



## Regular Meeting Agenda

### Board of Governors

**Date:** March 29, 2017

**Time:** 4:00 pm - 5:55 pm

**Location:** Langley Campus,  
Meeting Room 1030

**Attending:** Doug Beaton, Sandra Case, Tanya Corbet, Alan Davis, Gavin Dew, Allison Gonzalez, Marc Kampschuur, Jamie Kokoska, Michael McAdam, Hanne Madsen, Suzanne Pearce, Kim Rose, Sarbjeet Sarai, Eric Wirsching

**Excused:** George Melville

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

**Presenters and Administrative Resources:** Jane Fee, Salvador Ferreras, Marlyn Graziano, Jon Harding, Vivian Lee, Maggie MacKenzie, Stuart McIlmoyle Joe Sass, Joanne Saunders, Stefanie Singer, Keri van Gerven, Shelley Wrean

**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	Hanne Madsen		4:00	
2. Presentation: Brand	Joanne Saunders	E	4:00-4:15	
3. Approval of Agenda	Hanne Madsen	M	4:15-4:16	1
4. Consent Agenda	Hanne Madsen	M	4:16-4:18	4
4.1. Minutes of February 1, 2017				5
4.2. Establishment of a Bachelor of Science (Honours), Major in Health Science				11
4.3. Program Discontinuances:				
4.3.1. Bachelor of Science, Minor in Application of Mathematics				19
4.3.2. Certificate in Business Management				22
4.3.3. Certificate in Marketing				26
4.4. Third Quarter Financial Report – Quarter Ending December 31, 2016				30
4.5. KSA Student Fees 2017-2018				39
5. SR14, Sexual Violence & Misconduct Policy	Jane Fee	I	4:18-4:23	43
6. Finance Committee Report				
6.1. Committee Chair Report	Doug Beaton	I	4:23-4:24	
6.2. Revisions to Board Bylaw 1, Insurance & Indemnification	Joe Sass	M	4:24-4:27	46



## Regular Meeting Agenda

### Board of Governors

**Date:** March 29, 2017

**Time:** 4:00 pm - 5:55 pm

**Location:** Langley Campus,  
Meeting Room 1030

6.3. Teaching & Learning Initiative – Digital Ready Classrooms	Jon Harding	M	4:27-4:30	50
6.4. Lifecycle Management Partnership Proposal	Jon Harding	M	4.30-4:33	53
6.5. Maple Leaf Education North America	Salvador Ferreras	M	4:33-4:48	56
6.6. Revisions to Board Bylaw 4, Fees	Jon Harding	M	4:48-4:51	82
6.7. Draft 2017/18 University Budget	Jon Harding	M	4:51-5:01	89
6.8. Horizon Landscaping Contract	Jon Harding	M	5:01-5:04	107
<b>7. Governance Committee Report</b>				
7.1. Committee Chair Report	Hanne Madsen	I	5:04-5:05	
7.2. 2017/18 Mandate Letter for Public Post-Secondary Institutions	Alan Davis	D	5:05-5:10	127
7.3. AC13, Qualifications for Faculty Members	Salvador Ferreras	M	5:10-5:13	135
7.4. 2017/18 Board Meeting Schedule	Hanne Madsen	I	5:13-5:16	148
7.5. Governance Retreat	Alan Davis	I	5:16-5:19	
<b>8. Governor Professional Development - CUFA BC University Governance Conference</b>	Suzanne Pearce	I	5:19-5:22	
<b>9. President's Report</b>				
9.1. Report to the Board	Alan Davis	I	5:22-5:25	
<b>10. Provost's Report</b>				
10.1. Report to the Board	Salvador Ferreras	I	5:25-5:28	
10.2. Three Civic Plaza Update	Salvador Ferreras	I	5:28-5:31	149
<b>11. Vice President, Finance &amp; Administration's Report</b>				
11.1. Report to the Board	Jon Harding	I	5:31-5:34	
<b>12. University Secretary's Report</b>				
12.1. Update on the Board Budget as at March 20, 2017	Keri van Gerven	I	5:34-5:36	156
12.2. Board of Governors Elections – 1 Faculty Member and 2 Students	Keri van Gerven	I	5:36-5:38	
<b>13. Senate Report: January 30, 2017 and February 27, 2017</b>	Alan Davis	I	5:38-5:41	157



