



Regular Meeting Agenda

Board of Governors

Date: September 21, 2016

Time: 4:00 pm – 5:41 pm

Location: Richmond Campus,
Melville Centre for Dialogue

Attending: Doug Beaton, Sandra Case, Tanya Corbet, Alan Davis, Allison Gonzalez, Marc Kampschuur, Jamie Kokoska, Hanne Madsen, Suzanne Pearce, Lisa Skakun, Praveen Vohora, Kim Rose, Eric Wirsching

Excused: George Melville

University Community: Salvador Ferreras, Marlyn Graziano, Jon Harding, Vivian Lee, Maggie MacKenzie, Joe Sass, Stefanie Singer, Keri van Gerven, Shelley Wrean

M = Motion to Approve

D = Discussion

I = Information

E = Education

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

<i>Agenda Item</i>	<i>Resource</i>	<i>Action</i>	<i>Time</i>	<i>Page</i>
1. Call to Order & Introductory Remarks	Lisa Skakun		4:00-4:01	
2. Oath of Office – Michael McAdam	Lisa Skakun		4:01-4:03	
3. Approval of Agenda	Lisa Skakun	M	4:03-4:05	1
4. Annual Declaration Form Signing – Code of Conduct for Board Members	Lisa Skakun		4:07-4:10	3
5. Consent Agenda 5.1. Minutes of June 22, 2016	Lisa Skakun	M	4:05-4:07	15
6. President's Report 6.1. Report to the Board	Alan Davis	I	4:10–4:15	
7. Provost's Report 7.1. Report to the Board	Salvador Ferreras	I	4:15-4:20	
8. Vice President, Finance & Administration 8.1. Report to the Board	Jon Harding	I	4:20-4:25	
9. Finance Committee Report 9.1. Committee Chair Report 9.2. KPU Budget 2016/17 and Mandate Letter 9.3. Budget Development Process 9.4. Statement of Financial Information (SOFI) – Public Bodies Report 9.5. Quarterly Cash Flow on Capital (Q1) 9.6. Five- Year Capital Plan	Praveen Vohora Jon Harding Jon Harding Jon Harding Jon Harding Jon Harding	I I I M I I	4:25-4:26 4:26-4:29 4:29-4:34 4:34-4:39 4:39-4:41 4:41-4:45	20 30 88



Regular Meeting Agenda

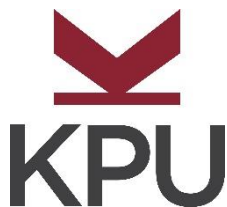
Board of Governors

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9.7. Management & Investment of Operating Funds Policy/Procedures/Investment Policy Statement & Strategies	Jon Harding	I	4:45-4:48	
9.8. Revision to Bylaw 4, Fees	Jon Harding	M	4:48-4:51	93
9.9. Board of Governors 2017/18 Budget	Keri van Gerven	M	4:51-4:56	97
10. Governance Committee				
10.1. Committee Chair Report	Lisa Skakun	I	4:56-4:58	
10.2. VISION 2018 Performance Reporting – Targets for New Measures	Alan Davis / Lori McElroy	M	4:58-5:08	100
11. Chancellor Appointment / Reappointment	Keri van Gerven			
11.1. Chancellor Vacancy and Selection Process		I	5:08-5:13	119
11.2. Chancellor Role Description		M	5:13-5:18	124
11.3. Chancellor Selection Criteria		M	5:18-5:21	126
11.4. Appointment Chancellor Selection Committee Representatives		M	5:21-5:24	128
12. Governance Retreat held August 26, 2016	Keri van Gerven	I	5:24-5:27	
13. Senate Report: June 27, 2016	Alan Davis	I	5:27-5:30	129
14. Issues and Concerns	Lisa Skakun	D	5:30-5:32	
15. Next Meeting Agenda Contribution	Lisa Skakun	D	5:32-5:34	
16. For the Good of the Order	All	D	5:34-5:36	
17. Feedback on the Meeting	All	D	5:36-5:39	
18. Appendix:				
18.1. Report to the Board of Governors	Alan Davis	I	5:39-5:41	
19. Next Meeting Regular Board Meeting Wednesday November 23, 2016 Cloverdale Campus, Room 1853 4:00 – 7:00 pm	Lisa Skakun			
20. Adjournment	Lisa Skakun		5:41	

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#4****September 21, 2016****Lisa Skakun****Agenda Item: Annual Declaration Form Signing - Code of Conduct for Board Members**

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

Recommended Resolution:	N/A
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Board Committee Report: For University Secretariat Use Only

Context & Background: The purpose of the Code of Conduct (the “Code”) is to establish minimum standards of conduct expected and required of all Board Members, and to support ethical decision-making at KPU. The Code is not exhaustive, and it is acknowledged that no articulation of policies, guidelines and procedures to govern conduct can anticipate all situations. The Code applies to all Board Members of KPU.

The provisions of the Code are in addition to, and not in substitution for, any Board Member’s obligation to KPU imposed upon by common law, equity or statute*. Compliance with the Code shall not relieve a Board Member from any such obligation.

The Code of Conduct:

- a) reviews Board Members’ duties;
- b) explains conflict of interest and provides examples of conflicts of interest specific to KPU and of a general nature;
- c) provides guidance to all Board Members with respect to matters of compliance, conflict of interest, confidentiality, accounting practices and communications, complaints procedure and responsibility to disclose;
- d) outlines the consequences of a breach of the Code; and
- e) provides a Form of Declaration for Board Members to sign to confirm their agreement to comply with the Code

**Note: The President has additional obligations with respect to conflicts of interest per his or her employment contract.*

Key Message:
[maximum of three]

- 1. Board Members will sign the Form of Annual Declaration for Board Members confirming that have read and understand the Code of Conduct for Board Members and agree to comply with all of its terms.**
- 2. Signed Declarations will be returned to Keri van Gerven, University Secretary at the September 21, 2016 Board Meeting.**



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#4

September 21, 2016

Lisa Skakun

Attachments:

1. Form of Annual Declaration for Board Members
2. Board Governance Manual, Section 26, Code of Conduct for Board Members

Submitted by: Keri van Gerven

Date submitted: September 1, 2016

FORM OF ANNUAL DECLARATION FOR BOARD MEMBERS

Name: _____

This Statement discloses information as of _____.

[date]

I have read and understood the Code of Conduct for Board Members outlined in Kwantlen Polytechnic University's Board Manual (the "Code") and I agree to comply with all of its terms.

A Conflict of Interest (as defined in the Code) with my duty as a Board Member of Kwantlen Polytechnic University may arise because:

I, _____(print name), declare that:

1. Other than disclosed above, I do not have any relationships or interests that could compromise, or appear to compromise, my ability to exercise judgment with a view to the best interests of Kwantlen Polytechnic University.
2. I have read and considered the Code and agree to conduct myself in accordance with its terms.
3. I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.

Signature

Print Name

Date

26.CODE OF CONDUCT FOR BOARD MEMBERS

26.1. INTRODUCTION

KPU is committed to the highest standards of ethics and integrity. The purpose of this Code of Conduct (the “Code”) is to establish minimum standards of conduct expected and required of all Board Members, and to support ethical decision-making at KPU. The Code is not exhaustive, and it is acknowledged that no articulation of policies, guidelines and procedures to govern conduct can anticipate all situations. The Code applies to all Board Members of KPU.

The provisions of the Code are in addition to, and not in substitution for, any Board Member’s obligation to KPU imposed upon by common law, equity or statute.¹ Compliance with the Code shall not relieve a Board Member from any such obligation. Consequently, a Board Member uncertain of his or her duties in any particular circumstance should raise this concern with the Board Chair in order to obtain appropriate guidance and advice.

This Code:

- a) reviews Board Members’ duties;
- b) explains conflict of interest and provides examples of conflicts of interest specific to KPU and of a general nature;
- c) provides guidance to all Board Members with respect to matters of compliance, conflict of interest, confidentiality, accounting practices and communications, complaints procedure and responsibility to disclose;
- d) outlines the consequences of a breach of the Code; and
- e) provides a Form of Declaration for Board Members to sign to confirm their agreement to comply with the Code.

26.2. DEFINITIONS

In the Code:

- a) “Appointed Member” means an individual who is appointed to the Board by the Lieutenant Governor in Council;
- b) “associate” means:
 - i) a spouse of the Board Member;
 - ii) a son or daughter of the Board Member;
 - iii) a relative of the Board Member who is living in the family residence, other than his or her son or daughter, who is living in the family residence;
 - iv) a friend of the Board Member;

¹ The President has additional obligations with respect to conflicts of interest per his or her employment contract.

- v) a corporation of which the Board Member beneficially owns, directly or indirectly, more than 20% of the voting rights attached to all outstanding voting securities of the corporation; and
 - vi) a trust or estate in which the Board Member has a substantial beneficial interest or for which the Board Member serves as trustee.
- c) “Board Member” means Appointed Members and Elected Members;
 - d) “Conflict of Interest” has the meaning set out in section 26.4 of the Code;
 - e) “Elected Member” means an individual who is elected to the Board by a constituency group;
 - f) “friend” means an individual with whom the Board Member is connected by frequent or close association;
 - g) “private interest” means a pecuniary or economic interest or advantage and includes any real or tangible benefit that personally benefits the Board Member or his or her associate;
 - h) “relative” means a relative by blood, adoption or marriage; and
 - i) “spouse” means a person to whom the Board Member is married or with whom the Board Member is living in a marriage-like relationship, including a person of the same gender, but does not include a person from whom the Board Member is separated or living apart and with whom the Board Member has entered into an agreement to live apart or who is the subject of an order of a court recognizing the separation.

26.3. DUTIES

KPU’s Board Members’ duties include the following:

Duty of Loyalty – Board Members must act honestly, in good faith and in the best interests of KPU. In placing the interests of KPU ahead of their own personal or business interests, Board Members must:

- a) be honest in their dealings with KPU and with others on behalf of KPU;
- b) avoid situations where they could profit at the expense of KPU, appropriate a business opportunity of KPU or otherwise put themselves in a position of conflict between their own private interests and the best interests of KPU;
- c) avoid speaking against or undermining any decision of the Board, regardless of whether the Board Member agrees with or voted for that decision; and
- d) avoid engaging in activity or speaking publicly on matters where this could be perceived as an official act or representation of KPU unless specifically authorized to do so by the Board Chair.

Duty of Care – Board Members owe a duty of care to KPU and must exercise the degree of skill and diligence reasonably expected from an ordinary person of his or her knowledge and experience.

Duty of Confidentiality – Board Members must not divulge confidential information that they receive as Board Members to anyone other than persons who are authorized to receive the information. The duty to maintain information in confidence continues after a Board Member ceases to be a Board Member.

Duty to Disclose – Board Members have a duty of continuing disclosure. If a Board Member becomes aware of a matter which he or she has a duty to disclose or report under this Code, the Board Member must advise the Board Chair as soon as is reasonably practicable.

Duty of Compliance – Board Members shall comply with all applicable laws and regulations and with KPU's Bylaws and policies as adopted by the Board from time to time, including the Board Manual and this Code. No Board Member shall commit or condone an illegal act or instruct another Board Member to do so. All Board Members are expected to follow the spirit as well as the letter of the law.

Duty of Knowledge – Board Members must familiarize themselves with the relevant legislation applicable to KPU and to Board Members and to satisfy themselves that appropriate safeguards are in place to assure KPU of their compliance with that legislation.

26.4. CONFLICT OF INTEREST

A conflict of interest is a situation in which the private interests of a Board Member conflict, potentially conflict or appear to conflict with his or her duties to KPU, including his or her duty to act in the best interests of KPU.

An **actual conflict of interest** exists where a Board Member exercises an official power or performs an official duty, at the same time knowing that, in exercise of such performance, there is the opportunity to further a private interest.

A **potential conflict of interest** exists where there is some private interest that could influence the performance of a Board Member's duty or function or the exercise of power, provided that she or he has not yet exercised that duty or function.

An **apparent conflict of interest** exists where a reasonable person might hold the apprehension that a conflict of interest exists on the part of the Board Member.

In this Code, "**Conflict of Interest**" includes actual, potential, and apparent conflicts of interest.

KPU's primary and strongest defence against Conflicts of Interest is a strategy of avoidance. By creating systems and processes that, as a matter of practice, avoid Conflicts of Interest, KPU can most effectively reduce the associated risks.

Each Board Member has a responsibility first and foremost to the welfare of KPU.² Except for systemic Conflicts of Interest, as discussed below, every Board Member should avoid any situation in which there is a Conflict of Interest.

² *University Act*, s. 19.1.

26.5. CONFLICTS OF INTEREST RELATING TO ELECTED MEMBERS

Elected Members are in a unique situation in relation to Conflict of Interest considerations. By reason of their membership in a particular constituency of KPU, or by reason of their position within KPU, they are more likely than Appointed Members to have a Conflict of Interest. Given that the Board structure is prescribed by the *University Act*, certain Conflicts of Interest in relation to Elected Members are deemed to be acceptable and should not require the Elected Member to be excluded from the discussion or voting. On the other hand, because of the unique position of Elected Members, there will be situations where the Conflict of Interest is significant enough to require that they be excluded from discussion or voting.

Conflict of Interest situations that involve Elected Members will generally fall into one of four categories.

- a) **Constituency Membership.** In situations where the Elected Member has an interest in a matter or issue under consideration that is shared in common with a substantial section of the constituency of which he/she is a member and who elected him or her to the Board, the Elected Member will not be taken to have a Conflict of Interest for the purpose of this Code and is expected to participate in the discussion and voting. Examples include discussions regarding:
 - i) KPU's budget; and
 - ii) tuition.
- b) **Duty to the Constituency.** In situations where duties of an Elected Member to the constituency that elected him/her conflict with the Elected Member's duty to KPU, and the Conflict of Interest is of a significant, ongoing nature, the Elected Member must either resign from the KPU Board or from his or her position with the constituency. Under the *University Act*, a KPU employee is not eligible to be a Board Member if he or she is a voting member of the executive body of, or an officer of, an academic or non-academic staff association of KPU who has the responsibility, or joint responsibility with others, to:
 - i) negotiate with the Board, on behalf of the association, the terms and conditions of service of that association; or
 - ii) adjudicate disputes regarding members of the association.³

However, a student who is a voting member or an officer of the Kwantlen Student Association board is not prohibited from being an Elected Member.

- c) **Commercially Sensitive.** In situations where the issue under consideration is of a commercially sensitive nature that potentially involves the corporate interests of the constituency, then the Conflict of Interest is deemed to be of a significant nature and Elected Members of that constituency should not participate in such discussions or voting. Examples of this type of Conflict of Interest include:

³ *University Act*, s. 23(1)(g).

- i) discussions relating to audit matters;
- ii) discussions related to collective bargaining; and
- iii) review of KPU's internal controls.

One of the ways KPU manages such Conflicts of Interest is by establishing a practice that when the Finance and Audit Committee is overseeing audit matters, meeting attendance is limited to Appointed Members. Typically, the Finance and Audit Committee addresses finance matters in the first part of the meeting and audit matters in the second.

- d) **One-off.** In situations where a Conflict of Interest arises that is not regularly recurring, the Conflict of Interest can be managed under a well-defined protocol that requires the Elected Member to disclose the Conflict of Interest and refrain from participating in the discussion or voting. For example:
 - i) decisions directly affecting a specific instructional program in which a student Elected Member is enrolled; faculty or staff Elected Members are employed in the program or service areas; or an Elected Member's associate is enrolled in or employed in the program or service areas.

26.6. CONFLICTS OF INTEREST RELATING TO BOARD MEMBERS

The following examples have been developed to provide guidance to Board Members in areas where Conflict of Interest or other ethical issues may arise. They do not constitute an exhaustive list. Further, these examples are provided for reference purposes and are not in substitution for, any Board Member's obligation to KPU imposed upon by common law, equity or statute (for example, securities legislation).⁴

Corporate Opportunity – No Board Member should receive personal financial benefit through the use or misuse of confidential information in relation to the business of KPU. Examples of situations that could contravene this policy are:

- a) taking advantage, for personal gain, of a business opportunity known because of one's position with KPU;
- b) speculating in any commodity or real estate that is or is likely to be acquired or required by KPU; and
- c) conducting any private business activity from or by using any KPU asset for personal purposes, unless expressly authorized to do so by consent of the Board, in writing.

Investment Activity – Board Members may not, directly or indirectly through associates, acquire or dispose of any interest, including publicly traded shares, in any entity when in possession of confidential information obtained in the performance of their duties with KPU that could affect the value of such interest.

Non-Profit Associations and Professional Associations – From time to time, a Board Member may reach a position of leadership in a non-profit or professional association where he or she

⁴ The President has additional obligations with respect to conflicts of interest per his or her employment contract.

may be viewed as a spokesperson for that group. In such situations, the Board Member should take reasonable steps to ensure that when speaking on behalf of such an association he or she is seen as speaking for the organization and not as a spokesperson of KPU.

Use of KPU Property – KPU assets must not be misappropriated for personal use by Board Members. Board Members are entrusted with the care, management and cost-effective use of KPU's property, including the use of KPU's name, and should not make use of these resources for their own personal benefit or purposes. Board Members should ensure that any KPU property assigned to them for business purposes is maintained in good condition, and should be able to account for such property.

26.7. PROTOCOL FOR DEALING WITH CONFLICTS OF INTEREST

Declaration of Conflicts of Interest - Upon declaration of a Conflict of Interest at, or prior to, a Board meeting, the person recording the meeting's proceedings notes the declaration and the Board Member must, as applicable:

- a) refrain from further participation in any activities involved with the matter;
- b) absent him or herself from the proceedings during discussion or voting on that particular matter, contract or arrangement, if the meeting is *in camera*;
- c) refrain from discussing or voting on that particular matter, contract or arrangement, if the meeting is open to the public.

Knowledge of Conflict of Interest - A Board Member has an obligation to declare a Conflict of Interest at the earliest possible time and, in any event, prior to discussion or decision of an issue.

Possible Conflict of Interest - Where a Board Member other than the Board Chair is unsure of whether he or she is in Conflict of Interest, that Board Member should raise the possible Conflict of Interest with the Board Chair, and the Board Chair determines whether or not a Conflict of Interest exists. If the Board Chair is unsure of whether he or she is in Conflict of Interest, the Board Chair should raise the possible Conflict of Interest with the Vice Chair, and the Vice Chair determines whether or not a Conflict of Interest exists.

A Board Member who perceives another Board Member other than the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Board Chair at the first opportunity. The Board Chair determines whether or not a Conflict of Interest exists. A Board Member who perceives the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Vice Chair at the first opportunity. The Vice Chair determines whether or not a Conflict of Interest exists.

Where the Board Chair (or the Vice Chair, as applicable) has determined that a possible Conflict of Interest does not exist, the Board Chair (or the Vice Chair, as applicable) will report to the Board his or her findings at the meeting where the topic will be discussed.

Where a Board Member has been declared by the Board Chair (or the Vice Chair, as applicable) to be in a Conflict of Interest, and that Board Member does not agree with the Board Chair (or the Vice Chair, as applicable) that a Conflict of Interest needs to be declared; or, where the

Board Chair (or the Vice Chair, as applicable) has reported to the Board his or her decision that a possible Conflict of Interest did not exist, and any Board Member disagrees with this decision, the Board Chair (or the Vice Chair, as applicable) will:

- a) call an *in camera* meeting prior to the meeting at which the topic for which the possible Conflict of Interest may exist is scheduled to be discussed;
- b) put the question to the full Board for a decision at the *in camera* meeting.

The Board shall determine by majority vote whether or not a Conflict of Interest exists. If a Board Member is declared by majority vote to be in a Conflict of Interest, he/she shall abide by the steps outlined above regarding declarations of Conflict of Interest.

Conflict of Interest Discovered After Consideration of a Matter - Where a Conflict of Interest is discovered after consideration of a matter, the Conflict of Interest must be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that the Board Member's involvement has, or could be perceived to have, influenced the decision,⁵ the Board must re-examine the matter.

26.8. CONFIDENTIALITY OF BOARD INFORMATION

Board confidentiality is essential to ensure that full and frank discussion of issues deemed as confidential may take place in an atmosphere free from the risk of inappropriate disclosure. All information shared by Board Members and those presenting information to the Board shall be treated with utmost confidentiality, except when it is clearly understood that the information is in the public domain.

KPU Board Members may only disclose confidential information to external third parties when disclosure is authorized or required by law or an enactment in a court proceeding. Any other external disclosure of confidential information is subject to prior approval of the Board Chair and President.

26.9. ACCOUNTING PRACTICES AND COMMUNICATIONS

KPU's policy is that strict compliance with prescribed accounting procedures and controls will be practiced at KPU at all times. All assets, liabilities, income and expenses shall be correctly identified and recorded in the appropriate books of account. No Board Member shall make any false or misleading statement to internal or external auditors or conceal or omit information necessary to make statements to such auditors meaningful. No Board Member will withhold any books or records relevant to any subject under review from the internal or external auditors.

26.10. COMPLAINTS PROCEDURE

The Board of Governors is committed to maintaining an atmosphere in which the Board can receive and address all complaints regarding violations or perceived violations of the Code.

⁵ An example of a situation where the Board Member has or could be perceived to have influenced a decision is where the member expressed his/her views to the other Members on the matter in question.

All complaints received from Board Members in respect of the Code shall be referred to the Chair of the Governance Committee, other than complaints with respect to the Board Chair. All complaints received from Board Members in respect of the Code that relate to the Board Chair shall be referred to the Vice Chair. Complaints cannot be made anonymously. The Chair of the Governance Committee (or the Vice Chair, as applicable) shall conduct such investigation as he or she considers appropriate and ensure any documentation obtained as part of the investigation is retained in a secure location. The privacy of an individual who makes a complaint in respect of this Code will be respected as much as is possible in the circumstances. The Board is responsible for ensuring that any Board Member who, in good faith, has made a disclosure of a breach or potential breach of this Code does not suffer any adverse consequences as a result.

All disclosures will be kept confidential unless the matter disclosed constitutes an actual or potential threat of serious harm to KPU, its students or employees or to the general public.

The Board prohibits discrimination, harassment or retaliation against anyone who provides information or otherwise assists in an investigation or proceeding regarding an alleged breach of the Code. A Board Member who legitimately, and in good faith, makes a complaint regarding a breach or perceived breach of the Code shall not, as a result of those activities, be discriminated, harassed or retaliated against in the terms or conditions of Board membership. However, since such allegation of impropriety may result in serious personal repercussions for the subject of the complaint, the Board Member making the allegation of impropriety should have reasonable and probable grounds before making a complaint and should undertake such reporting in good faith, in the best interests of KPU, and not for personal gain or motivation.

Any Board Member who retaliates against the Board Member who has made a complaint regarding the Code is subject to discipline up to and including recommendation of termination of that person's Board Membership.

In the event that an investigation reveals that a complaint was made frivolously or undertaken for improper motives or in bad faith or without a reasonable basis, as determined by the Board, appropriate disciplinary action may be taken in accordance with section 26.11 of the Code.

26.11. PUNITIVE ACTION FOR BREACHES

Should a Board Member contravene any provision in this Code, the Board has the power (on a vote of at least a two-thirds majority of the Board) to impose punitive action, including one or more of the following:

- a) issue a letter of reprimand; or
- b) pass a resolution providing the Lieutenant Governor in Council with the authority to remove a Board Member from the Board for cause.⁶

⁶ *University Act*, s. 22(1.1).

26.12. PROCESSING AN APPEAL TO A PUNITIVE ACTION FOR BREACH OF THE CODE

If a Board Member rejects the decision of the Board, he or she may appeal to the Board in writing. The appeal must be requested within five business days of the imposition of the penalty. The penalty will remain imposed until such time as the Board hears the appeal. The Board will make every effort to hear the appeal within one month of its imposition.

On hearing the appeal, the Board may allow whatever evidence it considers appropriate, without regard to the rules of evidence.

After hearing the appeal, the Board may allow the appeal, or confirm its original decision.

26.13. EXEMPTION FROM CODE OF CONDUCT REQUIREMENTS

In extraordinary circumstances, where it is not contrary to the law and where it is clearly in the best interests of KPU to do so, and upon a Board resolution, a Board Member may be exempted in writing from a requirement of this Code following full and detailed disclosure by the Board Member of all material and relevant circumstances respecting the matter. Conditions may be attached to an exemption, and the Board will publicly disclose any exemptions from Code requirements.

If a Board Member is exempted from a requirement of this Code for the continuation of circumstances that would otherwise be considered a Conflict of Interest, the Board Member must refrain from participating in any way in any decision-making respecting the subject matter of the Conflict of Interest except to the extent specifically authorized in the decision granting the exemption.

26.14. ANNUAL DECLARATION

Board Members are required to annually complete the Form of Declaration set out below to acknowledge that they have read and understand the Code.



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

Regular Meeting
#5
September 21, 2016
Lisa Skakun

Agenda Item: **Consent Agenda**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the following item on the Consent Agenda: 3.1 Minutes of June 22, 2016
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Attachments: Minutes of June 22, 2016

Submitted by: Maggie MacKenzie

Date submitted: September 8, 2016



Present Board

Lisa Skakun / Chair
Douglas Beaton
Alan Davis / President & Vice
Chancellor
Jamie Kokoska
Jessica Lar-Son
Hanne Madsen / Vice Chair
Suzanne Pearce
Kim Rose
Praveen Vohora

University Vice Presidents

Salvador Ferreras / Provost & VP Academic
Jon Harding / VP, Finance & Administration

University Community Members

Marlyn Graziano / Executive Director, External &
Government Affairs
Vivian Lee / Interim Director, Budget and Planning and
Payroll Services
Kathy Lylyk / Executive Director, Finance
Maggie MacKenzie / Confidential Assistant, Board of
Governors
Joe Sass / Director, Business Performance & Advisory
Services
Keri van Gerven / University Secretary

Regrets

Steven Button
Sandra Case
Tanya Corbet
Marc Kampschuur
George Melville / Chancellor

1. **Call to Order** The Chair called the meeting to order at 3:15 pm and welcomed guests.
2. **Approval of Agenda** **Motion #35-15/16**
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the agenda.
3. **Consent Agenda** **Motion #36-15/16**
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the following item on the Consent Agenda:
3.1 Minutes of May 25, 2016
AND
THAT the Board of Governors receive the following for information:
3.2 Board Election Results
4. **Revision to Bylaw 4** Jon Harding advised that Bylaw 4 has been amended to include tuition for the Diploma in Acupuncture as outlined and approved as part of the Full Program Proposal.

Motion #37-15/16
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the revision to Bylaw No. 4, Fees with the addition of a new tuition fee category #8 for the Diploma in Acupuncture.

5. Election of Officers

University Secretary, Keri van Gerven conducted the Election of Officers.

5.1 Chair

The first call for nominations for Chair was given.
Lisa Skakun was nominated and accepted the nomination.
The second call for nominations was given – no nominations were put forward.
The third call for nominations was given – no nominations were put forward.
Nominations were closed.

Lisa Skakun was acclaimed Chair.

5.2 Vice Chair

The first call for nominations for Vice Chair was given.
Hanne Madsen was nominated and accepted the nomination.
The second call for nominations was given – no nominations were put forward.
The third call for nominations was given – no nominations were put forward.
Nominations were closed.

Hanne Madsen was acclaimed Vice Chair.

Lisa Skakun confirmed that her term of office was extended to December 31, 2016 and therefore an Election of Officers will be added to the Agenda for the November Board Meeting.

6. President's Report

Alan Davis advised that the President's Report was included in the Report to the Board of Governors. Dr. Davis noted that the meeting with the Deputy Minister mentioned in the report had to be cancelled and that efforts are underway to reschedule the meeting.

7. Provost's Report

7.1 Report to the Board

Salvador Ferreras advised that the Provost's Report was included in the Report to the Board of Governors.

Dr. Ferreras announced that the College of Traditional Chinese Medicine Practitioners & Acupuncturists of British Columbia have approved a bylaw change which permits a distributed clinic model and confirmed that this is the final step in the approval process for the Diploma in Acupuncture. A further update will be presented at the September Board meeting.

Dr. Ferreras also advised that funding has been received to assist learners with disabilities to access training programs for high-demand job skills and

for the development of offerings for an Indigenous Competency Program that can be adjusted to fit general or specific program areas.

Dr. Ferreras advised that students and staff celebrated Aboriginal Day with a presentation by Elder in Residence, Lekeyten Antone, followed by a number of performances.

Dr. Ferreras stated that development of the Sexual Violence Protocol continues in conjunction work being done by the provincial committee that Jane Fee is a member with. Policies will be coming forward to the Board and Senate in September.

