PY YTD Actuals **
Revenue	Operating Grant	88,833,900	51,819,775	50,306,457	46,443,418	(1,513,318)	3,863,039
	Grants	261,000	152,250	-	438,134	(152,250)	(438,134)
	Amort of Deferred Contributions	6,572,000	3,833,667	5,243,009	4,198,021	1,409,342	1,044,988
	Tuition Fees - Domestic	34,905,200	20,361,367	17,967,771	16,720,522	(2,393,595)	1,247,249
	Tuition Fees - International	121,207,100	70,704,142	67,570,444	64,600,501	(3,133,698)	2,969,943
	Mandatory Student Fees	10,428,900	6,083,525	5,740,208	5,378,237	(343,317)	361,971
	Application Fees -Domestic	649,200	378,700	732,725	476,861	354,025	255,864
	Application Fees -International	1,906,100	1,111,892	980,244	931,977	(131,647)	48,268
	Tuition - Non-Credit	1,005,000	586,250	720,010	622,313	133,760	97,697
	Contract Services	209,800	122,383	25,000	58,295	(97,383)	(33,295)
	Shop Income	509,800	297,383	209,562	327,155	(87,821)	(117,592)
	Interest & Investment Income and FX	3,560,000	2,076,667	6,321,325	2,459,386	4,244,659	3,861,939
	Bookstore Revenue	2,180,200	1,271,783	1,397,522	1,369,231	125,739	28,291
	Parking Revenue	681,000	397,250	553,328	137,385	156,078	415,943
	Food Services and Vending	157,700	91,992	23,477	59,515	(68,515)	(36,038)
	Other Commissions	30,000	17,500	882	1,469	(16,618)	(587)
	Deferred Capital Contribution	11,648,600	6,795,017	6,298,908	5,884,135	(496,109)	414,773
	Other income	1,790,700	1,044,575	1,248,560	1,154,005	203,985	94,555
<b>Revenue Total</b>		<b>286,536,200</b>	<b>167,146,117</b>	<b>165,339,432</b>	<b>151,260,559</b>	<b>(1,806,685)</b>	<b>14,078,872</b>
Salaries	Salaries - Faculty	85,750,800	49,471,615	44,362,964	43,621,492	5,108,652	741,471
	Salaries - Staff	35,929,100	20,728,327	18,771,480	17,423,041	1,956,847	1,348,439
	Salaries - Administration	30,232,100	17,441,596	15,116,412	12,248,383	2,325,185	2,868,029
	Salaries - Other	4,610,800	2,660,077	2,946,505	2,917,071	(286,428)	29,435
	Benefits	38,202,200	22,221,462	19,234,453	17,880,138	2,987,008	1,354,315
<b>Salaries and Benefits Total</b>		<b>194,725,000</b>	<b>112,523,077</b>	<b>100,431,814</b>	<b>94,090,125</b>	<b>12,091,263</b>	<b>6,341,689</b>
<b>Benefits as a % of Salaries</b>		24.4%	24.6%	23.7%	23.5%		
Non-salary Expenditures	Supplies	4,787,200	2,792,533	2,362,473	2,310,010	430,060	52,463
	Repairs and Maintenance	4,783,900	2,790,608	1,554,050	1,643,617	1,236,559	(89,567)
	Contracts	1,991,900	1,161,942	794,003	1,073,227	367,939	(279,224)
	Software and Subscriptions	10,924,500	6,372,625	4,684,444	4,090,903	1,688,181	593,541
	Leases/Rentals	704,800	411,133	414,568	260,714	(3,435)	153,854
	Travel and PD	4,186,500	2,442,125	2,531,401	1,884,396	(89,276)	647,005
	Student Awards	3,715,700	2,167,492	2,246,209	1,771,492	(78,718)	474,718
	Utilities	2,498,500	1,457,458	1,186,585	1,022,607	270,874	163,977
	Communications	1,420,100	945,058	613,628	622,840	331,431	(9,213)
	Fees and Services	26,103,200	15,226,867	13,483,084	12,066,814	1,743,783	1,416,270
	Transfers to Third Parties	2,000,000	1,166,667	2,000,000	-	(833,333)	2,000,000
	Cost-of-Sales	1,562,700	911,575	1,146,464	1,142,014	(234,889)	4,450
	Budget Contingency	5,108,800	2,980,133	-	-	2,980,133	0
<b>Non-salary Expenditures Total</b>		<b>69,787,800</b>	<b>40,826,217</b>	<b>33,016,908</b>	<b>27,888,633</b>	<b>7,809,308</b>	<b>5,128,275</b>
	Amortization of Capital Assets	21,508,400	12,546,567	11,090,679	11,116,107	1,455,888	(25,429)
	Other Reconciling Items					0	
<b>Net income (loss)</b>		<b>515,000</b>	<b>1,250,256</b>	<b>20,800,031</b>	<b>18,165,694</b>	<b>19,549,775</b>	<b>2,634,337</b>
	Net Impact of KPUC Trust	(515,000)	(300,417)	(853,000)		(552,583)	(853,000)
	Proceeds of Land Sale	-	-	117,600,000	-	117,600,000	117,600,000
	Value of Land Disposed			(1,056,663)		(1,056,663)	(1,056,663)
<b>Consolidated Net Income (Loss)</b>		<b>-</b>	<b>949,839</b>	<b>136,490,368</b>	<b>18,165,694</b>	<b>135,540,529</b>	<b>118,324,674</b>

\* Positive values represent budget surplus (greater revenues or lower expenses compared to budget); Negative values represent budget deficits (lower revenues or greater expenses compared to budget)

\*\* Positive values represent increased activity over prior year (greater revenues or expenses compared to PY); Negative values represent lower activity over prior year (lower revenues or expenses compared to budget)

Approved By: Chervahun Emilien, CFO