## ***Regular Meeting Agenda***

### **Board of Governors**

**Date:** March 29, 2017

**Time:** 4:00 pm - 5:55 pm

**Location:** Langley Campus,  
Meeting Room 1030

14. Issues and Concerns	Hanne Madsen	D	5:41-5:44	
15. Next Meeting Agenda Contribution	Hanne Madsen	D	5:44-5:46	
16. For the Good of the Order	All	D	5:46-5:49	
17. Feedback on the Meeting	All	D	5:49-5:52	
18. Appendix:				
18.1. <a href="#">Report to the Board of Governors</a>	Alan Davis	I	5:52-5:54	
19. Next Meeting Regular Board Meeting Wednesday, May 24, 2017 Surrey Campus, Cedar Boardroom 2110 4:00 – 7:00 pm	Hanne Madsen	I	5:54-5:55	
20. Adjournment	Hanne Madsen		5:55	



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

**Regular Meeting**  
**#4**  
**March 29, 2017**  
**Hanne Madsen**

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

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

<b>Recommended Resolution:</b>	<p><b>THAT the Board of Governors approve the following items on the Consent Agenda:</b></p> <p><b>4.1 Minutes of February 1, 2017</b></p> <p><b>4.2 Third Quarter Financial Report – Quarter Ending December 31, 2016</b></p> <p><b>4.3 Establishment of a Bachelor of Science (Honours), Major in Health Science</b></p> <p><b>4.4 Program Discontinuances:</b></p> <p>    <b>4.4.1 Bachelor of Science, Minor in Application of Mathematics</b></p> <p>    <b>4.4.2 Certificate in Business Management</b></p> <p>    <b>4.4.3 Certificate in Marketing</b></p> <p><b>AND</b></p> <p><b>THAT the Board of Governors receive the following item on the Consent Agenda for information:</b></p> <p><b>4.5 KSA Student Fees 2017-2018</b></p>
--------------------------------	---

**Attachments:**

1. Minutes of February 1, 2017
2. Third Quarter Financial Report – Quarter Ending December 31, 2016
3. Establishment of a Bachelor of Science (Honours), Major in Health Science
4. Program Discontinuances:
  - 4.1. Bachelor of Science, Minor in Application of Mathematics
  - 4.2. Certificate in Business Management
  - 4.3. Certificate in Marketing

**Submitted by:**        Maggie MacKenzie

**Date submitted:**     March 16, 2017

**Present Board**

Hanne Madsen / Chair  
 Douglas Beaton  
 Sandra Case  
 Tanya Corbet / Vice Chair  
 Gavin Dew  
 Alan Davis / President & Vice  
 Chancellor  
 Allison Gonzalez  
 Marc Kampschuur  
 Jamie Kokoska  
 Michael McAdam  
 Suzanne Pearce  
 Kim Rose  
 Sarbjeet Sarai  
 Eric Wirsching

**University Vice Presidents**

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

**Presenters and University Resources**

Jennifer Chung / Controller  
 Jane Fee, Vice Provost, Students  
 Vivian Lee / Director, Budgeting, Planning & Payroll  
 Caroline Lillico / Confidential Assistant to the University  
 Secretary  
 Joe Sass / Director, Business Performance & Advisory  
 Services  
 Stefanie Singer / Manager, Budgeting & Planning  
 Keri van Gerven / University Secretary & Confidential  
 Assistant to the President & Vice Chancellor  
 Lori McElroy / Executive Director, Institutional Analysis &  
 Planning  
 Marlyn Graziano / Executive Director, External &  
 Government Affairs  
 Shelley Wrean / General Counsel

**Regrets George Melville / Chancellor**

**Guests:**

Lincey Amora / KPIRG, Director of Campus Life  
 Russell Liu / KPIRG, Director of Community Affairs  
 Kim McMartin / KPIRG, Board Organizer

**1. Call to Order**

The Chair called the meeting to order at 4:02 pm and welcomed guests.