7.2 Academic Plan 2018 – Annual Report

Salvador Ferreras highlighted the Academic Plan 2018 Annual Report as the plan reaches its two year milestone. Dr. Ferreras provided a status update, and in particular, noted the work underway to address how essential skills can be embedded across all faculties and programs, how learning outcomes can be aligned across the organization and how experiential learning opportunities can be expanded.

Larissa Petrillo provided an update on the experiential learning opportunities including field schools and work experience and noted that these opportunities are now documented for each program. Ms. Petrillo confirmed that a cooperative component is built into some programs, and for others, it is optional.

7.3 Appendix A of the Procedures to Policy AC10, Establishment, Revision, Suspension and/or Discontinuance of Programs

Salvador Ferreras explained that the Ministry of Advanced Education announced the addition of the new Stage 1 Review in the AVED Degree Program Approval Process. Dr. Ferreras noted that Appendix A of the Procedures to Policy AC10, Establishment, Revision, Suspension and/or Discontinuance of Programs has been updated to reflect this additional requirement and is provided for information.

7.4 Update on the Sexual Assault Policy

The update was presented as part of the Provost's Report.

8. Vice President, Finance & Administration Report

Jon Harding advised that the Vice President, Finance & Administration Report is included in the Report to the Board and that there is nothing further to add at this time.

9. Governance Retreat – August 26, 2016

Keri van Gerven confirmed that all Board members have received an invitation to attend the Governance Retreat on August 26, 2016 from 8:30 am to 2:30 pm. This event will feature guest speakers, panel discussions and workshops and provide an opportunity to meet with members of Senate and its committees..

Lisa Skakun encouraged Board members to attend the Governance Retreat if schedules permit.

10. Orientation for BC Public Post-Secondary Institution Board Members

Lisa Skakun highlighted the background for development of the Orientation for BC Public Post-Secondary Institution Board Members by the Ministry of Advanced Education included in the meeting package. Ms. Skakun noted that it will be an excellent tool for institutions to ensure a comprehensive orientation for new Board members.

Dr. Davis confirmed that KPU's current Orientation Program will be reviewed to ensure we align with the manual and adopt best practices.

11. Senate Report: May 27, 2016

Alan Davis advised that the Senate Report for May 27, 2016 was included in the meeting package and noted that the final Senate meeting for this academic year is scheduled for Monday, June 27, 2016.

12. Issues and Concerns

No issues or concerns were identified.

13. Next Meeting Agenda Contribution

Board members were asked to send contributions for the next meeting agenda to Keri van Gerven.

14. For the Good of the Order

- The 2016 Spring Convocation was held May 31-June 3, 2016, KPU's largest convocation.
- The front cover of the Report to the Board features Honorary Degree Recipients Kanwal Neel, Vince Ready and Brad McQuhae and many photos of students are included throughout the report.

15. Feedback on the Meeting

On behalf of Board of Governors, Lisa Skakun thanked guests for attending today's meeting.

16. Appendix: Information Package

The Report to the Board of Governors was received.

Alan Davis stated that he used highlights from Reports to the Board of Governors for his State of the University Address at the recent KPU Day held in Richmond and noted that a survey has been distributed to attendees to gain feedback for organizers.

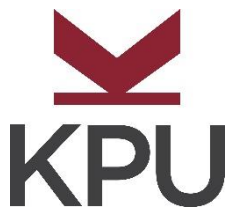
17. Next Meeting

Wednesday, September 21, 2016 at the Richmond Campus, Melville Centre for Dialogue beginning at 4:00 pm

18. Adjournment

The meeting adjourned at 3:43 pm.

Board Chair



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

Regular Meeting
#9.2
September 21, 2016
Jon Harding

Agenda Item: **KPU Budget 2016/17 and Mandate Letter**

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report:

- Key Messages:** 1. The letter from the Ministry of Advanced Education outlines KPU's operating grant and student full-time equivalent (FTE) target for 2016/17 and the associated accountabilities, roles and expectations.
- [maximum of three]* 2. Attachment 1 provides detailed information on KPU's Fiscal 2016/17 Operating Grant and Student FTE Targets.

Context & Background:

Resource Requirements: N/A

Implications / Risks: N/A

Consultations: N/A

Attachments: Letter dated August 9, 2016 from the Ministry of Advanced Education

Submitted by: Jon Harding

Date submitted: September 13, 2016



Our Ref. 102699

August 9, 2016

Mr. Jon Harding
Vice-President, Finance and Administration
Kwantlen Polytechnic University
12666 72nd Ave
Surrey BC V3W 2M8

Dear Mr. Harding

I am writing to provide you with information regarding Kwantlen Polytechnic University operating grant and student full-time equivalent (FTE) target for 2016/17, and the associated accountabilities, roles and expectations.

2016/17 Operating Grant and FTEs

Attachment 1 provides details pertaining to your institution's operating grant and student FTE targets for fiscal 2016/17.

Please ensure that your institution's Institutional Research (IR) Director is provided copies of correspondence from the Ministry of Advanced Education (the Ministry) that includes student FTE targets. This communication will help ensure accurate FTE reporting that is aligned with funding.

One-time Health program Funding - Short Duration and Pilot Health Education

A Call for Proposals for one-time short-duration and pilot health education program spaces in 2016/17 was provided under separate cover in January 2016. The decisions made on those proposals have been reflected in your institution's budget allocation and student FTE targets.

Developmental Program FTEs

Student FTE targets for developmental programs remain unchanged for 2016/17. The Ministry recognizes that recent funding and tuition policy changes mean some institutions are still in a period of transition with regard to the delivery of these programs, and may be unable to meet their target. Institutions will be advised once the Ministry begins planning for a review of the targets for developmental programs.

Economic Stability Mandate

The operating grant allocations include funding for collective agreements ratified under the Economic Stability Mandate (ESM) prior to July 22, 2016, and for the associated Economic Stability Dividend. For those institutions which have not concluded bargaining under the ESM, the Ministry will seek approval for additional funding after the remaining agreements are ratified. In support of this work, those institutions will be asked to confirm cost estimates provided to the Ministry by the Public Sector Employers' Council Secretariat.

Institutions should assume that provincial funding will be available to offset salary increases that fall within the parameters of the ESM. This funding may be built into quarterly forecasts. . If you have any questions please contact Mr. Raman Dale, Director, Post-Secondary Finance, at (250) 387-6142 or Raman.Dale@gov.bc.ca.

B.C.'s Skills for Jobs Blueprint

[B.C.'s Skills for Jobs Blueprint](#) (the *Blueprint*) continues to align post-secondary program offerings with labour market demand to ensure British Columbians have the skills needed to fill anticipated job openings in the province.

Your institution's 2016/17 Skills Gap Plan has been approved by the Labour Market Priorities Board and the funding and student FTEs are outlined in the targets in Attachment 1. Performance against the "Total Skills Gap Plan FTE" targets will be assessed using your institution's final 2016/17 FTE reports, due in spring 2017. Institutions not delivering the targeted student spaces under the *Blueprint* may have funding redirected.

Financial Oversight and Accountabilities

On February 16, 2016, the government tabled *Budget 2016*, its updated three-year Budget and Fiscal Plan, which continues to uphold the commitments to annual balanced budgets and a declining trend in the taxpayer-supported debt-to-GDP ratio that supports a AAA credit rating.

As part of the government reporting entity, post-secondary institutions are required to meet or exceed their financial targets, and are responsible for the effective and efficient use of taxpayer investments to ensure a high quality, accessible post-secondary education system in British Columbia. The financial accountabilities of institutions are outlined in legislation (the *College and Institute Act*, the *University Act*, and the *Budget Transparency and Accountability Act [BTAA]*); and are grounded in prudent, transparent fiscal management.

Good financial management helps ensure that institutions are able to achieve their operational and fiscal objectives; gain the respect and confidence of funding agencies and other stakeholders; and create a position of long-term financial sustainability. The post-secondary sector receives significant funding from government, and as such, is accountable to taxpayers for the effective and efficient use of these resources. This includes ensuring that expenditures throughout the organization are reasonable, appropriate and directly support the core mandate of the institution. The following information is provided to guide and inform institutions' financial planning:

Financial Reporting

The BTAA sets out that all government reporting entities will provide quarterly financial reports, including year-to-date actuals and four-year forecasts. These reports are consolidated and publicized by specified dates. In order to support these timeframes, the Ministry of Finance establishes quarterly reporting dates, and institutions are expected to provide all reports on time, ensure that all known financial changes are reflected, and that forecasts reflect best-available estimates of year-end operating and capital results.

The accuracy of forecasting is of primary importance and material changes to operating results or to capital project schedules and/or provincial cash flows should be brought to the Ministry's attention immediately.

Institutions' third-quarter projections for the following fiscal year are used to establish the Budget and Fiscal Plan targets. Institutions' financial outcomes are monitored against these figures throughout the following year.

Balanced Financial Results

Legislation requires that an institution must be in an annual balanced or surplus financial position, including amortization expenses but excluding new endowment contributions. In addition, capital projects must be managed within approved project budgets. The starting point to achieve these results is an annual balanced budget, including both operating results and the funding requirements of capital projects.

Deficits

Under extraordinary circumstances, institutions may seek an exception to the annual balanced budget requirement and request approval from the Minister of Finance and the Minister of Advanced Education to operate in a deficit position. Requests for deficit approval must be provided to the Ministry of Advanced Education by the end of the second quarter and include an explanation of key deficit drivers; actions taken to mitigate the deficit; a plan to return to a balanced position and the associated timeframe; and an outline of any extraordinary implications for students. Regardless of the circumstances, an institution should not assume that a request to operate in a periodic deficit will be approved.

Travel and Procurement

Institutions are asked to conduct their operations and financial activities in a manner consistent with the legislative, regulatory and policy framework established by government; including the procurement and travel practices as outlined in governments'

[Core Policy and Procedures Manual](#) (CPPM).

Post-secondary institutions are specifically being asked to have travel policies in place that promote the spirit and intent of government's travel policies.

Tuition Limit

Institutions are expected to comply with Government's tuition limit policy. For 2016/17, tuition and mandatory fee increases for existing programs and services continue to be limited to 2%. Clarification on the application of the tuition limit policy as it relates to new and existing programs, fees and services was provided in a letter to Presidents from the Deputy Minister of Advanced Education on March 3, 2016.

Executive and Management Compensation

As part of the implementation of the recommendations from the [BC Public Sector Compensation Review](#) released in October 2014, and in keeping with the Taxpayer Accountability Principles, public sector employers have implemented a new public sector compensation philosophy that includes common principles to guide compensation decision-making and a shared approach to benchmarking. One of the guiding principles of the common compensation philosophy is performance-based culture, in which compensation decisions for executive and management staff are based on merit rather than an entitlement to an annual increase.

Last year, public sector employers were given some modest flexibility to address specific compensation issues (such as compression or inversion) that resulted from the wage freeze. Modest, targeted increases within existing salary ranges for management staff were permitted based on approved parameters. In July 2016, this policy was expanded to include executive employees. This is not a general wage increase. Any increases must be funded within existing budgets, and must not affect other efficiency targets. Institutions should work with their Employer's Association representative or contact the Public Sector Employers' Council Secretariat for more information on this process.

Board Expenses

As the institution's oversight body, the Board of Governors plays an integral role in ensuring that the institution operates within its mandate in an effective and efficient manner, and that the taxpayer funds that are invested in the institution, are managed appropriately. The ministry has developed a new [Orientation for B.C. Public Post-Secondary Institution Board Members](#)

[Treasury Board Directive](#) 3/11, section 7, provides guidance on business travel and expense reimbursements for appointed board members.

Capital and Real Estate

Approval letters for 2016/17 Routine Capital and Carbon Neutral Capital Program projects have been issued to your institution. If any of these funds cannot be used for the intended purpose and/or by March 31, 2017, please contact James Postans, Director, Capital Asset Management, at James.Postans@gov.bc.ca, as soon as possible.

Capital Planning

The capital planning process supports quality decision making to advance or reject a proposed project, and ensures that the right strategic decisions are being made in a structured, efficient manner. Each phase of the capital planning process requires specific tasks and activities to be undertaken and corresponding approvals from the institution, Ministry, and/or Ministry of Finance. During the planning phase, the level of due diligence increases with each deliverable to ensure that the project scope, cost, schedule, and risk profile are sufficiently accurate.

The institutions, in conjunction with the Ministry, will utilize a risk screen tool to assess the risk of capital projects. Specific project approval and oversight requirements, including Project Boards, will be determined based on the risk rating.

Business Plans should include the costs and benefits of procurement options and the recommended option must deliver the best value for money over the lifecycle of the asset. Project proposals must also comply with government's requirement to be carbon neutral under the *Greenhouse Gas Reduction Targets Act* and the Province's *Wood First* legislation.

Capital Contributions

The Ministry has implemented a capital cost-sharing policy and it is expected that capital projects will be cost shared with institutions. Ministry staff will discuss mutually appropriate cost sharing levels with institutions on a project-by-project basis.

Capital Procurement

Please ensure that all capital asset procurement is in accordance with the [Capital Asset Management Framework](#) (CAMF) developed by the government for public sector bodies. Specifically, procurement must be fair, open, competitive, transparent, and must effectively manage, budget and schedule risk. This includes undertaking the necessary conflict of interest searches for the purpose of identifying any business and professional interests and relationships between capital project procurement team members and their advisors with proponents. All priority projects require a procurement options analysis and may be audited to confirm that all procurement activities have been undertaken in accordance with CAMF.

The [Apprentices on Public Projects](#) policy to support the use of apprentices on major, publicly-funded provincial government infrastructure projects became effective July 1, 2015. The policy applies to all new, major infrastructure projects, with a provincial government investment of \$15 million or more, and all related contracts valued at \$500,000 or more for specified trades. Post-secondary institutions working on major projects are required to show a commitment to using apprentices on the projects. Prime contractors are also encouraged to report registered apprentices and other trainees with provincial government investments below \$15 million.

After project approval, progress reporting is required to ensure that design, construction, and project close out proceeds in accordance with the terms and conditions of the project approval letter.

Where your institution is considering a facility acquisition, either by ownership or lease, the government prefers such facilities be located along existing transit routes or, in the case of Metro Vancouver, along major transportation infrastructure.

All institutions are expected to maintain an inventory for real property in conjunction with the Ministry's Capital Asset Management System. The Ministry has provided information regarding the inventory submission process and will provide updates to the institutions regarding ongoing data maintenance.

Release of Assets for Economic Generation

The Release of Assets for Economic Generation (RAEG) initiative is a continued priority for government during the 2016/17 fiscal year. Institutions are requested to facilitate these sales within the expected timelines, and identify any variances to the anticipated land sales proceeds. All institutions are required to identify to the Ministry any surplus properties for potential inclusions within RAEG initiative and must obtain Ministerial approval before any land sales complete.

For more information on capital planning, acquisitions and dispositions, please visit the Ministry website: <http://www.aved.gov.bc.ca/cppm/documents/carg-2014/carg.pdf>

Greenhouse Gas Act

Institutions are expected to comply with government's requirement to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.

Administrative Service Delivery Transformation (ASDT)

Institutions continue to play a lead role in achieving administrative efficiencies, reducing and containing costs, sharing best practices, and enhancing the range and quality of services across the sector through the [Administrative Services Delivery Transformation](#) (ASDT) Program.

Joint procurement opportunities include natural gas, vending services, reduced merchant fees, a new purchasing card program, travel management services, fire extinguisher testing, elevator maintenance, exam booklet printing, multi-function devices, and trades training equipment. New master agreements are anticipated for courier services, cylinder gas, and office supplies.

Using a methodology established in 2014 for tracking and reporting savings and benefits from ASDT projects and initiatives, \$10.51 million in sector benefits were reported for fiscal 2013/14, and \$30.66 million in benefits were reported for fiscal 2014/15. ASDT associated benefits for fiscal 2015/16 will be reported in the ASDT 2015/16 Progress Report, scheduled for release in fall 2016.

The Ministry remains committed to working with public post-secondary institutions to find administrative savings and efficiencies through collaboration and shared services, while protecting and maximizing investments in educating students. For more information on the ASDT Program, please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

Central Deposit Program

The Central Deposit Program (CDP) was launched in February 2013, as a key initiative to address concerns raised by the Auditor General regarding excess liquidity in schools, universities, colleges and hospitals. The CDP delivers lower deposit risk and competitive deposit rates, while reducing debt costs for taxpayers and positively contributing to government's ability to fund programs such as health and education into the future.

By the end of fiscal 2015/16, all 25 institutions had signed agreements and 24 had made use of the program. Feedback from the sector has been positive and the Ministry is encouraging all institutions to continue to participate. For further information on the CDP, please contact Mr. Kevin Macmillen, Executive Director, Banking and Cash Management Branch, Ministry of Finance, at (250) 387-7105 or Kevin.Macmillen@gov.bc.ca.

Support and Services to Students

Open Education Resources

Institutions are expected to continue to support the use of open education resources, including government's Open Textbook initiative, to increase affordability for students and their families.

Credit Transfer

Institutions are expected to continue to work together to support a seamless and sustainable transfer system that enables a broad range of educational pathway options for British Columbia students.

EducationPlannerBC (formerly titled Common Online Application Platform)

The Ministry continues to explore the development of a single unified application process for BC, working collaboratively with institutions. A joint Ministry-Sector Governance Structure is in place, including a Steering Committee, to lead the detailed planning and consultation required to advance this priority. Institutions are encouraged to support the work of the Sector Steering Committee and its working groups, as and when requested. All public institutions will have an opportunity to provide input as the planning evolves.

Thank you for your continued cooperation in working with the Ministry and other system partners to provide students with an accessible, affordable, high quality and relevant post-secondary education. If you have any questions, or would like to discuss contents of this letter, please contact Mr. Raman Dale, Director, Post-Secondary Finance, at (250) 387-6142 or Raman.Dale@gov.bc.ca.

Sincerely,



Kevin Brewster
Assistant Deputy Minister

Attachment

pc: Distribution List follows.

... /8

pc: Dr. Alan Davis, President and Vice-Chancellor
Kwantlen Polytechnic University

Ms. Sandra Carroll, Deputy Minister
Ministry of Advanced Education

Ms. Claire Avison, Assistant Deputy Minister
Governance, Legislation and Strategic Policy Division
Ministry of Advanced Education

Mr. Jeff Vasey, Assistant Deputy Minister
Institutions and Programs Division
Ministry of Advanced Education

Mr. Kevin Macmillen, Executive Director
Banking and Cash Management Branch
Ministry of Finance

Mr. Raman Dale, Director, Post-Secondary Finance
Post-Secondary Finance Branch
Ministry of Advanced Education

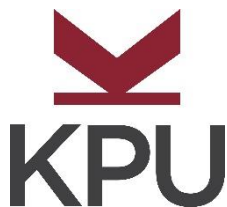
Mr. James Postans, Capital Director
Post-Secondary Finance Branch
Ministry of Advanced Education

Attachment 1
As at August 8, 2016
Kwantlen Polytechnic University
Fiscal 2016/17 Operating Grant and Student FTE Targets

	2016/17					
	FTEs			Operating Grant		
	Targeted	Base	Total	Targeted	Base	Total
AVED 2016/17 Budget	1,466	7,611	9,077	\$11,969,107	\$53,170,052	\$65,139,159
Fiscal 2015/16	981	8,096	9,077	\$8,894,107	\$55,266,576	\$64,160,683
<i>Year over Year Change</i>	<i>485</i>	<i>(485)</i>		<i>\$3,075,000</i>	<i>(\$2,096,524)</i>	<i>\$978,476</i>

Details of Change from Prior Year						
Skills Gap Plan	445	(445)		\$3,075,000	(\$3,075,000)	
Economic Stability Mandate					\$978,476	\$978,476
Subtotal of Change from Prior Year	445	(445)		\$3,075,000	(\$2,096,524)	\$978,476

			Target Funded FTES					Total Target Funded	Base Funded Target	Total FTE Target
KPU Program FTE Details	FUNS Code	CIP Code	Blueprint Baseline	14/15 Skills Gap Plan	15/16 Skills Gap Plan	16/17 Skills Gap Plan	Total Skills Gap Plan			
Health										
<i>RNs, PNs and HCAs</i>										
Bachelor of Science in Nursing	NURS	51.3801	256					256		256
Bachelor of Science in Nursing - Post Baccalaureate	NURS	51.3814							50	50
Bachelor of Psychiatric Nursing	NURS	51.3810							160	160
Graduate Nursing Refresher	NURS	51.3801	4					4	16	20
Graduate Nursing Refresher Internationally-Educated (GNIE)	NURS	51.3801							98	98
Health Care Assistant	NRCA	51.3902	11					11	53	64
Subtotal			271					271	377	648
<i>Allied Health</i>										
Hospital Unit Coordinator	HLTH	51.0703							48	48
Allied Health	HLTH	51.0000	20					20		20
Subtotal			20					20	48	68
Total Health			291					291	425	716
Developmental										
Developmental	DEV	Multiple							958	958
Certificate of Completion in Access Programs for People with Disabilities - Job Preparation	DEV	3201			10		10	10		10
Total Developmental					10		10	10	958	968
Other Skills Gap Plan Programs										
Brewing and Brewery Operations Diploma	AVED	0110			5	5	10	10		10
Diploma of Technology in Enviro. Protection	AVED	0301		5	10		15	15		15
Bachelor of Technology in Information Technology	AVED	1101				40	40	40		40
Certificate in Engineering	AVED	1401		10	20		30	30		30
Diploma in Computer Aided Design and Drafting	AVED	1513		10	20	5	35	35		35
Certificate in Legal Administrative Studies	AVED	2203				10	10	10		10
Bachelor of Arts - Major in Psychology	AVED	4201				60	60	60		60
BA - Major in Criminology	AVED	4504		35	80	25	140	140		140
Bachelor of Interior Design	AVED	5004		5	10	5	20	20		20
Bachelor of Design, Fashion and Technology	AVED	5004		15	30	5	50	50		50
Bachelor of Science in Health Science	AVED	5100			10		10	10		10
Certificate in Health Unit Coordinator	AVED	5107				10	10	10		10
Diploma in Business Management	AVED	5202				50	50	50		50
Bachelor of Bus. Admin. in Accounting	AVED	5203		50	125	110	285	285		285
Bachelor of Bus. Admin. in Entrepreneurial Leadership	AVED	5207		20	40	40	100	100		100
Bachelor of Bus. Admin. in Human Resources Mgmt.	AVED	5210		35	80	30	145	145		145
Post Baccalaureate Diploma in Human Resources Mgmt.	AVED	5210		5			5	5		5
Bachelor of Bus. Admin. in Marketing	AVED	5214		20	40	50	110	110		110
Total KPU Skills Gap Plan FTE Target				210	470	445	1,125	1,125		1,125
AVED Undergraduate Balance	AVED	Multiple							6,268	6,268
Total FTEs			291	210	480	445	1,135	1,426	7,651	9,077



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#9.4

September 21, 2016

Jon Harding

Agenda Item: **Statement of Financial Information (SOFI) – Public Bodies Report**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the Statement of Financial Information (SOFI) – Public Bodies Report as recommended by the Board Finance Committee.
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Board Committee Report: The Board Finance Committee reviewed and approved the Statement of Financial Information (SOFI) – Public Bodies Report for recommendation to the Board of Governors at its meeting held on September 12, 2016.

Context & Background: The Board Governance Manual states the Finance & Audit Committee has a responsibility to review all public reporting by KPU to ensure that it represents a complete, accurate and balanced picture of KPU's performance and financial situation (Sec 11.4.4 (b0)).

Key Messages:
[maximum of three]

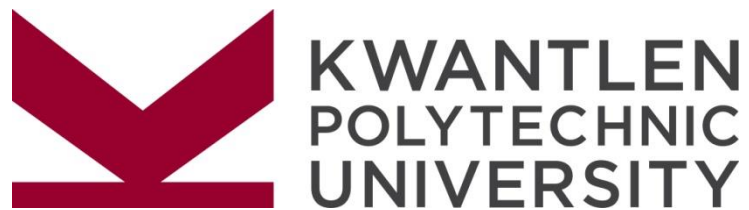
- 1. Chapter 8 of the *Financial Information Act*, administered by the Ministry of Finance and Corporate Relations, requires the University to submit a report each year including prescribed schedules of information.**
- 2. The report is known formally as the “Statements of Financial Information Pursuant to the *Financial Information Act*” and informally as the “Public Bodies Report” or “SOFI”.**
- 3. The University is also required to make the report accessible during usual business hours for inspection by any person and to provide copies as requested for a prescribed fee of \$5.00.**

Attachments:

1. Statement of Financial Information (SOFI) – Public Bodies Report
2. Memo to Lisa Skakun, Chair, Board of Governors

Submitted by: Jon Harding

Date submitted: September 13, 2016



Statement of Financial Information

Pursuant to the Financial Information Act

For the year ended March 31, 2016

Kwantlen Polytechnic University

Statement of Financial Information Pursuant to the Financial Information Act For the year ended March 31, 2016

Statement of Financial Information Approval

Management Report

Financial Statements (Audited)

- Statement of Management Responsibility
- Independent Auditors' Report
- Statement of Financial Position Statement 1
- Statement of Operations Statement 2
- Statement of Changes in Net Assets Statement 3
- Statement of Cash Flows Statement 4
- Notes to Financial Statements

Other Financial Information (Unaudited)

- Schedule of Board Remuneration and Expenses Attachment 1
- Schedule of Employee Remuneration and Expenses Attachment 1
- Schedule of Payments to Suppliers of Goods and Services Attachment 2
- Statement of Severance Agreements Attachment 3
- Schedule of Long Term Debt Attachment 4
- Schedule of Guarantee and Indemnity Agreements Attachment 5
- Reconciliation to Financial Statements Attachment 6

Financial Information Regulation (FIR), Schedule 1

Kwantlen Polytechnic University

Statement of Financial Information Approval

In accordance with the requirements of the Financial Information Act, all statements and schedules in this Statement of Financial Information have been reviewed and approved by the Kwantlen Polytechnic University Board of Governors.

Lisa Skakun
Chair, Board of Governors

Kwantlen Polytechnic University

Management Report

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with Canadian generally accepted accounting principles or stated accounting principles, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises this responsibility through regular meetings with management. The Board meets with management and the external auditors once a year.

The external auditors, KPMG, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express an opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the *Financial Information Act*. Their examination includes a review and evaluation of the University's system of internal control with appropriate tests and procedures to provide reasonable assurance that the Financial Statements are presented fairly. The external auditors have full and free access to the Board of Governors and meet with it once a year or as needed.

On behalf of Kwantlen Polytechnic University

Dr. Alan Davis,
President and Vice-Chancellor

Jon Harding, CPA, CA
Vice-President, Finance and
Administration

Financial Statements of

KWANTLEN POLYTECHNIC UNIVERSITY

Year ended March 31, 2016

MANAGEMENT'S STATEMENT OF RESPONSIBILITY

To the Board of Governors of Kwantlen Polytechnic University

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in compliance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

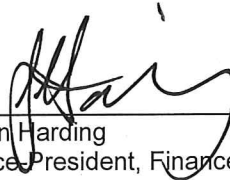
The Board of Governors and Audit Committee are composed primarily of those who are neither management nor employees of the University. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the financial information included in the annual report. The Audit Committee has the responsibility of meeting with management and external auditors to discuss the financial reporting process, auditing matters, financial reporting issues, and recommends approval of the financial statements to the Board. The Committee is also responsible for recommending the appointment of the University's external auditor.

KPMG LLP, an independent firm of Chartered Professional Accountants, is appointed by the Board to audit the financial statements and report directly to them through the Audit Committee. The external auditor has full and free access to, and meets periodically and separately with, both the Committee and management to discuss their audit findings.

On behalf of Kwantlen Polytechnic University



Dr. Alan Davis
President and Vice-Chancellor



Jon Harding
Vice President, Finance and Administration



KPMG LLP
3rd Floor 8506 200th Street
Langley BC V2Y 0M1
Canada
Telephone (604) 455-4000
Fax (604) 881-4988

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of Kwantlen Polytechnic University, and
To the Minister of Advanced Education, Province of British Columbia

We have audited the accompanying financial statements of Kwantlen Polytechnic University, which comprise the statement of financial position as at March 31, 2016, the statements of operations, changes in net debt, cash flows and remeasurement gains and losses for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.