The Chair also introduced and welcomed new Board members Sarbjeet Sarai and Gavin Dew.

**2. Presentation:  
 Kwantlen Public  
 Interest Research  
 Group (KPIRG)**

Lincey Amora, Russell Liu and Kim McMartin provided a presentation on KPIRG, discussing its mandate and purpose, and how it's connected with other Public Interest Research Groups (PIRGs) across the country.

KPIRG is currently studying barriers to post-secondary education for students with disabilities and collaborates with other not-for-profit organizations on various initiatives. KPIRG also has a grant program that provides funds for a variety of KPU student activities and venues.

Hanne Madsen thanked Lincey Amora, Russell Liu and Kim McMartin for coming to the meeting and making a presentation to the Board.

**3. Approval of Agenda**

**Motion #14-16/17**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the agenda.**

**4. Consent Agenda**

**Motion #15-16/17**

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

**4.1 Minutes of November 23, 2016, 2016**

**AND**

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

**4.2 2016/17 Interim FTE Report**

**4.3 Third Quarter AVED Forecast**

**5. Presentation:  
Academic Plan 2018 –  
Mid-Year Report**

Salvador Ferreras presented the Academic Plan 2018 Mid-Year Report and noted an amendment to the report. Dr. Ferreras outlined how the plan strategies have impacted education activities on and off campus and noted that progress has been assessed through six lenses: engagement, innovation, renewal, well-being, enrolment and profile and reputation.

Dr. Ferreras highlighted positive changes that are evident in teaching and learning, experiential learning & cooperative education, student life, educational technology, curriculum development, admissions, aboriginal participation, policies, systems and safety and security since the plan was launched in June 2014. Additionally, Dr. Ferreras advised that the strategies, actions and principles embedded in the plan have had repercussions outside the institution related to VISION 2018's goals of Quality, Relevance and Reputation.

Dr. Ferreras stated that KPU is two-thirds of the way to completion of the Academic Plan 2018 and that Management is confident that over the next 17 months that all the strategies established in June 2014 will be completed or substantially completed.

**6. Reappointment of the  
Chancellor**

Alan Davis confirmed that the KPU Alumni Association recommended the reappointment of George Melville as the Chancellor and Senate has confirmed its support for his reappointment. The university welcomes George Melville's return as Chancellor and expresses appreciation for all of his work and support.

**Motion #16-16/17**

**MOVED SECONDED AND CARRIED THAT the Board of Governors reappoint George Melville as Chancellor of KPU for a three year term from October 5, 2017 to October 4, 2020.**

**7. Audit Committee  
Report**

***7.1 Committee Chair Report***

Doug Beaton advised that preliminary drafts of the revised Audit Committee Terms of Reference and Committee Operating Guidelines were reviewed and discussed.

Jennifer Chung was introduced as KPU's new Controller who started in December 2016.

**8. Finance Committee Report**

***8.1 Committee Chair Report***

Doug Beaton advised that preliminary drafts of the revised Finance Committee Terms of Reference and Committee Operating Guidelines were reviewed and discussed.

**9. Governance Committee Report**

***9.1 Committee Chair Report***

Hanne Madsen advised that preliminary drafts of the revised Governance Committee Terms of Reference and Committee Operating Guidelines were reviewed and discussed. Ms. Madsen confirmed that the final document will be presented to the Board for approval and noted other items from the committee meeting are included on the Agenda

***9.2 VISION 2018 – Targets for New Measures***

Lori McElroy presented the targets for new measures and advised that the Performance Report monitors progress toward achieving the goals set out in VISION 2018. New targets are presented to the Board for approval.

**Motion #17-16/17**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the new performance targets for VISION 2018 as recommended by the Board Governance Committee.**

***9.3 Skills Gap Plan***

Lori McElroy provided an overview of the BC Government's Skills for Jobs Blueprint which outlines a plan to reengineer education and training in BC to allocate more provincial funding to jobs expected to be in high demand in the future. Each year, institutions submit an up to date Skills Gap Plan based on the specific program areas identified in the plan.

Dr. McElroy reviewed the 2017/18 Skills Gap Plan and confirmed that KPU will achieve the reallocation amount required by AVED.

***9.4 ST7, Student Conduct (Non-Academic) Policy and Procedures***

Salvador Ferreras provided an overview of ST7, Student Conduct (Non-Academic) Policy and Procedures, the establishment of a Senate Standing Committee on Appeals and recommendation to disband the Board Appeals Tribunal Non-Academic Misconduct.

Dr. Ferreras acknowledged Jane Fee, Catherine Dube, Josephine Chan and the many other faculty, staff and students involved in its development. It was truly a team effort.

The entire team of people were thanked for their efforts.

**Motion #18-16/17**

**MOVED SECONDED AND CARRIED THAT the Board of Governors approve ST7, Student Conduct (Non-Academic) Policy & Procedures effective May 1, 2017 as recommended by the Board Governance Committee,**

**AND**

**THAT the Board of Governors approve the disbandment of the Board Appeals Tribunal Non-Academic Misconduct effective May 1, 2017 as recommended by the Board Governance Committee,**

**AND**

**THAT the Board Governance Manual be updated in accordance with these changes.**

***9.5 Appointment of the Board Representative on the KPU Foundation Board of Directors***

**Motion #19-16/17**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Tanya Corbet to the KPU Foundation for a one-year term beginning January 1, 2017 as recommended by the Board Governance Committee.**

***9.6 Appointment of Board Representative to Senate***

**Motion #20-16/17**

**MOVED SECONDED AND CARRIED THAT the Board of Governors appoint Sarbjeet Sarai as the Board Representative on Senate for a one-year term beginning January 24, 2017 as recommended by the Board Governance Committee.**

**10. President's Report**

***10.1 Report to the Board***

Alan Davis presented highlights of the Report to the Board and noted:

- KPU's Environmental Protection Technology (EPT) program was recently accredited by Technology Accreditation Canada making it the first accredited EPT program in BC.
- Incredible progress has been made in the area of Teaching and Learning since Stephanie Chu joined KPU. This is only the beginning and we'll see much more
- Wilson School of Design – very comprehensive and many activities.
- Research Notes published by Institutional Analysis & Planning were included in the report providing wonderful stories how students find their way to, and progress through, KPU
- Thanks to all contributors for the hard work in putting their respective reports together.

Dr. Davis introduced and welcomed Dr. David Florkowski to KPU as the new Dean of Health.



**11. Provost's Report**

***11.1 Report to the Board***

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

**12. Vice President,  
Finance &  
Administration Report**

***12.1 Report to the Board***

Jon Harding advised that the VP, Finance & Administration's Report is included in the Report to the Board of Governors.

**13. University Secretary's  
Report**

***13.1 Update on the Board Budget as at January 24, 2017***

Keri van Gerven highlighted the University Secretary's Report providing a snapshot of the year to date 2016/17 Board Budget.

**14. Senate Reports:  
November 21, 2016  
and December 19,  
2016**

Alan Davis advised that the Senate Reports for November 21, 2016 and December 19, 2016 were included in the meeting package. Dr. Davis also advised that Rita Zamluk has recently joined the Senate Office.

**15. Issues and Concerns**

No issues or concerns were identified.

**16. Next Meeting Agenda  
Contribution**

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

**17. For the Good of the  
Order**

- The vigil held earlier today in support of the victims and their families of the attack at the Islamic Cultural Centre of Quebec was a moving experience. There were speeches by Muslim students and Dr. Farhad Dastur and greetings from the Kwantlen First Nation.
- The message sent to all employees and students was also greatly appreciated.