We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements of Kwantlen Polytechnic University as at March 31, 2016 and for the year then ended are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Emphasis of Matter

Without modifying our opinion, we draw attention to Note 2(a) to the financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants

May 25, 2016
Langley, Canada

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Financial Position

(in '000s)

March 31, 2016, with comparative information for 2015

		2016	2015
Financial assets			
Cash and cash equivalents	(Note 3)	\$ 19,224	\$ 25,398
Accounts receivable	(Note 4)	5,670	4,574
Inventories for resale		1,282	1,398
Investments	(Note 6)	36,824	33,315
		63,000	64,685
Liabilities			
Accounts payable and accrued liabilities	(Note 7)	25,096	24,723
Deferred revenue		11,438	10,249
Deferred contributions	(Note 9)	3,198	3,720
Deferred capital contributions	(Note 10)	129,862	130,899
Obligations under capital lease	(Note 11)	1,036	1,228
		170,630	170,819
Net debt		(107,630)	(106,134)
Non-financial assets			
Tangible capital assets	(Note 12)	180,378	179,797
Endowment investments	(Note 6)	2,817	2,817
Prepaid expenses and deposits		5,761	4,168
		188,956	186,782
Accumulated surplus		\$ 81,326	\$ 80,648
Accumulated surplus is comprised of:			
Accumulated operating surplus		\$ 80,705	\$ 79,298
Accumulated remeasurement gains		621	1,350
		\$ 81,326	\$ 80,648

Contractual obligations (Note 14)

Commitments and contingent liabilities (Note 15)

See accompanying notes to financial statements.

Approved on behalf of the Board:

Chair

Vice-President, Finance and Administration

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Operations

(in '000s)

Year ended March 31, 2016, with comparative information for 2015

		Budget (Note 2(k))	2016	2015
Revenue:				
Province of British Columbia grants	(Note 9)	\$ 67,581	\$ 72,907	\$ 72,758
Other grants	(Note 9)	-	1,706	1,556
Tuition and student fees		66,012	64,868	61,239
Ancillary services		8,575	7,407	7,548
Other revenue		8,489	5,159	4,513
Amortization of deferred capital contributions	(Note 10)	5,288	5,216	5,021
		155,945	157,263	152,635
Expenses:				
	(Note 16)			
Instruction and instructional support		141,377	139,714	136,591
Ancillary operations		7,834	7,085	7,868
Externally sponsored activity		3,272	6,052	3,012
Research activity		3,338	3,005	3,282
		155,821	155,856	150,753
Annual surplus		124	1,407	1,882
Accumulated operating surplus, beginning of year		79,298	79,298	77,416
Accumulated operating surplus, end of year		\$ 79,422	\$ 80,705	\$ 79,298

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Changes in Net Debt

(in '000s)

Year ended March 31, 2016, with comparative information for 2015

	Budget (Note 2(k))	2016	2015
Annual surplus	\$ 1,407	\$ 1,407	\$ 1,882
Acquisition of tangible capital assets	-	(11,836)	(12,440)
Write-down of tangible capital assets	-	-	791
Amortization of tangible capital assets	11,500	11,255	10,895
	11,500	(581)	(754)
Acquisition net of use of prepaid expenses and deposits	-	(1,593)	(2,120)
Net remeasurement gains (losses)	-	(729)	1,117
Change in net debt	12,907	(1,496)	125
Net debt, beginning of year	(106,134)	(106,134)	(106,259)
Net debt, end of year	\$ (93,227)	\$ (107,630)	\$ (106,134)

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Cash Flows

(in '000s)

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 1,407	\$ 1,882
Items not involving cash:		
Amortization of tangible capital assets	11,255	10,895
Write-down of tangible capital assets	-	791
Amortization of deferred capital contributions	(5,216)	(5,021)
Change in non-cash operating working capital:		
Accounts receivable	(1,096)	(2,091)
Prepaid expenses and deposits	(1,593)	(2,120)
Inventories for resale	116	471
Accounts payable and accrued liabilities	373	30
Deferred revenue	1,189	255
Deferred contributions	(522)	(141)
Net change from operating activities	5,913	4,951
Capital activities:		
Cash used to acquire tangible capital assets	(11,650)	(10,891)
Net change from capital activities	(11,650)	(10,891)
Financing activities:		
Contributions received for tangible capital assets	4,179	5,676
Principal payments on capital lease obligations	(378)	(348)
Net change from financing activities	3,801	5,328
Investing activities:		
Increase in investments	(3,509)	(534)
Net remeasurement gains (losses)	(729)	1,117
Net change from investing activities	(4,238)	583
Net change in cash and cash equivalents	(6,174)	(29)
Cash and cash equivalents, beginning of year	25,398	25,427
Cash and cash equivalents, end of year	\$ 19,224	\$ 25,398
Non-cash transaction:		
Tangible capital assets acquired and financed by capital leases	\$ 186	\$ 1,549

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Statement of Remeasurement Gains and Losses

(in '000s)

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Accumulated remeasurement gains, beginning of year	\$ 1,350	\$ 233
Unrealized gains (losses) attributed to:		
Long term bonds	(670)	1,048
Securities	(25)	48
Foreign currency translation	35	(61)
Amounts reclassified to the Statement of Operations:		
Long term bonds	(34)	(5)
Securities	2	20
Foreign currency translation	(37)	67
Net remeasurement gains (losses) for the year	(729)	1,117
Accumulated remeasurement gains, end of year	\$ 621	\$ 1,350

See accompanying notes to financial statements.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements
(in '000s)

Year ended March 31, 2016

1. Authority and purpose

Kwantlen Polytechnic University ("the University") operates under the authority of the University Act of British Columbia. The University is a not-for-profit entity governed by a Board of Governors, the majority of which are appointed by the provincial government of British Columbia. The University is exempt from income taxes under section 149 of the Income Tax Act.

The University offers career, vocational, developmental and academic programs from its Richmond, Langley and two Surrey campuses located in southwestern British Columbia. The academic governance of the University is vested in the Senate.

2. Summary of significant accounting policies

(a) Basis of accounting:

The financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the financial statements be prepared in accordance with the set of standards and guidelines that are comprised of generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that are comprised of generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian Public Sector Accounting Standards without any PS4200 elections effective their first fiscal year commencing after January 1, 2012.

Regulation 198/2011 requires that restricted contributions received or receivable for acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian Public Sector Accounting Standards which requires government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with Public Sector Accounting Standard PS3410. As a result, revenue recognized in the Statement of Operations and certain related deferred capital contributions would be recorded differently under Canadian Public Sector Accounting Standards.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

2. Summary of significant accounting policies (continued)

(b) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(c) Financial instruments

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category: The University manages and reports performance for groups of financial assets on a fair value basis. Cash and cash equivalents and investments are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and related balances reversed from the Statement of Remeasurement Gains and Losses. Unrealized gains and losses on endowment investment assets, where earnings are restricted as to use, are recorded as deferred contributions and recognized in revenue when disposed and when the related expenses are incurred.

(ii) Cost category: Amounts receivable are measured at cost less any amount for valuation allowance. Valuation allowances are made when collection is in doubt.

(d) Inventories for resale

Inventories for resale, including new and used textbooks, course manuals, stationary, art supplies, clothing, crested and non-crested giftware are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated proceeds on sale less any costs to sell.

(e) Contaminated sites

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) An environmental standard exists;
- (ii) Contamination exceeds the environmental standard;
- (iii) The University is directly responsible or accepts responsibility;
- (iv) It is expected that future economic benefits will be given up; and
- (v) A reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

2. Summary of significant accounting policies (continued)

(f) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

- (i) Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land and landfill sites, are amortized on a straight line basis over their estimated useful lives shown below. Land is not amortized as it is deemed to have a permanent value.

Asset	Term
Buildings	40 years
Site improvements	10 years
Major renovations	10 years
Major equipment	10 - 20 years
Library holdings	10 years
Technology infrastructure	8 years
Furniture and equipment	3 - 5 years
Leased capital assets	5 years

Work in progress is not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the University's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value.

(ii) Leased tangible capital assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as obligations under capital lease and are reflected as part of tangible capital assets in the financial statements. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

2. Summary of significant accounting policies (continued)

(g) Employee future benefits

The University and its employees make contributions to the College and Municipal pension plans which are multi-employer joint trustee pension plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years. Inflation adjustments are contingent upon available funding. As the assets and liabilities of the plans are not segregated by institution, the plans are accounted for as defined contribution plans and any contributions of the University to the plans are expensed as incurred.

The University's sick leave benefits do not vest or accumulate and related costs are expensed as incurred.

(h) Revenue recognition

Tuition and student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

Unrestricted donations and grants are recorded as revenue if the amounts can be estimated and collection is reasonably assured. Pledges from donors are recorded as revenue when payment is received by the University or the transfer of property is completed.

Restricted donations and grants are reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors as follows:

- (i) Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or in the form of a depreciable tangible capital asset, in each case for use in providing services, are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.
- (ii) Contributions restricted for specific purposes other than for those to be held in perpetuity or the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contribution have been met.
- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as endowment donations and as deferred contributions for any unspent restricted investment income earned thereon.

Investment income includes interest recorded on an accrual basis, dividends recorded as declared, and realized gains and losses on the sale of investments.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

2. Summary of significant accounting policies (continued)

(i) Use of estimates

The preparation of the financial statements requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the determination of useful lives of tangible capital assets for amortization and the amortization of related deferred capital contributions, accrued liabilities, valuation of accounts receivable, and provisions for contingencies. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(j) Foreign currency translation

The University's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which are designated in the fair value category under the financial instrument standard are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the balance sheet date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or balance sheet date is recognized in the Statement of Remeasurement Gains and Losses. In the period of settlement, the related cumulative remeasurement gain/loss is reversed in the Statement of Remeasurement Gains and Losses and the exchange gain or loss in relation to the exchange rate at the date of the item's initial recognition is recognized in the Statement of Operations and Accumulated Surplus.

(k) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2015-2016 University Budget approved by the Board of Governors of Kwantlen Polytechnic University on April 1, 2015. The budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Debt.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

3. Cash and cash equivalents

	2016	2015
Cash	\$ 14,296	\$ 17,533
Cash equivalents	4,928	7,865
	\$ 19,224	\$ 25,398

4. Accounts receivable

	2016	2015
Accounts receivable	\$ 7,095	\$ 5,809
Allowance for doubtful accounts	(1,425)	(1,235)
	\$ 5,670	\$ 4,574

5. Due from/ to government and other government organizations

Included in accounts receivable	2016	2015
Provincial government	\$ 1,628	\$ 641
Other government	467	183
	\$ 2,095	\$ 824
Included in accounts payable and accrued liabilities	2016	2015
Provincial government	\$ 62	\$ 166
	\$ 62	\$ 166

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

6. Financial instruments

Investments and endowment investments recorded at fair value are comprised of the following:

	2016	2015
Long term bonds	\$ 38,105	\$ 34,451
Securities	1,536	1,681
	39,641	36,132
Endowment investments	2,817	2,817
Investments	\$ 36,824	\$ 33,315

All fixed income securities held at March 31, 2016 mature at various dates to June 2108 (2015 – June 2108) and bear interest at rates varying from 0.950% - 9.976% (2015 – 0% - 9.976%).

Generally accepted accounting principles define the fair value of a financial instrument as the amount at which the instrument could be exchanged in a current transaction between willing parties. The University uses the following methods and assumptions to estimate the fair value of each class of financial instruments for which the carrying amounts are included in the Statement of Financial Position under the following captions:

- Cash and cash equivalents, accounts receivable and accounts payables and accrued liabilities - the carrying amounts approximate fair value because of the short maturity of these instruments.
- Investments – the carrying amounts are shown at fair market value based on quoted prices (unadjusted) in active markets.

The financial instruments measured at fair value held within each investment are classified according to a hierarchy which includes three levels, reflecting the reliability of the inputs involved in the fair value determination. The different levels are defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The University's instruments are all considered to be level 1 financial instruments for which the fair value is determined based on quoted prices in active markets. Changes in fair valuation methods or in the availability of market observable inputs may result in a transfer between levels. During the year there were no significant transfers of securities between the different levels.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

7. Accounts payable and accrued liabilities

	2016	2015
Accounts payable and accrued liabilities	\$ 10,505	\$ 10,318
Salaries and wages payable	5,202	5,214
Accrued vacation payable	9,389	9,191
	\$ 25,096	\$ 24,723

8. Employee future benefits

(a) Pension benefits:

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan, jointly trustee pension plans. The board of trustees for these plans represent plan members and employers and are responsible for the management of the pension plan including investment of the assets and administration of benefits. The pension plans are multi-employer contributory pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2015, the College Pension Plan has about 14,000 active members from administration and instructional staff and approximately 6,500 retired members. As at December 31, 2014, the Municipal Pension Plan has about 185,000 active members, with approximately 5,800 from colleges and special purpose, teaching universities.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2012 indicated a \$105 million funding deficit for basic pension benefits. The next valuation will be August 31, 2015, with results available in 2016. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be December 31, 2015, with results available in 2016.

Employers participating in the Plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plans record accrued liabilities and accrued assets for the plans in aggregate, with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plans.

The University paid \$8,430 for employer contributions to the Plans in the current year (2015 - \$8,219).

(b) Maternity or parental leave:

The University provides supplemental employee benefits for faculty, staff, or administration on maternity or parental leave. For the duration of the leave, employees on maternity or parental leave receive a supplemental payment added to employment insurance benefits. Employer-paid benefits also continue to be paid on the employees' behalf. The University has expensed \$420 in the current year (2015 - \$616). As at March 31, 2016, the University has an obligation of \$294 (2015 - \$432), which has been included in salaries and wages payable.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

9. Deferred contributions and grants

Deferred contributions represent externally restricted contributions that will be used in future periods for academic programming and student awards, as specified by the contributor. Grants represent unrestricted funding from various sources.

	2015	Amounts received	Amortized as revenue	2016
Provincial Grants	\$ -	\$ 66,954	\$ (66,954)	\$ -
Deferred contributions	2,774	5,562	(5,953)	2,383
Federal Deferred contributions	162	538	(467)	233
Other sources Grants	-	53	(53)	-
Deferred contributions	784	984	(1,186)	582
	\$ 3,720	\$ 74,091	\$ (74,613)	\$ 3,198

10. Deferred capital contributions

	2015	Amounts received	Amortized as revenue	2016
Provincial	\$ 121,034	\$ 3,895	\$ (4,923)	\$ 120,006
Federal	2,340	139	(132)	2,347
Other sources	7,525	145	(161)	7,509
	\$ 130,899	\$ 4,179	\$ (5,216)	\$ 129,862

11. Obligations under capital lease

The University has entered into capital leases to finance computers and equipment at an estimated cost of borrowing of 2.78% per annum. The principal and interest payments are as follows:

	2016	2015
2016	\$ -	\$ 379
2017	396	357
2018	332	292
2019	256	216
2020	94	54
2021	7	-
Total minimum lease payments	1,085	1,298
Less amounts representing interest	(49)	(70)
Present value of net minimum capital lease payments	\$ 1,036	\$ 1,228

Total interest on leases for the year was \$33 (2015 - \$20).

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

12. Tangible capital assets

	Land	Buildings	Site improvements	Major renovations	Major equipment	Library holdings	Technology infrastructure	Furniture & equipment	Leased capital assets	Work in progress	Total
2016 Cost											
Opening balance	\$ 20,040	\$ 197,670	\$ 1,036	\$ 16,157	\$ 307	\$ 7,275	\$ -	\$ 53,029	\$ 1,549	\$ 4,451	\$ 301,514
Additions	-	590	44	532	69	380	614	4,176	186	5,245	11,836
Transfers to/(from) WIP	-	31	-	-	-	-	1	-	-	(32)	-
Closing balance	20,040	198,291	1,080	16,689	376	7,655	615	57,205	1,735	9,664	313,350
2016 Accumulated amortization											
Opening balance	-	(67,682)	(862)	(3,517)	(8)	(4,598)	-	(44,839)	(211)	-	(121,717)
Amortization	-	(4,949)	(41)	(1,643)	(18)	(562)	(39)	(3,675)	(328)	-	(11,255)
Closing balance	-	(72,631)	(903)	(5,160)	(26)	(5,160)	(39)	(48,514)	(539)	-	(132,972)
2016 Net book value	\$ 20,040	\$ 125,660	\$ 177	\$ 11,529	\$ 350	\$ 2,495	\$ 576	\$ 8,691	\$ 1,196	\$ 9,664	\$180,378
2015 Net book value	\$ 20,040	\$ 129,988	\$ 174	\$ 12,640	\$ 299	\$ 2,677	\$ -	\$ 8,190	\$ 1,338	\$ 4,451	\$179,797

(a) Work in progress:

Work in progress with a value of \$9,664 (2015 - \$4,451) has not been amortized. Amortization of these assets will commence when the assets are put into service.

(b) Write-down of tangible capital assets:

There was a write-down of building costs within work in progress of \$ nil in the current year (2015 – \$791).

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

13. Financial risk management

The University has exposure to certain risks from its use of financial instruments.

The Board of Governors ensures that the University has identified its major risks and ensures that management monitors and controls them.

(a) Credit risk

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the University consisting of cash and cash equivalents, investments and accounts receivable.

The University manages credit risk with established investment guidelines for its investment management companies to follow in managing its investment portfolios. The guidelines limit investments to those with BBB- or greater credit rating. The University does not invest in any derivatives.

(b) Market risk

Market risk is the risk that changes in market prices, such as interest rates, will affect the University's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

It is management's opinion that the University is not exposed to significant market or interest rate risk arising from its financial instruments.

(c) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they become due.

The University manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

14. Contractual obligations

The nature of the University's activities can result in multiyear contracts and obligations whereby the University will be committed to make future payments. Significant contractual obligations related to operations that can be reasonably estimated are as follows:

	2017	2018	2019	2020	2021
	\$ 5,163	\$ 3,718	\$ 1,962	\$ 1,140	\$ 362

15. Commitments and contingent liabilities

- (a) The University may, from time to time, be involved in legal proceedings, claims, and litigation that arise in the normal course of operations.

There are several lawsuits pending in which the University is involved. It is considered that the potential claims against the University resulting from such litigation would not materially affect the financial statements of the University.

- (b) The University has committed to the building of the Chip and Shannon Wilson School of Design at the Richmond campus for the Faculty of Design. The University is to receive \$12,000 from Chip and Shannon Wilson and lululemon athletica Canada Inc. and provincial funding of up to \$12,000 in support of the project. The University has Board approval for a budget of \$12,000 as the University's contribution toward the project. The project, which has a total budget of \$36,000, is expected to be completed by December 2017.
- (c) The University has entered into an agreement to purchase real estate to provide additional classroom space to meet future student demand with space being available in 2017. The University will be funding the project at a budget of \$19,555.
- (d) The University Board has approved a network infrastructure upgrade of up to \$4,780 across all four campuses with expected completion in fiscal 2017. As at March 31, 2016, \$4,565 has been spent on this project.
- (e) The University has the ability to draw on a line of credit of \$7,000 (2015 - \$7,000). As at March 31, 2016, the University has not utilized the available line of credit.

KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)
(in '000s)

Year ended March 31, 2016

16. Expenses by object

The following is a summary of expenses by object:

	Instruction and instructional support	Ancillary operations	Externally sponsored activity	Research activity	2016
Salaries and benefits	\$ 109,041	\$ 1,688	\$ 1,329	\$ 1,841	\$ 113,899
Travel and professional development	1,993	8	156	304	2,461
Supplies	4,132	90	336	128	4,686
Student awards and bursaries	12	-	1,599	-	1,611
Fees and services	7,078	627	2,279	257	10,241
Facilities	6,119	382	297	121	6,919
Cost of sales	-	3,998	-	-	3,998
Leases, property taxes, insurance	523	21	56	186	786
Amortization of tangible capital assets	10,816	271	-	168	11,255
Contributions to Kwantlen Polytechnic University Foundation	-	-	-	-	-
	\$ 139,714	\$ 7,085	\$ 6,052	\$ 3,005	\$ 155,856

	Instruction and instructional support	Ancillary operations	Externally sponsored activity	Research activity	2015
Salaries and benefits	\$ 107,601	\$ 1,929	\$ 599	\$ 2,138	\$ 112,267
Travel and professional development	2,133	20	141	415	2,709
Supplies	3,007	72	160	121	3,360
Student awards and bursaries	7	-	148	-	155
Fees and services	6,503	579	1,819	237	9,138
Facilities	5,066	437	109	143	5,755
Cost of sales	-	4,496	-	-	4,496
Leases, property taxes, insurance	843	40	31	24	938
Amortization of tangible capital assets	10,396	295	-	204	10,895
Contributions to Kwantlen Polytechnic University Foundation	1,035	-	5	-	1,040
	\$ 136,591	\$ 7,868	\$ 3,012	\$ 3,282	\$ 150,753



Other Financial Information
(Unaudited)

Kwantlen Polytechnic University
Schedule of Other Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

<u>Board Member Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Ash, Kristan	Chair (to July 31, 2015)	-	-	-
Beaton, Doug	Member, Board	-	-	-
Bhatti, Harpreet	Member, Board (to September 16, 2015)	-	-	-
Button, Steven	Member, Board	-	-	-
Case, Sandra	Member, Board	-	-	-
Chahal, Upinder	Member, Board (to August 31, 2015)	-	-	-
Corbet, Tanya	Member, Board	-	-	-
Davis, Alan	President/Ex-officio	-	-	-
Dean, Geoff	Member, Board (to November 3, 2015)	-	-	-
Hoffman, Sandra	Member, Board (to August 31, 2015)	-	1,055	1,055
Hosein, Richard	Member, Board (to August 31, 2015)	-	-	-
Kampschuur, Marc	Member, Board	-	3,708	3,708
Kokoska, Jamie	Member, Board	-	-	-
Lar-Son, Jessica	Member, Board	-	-	-
Madsen, Hanne	Vice Chair	-	-	-
McCue, Chris	Member, Board (to December 31, 2015)	-	-	-
Melville, George	Chancellor/Ex-Officio	-	-	-
Pearce, Suzanne	Member, Board	-	120	120
Rose, Kim	Member, Board	-	200	200
Skakun, Lisa	Chair	-	-	-
Standfield, Shira	Member, Board (to July 31, 2015)	-	-	-
Tung, Kenneth	Member, Board (to July 31, 2015)	-	-	-
Vohora, Praveen	Member, Board	-	-	-
Wendel, Bruce	Member, Board (to July 31, 2015)	-	-	-
(A) Total Board Members		\$ -	\$ 5,083	\$ 5,083

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Abella, Ana Maria	Manager, Restricted & RG Funds	75,762	2,133	77,895
Abiew, Francis	Political Science Instructor	91,757	1,662	93,419
Adams, Michael	Chemistry Instructor	91,357	4,000	95,357
Adams, Paul	Biology Instructor	92,347	1,105	93,452
Adebayo, Dada	Psychology Instructor	91,521	-	91,521
Aguilera, Laura	Learning Strategist	87,583	140	87,723
Ahluwalia, Seema	Sociology Instructor	78,652	582	79,234
Akbar, Mohammad	School of Business Instructor	91,677	142	91,819
Alger, Martha	Learning Strategist	91,119	55	91,174
Ali, Khairunnisa	Co-op Instructor	90,648	1,519	92,167
Amlani, Aym	School of Business Instructor	92,296	2,006	94,302
Anderson, Bradley	School of Business Instructor	91,357	-	91,357
Anderson, Jim	Network Administrator	78,488	790	79,277
Anderson, Kent	Fine Arts Instructor	91,467	-	91,467
Andrews, Wayne	Carpentry Instructor	91,357	929	92,286
Androsiuk, Mary	Fashion Design Degree Instructor	90,648	-	90,648
Arguello, Ariana	Divisional Business Manager, International	81,169	5,258	86,427
Armerding, Lois	Divisional Business Manager, Academic and Career Advancement	81,329	2,448	83,778
Asano, Lisbeth	English Language Studies Instructor	91,231	-	91,231
Au, Jennifer	Chemistry Instructor	89,775	672	90,447
Auton-Cuff, Faith	Educational Studies Instructor	91,800	-	91,800
Ayach, Hassan	Electrical Instructor	87,094	-	87,094
Bains, Gurinder	Academic & Career Preparation Instructor	90,648	-	90,648
Bajerska, Margaret	Academic & Career Preparation Instructor	91,357	-	91,357
Ball, Robert	Manager, Network Operations	93,181	2,089	95,270
Ballarin, Richard	Project Leader	80,916	959	81,875
Barencott, Dorothy	Fine Arts Instructor	89,875	5,856	95,730
Barnett, Carol	Bachelor of Psychiatric Nursing Instructor	91,521	576	92,096
Barnhart, Caroline	Divisional Business Manager, Faculty of Design	76,476	1,801	78,277
Barthelemy, William	Philosophy Instructor	90,881	-	90,881
Bartlett, Andrew	English Instructor	86,500	-	86,500
Bassani, Cherylynn	Sociology Instructor	82,752	-	82,752
Beaton, Jim	Academic & Career Preparation Instructor	91,357	-	91,357
Beck, Terry	Special Advisor, Continuing & Professional Studies	114,779	32,618	147,397
Begalka, Aimee	Associate Dean, Academic & Career Advancement	105,740	1,456	107,196
Bell, Arleigh	Nursing Instructor	90,998	1,506	92,503
Belter, Wendy	Counsellor	91,521	-	91,521
Benevides, Judith	School of Business Instructor	91,521	504	92,025
Benn, Lynette	Director, Student Development & Success	101,360	3,178	104,538
Benwick, Robert	School of Business Instructor	87,554	-	87,554
Berg, Terrance	Academic & Career Preparation Instructor	90,648	2,085	92,733
Bernard, Dominic	Brewing & Brewery Instructor	90,276	603	90,879
Bernstein, Daniel	Psychology Instructor	95,356	11,934	107,289
Best, Alixe	Manager, Purchasing Services	75,301	543	75,844
Bhagat, Meena	School of Business Instructor	91,357	-	91,357
Bhatt, Gira	Psychology Instructor	89,066	2,390	91,456
Bicep, Judith	Mathematics Instructor	86,452	-	86,452
Bickell, M. Amanda	School of Business Instructor	104,633	-	104,633
Bilow, Cindy	Admissions Coordinator	85,727	-	85,727
Birner, Ulrieke	School of Business Instructor	91,357	-	91,357
Blenkhorn, Deborah	English Instructor	91,521	-	91,521
Blizard, Lida	Nursing Instructor	89,775	640	90,414
Boboricken, Tanya	Academic & Career Preparation Instructor	90,648	-	90,648
Bock, Catherine	Nursing Instructor	82,050	449	82,499
Bomford, Michael	Sustainable Agriculture Instructor	92,606	740	93,346
Bourgeois, Helen	English Language Studies Instructor	90,319	-	90,319
Boyce, Joan	Nursing Instructor	91,001	2,667	93,668
Boyd, Shelley	English Instructor	90,648	2,528	93,176
Boydell, Carroll	Criminology Instructor	89,104	-	89,104
Braaksma, Anita	School of Business Instructor	97,426	2,006	99,432
Broderick, George	School of Business Instructor	92,594	504	93,098
Brooks, Ian	Academic & Career Preparation Instructor	78,771	-	78,771
Brown, Kimberly	Human Resources Consultant	85,942	2,613	88,556
Browne, Patricia	School of Business Instructor	91,357	-	91,357