**18. Feedback on the  
Meeting**

There was no additional feedback on the meeting

**19. Appendix:**

***19.1 Report to the Board of Governors***

The Report to the Board of Governors was received.

**20. Next Meeting**

Wednesday, March 29, 2017 at the Langley Campus, Meeting Room 1030 at 4:00 pm.

Board members wishing to attend a meeting via videoconference or teleconference are asked to notify Keri van Gerven or Maggie MacKenzie well in advance of the meeting so that the set up can be completed and the technology tested prior to the start of the meeting.

**21. Adjournment**

The meeting adjourned at 5:09 pm.

---

**Board Chair**



**Board of Governors**      **Regular Meeting**  
**Consent Agenda Item:**    **4.2**  
**Meeting Date:**            **March 29, 2017**  
**Presenter(s):**            **Elizabeth Worobec**

---

**Agenda Item:**            **Establishment of the Bachelor of Science (Honours), Major in Health Science**

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

<b>Recommended Resolution:</b>	<b>N/A</b>
--------------------------------	------------

**Board Committee Report:**      At its meeting held on March 15, 2017, the Board Governance Committee approved the establishment of the Bachelor of Science (Honours), Major in Health Science for implementation on September 1, 2017 for recommendation to the Board of Governors.

**Context & Background:**      The establishment of an Honours degree in Health Science would provide opportunities for students to propose, carry out and report on a research project under direct supervision of a faculty member. These students would thus maximize experiential learning, applied research and community engagement and obtain a credential that acknowledges this achievement.

**Key Messages:**            **1. The Health Science Honours option would be open to students who satisfy [maximum of three] the minimum grade and course requirements and are endorsed by the B.Sc. Health Honours Committee.**

**2. Health Science Honours students would be required to complete two semesters (8 credits) of Honours Thesis Project courses in lieu of the Senior Project course and one upper level elective course required in the B.Sc. Health Science Major.**

**Consultations:**            The program requirements for the Bachelor of Science (Honours), Major in Health Science was approved by Senate on January 30, 2017.

**Attachments:**            Program Revision Form

**Submitted by:**            Elizabeth Worobec, Dean, Faculty of Science and Horticulture

**Date submitted:**          March 16, 2017

<b>Faculty:</b>	Science and Horticulture
<b>Program Name:</b>	Bachelor of Science (Honours), Major in Health Science
<b>Department:</b>	Biology
<b>Effective date:</b>	September 1, 2017

<b>Dean/Associate Dean:</b>	Elizabeth Worobec
<b>Chair/Coordinator:</b>	Jane Hobson
<b>Submission Date:</b>	February 17, 2017

Consultations	Consultation Date	Person Consulted
<b>Office of the Provost:</b>	May 20, 2016	Salvador Ferreras
<b>Vice Chair of Senate:</b>	May 2016	Jennifer Au
<b>Office of the Registrar:</b>	September 2016	Terri Taylor
<b>Other(s)* (if applicable):</b>		

*\* For more complex consultations, please attach the Curriculum Consultation Forms. If you have any inquiries regarding the completion of the above Consultations section or the Curriculum Consultation Forms, please contact the Chair of the Senate Standing Committee on Curriculum.*

	Date on which this program revision was approved.
<b>Faculty Curriculum Committee:</b>	October 15, 2015
<b>Faculty Council (if required):</b>	December 15, 2015
<b>SSC on Curriculum:</b>	November 30, 2016
<b>SSC on University Budget (if required):</b>	N/A
<b>SSC on Academic Planning and Priorities (if required):</b>	N/A
<b>Senate:</b>	January 30, 2017