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Brush, Gene	Academic & Career Preparation Instructor	91,357	236	91,594
Bryja, Bogdan	Academic & Career Preparation Instructor	105,010	-	105,010
Buirs, Betty Anne	English Instructor	91,521	-	91,521
Burgess, William	Geography Instructor	83,221	-	83,221
Burns, Christine	Librarian	89,898	906	90,804
Burns, David	Educational Studies Instructor	92,221	638	92,859
Burnstein, Cheryl	Nursing Instructor	91,357	901	92,259
Cabral, Raquel	Mathematics Instructor	82,519	-	82,519
Calao, Carlos	School of Business Instructor	91,649	526	92,174
Calla, Shirley	Fashion Design Degree Instructor	83,746	-	83,746
Callaghan, Fergal	Physics Instructor	89,775	276	90,050
Cannon, Roger	Electrical Instructor	91,521	384	91,905
Carmichael, Deborah	Divisional Business Manager, School of Business	81,496	10,523	92,019
Cato, Donna	Collaborative Nursing Instructor	91,357	-	91,357
Chamberlain, Norman	Electrical Instructor	91,357	8,339	99,696
Chan, Gregory	English Instructor	74,441	4,267	78,708
Chan, Josephine	Special Assistant-Provost, Academic	101,624	2,379	104,003
Chanyungco, Teresa	Director, University Space	102,233	4,302	106,535
Cheah, Kooi Guan	School of Business Instructor	96,536	169	96,704
Cheema, Chamkaur	School of Business Instructor	91,521	-	91,521
Chen, Jyh-Yaw	School of Business Instructor	91,521	157	91,677
Chia, Jacqueline	School of Business Instructor	92,184	4,211	96,395
Chin, Kenward	School of Business Instructor	91,521	75	91,596
Chong, Jane	School of Business Instructor	79,152	2,082	81,234
Chow, Bob	School of Business Instructor	91,357	1,113	92,471
Christensen, Erling	Sociology Instructor	91,326	-	91,326
Chuang, Ying-Yueh	Fine Arts Instructor	79,635	-	79,635
Clancy, Laurie	Director, International Recruitment & Admissions	103,990	26,435	130,425
Clarival, Olivier	French Instructor	91,757	32	91,788
Claxton, Leona	Graduate Nursing Instructor	89,775	449	90,224
Cody, Bernett	Academic & Career Preparation Instructor	91,421	-	91,421
Conway, Sean	Academic & Career Preparation Instructor	89,775	-	89,775
Coombes, Michael	Physics Instructor	89,775	-	89,775
Crisp, Dianne	Psychology Instructor	91,357	120	91,477
Crockett, Robert	School of Business Instructor	91,357	25	91,382
Crothers, Simon	School of Business Instructor	76,629	-	76,629
Cserepes, Dana	Fine Arts Instructor	90,648	-	90,648
Culham, Eugenia	School of Business Instructor	89,418	70	89,488
Cunnin, Elizabeth	Horticulture Instructor	90,961	702	91,663
Curman, Andrea	Criminology Instructor	87,358	-	87,358
Dahl, A. Dennis	Learning Specialist	91,044	579	91,623
Dale, Denise	Librarian	91,411	-	91,411
Daley, Joanna	English Language Studies Instructor	92,087	-	92,087
Dallas, Laura	School of Business Instructor	90,729	1,003	91,732
Damon, Margaret	Graphic Design for Marketing Instructor	93,935	215	94,150
D'Angelo, Marsha	School of Business Instructor	93,053	-	93,053
Daniels, Caroline	Librarian	91,521	782	92,302
Dastur, Farhad	Psychology Instructor	82,721	2,410	85,130
Davidson, David	Horticulture Instructor	89,775	441	90,216
Davis, Alan	President	209,906	22,717	232,622
Davis, Robert	Millwright Instructor	91,357	351	91,709
Davison, Ann Marie	Biology Instructor	80,795	587	81,382
De Boer, Monica	Biology Instructor	91,521	44	91,565
de Silva, Moira	English Language Studies Instructor	91,620	-	91,620
Dean, Geoffrey	Academic & Career Preparation Instructor	89,418	-	89,418
Dearle, Gillian	English Instructor	91,531	-	91,531
Dearle, Robert	English Instructor	87,705	-	87,705
DeGroot, Judith	Health Care Assistant Program Instructor	91,357	936	92,293
Deisman, Wade	Criminology Instructor	83,909	3,517	87,426
Del Monte, Sabrina	School of Business Instructor	90,648	-	90,648
Dempsey, Liam	Philosophy Instructor	91,357	-	91,357
Deresh, Carla	Divisional Business Manager, Faculty of Arts	88,594	3,173	91,768
Detwiler, Laurie	Counsellor	89,775	7,720	97,494
Dhesi, Harjit	Bachelor of Psychiatric Nursing Instructor	91,521	726	92,247

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Diaz, Alexander	Fashion Design Degree Instructor	91,357	-	91,357
Diotte, Mark	Academic & Career Preparation Instructor	95,328	-	95,328
Ditchburn, Amy	Divisional Business Manager, Faculty of Trades & Technology	90,471	1,096	91,567
Djokic, Mirela	Librarian	75,228	2,521	77,749
Dobrowolsky, Robert	Network Administrator	80,186	774	80,960
Dobud, Pablo	Manager, Occupational Health & Safety	102,233	2,754	104,987
Doerksen, May	Director, Future Students' Office	78,227	1,122	79,349
Donahoe, Patrick	Dean, Academic & Career Advancement	124,331	4,772	129,103
Doolan, Jeffrey	Plumbing Instructor	91,357	1,457	92,815
Doyle, Kegan	English Instructor	91,521	-	91,521
Dube, Catherine	Director, Student Risk & Judicial Affairs	102,233	10,429	112,662
Duff, Nancy	Fine Arts Instructor	91,357	3,931	95,288
Duffy, Patrick	Chemistry Instructor	90,804	-	90,804
Dunn, Deborah	Nursing Instructor	90,648	668	91,316
Dunster, Katherine	Horticulture Urban Ecosystem Degree Instructor	90,648	-	90,648
Durston, Stefan	Director, Ancillary Services	104,685	1,367	106,052
Egi, Aleksandar	Brewing & Brewery Instructor	97,931	1,180	99,111
Eigenfeldt, Catriona	School of Business Instructor	90,864	1,003	91,867
Erickson, Shawn	Director, Co-op Education & Career Services	104,153	8,438	112,591
Fallick, Arthur	Associate VP, Research	134,645	22,260	156,905
Fawcett, Daniel	School of Business Instructor	91,521	-	91,521
Fee, Elizabeth	Vice-Provost, Students	160,701	15,137	175,838
Fengstad, David	Appliance Servicing Instructor	89,775	-	89,775
Fenske, Wayne	Philosophy Instructor	91,357	175	91,532
Ferreras, Salvador	Provost & VP Academic	172,703	29,693	202,396
Findler, Patrick	Philosophy Instructor	91,521	-	91,521
Fletcher, Douglas	School of Business Instructor	100,875	855	101,730
Ford, Richard Michael	School of Business Instructor	84,882	-	84,882
Formisano, Colleen	School of Business Instructor	91,357	1,473	92,830
Foyle, Sibeal	Fine Arts Instructor	91,357	535	91,892
Frank, Andrew	School of Business Instructor	87,784	-	87,784
Freeman, Lisa	Criminology Instructor	77,512	1,268	78,781
Freeman, Trudy	Dean, Faculty of Health	127,337	2,294	129,631
Froc, David	Psychology Instructor	91,425	1,000	92,425
Frymire, Angela	School of Business Instructor	91,357	576	91,933
Fuhr, Robert	History Instructor	90,648	628	91,276
Fung, Maggie	Chief Information Officer	112,112	1,971	114,084
Gagne, Lucie	Interior Design Degree Instructor	91,898	3,193	95,091
Gagnon, Nathalie	Criminology Instructor	91,332	-	91,332
Gall, Jeremy	Continuing & Professional Studies	75,231	5,795	81,027
Gal-Or, Noemi	Political Science Instructor	91,357	4,695	96,052
Garrett, Brian	Philosophy Instructor	91,357	-	91,357
Gatzeva, Mariana	Sociology Instructor	91,521	-	91,521
Gedder, Melody	English Language Studies Instructor	91,516	-	91,516
Gelineau, Robert	Fine Arts Instructor	91,357	-	91,357
Gocer, Izgy	Counsellor	90,940	1,627	92,568
Goodine, Margaret	Manager, Learning Technology	93,524	4,178	97,701
Gooding, Elizabeth	English Instructor	91,521	181	91,702
Goodman, Aaron	Journalism Instructor	78,937	4,833	83,770
Gorval, Debbie	School of Business Instructor	92,793	-	92,793
Goundrey, Andhra	Fashion Design Degree Instructor	91,901	491	92,393
Gray, Harry	Associate VP, Administration	147,984	8,127	156,111
Graziano, Barbara	Executive Director, External Affairs	127,352	3,768	131,120
Green, Colin	History Instructor	91,357	-	91,357
Green, Sharon	Fashion Design Degree Instructor	86,281	156	86,437
Guay, Marc	Divisional Business Manager, Faculty of Health	91,304	3,022	94,326
Guild, Lorraine	Health Care Assistant Program Instructor	74,962	3,628	78,590
Guirguis, Mazen	Philosophy Instructor	91,357	-	91,357
Gurm, Balbir	Nursing Instructor	91,411	882	92,294
Hadfield, Janine	Graduate Nursing Instructor	91,521	760	92,281
Hamilton, Kevin	Psychology Instructor	91,357	-	91,357
Hamilton, Mark	Journalism Instructor	75,543	-	75,543
Hamm, Anita	Director, Partnerships & Pathways	88,743	19,340	108,083
Han, Terry	School of Business Instructor	83,746	766	84,512

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Hancock, Sheila	English Instructor	90,648	-	90,648
Hannas, Paula	Manager, Client Services	90,594	717	91,311
Hans, Manmohan	Network Administrator	81,666	1,074	82,739
Harbut, Rebecca	Sustainable Agriculture Instructor	91,521	677	92,198
Harding, Jon	VP, Finance & Administration	104,433	12,245	116,678
Harris, Gregory	Biology Instructor	91,357	352	91,710
Harvey, David	School of Business Instructor	97,204	399	97,603
Hassan, Shereen	Criminology Instructor	91,521	725	92,246
Hassanlou, Ali	School of Business Instructor	100,732	-	100,732
Haugen, Brian	Dean, Faculty of Trades & Technology	126,701	18,048	144,749
Hauta, Christopher	Laboratory Instructor - Environmental Protection	98,666	386	99,051
Hawkins, Judith	Graduate Nursing Instructor	91,357	753	92,110
Hayes, Jack	History Instructor	91,621	2,293	93,913
Hayes, Jane	Music Instructor	92,057	2,300	94,357
Hazel, Judith	Nursing Instructor	90,389	740	91,129
Hearn, Karen	Executive Director, Facilities	123,902	2,334	126,236
Heinrick, Christina	Drafting Instructor	91,521	-	91,521
Hemsworth, Lesley	English Language Studies Instructor	90,789	294	91,083
Henderson, Deborah	Regional Innovation Chair	115,073	5,136	120,209
Henwood, Nadia	Associate Registrar, Admin, Graduation & Enrolment Services	85,204	2,927	88,132
Herbert, Ellis	Manager, Enterprise Systems	85,328	3,233	88,560
Herrmann, Shari	School of Business Instructor	98,077	4,682	102,759
Heska, Linda	Director, Employee Relations	125,212	1,745	126,957
Hickman-Barr, Margaret	English Instructor	90,291	38	90,329
Hills, Gail	Graduate Nursing Instructor	91,357	522	91,880
Ho, Philip	School of Business Instructor	91,521	-	91,521
Hobson, Jane	Biology Instructor	92,007	997	93,004
Hogan, Melinda	Philosophy Instructor	90,648	-	90,648
Horne, Gerald	School of Business Instructor	95,238	-	95,238
Horner, Jessie	Criminology Instructor	91,421	168	91,590
Hoyland, James	Physics Instructor	91,161	7,362	98,523
Huang, Hongyu	Project Leader	76,546	1,050	77,597
Hunter, Iain	Director, Maintenance & Operations	89,721	1,699	91,420
Indurugalla, Deepani	Chemistry Instructor	91,357	274	91,631
Inglis, Karen	English Instructor	91,648	-	91,648
Inglis, Peter	Biology Instructor	91,677	-	91,677
Ip, Pamela	School of Business Instructor	91,521	-	91,521
Ironside, Bruce	School of Business Instructor	91,521	-	91,521
Jankovic, Branka	English Language Studies Instructor	90,447	-	90,447
Janzen, Jeffrey	Electrical Instructor	90,206	-	90,206
Jarvis, Jeremy	School of Business Instructor	91,411	1,434	92,845
Jazzi, Sepand	School of Business Instructor	77,379	2,006	79,385
Jenion, Gregory	Criminology Instructor	91,521	-	91,521
Jhangiani, Rajiv	Psychology Instructor	90,369	9,469	99,838
Johnson, Barry	Auto Service Technician Instructor	83,898	-	83,898
Johnston, Tina	Health Care Assistant Program Instructor	83,570	625	84,194
Jonas Vidovic, Petra	Criminology Instructor	83,500	-	83,500
Jones, Gary	Horticulture Instructor	91,411	707	92,118
Jones, Terri	Human Resources Consultant	90,376	1,194	91,570
Jovovic, Olivera	English Language Studies Instructor	95,096	-	95,096
Kaminski, June	Nursing - Post Baccalaureate Instructor	91,411	449	91,860
Kampschuur, Marc	School of Business Instructor	92,312	4,382	96,695
Karapanos, Alexandra	English Language Studies Instructor	91,205	-	91,205
Karaush, Iryna	Product Design Contract Instructor	93,920	10,905	104,825
Kargut, Sigrid	Librarian	91,357	2,371	93,728
Karsenti, Patrick	Spanish Instructor	91,550	239	91,788
Katz, Barbara	School of Business Instructor	90,804	1,003	91,807
Kaur, Harinder	Network Administrator	76,390	683	77,073
Kaushal, Paul	Chemistry Instructor	90,821	-	90,821
Kazymierchyk, Stanley	Horticulture Instructor	89,775	-	89,775
Keath, Jacqollyne	Bachelor of Psychiatric Nursing Instructor	90,636	1,545	92,181
Keding, Udo	School of Business Instructor	90,648	405	91,052
Keever, Carson	Biology Instructor	82,519	662	83,181
Kennedy, Neil	English Instructor	90,648	-	90,648

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Kennedy, Stephen	Drafting Instructor	89,775	54	89,829
Kerti, John	Senior Network Analyst	86,685	997	87,682
Kestler, Ulrike	Librarian	81,246	36	81,282
Kinney, Tracey	History Instructor	92,236	-	92,236
Kira, Susanne	English Language Studies Instructor	91,408	-	91,408
Kitt, Lisa	Criminology Instructor	89,775	3,900	93,675
Klein, Kyle	Manager, Emergency Planning	85,005	8,603	93,607
Kleis, Landon	School of Business Instructor	81,997	-	81,997
Klimek, Connie	Nursing Instructor	90,648	449	91,097
Kloet, Shannon	Divisional Business Manager, Continuing & Professional Studies	84,255	15,737	99,992
Ko, Steve	English Language Studies Instructor	91,746	-	91,746
Koch, Johannes	Geography Instructor	82,185	7,362	89,547
Kolac, Jana	Physics Instructor	91,357	-	91,357
Korman, Laurette	School of Business Instructor	91,521	1,003	92,524
Koskinen, Paivi	Linguistics - Instructor	91,521	-	91,521
Kozak, Romy	Associate Dean, Faculty of Arts	111,020	8,902	119,922
Krishnan, Parthiphan	Geography Instructor	91,521	3,573	95,093
Kroeker, Tess	Bachelor of Psychiatric Nursing Instructor	91,521	1,287	92,808
Lafreniere, Robert	Plumbing Instructor	85,433	2,874	88,307
Lagoutin, Raphael	Electrical Instructor	103,532	-	103,532
Laird, Ross	Creative Writing Instructor	91,521	-	91,521
Lait, Cameron	Plant Health Instructor	91,521	-	91,521
Larsen, Kim	English Instructor	91,520	-	91,520
Larsen, Michael	Criminology Instructor	86,235	-	86,235
Lau, Keith	Director, Enterprise Systems	112,818	1,164	113,982
Laverty, Gerard	Farrier Instructor	91,521	208	91,729
Law, Andy	School of Business Instructor	98,077	-	98,077
Le Grand, Richard	Psychology Instructor	91,521	-	91,521
Lecovin, Matthew	School of Business Instructor	90,648	-	90,648
Lee, Judy	Nursing Instructor	91,282	610	91,893
Lee, Sue Shu-Hsien	Academic & Career Preparation Instructor	90,648	700	91,348
Leigh, C. Paul	School of Business Instructor	92,421	-	92,421
Leitch, Sharon	Health Care Assistant Program Instructor	91,357	7,243	98,600
Leonard, Michael	School of Business Instructor	91,184	-	91,184
Leung, Christopher	School of Business Instructor	104,470	-	104,470
Leung, Edmund	Project Leader	78,495	943	79,438
Leung, Mou Kit	Fine Arts Instructor	91,357	-	91,357
Leuvekamp, Thomas	Plumbing Instructor	83,873	131	84,005
Lewarne, Steve	Executive Director, Advancement and CEO, Foundation	115,427	4,991	120,419
Li, Pak Ki Jacky	School of Business Instructor	90,648	-	90,648
Li, Puqun	Philosophy Instructor	91,521	1,444	92,964
Lian, Minli	School of Business Instructor	90,375	466	90,840
Lichimo, Marie	School of Business Instructor	90,648	-	90,648
Ling, Arthur	English Language Studies Instructor	90,780	608	91,388
Liptrot, Sue	Collaborative Nursing Instructor	90,648	1,315	91,962
Liu, Alex	Mathematics Instructor	93,644	-	93,644
Liu, Xin	Chemistry Instructor	91,521	287	91,808
Lloyd, Michael	Welding Instructor	111,973	-	111,973
Lombard, Caren	School of Business Instructor	91,648	1,768	93,416
Lopes, Evandro	Psychology Instructor	90,000	-	90,000
Lotz, Nicole	Manager, Marketing & Brand Strategy	76,303	3,089	79,392
Low, Ho Yee	School of Business Instructor	92,440	1,506	93,946
Lucas, Michaela	Philosophy Instructor	91,521	-	91,521
Luccock, Marcia	Bachelor of Psychiatric Nursing Instructor	91,357	336	91,693
Lylyk, Kathleen	Executive Director, Finance	149,059	8,046	157,104
Lymburner, Jocelyn	Psychology Instructor	91,677	205	91,882
Lyon, David	Criminology Instructor	91,648	-	91,648
Ma, Michael	Criminology Instructor	92,098	239	92,337
Ma, Praise	School of Business Instructor	90,770	2,384	93,154
MacArthur, Jennifer	Manager, Student Services	68,911	10,856	79,767
Machado, Marcelo	School of Business Instructor	93,793	2,196	95,989
MacKenzie, Elizabeth	English Language Studies Instructor	106,772	239	107,011
MacKenzie, Joyce	Nursing Instructor	91,357	1,542	92,899
MacKenzie, Leanne	Co-op Instructor	77,762	1,681	79,443

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
MacLeod, Colin	Mathematics Instructor	85,427	-	85,427
Macpherson, Alice	Learning Strategist	91,357	55	91,412
MacTaggart, Alison	Fine Arts Instructor	91,507	24	91,531
Malyon, Donna	Collaborative Nursing Instructor	90,884	449	91,333
Manton, Lynette	English Language Studies Instructor	91,072	-	91,072
Marasigan, John	Psychology Instructor	89,411	-	89,411
Marcotte, Megan	Biology Instructor	96,961	-	96,961
Marinescu, Daniela	Mathematics Instructor	81,436	-	81,436
Marino, Franco	Criminology Instructor	90,903	-	90,903
Martin, John	Geography Instructor	91,918	149	92,067
Martin, Keith	Graphic Design for Marketing Instructor	91,357	-	91,357
Martinez, Victor	Product Design Instructor	90,571	7,290	97,861
Mason, Shawn	Nursing Instructor	91,357	570	91,928
Massey, Daryl	Drafting Instructor	86,931	322	87,253
Massey, Joanne	Drafting Instructor	91,357	-	91,357
Mathewson, Donald	Physics Instructor	92,561	653	93,214
Mathias, Louella	Director, Organizational Risk	102,613	2,410	105,023
Matic, Milana	English Language Studies Instructor	92,502	-	92,502
Matskiw, Christopher	Welding Instructor	107,212	-	107,212
Matsuba, Kyle	Psychology Instructor	80,412	11,564	91,976
Maultsaid, Deirdre	School of Business Instructor	95,367	337	95,704
May, Evelyn	Fashion Design Degree Instructor	91,521	8,103	99,623
Maydan, Catherine	School of Business Instructor	91,119	1,148	92,267
McAuley-Bax, Shauna	School of Business Instructor	89,191	309	89,500
McBride, Scott	Fine Arts Instructor	91,521	-	91,521
McCannell, Lesley	School of Business Instructor	89,775	562	90,337
McClinton, Brian	Millwright Instructor	94,511	504	95,015
McConill, Casey	Mathematics Instructor	91,521	-	91,521
McConnell, Keiron	Criminology Instructor	90,948	1,830	92,778
McDonald, Robert	Psychology Instructor	90,648	711	91,359
McEachern, Joan	School of Business Instructor	94,148	451	94,598
McElroy, Lori	Executive Director, Institutional Analysis & Planning	120,283	5,377	125,660
McIlmoyle, Stuart	Associate VP, International	144,894	53,684	198,578
McLay, Shelley	Nursing Instructor	90,648	302	90,949
McLellan, Ann-Marie	Educational Studies Instructor	91,357	-	91,357
McNeil, Harry	Manager, Campus Security Operations	107,444	12,123	119,566
McPherson, Kathy	English Language Studies Instructor	91,680	-	91,680
McTavish, Bruce	School of Business Instructor	80,494	-	80,494
McVicker, Rada	Manager, Accounting Services	106,072	2,673	108,744
Messer, Ron	School of Business Instructor	90,000	1,149	91,149
Migliore, Sam	Anthropology Instructor	85,317	-	85,317
Mihell, Lana	Divisional Business Manager, Faculty of Science & Horticulture	89,880	2,090	91,971
Miiks, Edward	Carpentry Instructor	91,521	-	91,521
Millard, Gregory	Political Science Instructor	91,761	337	92,099
Mills, Brooke	English Language Studies Instructor	91,976	-	91,976
Minhas, Gurjeet	Nursing Instructor	91,357	449	91,806
Mirfakhraie, Amir	Sociology Instructor	91,357	1,700	93,057
Mitchell, Joshua	Associate Registrar, Student Financial Services	105,688	4,932	110,620
Mitchell, Zena	University Registrar	125,465	18,690	144,155
Mitchinson, Karen	Director, Counselling Services	98,052	2,883	100,935
Monchalin, Lisa	Criminology Instructor	90,648	1,545	92,192
Moniz, Ann	Director, Health & Community	100,487	2,878	103,366
Morgan, Elly	Career Choices & Life Success Instructor	91,357	487	91,844
Morishita, Teresa	Access Programs for People with Disabilities Instructor	90,504	5,661	96,164
Morris, Janice	Academic & Career Preparation Instructor	91,357	24	91,381
Morris, Susan	Counsellor	90,648	1,351	91,999
Morrison, Ronald	School of Business Instructor	109,257	-	109,257
Morton, James	Bachelor of Psychiatric Nursing Instructor	93,601	596	94,197
Mroczek, Jolanta	English Language Studies Instructor	92,153	-	92,153
Muhammad, Kabeer	School of Business Instructor	79,944	477	80,421
Mullinix, M. Kent	Director, Sustainable Horticulture & Food Systems	118,041	9,105	127,146
Mundle, Todd	University Librarian	125,212	7,400	132,612
Murphy, Gerald	Academic & Career Preparation Instructor	91,164	382	91,547
Murphy, Julia	Anthropology Instructor	91,357	618	91,975

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Murray, Joel	Associate Dean, Faculty of Science & Horticulture	118,205	4,212	122,416
Murray, Ronald	Electrical Instructor	89,775	489	90,263
Murray, Sarah	Psychology Instructor	90,712	-	90,712
Musil, Debbie	School of Business Instructor	89,775	1,003	90,778
Myette, Brian	Millwright Instructor	91,357	-	91,357
Nakano, Michelle	Horticulture Instructor	91,521	1,481	93,002
Nasir, Shoaib	School of Business Instructor	95,367	-	95,367
Naugler, Diane	Associate Dean, Faculty of Arts	121,730	5,266	126,996
Nayar, Kamala	South Asian Studies Instructor	91,521	205	91,725
Nelson, Robert	Welding Instructor	90,648	-	90,648
Neuhold, Bernie	School of Business Instructor	91,001	-	91,001
Newton, Samuel	School of Business Instructor	91,521	2,006	93,526
Nichols, Corrie	Nursing Instructor	91,521	704	92,225
Nicolson-Church, Jean	Associate Dean, Faculty of Health	112,971	6,170	119,141
Nielson, Denise	English Language Studies Instructor	91,799	-	91,799
Nilsson, Joakim	Academic & Career Preparation Instructor	99,020	113	99,133
Niosi, Andrea	School of Business Instructor	91,521	-	91,521
Nishihara, Alison	Mathematics Instructor	80,955	-	80,955
Nishizawa, Sumiko	Japanese Instructor	90,648	-	90,648
Nolan, Kathy	Health & Benefits Consultant	74,199	3,307	77,506
Norris, Lindsay	Fashion Design Degree Instructor	99,210	1,117	100,327
Novocelskii, Serguei	Mathematics Instructor	81,017	-	81,017
Nyenhuis, Michael	Mathematics Instructor	91,357	542	91,900
Ohler, Paul	English Instructor	84,237	2,126	86,363
Olson, Harmeet	Graduate Nursing Instructor	92,090	92	92,182
O'Meara, Mark	School of Business Instructor	91,485	-	91,485
Orban, Levente	Psychology Instructor	79,628	7,356	86,985
Ordish, Connie	Nursing Instructor	90,291	854	91,146
Ortlieb, Amber	Interior Design Instructor	90,648	11,319	101,966
Ostrowski, Paul	English Instructor	91,357	-	91,357
Panabaker, James	English Instructor	90,648	-	90,648
Pannu, Mandeep	School of Business Instructor	92,572	960	93,532
Parmar, Jaspal	Director, Compensation, Health & Benefits	100,709	7,121	107,830
Pearce, Suzanne	Chemistry Instructor	91,521	-	91,521
Pedersen, Cory	Psychology Instructor	100,383	-	100,383
Pegg, Brian	Anthropology Instructor	91,521	2,439	93,960
Pelton, James	Executive Director, Continuing & Professional Studies	125,376	29,371	154,747
Penhorwood, Janet	Librarian	79,395	31	79,426
Penner, Kurt	Psychology Instructor	91,357	69	91,427
Perera, Nishan	School of Business Instructor	84,598	-	84,598
Petersen, Karl	English Language Studies Instructor	91,698	-	91,698
Petrillo, Larissa	Anthropology Instructor	92,352	-	92,352
Phillips, Stephanie	Fashion Design Degree Instructor	89,447	8,644	98,091
Phillips, Susana	Psychology Instructor	91,029	-	91,029
Philpott, Clifton	School of Business Instructor	91,732	-	91,732
Phipps, Laurie	School of Business Instructor	91,357	-	91,357
Pikios, Christina	English Language Studies Instructor	90,199	-	90,199
Podrouzek, Wayne	Psychology Instructor	89,902	157	90,059
Pollard, Lesley	Fashion Design Degree Instructor	91,908	1,071	92,979
Poon, Michael	Physics Instructor	91,521	-	91,521
Pope, Michael	Fashion Design Degree Instructor	89,775	-	89,775
Popovich, Alex	History Instructor	85,180	-	85,180
Pradhan, Dolagobinda	Geography Instructor	91,521	6,764	98,285
Purewal, Shinder	Political Science Instructor	91,521	-	91,521
Purvey, Diane	Dean, Faculty of Arts	130,752	20,033	150,785
Qu, Yanfeng	Mandarin Instructor	89,775	2,873	92,648
Quah, Jon	School of Business Instructor	91,233	-	91,233
Quigley, Jacqueline	Academic & Career Preparation Instructor	83,179	-	83,179
Quist-Adade, Charles	Sociology Instructor	81,413	7,204	88,616
Radcliffe, Duane	Associate Dean, School of Business	111,730	4,232	115,962
Ramadan, Hisham	Criminology Instructor	81,285	331	81,616
Randeni, Gamin	Bachelor of Psychiatric Nursing Instructor	91,803	3,509	95,312
Rankin, Graham	Mathematics Instructor	91,119	-	91,119
Raza, Imran	School of Business Instructor	91,648	135	91,783

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Reddick, Donald	School of Business Instructor	92,326	-	92,326
Rees, Ann	Journalism Instructor	91,357	-	91,357
Regan, Craig	Director, Planning & Construction	102,070	1,726	103,796
Reichl, Arleigh	Psychology Instructor	91,621	3,629	95,250
Rhodenizer, Lawrence	Auto Service Technician Instructor	91,357	-	91,357
Ribkoff, Fred	English Instructor	91,521	-	91,521
Richard, Paul	Environmental Technology Instructor	89,441	-	89,441
Richardson, Allison	Librarian	91,521	-	91,521
Richmond, Alexandra	School of Business Instructor	81,017	-	81,017
Richter, Kimberly	School of Business Instructor	91,803	-	91,803
Rideout, Betty	Psychology Instructor	92,340	-	92,340
Riel, David	Associate Dean, Trades & Technology	83,082	2,064	85,146
Ring, Leeann	Nursing - Post Baccalaureate Instructor	88,805	533	89,337
Ritchie, Leigh	Nursing Instructor	91,357	-	91,357
Robbins, Peter	Academic & Career Preparation Instructor	81,495	-	81,495
Roberts, Neil	School of Business Instructor	91,521	-	91,521
Roberts, Seiko	Japanese Instructor	89,775	-	89,775
Robertson, Carolyn	Dean, Faculty of Design	131,588	14,245	145,833
Rogers, Linda	Librarian	90,648	-	90,648
Rohde, Sven	Plumbing Instructor	95,964	9,522	105,487
Rojas-Primus, Reya	Spanish Instructor	83,986	5,432	89,418
Rose, John	Geography Instructor	89,875	-	89,875
Rowe, Nadia	Legal Counsel	101,661	4,146	105,807
Rozell, Allyson	Mathematics Instructor	97,281	-	97,281
Ruloff, Colin	Philosophy Instructor	91,521	-	91,521
Rumpeltes, Michael	Welding Instructor	99,803	-	99,803
Sacho, Brad	School of Business Instructor	91,357	1,003	92,360
Sadhra, Avtar	Mathematics Instructor	91,776	-	91,776
Saint, Susan	English Language Studies Instructor	92,944	2,447	95,391
Sale, David	School of Business Instructor	97,040	202	97,242
Salumbre, Daniel	Database Administrator	79,603	801	80,404
Samra, Sukebinder	Chief Information Officer	114,811	2,136	116,947
Samwald, Elaine	Librarian	91,357	-	91,357
Sandhu, Harjinder	Nursing Instructor	79,950	3,658	83,608
Sandhu, Herraj	Graduate Nursing Instructor	89,775	449	90,224
Sato, Takashi	Physics Instructor	91,677	793	92,470
Saunders, Joanne	Executive Director, Marketing & Recruitment	129,061	7,671	136,732
Schlamp, Kristine	Horticulture Instructor	76,757	-	76,757
Schoenberger, Sherry	Academic & Career Preparation Instructor	83,333	-	83,333
Schwichtenberg, Catherine	Graduate Nursing Instructor	91,521	1,219	92,739
Sears, Christopher	Academic & Career Preparation Instructor	90,793	-	90,793
Sen, Abhijit	School of Business Instructor	91,001	2,153	93,154
Seru, Renuka	Counsellor	91,352	812	92,163
Shah, Syed Ashiq	Psychology Instructor	91,438	202	91,641
Shahidi, Jamshid	School of Business Instructor	91,001	-	91,001
Shandler, Lance	School of Business Instructor	93,238	-	93,238
Shantz, Jeffrey	Criminology Instructor	91,521	-	91,521
Shay, Ron	School of Business Instructor	91,357	-	91,357
Sheehan, Gerard	Auto Service Technician Instructor	91,357	1,799	93,156
Shepherd, John	School of Business Instructor	96,722	2,551	99,273
Shivji, Salim	Senior Network Analyst	79,312	769	80,081
Shortridge, Lori	Nursing Instructor	205,427	220	205,647
Silva, Francisco	Manager, International Recruitment & Admissions	66,021	9,053	75,074
Simon, Richard	School of Business Instructor	91,357	452	91,809
Simonson, Dale	Graphic Design for Marketing Instructor	79,589	-	79,589
Sinclair, Beverley	Journalism Instructor	90,648	819	91,467
Sindhar, Beant	Health Care Assistant Program Instructor	84,586	611	85,197
Singer, Stefanie	Manager, Budgeting and Assurance	90,333	3,820	94,153
Singh, Rajinder	School of Business Instructor	91,184	-	91,184
Skoumal, Zdenek	Music Instructor	91,357	9	91,367
Small, William	Welding Instructor	91,357	-	91,357
Smith, Wendy	English Instructor	90,648	-	90,648
Smolkin, Doran	Philosophy Instructor	91,357	-	91,357
Snaith, Brenda	Interior Design Instructor	91,357	3,649	95,006

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Soe, Naing	Project Leader	77,059	330	77,390
Soles, Nicola	Access Programs for People with Disabilities Instructor	91,357	559	91,916
St. Loe, Stephanie	Interior Design Instructor	83,651	-	83,651
Stanwood, Ian	Academic & Career Preparation Instructor	91,357	-	91,357
Stark, Kenneth	Anthropology Instructor	91,521	-	91,521
Stewart, Carol	School of Business Instructor	108,089	1,003	109,092
Stratton, Sabine	Anthropology Instructor	91,357	-	91,357
Styles, Mark	English Language Studies Instructor	78,878	-	78,878
Sud, David	Chemistry Instructor	88,940	478	89,418
Suderman, Gail	Music Instructor	90,648	-	90,648
Sumal, Al	Welding Instructor	116,525	2,057	118,582
Swail, Brian	English Instructor	90,648	-	90,648
Swanink, Melissa	English Language Studies Instructor	91,161	-	91,161
Sweeney, Sherilyn	Graduate Nursing Instructor	95,287	730	96,017
Symonds, Dianne	Nursing Instructor	91,001	449	91,450
Tao, Angela	Director, Financial Planning, Reporting & Assurance	115,259	4,744	120,003
Taylor, Terri	Associate Registrar, Records, Registration & System	86,778	8,503	95,281
Tebb, Richard	Dean, School of Business	125,809	21,214	147,023
Tehrani, Jamshid	School of Business Instructor	90,112	-	90,112
Thibodeau, T. Joyce	Nursing Instructor	91,521	671	92,192
Thiessen, Randal	English Language Studies Instructor	90,610	-	90,610
Thompson, Janet	Geography Instructor	77,617	-	77,617
Thompson, Susan	Psychology Instructor	91,613	-	91,613
Thorner, Thomas	History Instructor	91,589	-	91,589
Tick, Howard	Plumbing Instructor	80,056	-	80,056
Tien, Laurel	Nursing Instructor	86,403	5,881	92,284
Tiessen, Esther	School of Business Instructor	91,521	557	92,077
Tomiak, Kim	Learning Strategist	90,644	55	90,699
Tong, Chun Kuen Rick	School of Business Instructor	91,357	-	91,357
Toor, Kiran	English Instructor	76,803	-	76,803
Torrance, Douglas	Biology Instructor	90,804	-	90,804
Tosetti, Elizabeth	English Language Studies Instructor	93,598	-	93,598
Tracey, Donald	School of Business Instructor	100,687	1,003	101,690
Tritchew, Panteli	School of Business Instructor	90,873	-	90,873
Tutlewski, Wiktor	School of Business Instructor	95,357	504	95,861
Tweed, Roger	Psychology Instructor	94,279	419	94,698
Tyndall, Paul	English Instructor	91,485	7,627	99,112
Vallee, Helen	School of Business Instructor	91,521	9,217	100,738
van de Voort, Colleen	Librarian	90,410	-	90,410
van Gerven, Keri	Confidential Assistant, Office of President	68,483	9,346	77,829
Van Steinburg, Terri	Career Choices & Life Success Instructor	89,775	-	89,775
Varaich, Sundeep	Bachelor of Psychiatric Nursing Instructor	81,149	449	81,598
Vidal, Claudio	Sociology Instructor	90,821	-	90,821
Vincent, Susan	Counsellor	79,801	4,379	84,180
Vujovic, Sinisa	School of Business Instructor	78,735	-	78,735
Wade, Natalie	Public Safety Communications Instructor	91,357	41	91,398
Walker, Natalie	Confidential Assistant, Office of Provost	66,034	9,203	75,237
Walsh, Diane	Academic & Career Preparation Instructor	91,521	-	91,521
Ward, Laura	Health & Benefits Consultant	75,231	3,884	79,114
Warfield, Katie	Journalism Instructor	84,921	8,606	93,527
Warren, Valerie	School of Business Instructor	94,890	1,188	96,077
Watson, Diane	English Instructor	90,712	-	90,712
Webster, Janet	Academic & Career Preparation Instructor	90,291	-	90,291
Weir, Bruce	School of Business Instructor	97,821	-	97,821
Welton, Amanda	Operations Manager, Bookstore	90,771	1,777	92,548
Western, John	School of Business Instructor	91,767	1,003	92,769
Westgate, Thomas	Appliance Servicing Instructor	91,001	-	91,001
Whittemore, Joel	School of Business Instructor	91,648	1,259	92,907
Whittington-Walsh, Fiona	Sociology Instructor	92,036	325	92,361
Williams, David	School of Business Instructor	89,902	-	89,902
Williams, Martyn	English Language Studies Instructor	91,755	1,337	93,092
Wilson, Sherry	Biology Instructor	83,036	-	83,036
Wilton, Mary	Auto Parts Instructor	90,648	88	90,735
Wolf, Carla	Interdisciplinary Design Studies Instructor	86,967	-	86,967

Kwantlen Polytechnic University
Schedule of Employee Remuneration and Expenses
Fiscal Year Ending March 31, 2016

Employee Name	Position	Remuneration \$	Expenses \$	Total \$
Wong, Katherine	English Language Studies Instructor	91,337	-	91,337
Wong, Richard	School of Business Instructor	92,532	1,003	93,535
Wong, Trevor	Manager, Capital Projects	91,467	1,594	93,062
Woodcock, Linda	Librarian	91,357	717	92,074
Worobec, Elizabeth	Dean, Science & Horticulture	123,630	2,204	125,834
Wrean, Shelley	General Counsel	153,984	6,676	160,660
Wrench, Danny	Academic & Career Preparation Instructor	91,521	-	91,521
Wright, David	Electrical Instructor	91,296	-	91,296
Wu, Aihua	School of Business Instructor	91,357	-	91,357
Wyntjes, Barbara	School of Business Instructor	92,021	2,081	94,102
Yang, John	Coordinator, Traditional Chinese Medicine	107,329	200	107,529
Yoshida, Sara	Anthropology Instructor	89,775	-	89,775
Young, David	Graphic Design for Marketing Instructor	92,298	475	92,773
Yuill, Garry	School of Business Instructor	91,746	1,003	92,749
Yusuf, Ali	Criminology Instructor	86,944	-	86,944
Zamfirescu, Vasile	School of Business Instructor	91,389	-	91,389
Zhang, Guoren	School of Business Instructor	91,640	-	91,640
Remuneration and expenses greater than \$75,000		55,016,085	1,154,320	56,170,406
Consolidated total of other employees with remuneration and expenses of \$75,000 or less		39,500,969	460,824	39,961,792
(B) Total Employees		\$ 94,517,054	\$ 1,615,144	\$ 96,132,198

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2016

<u>Vendor Name</u>	<u>Payment \$</u>
4th Utility Inc.	285,244
9410805 Canada Incorporated	76,840
A & L Electronic	26,533
Access Gas Services Inc.	210,956
Acklands-Grainger Inc.	47,716
Acme Visa Solutions Ltd.	40,565
AD Instruments	52,166
Advisory Board Company	94,726
Air Liquide Canada Inc.	212,800
Airgas Canada Inc.	44,304
Alarmtron (BC) Ltd.	34,244
Alberta Honey Producers Ltd.	45,106
Alder Auto Parts Ltd.	35,531
Alertus Technologies, LLC	67,168
Alvis Tsui (FSS) Inc.	89,929
Amazon	31,821
AMJ Campbell Van Lines	56,872
Anand, Deepak	85,050
Arm Mediation & Consulting Services	34,230
Aspyr	72,859
Awai Consulting Ltd.	71,410
Ball Superior Ltd.	26,664
BC Event Management	150,816
BC Government Employees Union	78,110
BC Hydro	1,008,602
BC Pension Corporation	8,271,640
BCNET	921,400
Belfor (Canada) Inc.	67,819
Bell Machinery Ltd.	57,334
Bell Media Inc.	118,478
Betterbody Fitness Inc.	29,991
Big Kahuna Sport Co	52,521
Borealis String Quartet	31,500
Boston Restoration Corporation	197,261
Bottomline Technologies Canada	91,675
Burglar Busters Alarm & Security Ltd.	34,650
Canada Post Corporation	39,601
Canadian Research Knowledge Network	296,469
Canam Consultants Limited	46,563
Canpar Transport Ltd.	47,718

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2016

<u>Vendor Name</u>	<u>Payment \$</u>
Canstar Restorations	34,650
Capex Project Advisory Services Inc.	97,456
Carey, Thomas	53,396
Carswell	51,617
Cascade Raider Holdings Ltd.	29,493
CBV Collection Services	54,529
Charms Education & Immigration Services (P) Ltd.	43,592
Charter Telecom Inc.	4,446,165
Cherwell Software Inc.	46,134
Citrix Systems Inc.	78,414
City of Langley	46,597
City of Richmond	122,167
City of Surrey	115,811
Coast Welding Supplies & Rentals Ltd.	44,079
Coca-Cola Refreshments Canada Company	27,089
Colleges and Institutes Canada	40,289
Columbia Security Systems & Surveillance Inc.	34,650
Comar Electrical Services Ltd.	253,448
Community Fire Prevention Ltd.	39,555
Compugen Inc.	447,437
Concord Security Corporation	855,563
Conference Board of Canada	33,249
Consulab	45,192
Council of Prairie & Pacific University Libraries (COPPUL)	68,706
Crosstown Metal Industries Ltd.	321,373
Curve Communications Group	26,250
Custom Plate & Profiles	89,032
Dams Ford LInc.ols Sales Ltd.	66,489
Dawn Construction Ltd.	30,659
Deetken Enterprises Inc.	46,746
Dell Canada	729,278
Dermott, Terry	32,763
Design Roofing & Sheet Metal Ltd.	26,656
Digital Postage on Call	105,000
DTZ Canada Inc.	561,856
Dynamex	72,882
EB Horsman & Son Ltd.	54,140
Ebsco Canada Ltd.	136,332
EDge Interactive Publishing	86,284
Editions du Renouveau Pedagogique Inc.	52,196

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2016

<u>Vendor Name</u>	<u>Payment \$</u>
Eecol Electric Ltd.	40,101
Ellucian Company L.P.	245,943
Eltec Elevator Ltd.	31,016
Emond Publishing	26,442
ESC Automation Inc.	237,669
Fasken Martineau DuMoulin	32,171
Fastsigns	33,543
Festo Didactic Ltd.	393,769
Fisher Scientific Ltd.	218,902
Five Star Fire Protection Ltd.	68,544
Follett Higher Education Group	98,889
FortisBC Energy Inc.	128,090
Freshnet	25,200
GardaWorld Cash Services Canada Corp.	33,715
Gartner Canada Co.	32,130
Gaspard & Sons	40,154
GBS Construction Managers Inc.	220,419
GDI Services (Canada) LP	299,578
Georgia Street Media Inc.	26,381
Gescan Electrical Distributors Ltd.	40,306
Google *Androidmarket	51,018
Guangson Consulting	141,719
Guildford Town Centre LP	52,500
Hampden Engineering Corporation	61,682
Hanscomb	29,820
Harding Forklift Services Ltd.	41,940
Harris & Company	294,130
Hemmera Envirochem Inc.	87,255
Heritage Food Service Group of Canada Ltd.	90,706
Heritage Office Furnishings Ltd.	105,489
Hicks Honey Farm Ltd.	40,000
Holmes & Brakel (BC) Inc.	81,465
Homewood Health Inc.	47,156
Honeybee Enterprises Ltd.	47,250
Horizon Landscape Contractors	246,399
Houle Electric Ltd.	552,452
HSBC Global Asset Management (Canada) Limited	73,347
Interpave Precast Systems Ltd.	44,452
Jane Worton Consulting Ltd.	25,821
Jiacheng Overseas Immigration and Education Service Corp.	56,830
John Wiley & Sons Canada Ltd.	365,248

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2016

<u>Vendor Name</u>	<u>Payment \$</u>
Johnson Controls Ltd. V4020	410,659
Johnson Health Tech North America Inc.	63,492
KDS Construction	261,960
Key Innovations Inc.	43,618
KPMB Architects	977,294
KPMG LLP	115,853
Kwantlen Faculty Association	409,786
Kwantlen Polytechnic University Student Association	59,822
Leavitt Machinery	73,808
Livingston	76,077
Lockmasters	37,209
Login Brothers Canada	198,252
Long View Systems	622,638
Lordco Parts Ltd.	26,642
Luxury Transportation Inc.	194,735
Macquarie Equipment Finance Ltd.	89,491
MAGIL Construction Pacific Inc.	485,371
Manulife Financial	5,317,093
Marlin Travel	27,025
MBS Textbook Exchange Inc.	32,778
McGraw Hill Ryerson Limited	456,025
Microserve	310,392
Microsoft Canada Inc.	83,223
Milani Drainage & Plumbing Supplies Ltd.	50,059
Millennium Computer Systems Ltd.	62,832
Minister of Finance	231,492
MNP LLP	128,445
Moneris	456,697
Morneau Shepell Ltd.	132,722
Morton Clarke & Co Ltd.	45,340
MPS	206,624
Musqueam Indian Band	89,326
MVCC (Matrix) Video Communications Corp.	68,974
National Air Technologies	28,041
National Association of College Stores (NACSCORP)	25,140
Nelson Education Ltd.	639,951
Newlands Systems Inc.	36,199
Noble British Columbia	75,949
Northern Sunrise Honey Company	29,114
NTI National Training Inc.	80,072
Olympus Canada Inc.	28,248

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2016

<u>Vendor Name</u>	<u>Payment \$</u>
Oracle Canada ULC	29,249
Oxford University Press Canada	194,723
Paradise Honey	56,697
PBX Engineering Ltd.	37,319
Pearson Education Canada	1,276,766
Post Secondary Employers Association	29,492
Praxair Distribution	124,021
Process Pathways Inc.	29,905
Progressive Educational Systems	37,259
Promo Plus Advertising Inc.	25,066
ProQuest Canada	211,331
ProQuest LLC	49,240
Psychometrics Canada Ltd.	32,834
Pyramid-e Services Pvt. Ltd.	46,157
Random House of Canada Limited	31,916
Receiver General for Canada	4,466,686
Remarkable Uniform, Mat & Towel Ltd.	28,884
RFS Canada	459,867
Ricoh Canada Inc.	564,262
River Rock Casino Resort	30,265
Rocky Point Engineering Ltd.	28,639
Rogers Media, Inc.	34,815
Ron Sons Torch Repairs & Sales Ltd.	34,031
Royal Bank of Canada	55,876
Scalar Decisions	483,472
Scott Construction Group	225,710
Sehdev Travel & Educational Services	36,474
Sharp's Audio Visual Systems Integration Inc.	58,201
Siemens Canada Limited	42,059
Simon Fraser University	370,114
SirsiDynix	34,320
Sodexo	138,706
Solotech Inc.	149,011
Sonobond Ultrasonics Inc.	28,940
South Harper Lands Development Ltd.	140,849
Specialty Blasting Ltd.	47,485
Spicers Canada ULC	80,247
Squamish Nation Trades Centre	647,865
Stantec Architecture	67,382
Stantec Consulting Ltd.	31,139
Staples Advantage Canada	93,098

Kwantlen Polytechnic University
Schedule of Payments to Suppliers of Goods and Services
Fiscal Year Ending March 31, 2016

<u>Vendor Name</u>	<u>Payment \$</u>
Super Save	90,950
Symplicity Corporation	32,945
Tech 2000 Inc.	34,650
TELUS Communications (BC) Inc.	329,997
The Home Depot	45,782
The Office Resource	43,741
Thompson Rivers University	32,963
Transwest Roofing Ltd.	959,830
Tritech Research Inc.	28,396
Trotec Laser Canada	53,109
Tsleil-Waututh Nation	37,303
UCIPP	129,376
Unisource Canada Inc.	273,665
Universities Canada	86,657
University of the Fraser Valley	161,650
University of Toronto Press Inc.	38,384
Van der Slagt Consulting Inc.	27,594
VWR International, Ltd.	64,743
W. Anita Braha - Barrister & Solicitor	28,060
Wavpower	123,165
Wesco Distribution-Canada Inc.	85,648
Western Compensation & Benefits Consultants	26,235
Western Inst for the Deaf & Hard of Hearing (WIDHH)	38,280
Western Media Group Sales Company Inc.	67,837
Will Creative Inc.	76,693
Worksafe BC	319,454
World Water and Wastewater Solutions Ltd.	78,750
WSP Canada Inc.	113,463
WW Norton & Company Inc.	26,159
Yezerinac, Stephen	38,435
Zedmart Ltd.	34,650
<hr/>	
(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000	54,549,140
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less	6,804,499
(C) Consolidated total of contributions exceeding \$25,000	-
Total Vendors	\$ 61,353,639

**Kwantlen Polytechnic University
Statement of Severance Agreements
Fiscal Year Ending March 31, 2016**

There were three (3) severance agreements under which payment commenced between Kwantlen Polytechnic University and its non-unionized employees during fiscal year 2015/16.

These agreements represents 35 months of compensation *

* Compensation means the agreements were determined based on salary.

Prepared under the Financial Information Regulation, Schedule 1, subsection 6(7)

Kwantlen Polytechnic University
Schedule of Long Term Debt
Fiscal Year Ending March 31, 2016

None to report.

Prepared under the Financial Information Regulation, Schedule 1, subsection 4.

Kwantlen Polytechnic University
Schedule of Guarantee and Indemnity Agreements
Fiscal Year Ending March 31, 2016

None to report.

Prepared under the Financial Information Regulation, Schedule 1, subsection 5.

Kwantlen Polytechnic University
Reconciliation to Financial Statements
Fiscal Year Ending March 31, 2016

Expenses per Financial Statements

Statement of Operations

\$ 155,856,434

Public Bodies Report

Schedule of Remuneration and Expenses

(A) Total: Members of the Board of Governors	\$	5,083
(B) Total: Employees		96,132,198

Schedule of Payments to Suppliers for Goods and Services

(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000		54,549,140
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less		6,804,499
(C) Consolidated total of contributions exceeding \$25,000		-
	\$	<u>157,490,921</u>

Reconciling Items

Increase in Capital Assets		(11,648,743)
Amortization of Capital Assets		11,254,774
Accruals		457,716
Prepays and Deposits		(1,598,277)
Tax & Other Recoveries and Changes to Other Balance Sheet Items		(1,722,092)
Student Awards Paid		<u>1,622,135</u>
	\$	(1,634,487)

\$ 155,856,434

Financial Information Act
Financial Information Regulation (FIR), Schedule 1

Statement of Financial Information (SOFI)
Index to FIR Schedule 1 and the Checklist

Page 1: Corporation Information

Ministry Information

General: Section One

- 1(1)(a) Statement of assets and liabilities
- 1(1)(b) Operational statement
- 1(1)(c) Schedule of debts
- 1(1)(d) Schedule of guarantee and indemnity agreements
- 1(1)(e) Schedule of employee remuneration and expenses
- 1(1)(f) Schedule of suppliers of goods and services
- 1(2) [Explanatory information for reference]
- 1(3) Statements prepared on a consolidated basis or for each fund
- 1(4) & (5) Notes to the statements and schedules in section 1(1)

Page 2: Statement of Assets & Liabilities: Section Two

- 2 Balance sheet
- Changes in equity and surplus or deficit

Operational Statement: Section Three

- 3(1) Statement of Income / Statement of Revenue and Expenditures
- Statement of Changes in Financial Position
- 3(2) & (3) Omission of Statement of Changes in Financial Position, with explanation
- 3(4) Requirement for community colleges, school districts and municipalities

Statement of Debts: Section Four

- 4(1)(a) & 4(2) List and detail the schedule of long-term debts
- 4(1)(b) Identify debts covered by sinking funds / reserves
- 4(3) & (4) Omission of schedule, with explanation

Page 3: Schedule of Guarantee and Indemnity Agreements: Section Five

- 5(1) List agreements under the Guarantees and Indemnities Regulation
- 5(2) State the entities and amounts involved
- 5(3) & (4) Omission of schedule, with explanation

Page 3 & 4: Schedule of Remuneration and Expenses: Section Six

- 6(1) [Definitions for reference]
- 6(2)(a) List remuneration / expenses for each elected official, member of board, Cabinet appointees
- 6(2)(b) List each employee with remuneration exceeding \$75,000, plus expenses
- 6(2)(c) Consolidated total for all employees with remuneration of \$75,000 or less
- 6(2)(d) Reconcile difference in total remuneration above with operational statement
- 6(3) Exclude personal information other than as required

Page 3 & 4: Schedule of Remuneration and Expenses: Section Six (continued)

- 6(4) & (5) [Explanatory information for reference]
- 6(6) Report employer portion of EI and CPP as a supplier payment
- 6(7)(a) & (b) Statement of severance agreements
- 6(8) Explain an omission of statement of severance agreements
- 6(9) [Statement of severance agreements to minister – not required unless requested]

Page 4: Schedule of Suppliers of Goods or Services: Section Seven

- 7(1)(a) List suppliers receiving payments exceeding \$25,000
- 7(1)(b) Consolidated total of all payments of \$25,000 or less
- 7(1)(c) Reconcile difference in total above with operational statement
- 7(2)(a) [Explanatory information for reference]
- 7(2)(b) Statement of payments of grants or contributions
- 7(2)(c) [Explanatory information for reference]

Page 5: Inactive Corporations: Section Eight

- 8(1) Ministry to report for inactive corporations
- 8(2)(a) Contents of report – statements and schedules under section 1(1) to extent possible
- 8(2)(b) Contents of report – operational status of corporation

Approval of Financial Information: Section Nine

- 9(1) Approval of SOFI for corporations (other than municipalities)
- 9(2) Approval of SOFI for municipalities
- 9(3) Management report
- 9(4) Management report must explain roles and responsibilities
- 9(5) Signature approval is for all contents of the SOFI

Access to the Financial Information: Section Ten

- 10(1) to (3) [Explanatory information for reference]

Financial Information Regulation, Schedule 1

Checklist – Statement of Financial Information (SOFI)

For the Corporation:

Corporate Name: Kwantlen Polytechnic University Contact Name: Vivian Lee

Fiscal Year End: March 31, 2016 Phone Number: (604) 599-2783

Date Submitted: September 30, 2016 E-mail: Vivian.Lee@kpu.ca

For the Ministry:

Ministry Name: _____ Reviewer: _____

Date Received: _____ Deficiencies: Yes ☐ No ☐

Date Reviewed: _____ Deficiencies Addressed: Yes ☐ No ☐

Approved (SFO): _____ Further Action Taken: _____

Distribution: Legislative Library ☐ Ministry Retention ☐

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
General					
1 (1) (a)	Statement of assets and liabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (b)	Operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (c)	Schedule of debts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attachment 4 (nil statement)
1 (1) (d)	Schedule of guarantee and indemnity agreements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attachment 5 (nil statement)
1 (1) (e)	Schedule of employee remuneration and expenses	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attachment 1
1 (1) (f)	Schedule of suppliers of goods and services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attachment 2
1 (3)	Statements prepared on a consolidated basis or for each fund, as appropriate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (4) 1 (5)	Notes to the financial statements for the statements and schedules listed above	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Statement of Assets & Liabilities					
2	<ul style="list-style-type: none"> A balance sheet prepared in accordance with GAAP or stated accounting principles / policies, and Show changes in equity and surplus or deficit due to operations 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Operational Statement					
3 (1)	Prepared in accordance with GAAP or stated accounting principles / policies and consists of: <ul style="list-style-type: none"> a Statement of Income or Statement of Revenue and Expenditures, and a Statement of Changes in Financial Position 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3 (2) 3 (3)	<ul style="list-style-type: none"> The Statement of Changes in Financial Position may be omitted if it provides no additional information The omission must be explained in the notes 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3 (4)	Community colleges, school districts, and municipalities must prepare a Statement of Changes in Financial Position for the Capital Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Schedule of Debts					
4 (1) (a) 4 (2)	List each long-term debt (secured by debentures, mortgages, bonds, etc.), stating the amount outstanding, the interest rate, and the maturity date	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4 (1) (b)	Identify debts covered by sinking funds or reserves and amounts in these accounts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4 (3) 4 (4)	<ul style="list-style-type: none"> The schedule may be omitted if addressed under section 2 or 5 and it provides no additional information The omission must be explained in a note to the schedule 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Schedule of Guarantee and Indemnity Agreements					
5 (1)	List financial agreements that required government approval prior to being given (see Guarantees and Indemnities Regulation in FIA Guidance Package)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5 (2)	State the entities involved, and the specific amount involved if known	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5 (3) 5 (4)	<ul style="list-style-type: none"> The schedule may be omitted if addressed under section 2 or 4 and it provides no additional information The omission must be explained in a note to the schedule 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Schedule of Remuneration and Expenses (See Guidance Package for suggested format)					
6 (2) (a)	List separately, by name and position, the total remuneration and the total expenses for each elected official, member of the board of directors, and employee appointed by Cabinet	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (b)	List alphabetically each employee whose total remuneration exceeds \$75,000 and the total expenses for each [excluding the persons listed under 6 (2) (a)]	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Per FIA Guide Package page 7 and sample format page 9, implies to include separately each employee whose total of remuneration and expenses exceeding \$75K which is what we have reported.
6 (2) (c)	Include a consolidated total for employees whose remuneration is \$75,000 or less [excluding the persons listed under 6 (2) (a)]	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Per FIA Guide Package page 7 and sample format page 9, implies to include separately each employee whose total of remuneration and expenses exceeding \$75K which is what we have reported.
6 (2) (d)	Reconcile or explain any difference between total remuneration in this schedule and related information in the operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Financial Statements do not break out salaries from benefits, reconciliation to F/S done at 7(1)(c) on a consolidated basis.
6 (3)	Exclude personal information other than name, position, function or remuneration and expenses of employees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Schedule of Remuneration and Expenses (See Guidance Package for suggested format)					
6 (6)	Report the employer portion of EI and CPP as a supplier payment to the Receiver General for Canada rather than as employee remuneration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (7) (a) 6 (7) (b)	Include a statement of severance agreements providing: <ul style="list-style-type: none"> the number of severance agreements under which payment commenced in the fiscal year being reported on for non-union employees, and the range of equivalent months' compensation for them (see Guidance Package for suggested format)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (8)	Provide the reason for omitting a statement of severance agreements in a note to the schedule of remuneration and expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Schedule of Suppliers of Goods or Services (See Guidance Package for suggested format)					
7 (1) (a)	List in alphabetical order all suppliers of goods and services who received aggregate payments exceeding \$25,000	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (1) (b)	Include a consolidated total of all payments to suppliers who received \$25,000 or less	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (1) (c)	Reconcile or explain any difference between the consolidated total and related figures in the operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Financial Statements do not break out salaries from benefits, reconciliation to F/S done for both, refer to 6(2)(d)
7 (2) (b)	Include a statement of payments for the purposes of grants or contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Per sample format in FIA Guide, page 14, only listing out grants or contributions paid exceeding \$25K in a separate section.