<b>Proposed Change(s):</b>	<ol style="list-style-type: none"> <li>1. In the BSc Health Science Major program, HSCI 4900 (Special Topics) is renamed and renumbered (at the request of the Office of the Registrar) to HSCI 4950 (Senior Seminar).</li> <li>2. An Honours option has been added. The BSc in Health Science Honours program will include 2 semesters of Honours Thesis Project courses, which will be taken in lieu of the Senior Seminar course, as well as one upper level elective course. Students will be required to apply into the Honours option through the Biology Department, and they must meet a minimum Grade Point Average.</li> </ol>
<b>Rationale:</b>	Offering an Honours option to the Health Science Major degree allows students with a keen interest in pursuing research projects the option to do so and acknowledging this extra accomplishment.
<b>URL(s):</b>	<a href="http://www.kpu.ca/calendar/2016-17/science-hort/healthscience/healthscience-bsc.html">http://www.kpu.ca/calendar/2016-17/science-hort/healthscience/healthscience-bsc.html</a>

<b>Impact on Students:</b>	<p><b>Check all that apply:</b></p> <p><input type="checkbox"/> The revisions alter the admission, declaration or continuance requirements  <i>If yes, provide both the current calendar entry and new calendar entry in full (see below).</i></p> <p><input checked="" type="checkbox"/> The revisions alter the curricular requirements  <i>If yes, provide both the current calendar entry and new calendar entry in full (see below).</i></p> <p><input type="checkbox"/> The revisions change the total number of required credits  <i>If yes, state the current number of total credits: _____</i>  <i>and proposed number of total credits: _____</i></p> <p><input type="checkbox"/> The revisions introduce new, revised or discontinued courses  <i>If yes, indicate the SCC approval date you are aiming for: _____</i></p> <p><input type="checkbox"/> The revisions alter the credential awarded  <i>If yes, indicate the proposed credential: _____</i></p>
----------------------------	---