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
Inactive Corporations					
8 (1)	The ministry reports for the corporation if the corporation is not operating to the extent required to produce a SOFI	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8 (2) (a)	The ministry's report contains the statements and schedules required under section 1 (1), to the extent possible	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8 (2) (b)	The ministry's report contains a statement of the operational status of the corporation (see Guidance Package regarding what to include)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Approval of Financial Information					
9 (1)	Corporations other than municipalities – the SOFI is signed as approved by the board of directors or the governing body (see Guidance Package for example)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (2)	Municipalities – the SOFI is approved by its council and by the officer assigned responsibility for financial administration (see Guidance Package for example)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
9 (3)	A management report is included, signed by the head and chief financial officer, or by the municipal officer assigned responsibility for financial administration (see examples in annual report at http://www.gov.bc.ca/cas/popt/)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (4)	The management report explains the roles and responsibilities of the board of directors or governing body, audit committee, management, and the auditors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (5)	Signature approvals required in section 9 are for each of the statements and schedules of financial information, not just the financial statements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

MEMORANDUM

TO: **Lisa Skakun, Chair, Board of Governors**

CC:

FROM: Jon Harding, VP Finance and Administration

DATE: September 21, 2016

SUBJECT: Statements of Financial Information Pursuant to the Financial Information Act

Background Information

The *Financial Information Act* administered by the Ministry of Finance requires the University to submit a report each year including prescribed schedules of information. It is known formally as the “Statements of Financial Information Pursuant to the *Financial Information Act*” and informally as the “SOFI”. The *Financial Information Act* and *Financial Information Regulation* require the University to make the report accessible during usual business hours for inspection by any person and to provide copies as requested for a prescribed fee of \$5.00.

This report must include the following elements:

1. A statement showing approval by the University Board. This statement is signed by the Board Chair after the report is approved.
2. A management report explaining the roles and responsibilities of the Board, University management and the auditors regarding the preparation and approval of the “SOFI”. This report is signed by the President and Vice Chancellor, as well as the Vice President, Finance and Administration.
3. A complete copy of the University’s Audited Financial Statements. The Board approved these in May 2016.
4. Unaudited schedules of other financial information showing:
 - a) employee remuneration and expenses paid to or on their behalf. Employees whose remuneration and expenses were \$75,000 or greater are listed by name. Those employees whose remuneration and expenses were less than \$75,000 are grouped and listed as one total. This schedule must also list separately all University Board members and the remuneration received and expenses paid to or on their behalf.
 - b) suppliers for goods or services. Suppliers paid more than \$25,000 are listed separately. Those suppliers paid \$25,000 or less are grouped and listed as one total.

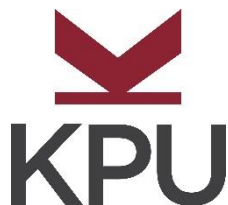
MEMORANDUM

- c) the number of severance agreements with employees excluded from coverage under University collective agreements which payment commenced during the fiscal year. This statement on severance agreements must also total the equivalent months this compensation represented. These payments are not included in the schedule of employee remuneration and expenses.
- d) long term debt, if any.
- e) guarantee and indemnity agreements, if any.
- f) a reconciliation between the audited Financial Statements and the totals listed in the schedules of employee remuneration and expenses and of suppliers paid. These differences arise due to Financial Statements reporting requirements that they be prepared on an accrual basis and the schedules which are prepared on a “cash” or “as paid” basis. You will find attached the reconciliation for the year ended March 31, 2016.

It is important to remember that the amounts listed in these schedules include all University operations, not just the Operating Fund expenditures. These other activities include: capital purchases – equipment, building construction and space renovation; ancillary operations – bookstore, food services and parking; and special purpose activities such as research and international activities funded by third parties.

This report is compiled to the best of our knowledge to ensure that information is reported as accurately as possible. Due to the volume of transactions that are involved in compiling detailed information on individual employees and vendors, reliance must be placed on the system and assumptions that the correct coding was processed on individual transactions and regular procedures were followed when transactions were processed. Best effort is made to ensure that the impact of subsequent corrections to transactions are factored into the report.

Attachment: FY16 Statement of Financial Information



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

Regular Meeting
#9.5
September 21, 2016
Jon Harding

Agenda Item: **Quarterly Cash Flows on Capital Report (Q1)**

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

Recommended Resolution:	N/A
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Board Committee Report: The Board Finance Committee reviewed the Quarterly Cash Flows on Capital (Q1) at its meeting held on September 12, 2016.

Context & Background: N/A

Key Messages: 1. Quarterly Cash Flows on Capital Report (Q1) was submitted to the Ministry on June 30, 2016.
[maximum of three]

2. The Quarterly Cash Flows on Capital Report (Q1) provides the Ministry with information on the status of KPU's capital projects that are funded or partially funded with Provincial funds for FY1617 Actuals and Forecasts.

3. This report includes only projects approved by the Ministry as of June 9, 2016.

Resource Requirements: N/A

Implications / Risks: N/A

Attachments: 1. Quarterly Cash Flows on Capital Report (Q1)

Submitted by: Jon Harding

Date submitted: September 13, 2016

Ministry of Advanced Education
Capital Asset Management
Cashflow Forecast

PROJECT DETAIL							PROJECT FUNDING					
POST-SECONDARY INSTITUTION	PROJ #	COA #	PROJECT TITLE	LOCATION	BCKDF RESEARCHER	ANTICIPATED COMPLETION DATE	TOTAL PROJECT COST	PROV FUNDING	FEDERAL FUNDING	OTHER FUNDING	DONATIONS: Cash and/or In- Kind	ADD/CHECK
Kwantlen Polytechnic University	804759	462-804759-3	School of Design	Richmond		1/Dec/17	36,000,000	12,000,000		12,000,000	12,000,000	-
							36,000,000	12,000,000	-	12,000,000	12,000,000	-

	TOTAL PROJECT CASHFLOW NOTE: WILL BE UPDATED AFTER 12-13 Q4 (All Funding Sources)								ERROR CHECKING - PLEASE ENSURE THERE ARE NO ERROR STATEMENT IN A				
PROJ #	TOTAL CASHFLOW PREVIOUS YEARS	2016/17 ACTUAL TOTAL CASHFLOW	TOTAL 2016/17 FORECASTED CASHFLOW	TOTAL 2017/18 FORECASTED CASHFLOW	TOTAL 2018/19 FORECASTED CASHFLOW	TOTAL 2019/20 FORECASTED CASHFLOW	FUTURE YEARS FORECASTED CASHFLOW	ADD/CHECK	PREVIOUS YEARS TOTAL - PROVINCIAL ADD/CHECK	2016/17 TOTAL - PROVINCIAL ADD/CHECK	2017/18 TOTAL - PROVINCIAL ADD/CHECK	2018/19 TOTAL - PROVINCIAL ADD/CHECK	2019/20 TOTAL - PROVINCIAL ADD/CHECK
804759	4,815,175	1,189,007	11,683,474	19,501,351				-	-	-	-	-	-
	4,815,175	1,189,007	11,683,474	19,501,351	-	-	-	-	-	-	-	-	-

Ministry of Advanced Education
Capital Asset Management
Cashflow Forecast

	NY ADD/CHECK COLUMNS		TOTAL PROVINCIAL CASHFLOW												
PROJ #	FUTURE TOTAL - PROVINCIAL ADD/CHECK	PROVINCIAL - TOTAL ACTUAL CF ADD/CHECK	TOTAL PREVIOUS YEARS CASHFLOW (Provincial)	PROV 2016/17 CURRENT CASHFLOW FORECAST	ACTUAL CASHFLOW APRIL 2016	ACTUAL CASHFLOW MAY 2016	FORECAST CASHFLOW JUNE 2016	FORECAST CASHFLOW JULY 2016	FORECAST CASHFLOW AUGUST 2016	FORECAST CASHFLOW SEPT 2016	FORECAST CASHFLOW OCT 2016	FORECAST CASHFLOW NOV 2016	FORECAST CASHFLOW DEC 2016	FORECAST CASHFLOW JAN 2017	FORECAST CASHFLOW FEB 2017
804759	-	-	\$ 3,000,000	7,500,000						2,288,000	574,000	720,000	1,560,000	1,910,000	448,000
	-	-	3,000,000	7,500,000	-	-	-	-	-	2,288,000	574,000	720,000	1,560,000	1,910,000	448,000

Ministry of Advanced Education
Capital Asset Management
Cashflow Forecast

PROJ #	FORECAST CASHFLOW MARCH 2017	PROV 2017/18 CASHFLOW FORECAST	PROV 2018/19 CASHFLOW FORECAST	PROV 2019/20 CASHFLOW FORECAST	FUTURE YEARS CASHFLOW FORECAST
804759		1,500,000			
	-	1,500,000	-	-	-



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

Regular Meeting
#9.8
September 21, 2016
Jon Harding

Agenda Item: **Revision to Bylaw No. 4, Fees**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the revision to Bylaw No. 4, <i>Fees</i> amending the tuition per credit for Category 7 - Post-Baccalaureate 1 – 2 year diplomas commencing September 1, 2016 to \$225.00-\$850.00 per credit.
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Board Committee Report: N/A

Context & Background: Bylaw 4 is changed on a periodic basis over the course of a fiscal year to allow for the addition of new programs and other fees.

As required by Bylaw No. 2, *Amendment of Bylaws*, the Board may amend a Bylaw provided that written notice of a proposed amendment has been submitted to the Board at least 10 working days prior to the meeting at which the amendment will be considered. Accordingly, Notice was provided to the Board of Governors on September 1, 2016.

Key Messages:
[maximum of three]

1. The Board of Governors approved the Full Program Proposal for the Post Baccalaureate Diploma in Accounting with tuition set at \$225.00 per credit at its May 25, 2016 meeting. Category 7 does not capture this approved tuition level as it currently reads \$350 - \$850 per credit for Post-Baccalaureate 1 – 2 year diplomas commencing September 1, 2016.
2. If approved, the tuition for Category 7 would read \$225.00 – \$850.00 for Post-Baccalaureate 1 – 2 year diplomas commencing September 1, 2016.

Implications / Risks: If the revision to Bylaw 4 is not approved, the tuition fee of \$225.00 per credit for the Post Baccalaureate Diploma in Accounting would not be incorporated into the FY1617 academic calendar and the program could not be offered.

Attachments: Bylaw No. 4, Fees (revisions shown in tracked changes)

Submitted by: Jon Harding

Date submitted: September 13, 2016

Bylaw History	
Bylaw No.	4
Approving Jurisdiction:	Board of Governors
Original Effective Date:	November 16, 1982
Revised Date:	June 22, 2016 September 21, 2016

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 effective September 1, 2016 shall be:
 - Credit Based Programs:

Category	\$ / credit	
1	\$136.30	<ul style="list-style-type: none"> Existing courses¹ as at September 1, 2011 will remain in Category 1.
2	\$164.70	<ul style="list-style-type: none"> Courses in the Education Assistant Program. New courses developed for degrees / programs in Faculties such as Business and Arts.
3	\$183.95	<ul style="list-style-type: none"> New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture and Health.
4	\$210.50	<ul style="list-style-type: none"> Courses in the Health Unit Coordinator program. New online courses developed for degrees / programs and other specialized programs.
5	\$260.10	<ul style="list-style-type: none"> New courses developed for industry specific technical programs.
6	\$545.70	<ul style="list-style-type: none"> Post-Baccalaureate in Technical Apparel Design.
7	\$350.00 225.00 to \$850.00	<ul style="list-style-type: none"> Post-Baccalaureate 1 – 2 year diplomas commencing September 1, 2016.
8	\$300.00	<ul style="list-style-type: none"> Diploma in Acupuncture

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

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

<u>Category</u>	<u>\$ / week</u>	
1	\$118.75	▪ Existing courses as at September 1, 2011.
2	\$243.50	▪ New courses developed for degrees/programs in Trades and Technology field of study, e.g. Arborist program.

**Fees for part-time are pro-rated.*

- c. Adult Upgrading \$136.30 / credit *(effective September 1, 2016)*
- d. English Language Studies \$136.30 / credit *(effective September 1, 2016)*
- e. Adult Special Education No charge / credit *(effective September 1, 2016)*
- f. Career Choices and Life Success \$100.00 / credit *(effective September 1, 2016)*

3. Other fees and charges for domestic students effective September 1, 2016 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. Grade appeal fee	\$25.00
e. Confirmation deposit	Domestic applicants are required to remit a non-refundable \$250.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake program. If the student registers this fee will be applied towards the full tuition fees assessment. Students registered in a tuition free course do not pay the confirmation deposit, but will be assessed other fees and charges listed above.
f. Graduation fee	No charge

4. Other programs:

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

5. Service charges:

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

6. Co-operative Education Work Term

<u>Canadian Citizens or Permanent Residents</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$613.35 per work term	\$42.90 per work term
Part-time work terms	\$306.65 per work term	\$21.45 per work term

<u>International</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$613.35 per work term	\$42.90 per work term
Part-time work terms	\$306.65 per work term	\$21.45 per work term

7. For Information Only

International student fees are as follows effective September 1, 2016:

a. International student tuition fees	\$561.00 / credit
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Other fees and charges for International students are as follows:

b. Student fees for libraries, technologies and student life	\$35.00 / credit
c. Application fee	\$120.00
d. Transcript fee	\$10.00 per transcript
e. Grade appeal fee	\$25.00
f. Confirmation deposit	International applicants are required to remit a non-refundable \$1000.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$1500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake program. If the student registers, this fee will be applied towards the full tuition fees assessment.
g. Graduation fee	No charge



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

Regular Meeting
#9.9
September 21, 2016
Keri van Gerven

Agenda Item: **Board of Governors 2017/18 Budget**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the Board of Governors 2017/18 Budget as recommended by the Board Finance Committee for presentation to the Senate Standing Committee on the University Budget by the University Secretary.
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Board Committee Report: The Board Finance Committee reviewed and discussed the Board of Governors 2017/18 Budget at its meeting held on September 12, 2016.

Context & Background: KPU has historically relied on an incremental budget approach. Departments received a status quo budget annually and requested incremental increases as needed. In 2015, KPU began the process of moving to a zero-based budget model.
Zero-based budgeting requires departments to build their budget from the ground up and provide justification for each line item. This approach is intended to be transparent, inclusive and accountable. Departments are encouraged to look for areas when they can reduce costs and increase efficiencies.

Key Messages: **1. The proposed Board budget is approximately \$10,000 less than the 2016/17 allocation. Costs that are not related to the operational budget of the Board have been moved to other areas of the university. This includes the budget for the external and internal audit.**
[maximum of three] **2. The proposed Board budget is designed to simplify tracking of costs and increase transparency by reducing the number of accounts and grouping costs into roll-up funds such as Professional Development.**
 3. Based on discussion at the Board Finance Committee meeting and consultation with Finance, a new proposed Board budget is being presented for consideration. The key differences include: \$35,000 for legal fees based on expected and/or potential costs and a 3% contingency of \$2,628.

Implications / Risks: The proposed Board budget is aligned with KPU's Business Travel and expense Policy/Procedures

Attachments: Proposed zero-based 2017/18 budget for the Board of Governors

Submitted by: Keri van Gerven

Date submitted: September 13, 2016

**2017/18 Budget Planning**

	1120- University Board	1120- University Board new proposal
Salaries and Benefits		
6110 - Salary - Administration	53,800	53,800
6111 - Salary - Faculty (Regular)		
6115 - Salary - Faculty (Non-Regular Type 2)		
6113 - Salary - Faculty (Contract)		
6112 - Salary - Staff (Regular)	-	-
6116 - Salary - Staff (Auxiliary)	-	-
6117 - Salary - Students	-	-
6119 - Casual Service Contract (Payroll)	-	-
6135 - Staff OT	-	-
Benefits (Auto-calculated)	14,000	14,000
Total Salaries & Benefits	67,800	67,800
Non-Salary Expenses		
Supplies	1,500	1,500
Supplies from Bookstore	-	-
Suspense - Purchase Cards	-	-
Computer Supplies	100	100
Serials/Subscriptions	-	-
Reference/Class Sets	100	100
Shipping and Handling	-	-
Promotional Supplies	-	-
Electronic Reference	600	600
Printshop Chargeouts	-	-
Photocopying	-	-
Miscellaneous	300	300
Gifts	400	400
Cost Recovery	-	-
Fixed Assets (Under \$1,000)	-	-
Rent/Space	-	-
Rent - Equipment/Supplies	-	-
Professional Development	20,000	20,000
Tuition Fees	-	-
Mileage	400	400
Travel - General	1,000	1,000
Conferences	6,000	6,000
Meetings Expense/Refreshments	6,000	6,000

Travel - Airline	-	-
Travel - Airline - Domestic	-	-
Travel - Car Rental- Domestic	-	-
Travel - Meals	-	-
Travel - Meals - Domestic	-	-
Travel-Accommodations	-	-
Travel-Accommodations-Domestic	-	-
Student Awards	4,500	4,500
Cellular/Data Communication Charges	-	-
Events	1,000	1,000
Relocation Costs (for new hires)	-	-
Insurance & Warranties	-	-
Internal Audit Fees	-	-
Memberships - Individual	-	-
Professional Fees	5,000	5,000
License Fees	-	-
Legal Fees	50,000	35,000
Delivery Service	-	-
External Printing	-	-
Production Expenses	-	-
Advertising	-	-
Brokerage Fees	-	-
Memberships - Institutional	5,000	5,000
External Audit Fees	-	-
Recruiting Expenses	-	-
Honoraria (A/P)	500	500
Indep. Service Contract w/o WCB(AP)	-	-
Indep. Service Contract w/ WCB (AP)	-	-
Fixed Assets-General (Over \$1,000)	-	-
Fixed Assets - Laptop Computers	-	-
Transfers to KPU Foundation	200	200
Contingency (3% operating minus salary)		2,628
Total Non-Salary Expenses	102,600	90,228
Total Salary and Non-Salary Expenses	170,400	158,028



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

Regular Meeting
#10.2
September 21, 2016
Alan Davis / Lori
McElroy

Agenda Item: **VISION 2018 Performance Reporting– Targets for New Measures**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the new performance targets for VISION 2018 as recommended by the Board Governance Committee.
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Board Committee Report: At its September 7, 2016 meeting the Board Governance Committee discussed and approved the proposed targets for new measures for recommendation to the Board of Governors.

Context & Background: The purpose of the VISION 2018 Performance Report is to monitor progress toward achieving the goals set out in VISION 2018. Specifically, we report progress on a number of measures, including ten measures required by the Ministry. Some capture level of activity relevant to achieving the goal, and some assess the outcome of the activity—the result achieved due to the activity.

Key Messages:
[maximum of three]

- 1. The VISION 2018 Performance Report is produced twice a year to capture KPU's progress toward achieving our strategic goals.**
- 2. New measures are added as they are identified. For some measures, we wait until baseline data is available before deriving a performance target.**
- 3. Targets are now required for 20 measures as detailed in the attached document.**

Implications / Risks: Progress towards achieving VISION 2018 cannot be properly assessed without agreed upon targets.

Consultations: Measures have been developed in consultation with other departments where relevant.

Attachments: 1. VISION 2018 Annual Performance Report: July 2016
2. Proposed Targets for VISION 2018 Performance Reporting, August 29 2016

Submitted by: Lori McElroy, Executive Director, Institutional Analysis and Planning

Date submitted: September 12, 2016

6. KPU's Performance Measures

The following pages present KPU's performance measures for assessing progress toward the goals in KPU's strategic plan, *VISION 2018*. The 79 measures include the ten performance measures required by the Ministry of Advanced Education (AVED).

Each measure has a performance target against which actual performance is assessed. For the AVED measures, the targets were set by AVED and assessed using the method outlined in the *Accountability Framework Standards Manual and Guidelines: 2015/16*. For other measures, the targets were developed in consultation with the KPU Board of Governors. Where comparable data on other institutions is available, these are used. Other targets are based on KPU past performance, standards in the field or policy requirements, or as dictated by the goal. The assessment method for these measures is described next.

Assessment of AVED's Performance Measures

For AVED measures, we assess performance using the following scale:

Exceeded	110% or more of target
Achieved	100% of target
Substantially achieved	90% to 99% of target
Not achieved	Less than 90% of target
Not assessed	Not assessed because no target, descriptive measure, too few respondents or margin of error too high






The table below provides a summary of the assessment on the ten AVED performance measures. Also included is discussion for the measures where the target was not achieved. Each measure is numbered as it appears in KPU's Performance Report that follows, showing the actual results.

AVED Performance Measures	2015/2016 Assessment
1. Unemployment rate of KPU's graduates	BGS: Exceeded DACSO: Achieved APPSO: Exceeded
4. [Former] student assessment of their skill development at KPU (see skill breakdown)	BGS: Exceeded DACSO: Achieved APPSO: Achieved
5. Proportion of former students who reported satisfaction in the usefulness of their knowledge and skills in performing their jobs	BGS: Achieved DACSO: Substantially Achieved APPSO: Achieved
14. Number of credentials awarded by KPU each year	Achieved
37. Proportion of former students' who reported satisfaction with their education	BGS: Achieved DACSO: Achieved APPSO: Achieved




AVED Performance Measures	2015/2016 Assessment
38. Proportion of former students' who assessed their quality of instruction positively	BGS: Achieved DACSO: Achieved APPSO: Achieved
71. Number of domestic student spaces (FTE)	Substantially achieved
75. Number of Nursing and other Allied Health student spaces (FTE)	Substantially achieved
76. Number of student spaces (FTE) in ABE, ESL, and ASE developmental programs	Not achieved
Developmental FTEs declined by 4% in 2014/15 with the introduction of tuition to Academic Upgrading and for domestic students taking ESL. There was no decline this year, perhaps because we are working at ensuring that students in need have access to financial support either from the Adult Upgrading Grant or KPU.	
77. Number of Aboriginal student spaces (FTE)	Not assessed

Tracking Progress towards KPU's Goals






KPU's assessment method is aligned with AVED's, as depicted below. The difference is that KPU's method allows for the assessment of progress toward achieving the target, not just whether the target has been achieved.

KPU	AVED
 Target achieved	Exceeded or Achieved
 Within 90% of target	Substantially achieved
 Between 50% and 90% of target	Not achieved
 Less than 50% of target	Not achieved
 No progress	Not achieved

In the performance measures table on the pages that follow, the assessment is indicated with an arrow, as follows:

-  Indicates current rating
-  Indicates previous rating, if different from current rating
-  Indicates no assessment available

Items that are not assessed include those under development and those where no target has been established. The appendix provides definitions of terms and sources used for the performance measures. The following summarizes performance, showing the number of measures that achieved each level.

 Target achieved	25
 Within 90% of target	9
 Between 50% and 90% of target	9
 Less than 50% of target	6
 No progress	2
Not assessed	28

Quality: Successful Global Citizens

Measures of Graduate Success	Performance	Target	Progress																																
AVED 1. Unemployment rate of KPU's graduates (Source: BCSOS)	<table><tr><th>Year Cohort</th><th>2011 (09/10)</th><th>2012 (10/11)</th><th>2013 (11/12)</th><th>2014 (12/13)</th><th>2015 (13/14)</th></tr><tr><td>Average</td><td>10%</td><td>9%</td><td>9%</td><td>7%</td><td>8%</td></tr><tr><td>BGS</td><td>6%</td><td>5%</td><td>5%</td><td>5%</td><td>5%</td></tr><tr><td>DACSO</td><td>12%</td><td>11%</td><td>11%</td><td>8%</td><td>11%</td></tr><tr><td>APPSO</td><td>8%</td><td>8%</td><td>7%</td><td>7%</td><td>6%</td></tr></table>	Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)	Average	10%	9%	9%	7%	8%	BGS	6%	5%	5%	5%	5%	DACSO	12%	11%	11%	8%	11%	APPSO	8%	8%	7%	7%	6%	<p>AVED Target: ≤ unemployment rate of 18-24 year-olds in region with no PSE for 15/16: ≤ 10.4% for 16/17: ≤ 10.8%</p> <p>AVED: BGS: Exceeded DACSO: Achieved APPSO: Exceeded</p>			
Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)																														
Average	10%	9%	9%	7%	8%																														
BGS	6%	5%	5%	5%	5%																														
DACSO	12%	11%	11%	8%	11%																														
APPSO	8%	8%	7%	7%	6%																														
2. Proportion of former students who are employed (Source: BCSOS)	<table><tr><th>Year Cohort</th><th>2011 (09/10)</th><th>2012 (10/11)</th><th>2013 (11/12)</th><th>2014 (12/13)</th><th>2015 (13/14)</th></tr><tr><td>BGS</td><td>81%</td><td>83%</td><td>83%</td><td>87%</td><td>86%</td></tr></table>	Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)	BGS	81%	83%	83%	87%	86%	≥ TIU 3-year average (85%)																					
Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)																														
BGS	81%	83%	83%	87%	86%																														
3. Proportion of former students employed in a related field of study (Source: BCSOS)	<table><tr><th>Year Cohort</th><th>2011 (09/10)</th><th>2012 (10/11)</th><th>2013 (11/12)</th><th>2014 (12/13)</th><th>2015 (13/14)</th></tr><tr><td>BGS</td><td>74%</td><td>77%</td><td>75%</td><td>75%</td><td>77%</td></tr></table>	Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)	BGS	74%	77%	75%	75%	77%	≥ TIU 3 year average (78%)																					
Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)																														
BGS	74%	77%	75%	75%	77%																														
AVED 4. [Former] student assessment of their skill development at KPU (see skill breakdown) (Source: BCSOS)	<table><tr><th>Year Cohort</th><th>2011 (09/10)</th><th>2012 (10/11)</th><th>2013 (11/12)</th><th>2014 (12/13)</th><th>2015 (13/14)</th></tr><tr><td>Average</td><td>76%</td><td>78%</td><td>78%</td><td>77%</td><td>88%</td></tr><tr><td>BGS</td><td>89%</td><td>90%</td><td>89%</td><td>91%</td><td>92%</td></tr><tr><td>DACSO</td><td>73%</td><td>75%</td><td>76%</td><td>74%</td><td>87%</td></tr><tr><td>APPSO</td><td>72%</td><td>72%</td><td>80%</td><td>67%</td><td>86%</td></tr></table>	Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)	Average	76%	78%	78%	77%	88%	BGS	89%	90%	89%	91%	92%	DACSO	73%	75%	76%	74%	87%	APPSO	72%	72%	80%	67%	86%	<p>AVED 15/16 target: ≥ 85% AVED 16/17 target: ≥ 85%</p> <p>AVED: BGS: Exceeded DACSO: Achieved APPSO: Achieved</p>			
Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)																														
Average	76%	78%	78%	77%	88%																														
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DACSO	73%	75%	76%	74%	87%																														
APPSO	72%	72%	80%	67%	86%																														
<p>*APPSO survey began assessing these skills in 2012. In 2015, the DACSO and APPSO question wording changed and rating scale changed from 5- to 4-points.</p>	<table><tr><th>2015 Skill Breakdown</th><th>BGS</th><th>DACSO</th><th>APPSO</th></tr><tr><td>Written communication</td><td>91.0%</td><td>83.4%</td><td>75.3%</td></tr><tr><td>Oral communication</td><td>92.5%</td><td>81.9%</td><td>80.6%</td></tr><tr><td>Group collaboration</td><td>89.9%</td><td>92.3%</td><td>87.7%</td></tr><tr><td>Critical analysis</td><td>94.0%</td><td>88.6%</td><td>87.5%</td></tr><tr><td>Problem resolution</td><td>89.6%</td><td>89.0%</td><td>85.8%</td></tr><tr><td>Learn on your own</td><td>92.7%</td><td>86.2%</td><td>90.7%</td></tr><tr><td>Reading and comprehension</td><td>92.5%</td><td>89.0%</td><td>94.1%</td></tr></table>	2015 Skill Breakdown	BGS	DACSO	APPSO	Written communication	91.0%	83.4%	75.3%	Oral communication	92.5%	81.9%	80.6%	Group collaboration	89.9%	92.3%	87.7%	Critical analysis	94.0%	88.6%	87.5%	Problem resolution	89.6%	89.0%	85.8%	Learn on your own	92.7%	86.2%	90.7%	Reading and comprehension	92.5%	89.0%	94.1%		
2015 Skill Breakdown	BGS	DACSO	APPSO																																
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Learn on your own	92.7%	86.2%	90.7%																																
Reading and comprehension	92.5%	89.0%	94.1%																																

Measures of Graduate Success	Performance	Target	Progress																														
AVED 5. Proportion of former students who reported satisfaction with the usefulness of the knowledge and skills acquired at KPU in performing their jobs	<table><thead><tr><th>Year Cohort</th><th>2011 (09/10)</th><th>2012 (10/11)</th><th>2013 (11/12)</th><th>2014 (12/13)</th><th>2015 (13/14)</th></tr></thead><tbody><tr><td>Average</td><td>83%</td><td>85%</td><td>84%</td><td>85%</td><td>88%</td></tr><tr><td>BGS</td><td>90%</td><td>91%</td><td>93%</td><td>91%</td><td>91%</td></tr><tr><td>DACSO</td><td>79%</td><td>80%</td><td>80%</td><td>80%</td><td>85%</td></tr><tr><td>APPSO</td><td>87%</td><td>91%</td><td>89%</td><td>90%</td><td>91%</td></tr></tbody></table>	Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)	Average	83%	85%	84%	85%	88%	BGS	90%	91%	93%	91%	91%	DACSO	79%	80%	80%	80%	85%	APPSO	87%	91%	89%	90%	91%	AVED 15/16 target: $\geq 90\%$ AVED 16/17 target: $\geq 90\%$ AVED: BGS: Achieved DACSO: Substantially Achieved APPSO: Achieved	
Year Cohort	2011 (09/10)	2012 (10/11)	2013 (11/12)	2014 (12/13)	2015 (13/14)																												
Average	83%	85%	84%	85%	88%																												
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DACSO	79%	80%	80%	80%	85%																												
APPSO	87%	91%	89%	90%	91%																												
Measures of Citizenship & Internationalization	Performance	Target	Progress																														
6. Proportion of students who reported having discussions with diverse others during their educational experiences at KPU (Source: NSSE)	<table><thead><tr><th>Year</th><th>2014</th><th>2016</th><th>2018</th></tr></thead><tbody><tr><td>1st year</td><td>66%</td><td>66%</td><td>66%</td></tr><tr><td>4th year</td><td>79%</td><td>79%</td><td>79%</td></tr></tbody></table>	Year	2014	2016	2018	1st year	66%	66%	66%	4th year	79%	79%	79%	\geq Average for Canadian Teaching Institutions (63% for 1st year students; 69% for 4th year students)																			
Year	2014	2016	2018																														
1st year	66%	66%	66%																														
4th year	79%	79%	79%																														
7. Proportion of students who reported exposure to societal problems during their educational experiences at KPU (Source: NSSE)	<table><thead><tr><th>Year</th><th>2014</th><th>2016</th><th>2018</th></tr></thead><tbody><tr><td>1st year</td><td>49%</td><td>49%</td><td>49%</td></tr><tr><td>4th year</td><td>65%</td><td>65%</td><td>65%</td></tr></tbody></table>	Year	2014	2016	2018	1st year	49%	49%	49%	4th year	65%	65%	65%	\geq Average for Canadian Teaching Institutions' (53% for 1st years; 65% for 4th years)																			
Year	2014	2016	2018																														
1st year	49%	49%	49%																														
4th year	65%	65%	65%																														
8. Number of students taking part in formal exchanges and international learning experiences	<table><thead><tr><th>Year Cohort</th><th>AY11/12</th><th>AY12/13</th><th>AY13/14</th><th>AY14/15</th></tr></thead><tbody><tr><td>Inbound</td><td>106</td><td>89</td><td>148</td><td>113</td></tr><tr><td>Outbound</td><td>71</td><td>110</td><td>87</td><td>62</td></tr></tbody></table>	Year Cohort	AY11/12	AY12/13	AY13/14	AY14/15	Inbound	106	89	148	113	Outbound	71	110	87	62	> growth over previous year																
Year Cohort	AY11/12	AY12/13	AY13/14	AY14/15																													
Inbound	106	89	148	113																													
Outbound	71	110	87	62																													
9. Internationalization Plan Implementation	Internationalization Plan completed in 2015. Implementation underway, including development of Global Competency badge (expected to be ready for September 2016), field school guidelines (going to Senate in May 2016) and follow-up survey (ready for next field schools)	TBD																															
10. Proportion of students eligible for the Global Competency Badge	The Global Competency Badge, which will allow students to receive recognition on their transcript for their intercultural and international experience, is under development. Completion is expected by September 2016.	TBD																															



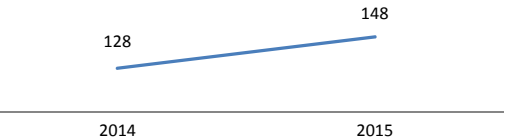

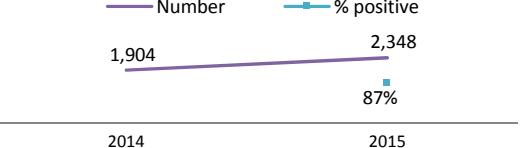

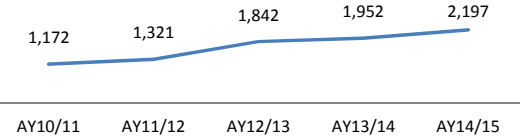

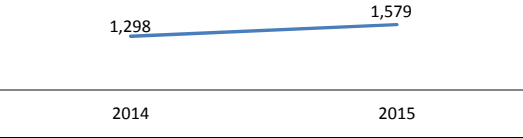

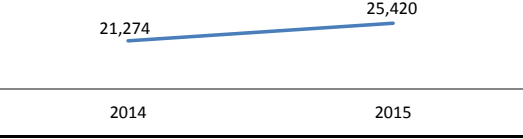

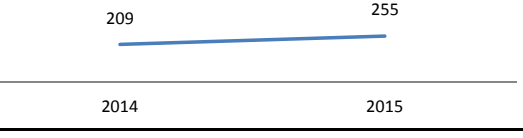

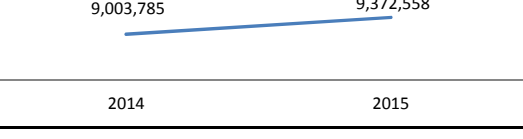

Quality: Engaged Learners			
Measures of Retention and Completion	Performance	Target	Progress
11. Percent retained or graduated from year 1 to year 2 for baccalaureate programs	<div><div>76%75%73%78%78%</div><div>2009 Cohort2010 Cohort2011 Cohort2012 Cohort2013 Cohort</div></div>	> average previous 2 years (75%)	<div><div></div><div></div><div></div><div></div><div></div></div>
12. Percent retained or graduated from year 1 to year 2 for associate degree programs	<div><div>61%65%63%68%67%</div><div>2009 Cohort2010 Cohort2011 Cohort2012 Cohort2013 Cohort</div></div>	> average previous 2 years (66%)	<div><div></div><div></div><div></div><div></div><div></div></div>
13. Percent retained or graduated from year 1 to year 2 for diploma programs	<div><div>70%68%69%70%77%</div><div>2009 Cohort2010 Cohort2011 Cohort2012 Cohort2013 Cohort</div></div>	> average previous 2 years (69%)	<div><div></div><div></div><div></div><div></div><div></div></div>
AVED 14. Number of credentials awarded by KPU each year* *Average of most recent 3 fiscal years (FY2015 is average of FY2012 to FY2014)	<div><div>2,0262,1732,2512,2902,451</div><div>FY11/12FY12/13FY13/14FY14/15FY15/16</div></div>	AVED 15/16 Target ≥ 2,258 AVED 16/17 Target ≥ 2,421 AVED: Achieved	<div><div></div><div></div><div></div><div></div><div></div></div>
Measures of Learner Engagement	Performance	Target	Progress
15. Proportion of students who participated in High Impact Practices (such as participation in a learning community, service-learning, research with faculty, participation in an internship or field experience, study abroad, or culminating senior experience) while at KPU (Source: NSSE)	<div><div><div>20141st yr34%6%4th yr30%48%</div><div>20161st yr4th yr</div><div>20181st yr4th yr</div><div>1 HIP2+ HIPs</div></div></div>	≥ Average for Canadian Teaching Institutions (1st year students: 38% for 1 HIP and 6% for 2+ HIPs; 4th year students: 28% for 1 HIP and 52% for 2+ HIPs)	<div><div></div><div></div><div></div><div></div><div></div></div>
16. Retention Plan	In Spring 2016, committee was established to implement recommendations coming out of the Foundations of Excellence Project related to improving the first year experience of KPU students to enhance retention and student success	TBD	<div><div></div><div></div><div></div><div></div><div></div></div>
Quality: Effective Organization			
Measures of Management Effectiveness and Quality Assurance	Performance	Target	Progress
17. Number of program reviews completed	<div><div>16653</div><div>AY10/11AY11/12AY12/13AY13/14AY14/15</div></div>	Average of most recent three years > 9	<div><div></div><div></div><div></div><div></div><div></div></div>

Measures of Management Effectiveness and Quality Assurance	Performance	Target	Progress
18. Development of plans identified in VISION 2018	<p>> The Academic Plan was completed in Spring 2014. Implementation is underway.</p> <p>> The Strategic Enrolment Management Plan 2015-18 Phase I was approved in June 2015. Work on the Marketing Plan and Phase II plan underway.</p>	Completion of all plans by Spring 2015	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>
19. Successful development of service unit plans that align with VISION 2018	<p>> The IT strategic plan is under development.</p> <p>> The Facilities strategic plan is under development</p> <p>> The IAP strategic plan is in the planning phase.</p>	Completion of all plans by end of 2015	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>
20. Survey of governance effectiveness at KPU (Board and Senate)	The survey of governance effectiveness is under review	TBD when baseline measures are available	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>
Measures of Efficiency	Performance	Target	Progress
21. Proportion of education activity, as measured by FTEs, occurring between May and August	<div><div>15.6%15.7%16.3%16.2%17.5%</div><div>AY10/11AY11/12AY12/13AY13/14AY14/15</div></div>	Greater than average of last 2 years (16.3%)	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>
22. Credentials awarded by learner FTE	<div><div>0.220.200.230.240.26</div><div>FY10/11FY11/12FY12/13FY13/14FY14/15</div></div>	≥ average of all TIUs for FY14/15 (.32)	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>
23. Overall seat-fill rate: % of seats offered that were filled	<div><div>80.0%80.9%79.4%77.9%73.0%</div><div>AY10/11AY11/12AY12/13AY13/14AY14/15</div></div>	≥ average previous 2 years (78.6%)	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>
Measures of Sustainability	Performance	Target	Progress
24. Greenhouse gas emissions	<div><div><div>GHG Emissions</div><div>GHG/1000m2</div><div>28902665254523822199</div><div>29.7827.1825.9524.2922.33</div><div>20112012201320142015</div></div></div>	By 2016, 18% reduction from 2007 baseline (2,710 tCO2e)	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>
25. Energy density level	<div><div>0.910.870.880.860.80</div><div>20112012201320142015</div></div>	Maintain at or below 0.85 eGK/m2	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>
26. STARS score on how well KPU diverts waste and conserves resources through recycling, resale, and composting	<div><div>1.071.12</div><div>June 2015June 2016</div></div>	Maximum score is 3	<div><div></div><div></div><div></div><div></div></div> <div><div></div></div>





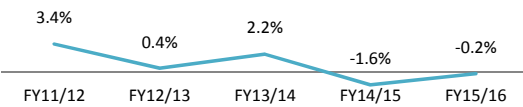

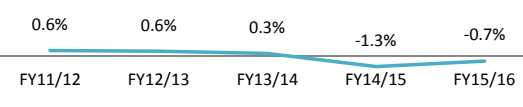
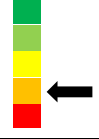
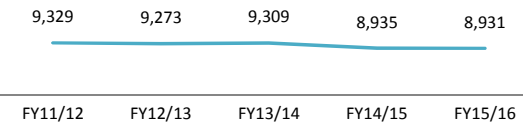
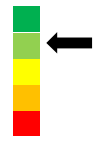
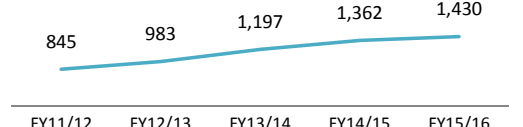

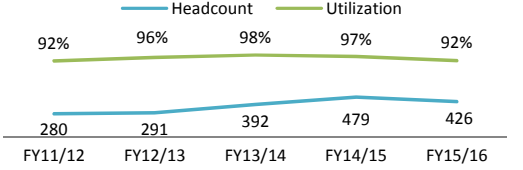

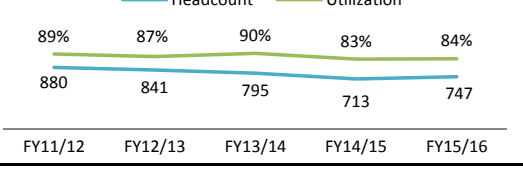
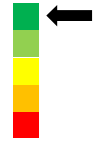
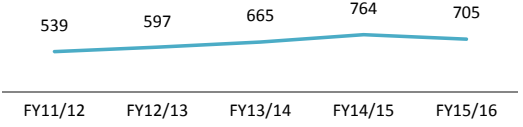
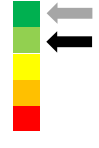
Measures of Sustainability	Performance	Target	Progress															
27. STARS score on how well KPU promotes campus life that reflects sustainability and the informal engagement of students	<table><tr><th>Month</th><th>Score</th></tr><tr><td>June 2015</td><td>1.5</td></tr><tr><td>June 2016</td><td>1.5</td></tr></table>	Month	Score	June 2015	1.5	June 2016	1.5	Maximum score is 2										
Month	Score																	
June 2015	1.5																	
June 2016	1.5																	
28. STARS score on how well KPU is institutionalizing sustainability by dedicating resources, planning for future projects and engaging the whole community in these processes	<table><tr><th>Month</th><th>Score</th></tr><tr><td>June 2015</td><td>1.5</td></tr><tr><td>June 2016</td><td>2.0</td></tr></table>	Month	Score	June 2015	1.5	June 2016	2.0	Maximum score is 4										
Month	Score																	
June 2015	1.5																	
June 2016	2.0																	
Measures of Financial Health	Performance	Target	Progress															
29. Deferred maintenance: ratio of deferred maintenance dollars required compared to the cost to replace the buildings based on international standards	<table><tr><th>Month</th><th>Ratio</th></tr><tr><td>April 2014</td><td>29.0%</td></tr><tr><td>June 2015</td><td>28.8%</td></tr><tr><td>June 2016</td><td>33.9%</td></tr></table>	Month	Ratio	April 2014	29.0%	June 2015	28.8%	June 2016	33.9%	< 20% (Proactive Management) (under consideration by AVED)								
Month	Ratio																	
April 2014	29.0%																	
June 2015	28.8%																	
June 2016	33.9%																	
30. Annual change in operating expenses per overall learner FTE	<table><tr><th>Fiscal Year</th><th>Change (%)</th></tr><tr><td>FY12/13</td><td>1.4%</td></tr><tr><td>FY13/14</td><td>3.2%</td></tr><tr><td>FY14/15</td><td>1.7%</td></tr><tr><td>FY15/16</td><td>3.6%</td></tr></table>	Fiscal Year	Change (%)	FY12/13	1.4%	FY13/14	3.2%	FY14/15	1.7%	FY15/16	3.6%	rate of increase in expenses within inflation rate (1.3% for 2016)						
Fiscal Year	Change (%)																	
FY12/13	1.4%																	
FY13/14	3.2%																	
FY14/15	1.7%																	
FY15/16	3.6%																	
31. Revenue minus expenses (in '000s)	<table><tr><th>Fiscal Year</th><th>Value ('000s)</th></tr><tr><td>FY11/12</td><td>5,812</td></tr><tr><td>FY12/13</td><td>2,757</td></tr><tr><td>FY13/14</td><td>71</td></tr><tr><td>FY14/15</td><td>1,882</td></tr><tr><td>FY15/16</td><td>1,407</td></tr></table>	Fiscal Year	Value ('000s)	FY11/12	5,812	FY12/13	2,757	FY13/14	71	FY14/15	1,882	FY15/16	1,407	> 0				
Fiscal Year	Value ('000s)																	
FY11/12	5,812																	
FY12/13	2,757																	
FY13/14	71																	
FY14/15	1,882																	
FY15/16	1,407																	
32. Ancillary revenue minus ancillary operating expenses	<table><tr><th>Fiscal Year</th><th>Value</th></tr><tr><td>FY11/12</td><td>1,527</td></tr><tr><td>FY12/13</td><td>1,138</td></tr><tr><td>FY13/14</td><td>1,568</td></tr><tr><td>FY14/15</td><td>1,175</td></tr><tr><td>FY15/16</td><td>1,402</td></tr></table>	Fiscal Year	Value	FY11/12	1,527	FY12/13	1,138	FY13/14	1,568	FY14/15	1,175	FY15/16	1,402	> previous year				
Fiscal Year	Value																	
FY11/12	1,527																	
FY12/13	1,138																	
FY13/14	1,568																	
FY14/15	1,175																	
FY15/16	1,402																	
33. International tuition revenue as % of all non-governmental revenue	<table><tr><th>Fiscal Year</th><th>Percentage</th></tr><tr><td>FY11/12</td><td>15%</td></tr><tr><td>FY12/13</td><td>19%</td></tr><tr><td>FY13/14</td><td>23%</td></tr><tr><td>FY14/15</td><td>26%</td></tr><tr><td>FY15/16</td><td>27%</td></tr></table>	Fiscal Year	Percentage	FY11/12	15%	FY12/13	19%	FY13/14	23%	FY14/15	26%	FY15/16	27%	> previous year				
Fiscal Year	Percentage																	
FY11/12	15%																	
FY12/13	19%																	
FY13/14	23%																	
FY14/15	26%																	
FY15/16	27%																	
34. Cash donations to KPU for capital expansions and special projects (in '000s)	<table><tr><th>Fiscal Year</th><th>Value ('000s)</th></tr><tr><td>FY11/12</td><td>\$154</td></tr><tr><td>FY12/13</td><td>\$232</td></tr><tr><td>FY13/14</td><td>\$81</td></tr><tr><td>FY14/15</td><td>\$2,350</td></tr><tr><td>FY15/16</td><td>\$814</td></tr></table>	Fiscal Year	Value ('000s)	FY11/12	\$154	FY12/13	\$232	FY13/14	\$81	FY14/15	\$2,350	FY15/16	\$814	> previous year				
Fiscal Year	Value ('000s)																	
FY11/12	\$154																	
FY12/13	\$232																	
FY13/14	\$81																	
FY14/15	\$2,350																	
FY15/16	\$814																	
Measures of Employee Engagement	Performance	Target	Progress															
35. Proportion of employees who reported satisfaction with their jobs *Intrinsic job satisfaction includes: skills and abilities well used, strong feelings of accomplishment, creativity encouraged, and opinions seem to count (Source: EES)	<table><tr><th>Year</th><th>Overall (%)</th><th>Intrinsic* (%)</th></tr><tr><td>2009</td><td>78%</td><td>70%</td></tr><tr><td>2011</td><td>71%</td><td>66%</td></tr><tr><td>2013</td><td>70%</td><td>64%</td></tr><tr><td>2015</td><td>71%</td><td>67%</td></tr></table>	Year	Overall (%)	Intrinsic* (%)	2009	78%	70%	2011	71%	66%	2013	70%	64%	2015	71%	67%	> last survey's ratings (70% for overall and 64% for intrinsic)	
Year	Overall (%)	Intrinsic* (%)																
2009	78%	70%																
2011	71%	66%																
2013	70%	64%																
2015	71%	67%																

Measures of Employee Engagement	Performance	Target	Progress																														
36. Proportion of employees' who reported a sense of commitment to KPU (would recommend KPU as a good place to work; feel that KPU is committed to its employees; and would continue working at KPU even if there was a favourable alternative) (Source: EES)	<table><tr><th>Year</th><th>Recommend KPU</th><th>KPU committed</th><th>Continue at KPU</th></tr><tr><td>2009</td><td>74%</td><td>54%</td><td>51%</td></tr><tr><td>2011</td><td>68%</td><td>53%</td><td>44%</td></tr><tr><td>2013</td><td>69%</td><td>54%</td><td>44%</td></tr><tr><td>2015</td><td>63%</td><td>50%</td><td>42%</td></tr></table>	Year	Recommend KPU	KPU committed	Continue at KPU	2009	74%	54%	51%	2011	68%	53%	44%	2013	69%	54%	44%	2015	63%	50%	42%	> last survey's ratings (69% for recommend KPU, 54% for KPU committed, and 44% for continue at KPU)											
Year	Recommend KPU	KPU committed	Continue at KPU																														
2009	74%	54%	51%																														
2011	68%	53%	44%																														
2013	69%	54%	44%																														
2015	63%	50%	42%																														
Reputation: Recognized Teaching and Scholarship																																	
Measures of Teaching Quality	Performance	Target	Progress																														
AVED 37. Proportion of former students' who reported satisfaction with their education (Source: BCSOS)	<table><tr><th>Year Cohort</th><th>Average</th><th>BGS</th><th>DACSO</th><th>APPSO</th></tr><tr><td>2011 (09/10)</td><td>92%</td><td>96%</td><td>92%</td><td>92%</td></tr><tr><td>2012 (10/11)</td><td>92%</td><td>98%</td><td>91%</td><td>88%</td></tr><tr><td>2013 (11/12)</td><td>92%</td><td>95%</td><td>91%</td><td>91%</td></tr><tr><td>2014 (12/13)</td><td>91%</td><td>95%</td><td>90%</td><td>88%</td></tr><tr><td>2015 (13/14)</td><td>94%</td><td>96%</td><td>93%</td><td>93%</td></tr></table>	Year Cohort	Average	BGS	DACSO	APPSO	2011 (09/10)	92%	96%	92%	92%	2012 (10/11)	92%	98%	91%	88%	2013 (11/12)	92%	95%	91%	91%	2014 (12/13)	91%	95%	90%	88%	2015 (13/14)	94%	96%	93%	93%	AVED 15/16 target ≥ 90% AVED 16/17 target ≥ 90% AVED: BGS: Achieved DACSO: Achieved APPSO: Achieved	
Year Cohort	Average	BGS	DACSO	APPSO																													
2011 (09/10)	92%	96%	92%	92%																													
2012 (10/11)	92%	98%	91%	88%																													
2013 (11/12)	92%	95%	91%	91%																													
2014 (12/13)	91%	95%	90%	88%																													
2015 (13/14)	94%	96%	93%	93%																													
AVED 38. Proportion of former students' who assessed their quality of instruction positively (Source: BCSOS)	<table><tr><th>Year Cohort</th><th>Average</th><th>BGS</th><th>DACSO</th><th>APPSO</th></tr><tr><td>2011 (09/10)</td><td>95%</td><td>97%</td><td>95%</td><td>95%</td></tr><tr><td>2012 (10/11)</td><td>94%</td><td>98%</td><td>94%</td><td>91%</td></tr><tr><td>2013 (11/12)</td><td>95%</td><td>96%</td><td>95%</td><td>95%</td></tr><tr><td>2014 (12/13)</td><td>94%</td><td>96%</td><td>93%</td><td>95%</td></tr><tr><td>2015 (13/14)</td><td>92%</td><td>96%</td><td>90%</td><td>95%</td></tr></table>	Year Cohort	Average	BGS	DACSO	APPSO	2011 (09/10)	95%	97%	95%	95%	2012 (10/11)	94%	98%	94%	91%	2013 (11/12)	95%	96%	95%	95%	2014 (12/13)	94%	96%	93%	95%	2015 (13/14)	92%	96%	90%	95%	AVED 15/16 target ≥ 90% AVED 16/17 target ≥ 90% AVED: BGS: Achieved DACSO: Achieved APPSO: Achieved	
Year Cohort	Average	BGS	DACSO	APPSO																													
2011 (09/10)	95%	97%	95%	95%																													
2012 (10/11)	94%	98%	94%	91%																													
2013 (11/12)	95%	96%	95%	95%																													
2014 (12/13)	94%	96%	93%	95%																													
2015 (13/14)	92%	96%	90%	95%																													
39. Teaching and Learning Plan	The Teaching and Learning office is being restructured. Completion of the plan has been delayed until the new Vice Provost Teaching and Learning is hired. The plan will include and embrace applied and scholarly work around Teaching and Learning, and will link with the Research Plan.	Completion of all plans by end of 2015																															
Measures of Scholarly Activity	Performance	Target	Progress																														
40. Research Plan	The Research and Scholarship Plan was approved in the Spring 2015	Completion of all plans by end of 2015																															
41. Dollars received for sponsored research (in '000s)	<table><tr><th>Fiscal Year</th><th>Dollars received (in '000s)</th></tr><tr><td>FY11/12</td><td>\$825</td></tr><tr><td>FY12/13</td><td>\$848</td></tr><tr><td>FY13/14</td><td>\$1,134</td></tr><tr><td>FY14/15</td><td>\$993</td></tr><tr><td>FY15/16</td><td>\$874</td></tr></table>	Fiscal Year	Dollars received (in '000s)	FY11/12	\$825	FY12/13	\$848	FY13/14	\$1,134	FY14/15	\$993	FY15/16	\$874	≥ average previous 2 years (\$1,063,824)																			
Fiscal Year	Dollars received (in '000s)																																
FY11/12	\$825																																
FY12/13	\$848																																
FY13/14	\$1,134																																
FY14/15	\$993																																
FY15/16	\$874																																

Measures of Scholarly Activity	Performance	Target	Progress
42. Number of research agreements with community partners	<p>4 7</p> <p>FY14/15 FY15/16</p>	TBD	
43. Number of TRI-Council proposals submitted	<p>16 20</p> <p>FY14/15 FY15/16</p>	TBD	
44. Financial impact of catalyst grant	Data available starting 2016/17	TBD	
45. Disseminate KPU's scholarly works through KORA*: number of full text works added *KPU's repository for free online access to scholarly and creative materials by the KPU community, launched Nov 2014	<p>19 67</p> <p>FY14/15 FY15/16</p>	TBD	
46. Disseminate KPU's scholarly works through KORA: number of full-text downloads	<p>1,515 3,944</p> <p>FY14/15 FY15/16</p>	TBD	
47. Disseminate KPU's scholarly works through KORA: number of countries downloading	<p>57 99</p> <p>FY14/15 FY15/16</p>	TBD	
Reputation: Unique Identity			
Measures of Unique Identity	Performance	Target	Progress
48. Proportion of employees who agree that KPU has a good reputation in its community (Source: EES)	<p>58% 50% 47% 39%</p> <p>2009 2011 2013 2015</p>	> previous rating (47%)	
49. Proportion of employees who agree that there is a clear vision for KPU's future (Source: EES)	<p>48% 42% 46% 44%</p> <p>2009 2011 2013 2015</p>	> previous rating (46%)	

Measures of Unique Identity	Performance	Target	Progress
50. Proportion of the community who agree or strongly agree that KPU: - offers hands-on approach to education; - provides career-focused learning; - offers students opportunities to be involved in the community (Source: CPS)	 <p>51%</p> <p>2014 2017</p>	≥ 2014 survey's rating (95%)	
51. Number of press releases celebrating KPU's achievements and the success of it's students and graduates	 <p>128 148</p> <p>2014 2015</p>	TBD	
52. Number of mentions of KPU in the media, and % mentions that are positive	 <p>Number % positive</p> <p>1,904 2,348</p> <p>87%</p> <p>2014 2015</p>	TBD	
Reputation: Continuing and Professional Education			
Measures of Continuing Education	Performance	Target	Progress
53. Headcount in continuing education and professional studies	 <p>1,172 1,321 1,842 1,952 2,197</p> <p>AY10/11 AY11/12 AY12/13 AY13/14 AY14/15</p>	≥ 10% increase year over year	
Relevance: Community Engagement			
Measures of Awareness	Performance	Target	Progress
54. Number of high school students that attended awareness events at KPU	 <p>1,298 1,579</p> <p>2014 2015</p>	TBD	
55. Number of high school students seen at KPU Outreach Activities	 <p>21,274 25,420</p> <p>2014 2015</p>	TBD	
56. Number of high school personnel (counsellors/teachers) attending recruitment outreach events at KPU	 <p>209 255</p> <p>2014 2015</p>	TBD	
57. Web traffic: the number clicks on the KPU website (unique IP addresses that clicked on the KPU website at least once)	 <p>9,003,785 9,372,558</p> <p>2014 2015</p>	TBD	