<b>Current Requirements with Proposed Changes</b> <i>(Cut and paste the relevant section(s) in full from the current Calendar website. Use <u>track changes</u> to show the proposed changes.)</i>	<b>New Requirements</b> <i>(Provide a <u>clean copy</u> to show how the new Calendar entry will appear. List courses in alpha/numeric order.)</i>																														
<p><b>Current Curricular Requirements</b></p> <p><b>General Requirements</b>  All students must meet the following minimum requirements for a Bachelor of Science at KPU:</p> <ul style="list-style-type: none"> <li>120 credits from a minimum of 40 courses (at least 3 credits each) at the 1100 level or higher.</li> <li>45 credits from a minimum of 15 courses at the 3000 level or higher, including 9 credits at the 4000 level.</li> <li>18 credits of breadth electives (see Electives below) including: <ul style="list-style-type: none"> <li>at least 12 credits from courses that are offered outside the Faculty of Science &amp; Horticulture; and</li> <li>up to 6 credits from fields of science not prescribed in the Major requirements; and</li> <li>3 credits from a course at the 3000 level or higher.</li> </ul> </li> <li>Cumulative GPA of 2.0 or higher</li> <li>At least 50% of all courses for the BSc, and at least 66% of upper-level courses for the BSc, must be completed at KPU.</li> </ul> <p><b>Health Science Major</b>  The Health Science Major requires the completion of a minimum of 133 credits, including the following specific course requirements.</p> <p><b>Year 1</b></p> <p><b>All of:</b></p> <table border="0"> <tr> <td><a href="#">BIOL 1110</a></td> <td>Introductory Biology I</td> <td>4 credits</td> </tr> <tr> <td><a href="#">BIOL 1210</a></td> <td>Introductory Biology II</td> <td>4 credits</td> </tr> <tr> <td><a href="#">CHEM 1110</a></td> <td>The Structure of Matter</td> <td>4 credits</td> </tr> <tr> <td><a href="#">CHEM 1210</a></td> <td>Chemical Energetics and Dynamics</td> <td>4 credits</td> </tr> <tr> <td><a href="#">ENGL 1100</a></td> <td>Introduction to University Writing</td> <td>3 credits</td> </tr> </table>	<a href="#">BIOL 1110</a>	Introductory Biology I	4 credits	<a href="#">BIOL 1210</a>	Introductory Biology II	4 credits	<a href="#">CHEM 1110</a>	The Structure of Matter	4 credits	<a href="#">CHEM 1210</a>	Chemical Energetics and Dynamics	4 credits	<a href="#">ENGL 1100</a>	Introduction to University Writing	3 credits	<p><b>Proposed Curricular Requirements</b></p> <p><b>General Requirements</b>  All students must meet the following minimum requirements for a Bachelor of Science at KPU:</p> <ul style="list-style-type: none"> <li>120 credits from a minimum of 40 courses (at least 3 credits each) at the 1100 level or higher.</li> <li>45 credits from a minimum of 15 courses at the 3000 level or higher, including 9 credits at the 4000 level.</li> <li>18 credits of breadth electives (see Electives below) including: <ul style="list-style-type: none"> <li>at least 12 credits from courses that are offered outside the Faculty of Science &amp; Horticulture; and</li> <li>up to 6 credits from fields of science not prescribed in the Major requirements; and</li> <li>3 credits from a course at the 3000 level or higher.</li> </ul> </li> <li>Cumulative GPA of 2.0 or higher</li> <li>At least 50% of all courses for the BSc, and at least 66% of upper-level courses for the BSc, must be completed at KPU.</li> </ul> <p><b>Health Science Major</b>  The Health Science Major requires the completion of a minimum of 133 credits, including the following specific course requirements.</p> <p><b>Year 1</b></p> <p><b>All of:</b></p> <table border="0"> <tr> <td><a href="#">BIOL 1110</a></td> <td>Introductory Biology I</td> <td>4 credits</td> </tr> <tr> <td><a href="#">BIOL 1210</a></td> <td>Introductory Biology II</td> <td>4 credits</td> </tr> <tr> <td><a href="#">CHEM 1110</a></td> <td>The Structure of Matter</td> <td>4 credits</td> </tr> <tr> <td><a href="#">CHEM 1210</a></td> <td>Chemical Energetics and Dynamics</td> <td>4 credits</td> </tr> <tr> <td><a href="#">ENGL 1100</a></td> <td>Introduction to University Writing</td> <td>3 credits</td> </tr> </table>	<a href="#">BIOL 1110</a>	Introductory Biology I	4 credits	<a href="#">BIOL 1210</a>	Introductory Biology II	4 credits	<a href="#">CHEM 1110</a>	The Structure of Matter	4 credits	<a href="#">CHEM 1210</a>	Chemical Energetics and Dynamics	4 credits	<a href="#">ENGL 1100</a>	Introduction to University Writing	3 credits
<a href="#">BIOL 1110</a>	Introductory Biology I	4 credits																													
<a href="#">BIOL 1210</a>	Introductory Biology II	4 credits																													
<a href="#">CHEM 1110</a>	The Structure of Matter	4 credits																													
<a href="#">CHEM 1210</a>	Chemical Energetics and Dynamics	4 credits																													
<a href="#">ENGL 1100</a>	Introduction to University Writing	3 credits																													
<a href="#">BIOL 1110</a>	Introductory Biology I	4 credits																													
<a href="#">BIOL 1210</a>	Introductory Biology II	4 credits																													
<a href="#">CHEM 1110</a>	The Structure of Matter	4 credits																													
<a href="#">CHEM 1210</a>	Chemical Energetics and Dynamics	4 credits																													
<a href="#">ENGL 1100</a>	Introduction to University Writing	3 credits																													