Measures of Awareness	Performance	Target	Progress
58. Web traffic from social media: number of clicks on KPU website that originated from Facebook, Twitter, etc.	<p>38,458 41,843</p> <p>2014 2015</p>	TBD	
59. Proportion of the community who identified KPU (by current or former name) first when asked to name universities and colleges in their area (Source: CPS)	<p>17%</p> <p>2014 2017</p>	% double 2014 survey's rating by 2018 (34%)	
60. Proportion of the community who are "very familiar" with KPU (by any name) (Source: CPS)	<p>11%</p> <p>2014 2017</p>	% double 2014 survey's rating by 2018 (22%)	
Measures of Reputation	Performance	Target	Progress
61. Proportion of the community who identify the quality and breadth of KPU's programs among its strengths (Source: CPS)	<p>18%</p> <p>2014 2017</p>	% double 2014 survey's rating by 2018 (36%)	
62. Proportion of the community who would consider attending KPU, or would consider KPU for their children (Source: CPS)	<p>Themselves Their Children</p> <p>43% 36%</p> <p>2014 2017</p>	% double 2014 survey's rating (86% for attend themselves and 72% for their children)	
Measures of Community Engagement	Performance	Target	Progress
63. Number of people/organizations* donating to KPU *excludes employee payroll giving and sponsorship	<p>1,012 965 1,068 1,074 919</p> <p>FY11/12 FY12/13 FY13/14 FY14/15 FY15/16</p>	> average previous 2 years (1,071)	
64. Number of people attending TALK (Third Age Learning) courses, a participatory learning experience open to people aged 50 and above	<p>297 330 375 389 376</p> <p>AY10/11 AY11/12 AY12/13 AY13/14 AY14/15</p>	TBD	
65. Number of public events hosted by KPU	<p>100</p> <p>2015 2016 2017</p>	TBD	
66. Number of external events in the Lower Mainland attended by KPU employees	<p>300</p> <p>2015 2016 2017</p>	TBD	

Measures of Community Engagement	Performance	Target	Progress
67. Number of awards or appointments with regional impact received by KPU employees and students		TBD	
68. Proportion of programs with active external advisory committees		TBD when baseline measures are available	
Relevance: Expanded Educational Access			
Measures of Learner Growth	Performance	Target	Progress
69. Percent of FTE growth from previous year		5% annual growth; may need to revisit target given funding levels	
70. Percent of Headcount growth from previous year		5% annual growth; (proposed)	
AVED 71. Number of domestic AVED funded student FTEs		AVED 15/16 target ≥ 9,077 AVED 16/17 target ≥ 9,077 AVED: Substantially achieved	
72. Number of International student FTEs		Yearly increase to meet government goal of 1,300 international FTEs by FY2015/16	
ITA 73. Seat utilization (% of funded seats filled) and headcount for ITA-funded Foundation programs		ITA target ≥ 94.5% utilization	
ITA 74. Seat utilization (% of funded seats filled) and headcount for ITA-funded Apprenticeship programs		ITA target ≥ 83.4% utilization	
AVED 75. Number of Nursing and other Allied Health student FTEs		AVED 15/16 target ≥ 726 AVED 16/17 target ≥ 726 AVED: Substantially Achieved	

Measures of Learner Growth	Performance	Target	Progress																								
AVED 76. Number of student FTEs in ABE, ESL, and ASE developmental programs	<table><tr><td>682</td><td>701</td><td>762</td><td>570</td><td>526</td></tr><tr><td>FY11/12</td><td>FY12/13</td><td>FY13/14</td><td>FY14/15</td><td>FY15/16</td></tr></table>	682	701	762	570	526	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	AVED 15/16 target ≥ 968 AVED 16/17 target ≥ 968 AVED: Not achieved															
682	701	762	570	526																							
FY11/12	FY12/13	FY13/14	FY14/15	FY15/16																							
AVED 77. Number of Aboriginal student FTEs	<table><tr><td>335</td><td>311</td><td>370</td><td>318</td><td>307</td><td>Total</td></tr><tr><td>201</td><td>201</td><td>253</td><td>241</td><td>233</td><td>AVED</td></tr><tr><td>134</td><td>110</td><td>118</td><td>77</td><td>73</td><td>ITA</td></tr><tr><td>FY11/12</td><td>FY12/13</td><td>FY13/14</td><td>FY14/15</td><td>FY15/16</td><td></td></tr></table>	335	311	370	318	307	Total	201	201	253	241	233	AVED	134	110	118	77	73	ITA	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16		No target AVED: Not assessed	
335	311	370	318	307	Total																						
201	201	253	241	233	AVED																						
134	110	118	77	73	ITA																						
FY11/12	FY12/13	FY13/14	FY14/15	FY15/16																							
78. Number and percent of student population that is Aboriginal	<table><tr><td>519</td><td>576</td><td>568</td><td>539</td><td>545</td><td>Headcount</td></tr><tr><td>2.8%</td><td>3.1%</td><td>3.1%</td><td>3.1%</td><td>3.1%</td><td>Percent</td></tr><tr><td>FY11/12</td><td>FY12/13</td><td>FY13/14</td><td>FY14/15</td><td>FY15/16</td><td></td></tr></table>	519	576	568	539	545	Headcount	2.8%	3.1%	3.1%	3.1%	3.1%	Percent	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16		\geq previous year							
519	576	568	539	545	Headcount																						
2.8%	3.1%	3.1%	3.1%	3.1%	Percent																						
FY11/12	FY12/13	FY13/14	FY14/15	FY15/16																							
Relevance: Blending Theory and Practice																											
Measures of Experiential Learning	Performance	Target	Progress																								
79. Number of work related and experiential learning experiences	<table><tr><td>4,855</td><td>6,315</td><td>6,429</td><td>7,903</td><td>9,541</td></tr><tr><td>FY11/12</td><td>FY12/13</td><td>FY13/14</td><td>FY14/15</td><td>FY15/16</td></tr></table>	4,855	6,315	6,429	7,903	9,541	FY11/12	FY12/13	FY13/14	FY14/15	FY15/16	$>$ than previous year															
4,855	6,315	6,429	7,903	9,541																							
FY11/12	FY12/13	FY13/14	FY14/15	FY15/16																							

Appendix: Notes on Terms and Sources

BGS: Baccalaureate Graduate Survey administered by BC Stats about 2 years after graduation

DASCO: Diploma, Associate Degree & Certificate Outcome survey administered by BC Stats about 9 to 20 months after program completion

APPSO: Apprentice Student Outcomes survey administered by BC Stats after apprentices complete their final year of training

BCSOS: BC Student Outcomes Surveys—Results of above 3 surveys averaged together

Cohort: for above surveys, the year of graduation or program completion; Year is the year the survey was conducted

NSSE: National Survey of Student Engagement, of 1st and 4th year students, conducted by NSSE every 2 years

SSS: Student Satisfaction Survey of all KPU students, conducted by KPU every 2 years

EES: Employee Engagement Survey of all KPU employees, conducted by KPU every 2 years

CPS: Community Perception Survey of the public in the KPU region, conducted as required

STARS: The Sustainability Tracking, Assessment & Rating System, a voluntary, self-reporting framework for helping colleges and universities track and measure their sustainability progress

TIU: Teaching Intensive University (KPU, and 5 others)

ITA: Industry Training Authority, which funds and oversee apprentice training

FTE: Full-time equivalent: For students, FTE equates to number taking a full load of 5 courses per term for 2 terms

AY: Academic Year (Sept 1 to Aug 31)

FY: Fiscal Year (Apr 1 to Mar 31); e.g., FY2015 is fiscal year April 1 2014 to Mar 31 2015

If no source is specified the data are from KPU administrative systems

Vision 2018 Performance Report: Proposed Targets for New Measures

The purpose of the VISION 2018 Performance Report is to monitor progress toward achieving the goals set out in VISION 2018. Specifically, we report progress on a number of measures, including ten measures required by the Ministry. Some capture level of activity relevant to achieving the goal, and some assess the outcome of the activity—the result achieved due to the activity.

The report is updated twice a year, the interim in early February, and the final in July. The cycle for updating varies depending on the measure. For most, a new measure is available each year, but at different times in the year. For some measures, new data are only available every two or three years. Updating the report twice a year ensures that, for most measures, the values reported are less than a year old.

The more recent Performance Report was included in KPU's Accountability Plan and Report that was submitted to the Ministry in July 2016. The interim report will be released in early February, 2017.

For each measure we track progress against a target. There are essentially three types of targets:

1. Predetermined: the target is specified in VISION 2018, determined by a KPU policy, based on a standard set by external agency or the Ministry or a best practice in the field.
2. Comparison with other Institutions: the target is based on the performance of similar institutions.
3. Comparison with prior KPU Performance: The target is based on KPU's previous performance

Each time we produce the report we add new measures to capture areas of activity that were not being tracked, and sometimes measures are changed when a better measure has been identified. The most recent report includes 79 measures, and increase from 74 in the 2016 Interim report. The new measures include changes in some of the financial measures, developed in consultation with the Vice President, Finance and Administration. Proposed targets for these measures were provided by Finance.

The purpose of this discussion is to obtain Board approval for proposed targets for the measures that do not yet have a target. We usually don't establish targets until we have baseline data to provide a context for the target.

The proposed targets for the 24 new measures are listed below, together with a rationale for the target. The measure number refers to the number in the VISION 2018 Performance Report of July 2016.

Measure 9. International Plan Implementation

Proposed Target: Implementation complete by end of June 2017

Rationale: Only work remaining to complete is the Global Competency badge.

Measure 10. Proportion of student eligible for the Global Competency badge

Proposed Target: Growth year over year

Rationale: We won't have baseline data until the badge has been implemented, but growth in the proportion of the student body receiving this designation would be appropriate given this measure aligns closely with the Goal that KPU graduates are prepared for global citizenship and rewarding careers. There may be a time when a steady-state is achieved and growth is not a reasonable expectation. At that time we can revisit the target.

Proposed Targets

Measure 16. Retention plan

Proposed Target: Completion by Fall 2017

Rationale: The development of the retention plan began in Spring 2016, with expected completion by Fall 2017, after extensive consultation. The plan will be a living document and will be modified as required to remain relevant to current needs.

Measure 31. Revenue minus expenses

Proposed Target: > 0

Rationale: We are not allowed to be in a deficit position.

Measure 32. Ancillary revenue minus ancillary operating expenses

Proposed Target: > previous year

Rationale: KPU needs to grow its ancillary revenue to offset reductions in provincial operating grants.

Measure 42. Number of research agreements with community partners

Proposed Target: > previous year

Rationale: This captures one aspect of KPU's research capacity and links within the community.

Measure 43. Number of TRI-Council proposals submitted

Proposed Target: > previous year

Rationale: This captures another aspect of KPU's research capacity.

Note: TRI-Council refers to the three major Federal research granting agencies: Natural Sciences and Engineering Research Council of Canada (NSERC), Social Sciences and Humanities Research Council of Canada (SSHRC), and Canadian Institutes of Health Research (CIHR).

Measure 45. Disseminate KPU's scholarly works through KORA: number of full text works added

Proposed Target: > previous year

Rationale: KPU's goal of being widely recognized for its scholarship requires dissemination of the scholarly works of its faculty

Note: KORA is KPU's repository for free online access to scholarly and creative materials by the KPU community, launched Nov 2014.

Measure 46. Disseminate KPU's scholarly works through KORA: number of full-text downloads

Proposed Target: > previous year

Rationale: See measure 45.

Proposed Targets

Measure 47. Disseminate KPU's scholarly works through KORA: number of countries downloading

Proposed Target: > previous year

Rationale: See measure 45.

Measure 51. Number of press releases celebrating KPU's achievements and the success of its students and graduates

Proposed Target: > previous year

Rationale: This activity relates to the goal that KPU's unique identity is clearly articulated and well understood across the University and beyond.

Measure 52. Number of mentions of KPU in the media, and % mentions that are positive

Proposed Target: > previous year

Rationale: The measure is the result of the activity captured Measure 51.

Measure 54. Number of high school students that attended awareness events at KPU

Proposed Target: at least 20% more than previous year

Rationale: This is an awareness activity that relates to two Relevance goals, growth in community engagement and learner FTE growth. VISION 2018 requires that the impact of community engagement has doubled by 2018 and that we achieve FTE growth of 5% a year. This measure is not the end result, but an intermediate measure, so I'm proposing to continue the rate of growth already demonstrated, allowing for some fluctuation from year to year. There was 22% growth from 2014 to 2015. There may be a time when a steady-state is achieved and growth is not a reasonable expectation. At that time we can revisit the target.

Measure 55. Number of high school students seen at KPU Outreach Activities

Proposed Target: at least 15% more than previous year

Rationale: See Measure 54. There was 19% growth from 2014 to 2015.

Measure 56. Number of high school personnel (counsellors/teachers) attending recruitment outreach events at KPU

Proposed Target: at least 20% more than previous year

Rationale: See Measure 54. There was 22% growth from 2014 to 2015.

Measure 64. Number of people attending TALK (Third Age Learning) courses, a participatory learning experience open to people aged 50 and above

Proposed Target: > average of previous 2 years

Rationale: As a measure of community engagement, this should increase, but the target takes into account the fluctuation up and down year over year.

Proposed Targets

Measure 65. Number of public events hosted by KPU

Proposed Target: > average of previous 2 years

Rationale: this is a measure of one type of activity related to community engagement. We are just starting to measure this and it will likely take time to have a reliable measure so we can expect fluctuation just due to measurement error. This is taken into account with the target.

Measure 66. Number of external events in the Lower Mainland attended by KPU employees

Proposed Target: > average of previous 2 years

Rationale: See measure 65.

Measure 67. Number of awards or appointments with regional impact received by KPU employees and students

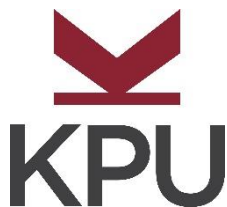
Proposed Target: > average of previous 2 years

Rationale: See measure 65.

Measure 68. Proportion of programs with active external advisory committees

Proposed Target: 75% for 2017, 100% for 2018

Rationale: All programs should have an external advisory committee, but given the baseline measure (43%), the proposed targets give time for programs to establish their committees.



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

Regular Meeting
#11.1
September 21, 2016
Keri van Gerven

Agenda Item: Chancellor Vacancy and Selection Procedure

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	
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Board Committee Report: For University Secretariat Use Only

Context & Background: The *University Act* states, Section 11:

1. There must be a chancellor of each university, who is to be appointed by the board on nomination by the alumni association and after consultation with the senate
 - 1.1 The chancellor holds office for 3 years and after that until a successor is appointed.
2. A retiring chancellor is eligible for reappointment.
3. A person may not hold the office of chancellor for more than 6 consecutive years in addition to the period of office held by the person as a result of having been appointed for the unexpired term of the person's predecessor.
4. The chancellor must not be employed by a university.

Key Messages:
[maximum of three]

1. **George Melville was installed as the second chancellor of KPU on October 1, 2014 for a 3 year term and is eligible and willing to stand for reappointment.**
2. **In accordance with the current Chancellor Selection Procedures, the Search Committee will consider Chancellor Melville's reappointment. If the recommendation is for reappointment, the Alumni Association Board of Directors will nominate him for reappointment. In the event of a negative recommendation for reappointment, Chancellor Melville would be informed and a search process commenced.**
3. **In June 2013, the Board of Governors approved the Procedures for Selection of the Chancellor as recommended by the KPU Alumni Association and Board Human Resources Committee.**



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#11.1

September 21, 2016

Keri van Gerven

Attachments:

1. Notification of Chancellor Vacancy from President Alan Davis
2. Procedures for Selection of the Chancellor

Submitted by: Keri van Gerven

Date submitted: September 8, 2016



MAILING ADDRESS
12666-72 Ave
Surrey, BC, Canada V3W 2M8

OFFICE OF THE PRESIDENT

August 30, 2016

Board of Governors
Kwantlen Polytechnic University

Re: Notification of Chancellor Vacancy

Dear Board,

Section 11 of the University Act states that the Board of Governors will appoint the Chancellor on nomination by the Alumni Association and after consultation with the Senate.

KPU's current Chancellor, Dr. George Melville, was appointed on October 1, 2014 for a three-year term. Dr. Melville is eligible and willing to be appointed for another term as Chancellor.

The KPU Alumni Association has approved procedures which outline the reappointment process for the position of Chancellor. Per these procedures, a joint committee of the Board, Senate and Alumni Association must be struck to consider Dr. Melville's reappointment.

The University Secretary will be in touch with you regarding next steps for the formation of the Search Committee and to discuss reviewing other materials related to the Chancellor's reappointment.

Best regards,

A handwritten signature in black ink, appearing to read 'Alan Davis'.

Alan Davis, PhD
President and Vice Chancellor

Procedures for Selection of the Chancellor

PURPOSE

The following procedures define the method by which the appointment or reappointment of the Chancellor of Kwantlen Polytechnic University will be conducted.

CONTEXT AND JURISDICTION

As prescribed by section 11 of the University Act, the Board of Governors will appoint the Chancellor on nomination by the Alumni Association and after consultation with the Senate.

The Chancellor holds office for three years and after that until a successor is appointed, and is eligible for reappointment but must not hold office for more than six consecutive years.

The Chancellor must not be employed by a university.

PROCEDURES

1. Notification of Vacancy

- 1.1. Approximately eighteen (18) months before the expiry of a Chancellor's term, the President will notify the Board of Governors, the Senate, and the Alumni Association of the impending vacancy.
- 1.2. At the same time, the Board of Governors will develop or review and update, as appropriate, the role description of the Chancellor and criteria for selection (the "Criteria").

2. Composition of the Search Committee

- 2.1. A joint committee of the Board of Governors, the Senate and the Alumni Association will be struck to seek and consider nominations for the position of Chancellor.
- 2.2. The committee shall be comprised of the following members:
 - a) Chair of the Alumni Association, who will chair the committee
 - b) KPU President & Vice-Chancellor
 - c) Executive Director of Alumni Association
 - d) Two members of the Board of Governors
 - e) Two members of the Board of Directors of the Alumni Association
 - f) Two members of the Senate
 - g) One student representative
 - h) The Chancellor (if term is not eligible for renewal)

- 2.3. All members of the selection committee will be required to sign a code of conduct

3. Reappointment Procedures

- 3.1. If the current Chancellor is eligible for and agreeable to reappointment, the Search Committee will consider his or her reappointment.
- 3.2. If the recommendation is for reappointment, the Alumni Association Board of Directors will nominate him or her for reappointment. In the event of a negative recommendation for reappointment, the Chancellor would be informed and a search process commenced.

4. Selection Process

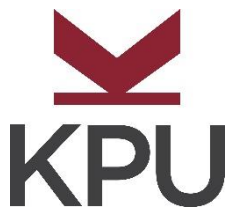
- 4.1. In the event of an upcoming vacancy, the Search Committee will issue a call for nominations to alumni, Senate, Board of Governors and the University community at large.
- 4.2. The Search Committee shall, in consideration of the Criteria:
 - a) Consider nominations in confidence, recognizing the need for due diligence;
 - b) Develop a shortlist of candidates and consult the Alumni Association Board of Directors in strict confidence;
 - c) Identify a preferred candidate from amongst those candidates acceptable to the Alumni Association Board of Directors and approach the candidate to ascertain his or her willingness to serve.
- 4.3. Should the candidate decline the opportunity to serve as Chancellor, the next highest ranked candidate would be approached.

5. Recommendation for Appointment

- 5.1. The Alumni Association Board of Directors shall recommend the Search Committee's chosen candidate for appointment or reappointment to the Board of Governors.
- 5.2. Following consultation with Senate, the Board of Governors may appoint the nominee.
- 5.3. If the nominee selected by the Search Committee is not appointed it will be the sole responsibility of the Alumni Association Board to bring forward a nominee of their choosing

RELATED LEGISLATION

- University Act
- Freedom of Information and protection of Privacy Act



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

Regular Meeting
#11.2
September 21, 2016
Keri van Gerven

Agenda Item: Chancellor Role Description

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the Chancellor Role Description.
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Board Committee Report: For University Secretariat Use Only

Context & Background: The *University Act* states, Section 11 (1):

There must be a chancellor of each university, who is to be appointed by the board on nomination by the alumni association and after consultation with the senate

Key Messages:
[maximum of three]

- 1. As outlined in the under “Notification of Vacancy” in the Procedures for Selection of the Chancellor, Board of Governors will develop or review and update, as appropriate, the role description and criteria for selection.**
- 2. In June 2013, the Board of Governors approved the attached Chancellor Selection Criteria as recommended by the KPU Alumni Association and Board Human Resources Committee.**

Attachments: Chancellor Role Description

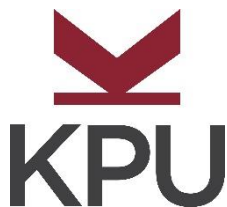
Submitted by: Keri van Gerven

Date submitted: September 8, 2016

Chancellor Role Description

Approved June 5, 2013

1. The Chancellor presides over Convocation;
 - 1.1. He or she declares Convocation in session and closes Convocation.
 - 1.2. The Chancellor must be prepared to provide brief words of welcome and congratulation, to formally confer honorary degrees, and to admit individual students to their degrees, diplomas, citations, etc.
2. The Chancellor must be prepared to represent the University at various official functions (e.g. the installation of other Chancellors, Presidents) and to participate in and preside over important University events (awards ceremonies, celebrations, etc.). He or she should be someone who is comfortable in large social gatherings.
3. While the Chancellor is a member of the Board of Governors and the Senate, it is not typical or expected that he or she attend all meetings (although there are Chancellors who do this).
4. The position of Chancellor is voluntary, although the University covers all out-of-pocket expenses and the Office of the President provides administrative support.



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

Regular Meeting
#11.3
September 21, 2016
Keri van Gerven

Agenda Item: Chancellor Selection Criteria

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the Chancellor Selection Criteria.
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Board Committee Report: For University Secretariat Use Only

Context & Background: The *University Act* states, Section 11 (1):

There must be a chancellor of each university, who is to be appointed by the board on nomination by the alumni association and after consultation with the senate

Key Messages:
[maximum of three]

- 1. As outlined in the under “Notification of Vacancy” in the Procedures for Selection of the Chancellor, the Board of Governors will develop or review and update, as appropriate, the role description and criteria for selection.**
- 2. In June 2013, the Board of Governors approved the attached Chancellor Selection Criteria as recommended by the KPU Alumni Association and Board Human Resources Committee.**

Attachments: Chancellor Selection Criteria

Submitted by: Keri van Gerven

Date submitted: September 8, 2016



Chancellor Selection Criteria

Context

The word Chancellor originates with the Latin *cancellarius*, which means doorkeeper. It has been used in varying ways depending on historic circumstances. It has referred, for example, to the chief secretary to the British monarch, to the head of state (e.g. Germany) to the lay head of the church (an Anglican diocese), and to the position of university president (especially in the US). In Canada, the position of Chancellor of a university is quite specifically defined.

The British Columbia Universities Act specifies that all universities must have a Chancellor., The Chancellor is the titular head of the university, and presides over Convocation. The right to confer degrees is the exclusive purview of the Chancellor. According to the British Columbia Universities Act, the Chancellor is a voting member of the University Senate and the Board of Governors, but does not have any independent executive authority.

The Vice-Chancellor is the President in all Canadian universities. He or she serves as Chancellor when the Chancellor is unavailable. The Chancellor's signature, along with that of the President and Vice-Chancellor, appears on all diplomas.

The Board appoints the Chancellor upon nomination by the Alumni Association and after consultation with the University Senate.

Selection Criteria

The background for the position of Chancellor is varied, although the following criteria are generally considered:

1. An individual who has an interest and passion for higher education
2. A prominent member of the general community, whose appointment brings prestige to the University and who can assist the ambitions of the University in the community.
3. Someone with a connection or history with the institution.
4. Ideally an individual who has shown a philanthropic interest in the community the university serves.
5. An individual who is able to commit significant amounts of time in the KPU community. Some Chancellors do not live in their communities. While this can work if the Chancellor is willing to make the effort to travel to campus, it can also lead to an absentee Chancellor who is only ever seen at Convocation; this situation is to be avoided at all costs.

The Chancellor must have ability and interest to perform the duties outlined in the Chancellor Role Description.



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

Regular Meeting
#11.4
September 21, 2016
Keri van Gerven

Agenda Item: Appointment of Chancellor Search Advisory Committee Representatives

Action Requested:	<input checked="checked" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors appoint _____ and _____ as Board Representatives on the Chancellor Search Advisory Committee.
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Board Committee Report: For University Secretariat Use Only

Context & Background: The following extract from the Procedures for Selection of the Chancellor approved by the Board in June 2013 provides details on the Composition of the Search Committee.

Composition of the Search Committee

2.1. A joint committee of the Board of Governors, the Senate and the Alumni Association will be struck to seek and consider nominations for the position of Chancellor.

2.2. The committee shall be comprised of the following members:

- a) Chair of the Alumni Association, who will chair the committee
- b) KPU President & Vice-Chancellor
- c) Executive Director of Alumni Association
- d) Two members of the Board of Governors
- e) Two members of the Board of Directors of the Alumni Association
- f) Two members of the Senate
- g) One student representative
- h) The Chancellor (if term is not eligible)

2.3 All members of the selection committee will be required to sign a code of conduct.

Key Messages:
[maximum of three]

1. In accordance with the Procedures for Selection of the Chancellor, the Board of Governors appoints two board representatives to serve on the Chancellor Search Committee.
2. Once the composition of the Chancellor Search Committee is complete, the KPU Alumni Association Chair, or Designate, will schedule and convene a meeting.

Submitted by: Keri van Gerven

Date submitted: September 8, 2016



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

Regular Meeting
#13
September 21, 2016
Alan Davis

Agenda Item: Senate Report: June 27, 2016

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

Recommended Resolution:	N/A
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Board Committee Report:	N/A
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Key Messages: *[maximum of three]* **1. The Vice Chair of Senate provides meeting notes for the Board of Governors detailing the items approved by Senate at each of its meetings for information.**

Attachments Notes from the Senate Meeting held June 27, 2016.

Submitted by: Alan Davis

Date submitted: September 8, 2016

Notes from the Senate Meeting of June 27, 2016

The following items were approved at the June 27, 2016 Senate meeting:

- For implementation on September 1, 2017
 - Program revision to the Bachelor of Design in Fashion and Technology
 - Program admission revision to the Diploma of Technology in Environmental Protection
 - Program admission revision to the Diploma in Brewing and Brewery Operations
 - New course outlines
 - FASN 1130, 1116, 1121, 1225, 1231, 2116, 2121, 2201, 2215, 2216, 2221, 2241, 3101, 3110, 3121, 3131, 3151, 3900, 4101, 4120, 4151, 4211, 4221
 - Revised course outlines
 - GNQU 1301, 1309, 1321
 - FASN 1100, 1215, 2100, 3250, 4130
 - CRIM 5000
 - PHIL 2210, 2215
- Senate Executive Committee to act for Senate on urgent matters of regular business during the months of July and August, 2016
- Revision to the Senate and Senate Standing Committee cover template
- Budget development and management principles and criteria
- Appointments to Senate Standing Committees, effective September 1, 2016
 - Senate Standing Committee on the Library
 - Bob Davis, Senator, Faculty of Trades and Technology
 - Senate Standing Committee on the University Budget
 - Renu Seru, faculty member, Faculty of Educational Support and Development
- Appointments to the Search Advisory Committee for Dean, Faculty of Health
 - Regular faculty members
 - Donna Malyon
 - Leeann Ring
 - Shawn Mason
 - Joan Boyce
 - Students
 - Zoe Smith
 - Shauna Remin (appointed as a backup in the event that Zoe Smith is not available)
- Appointments to the Search Advisory Committee for Associate Dean, Faculty of Business
 - Regular faculty members
 - Carol Stewart
 - Bruce Weir
 - Andrea Niosi
 - Valerie Warren
 - Student
 - Puneet Thiara
- Amendment to the motion relating to Policy HR15: Diversity and Inclusiveness Policy that was previously adopted at the April 25, 2016 Senate meeting by substituting the word "President" for "Board of Governors"
- Graduates to June 27, 2016