<a href="#">HSCI 1115</a>	Introduction to Health Science	3 credits	<a href="#">HSCI 1115</a>	Introduction to Health Science	3 credits
<a href="#">HSCI 1220</a>	Health Science Writing	3 credits	<a href="#">HSCI 1220</a>	Health Science Writing	3 credits
<a href="#">MATH 1130</a>	Calculus for Life Sciences I	3 credits	<a href="#">MATH 1130</a>	Calculus for Life Sciences I	3 credits
<a href="#">MATH 1230</a>	Calculus for Life Sciences II	3 credits	<a href="#">MATH 1230</a>	Calculus for Life Sciences II	3 credits
<b>And one of:</b>			<b>And one of:</b>		
<a href="#">MATH 1135</a>	Problems and Concepts	3 credits	<a href="#">MATH 1135</a>	Problems and Concepts	3 credits
<a href="#">PHIL 1145</a>	Critical Thinking	3 credits	<a href="#">PHIL 1145</a>	Critical Thinking	3 credits
<a href="#">PHIL 1155</a>	Introduction to Scientific Reasoning	3 credits	<a href="#">PHIL 1155</a>	Introduction to Scientific Reasoning	3 credits
<a href="#">SOCI 1125</a>	Introduction to Society: Processes and Structures	3 credits	<a href="#">SOCI 1125</a>	Introduction to Society: Processes and Structures	3 credits
<b>Year 2</b>			<b>Year 2</b>		
<b>All of:</b>			<b>All of:</b>		
<a href="#">BIOL 2321</a>	Cell Biology	4 credits	<a href="#">BIOL 2321</a>	Cell Biology	4 credits
<a href="#">BIOL 2421</a>	Cellular Biochemistry	3 credits	<a href="#">BIOL 2421</a>	Cellular Biochemistry	3 credits
<a href="#">CHEM 2320</a>	Organic Chemistry I	4 credits	<a href="#">CHEM 2320</a>	Organic Chemistry I	4 credits
<a href="#">CHEM 2420</a>	Organic Chemistry II	4 credits	<a href="#">CHEM 2420</a>	Organic Chemistry II	4 credits
<a href="#">HSCI 2220</a>	Medical Terminology	3 credits	<a href="#">HSCI 2220</a>	Medical Terminology	3 credits
<a href="#">PHYS 1101</a>	Physics for Life Sciences I	4 credits	<a href="#">PHYS 1101</a>	Physics for Life Sciences I	4 credits
<a href="#">PHYS 1102</a>	Physics for Life Sciences II	4 credits	<a href="#">PHYS 1102</a>	Physics for Life Sciences II	4 credits
<a href="#">SOCI 2280</a>	Sociology of Health and Illness	3 credits	<a href="#">SOCI 2280</a>	Sociology of Health and Illness	3 credits
Elective	<del>(see Electives below)</del>	3 credits	Elective		3 credits
<b>And one of:</b>			<b>And one of:</b>		
<a href="#">ANTH 1100</a>	Social & Cultural Anthropology	3 credits	<a href="#">ANTH 1100</a>	Social & Cultural Anthropology	3 credits
<a href="#">PSYC 1100</a>	Introduction to Psychology: Basic Processes	3 credits	<a href="#">PSYC 1100</a>	Introduction to Psychology: Basic Processes	3 credits
<b>Year 3</b>			<b>Year 3</b>		
<b>All of:</b>			<b>All of:</b>		
<a href="#">BIOL 2320</a>	Genetics	4 credits	<a href="#">BIOL 2320</a>	Genetics	4 credits
<a href="#">BIOL 2330</a>	Microbiology	4 credits	<a href="#">BIOL 2330</a>	Microbiology	4 credits
<a href="#">BIOL 3160</a>	Foundational Concepts in Human Anatomy & Physiology	4 credits	<a href="#">BIOL 3160</a>	Foundational Concepts in Human Anatomy & Physiology	4 credits
<a href="#">BIOL 3180</a>	Research Methodology	3 credits	<a href="#">BIOL 3180</a>	Research Methodology	3 credits

<a href="#">BIOL 3321</a>	Advanced Cell & Molecular Biology	4 credits	<a href="#">BIOL 3321</a>	Advanced Cell & Molecular Biology	4 credits
<a href="#">BIOL 4160</a>	Human Cardiovascular and Respiratory Systems	4 credits	<a href="#">BIOL 4160</a>	Human Cardiovascular and Respiratory Systems	4 credits
<a href="#">MATH 2335</a>	Statistics for Life Sciences	3 credits	<a href="#">MATH 2335</a>	Statistics for Life Sciences	3 credits
<a href="#">PHIL 3010</a>	Health Care Ethics	3 credits	<a href="#">PHIL 3010</a>	Health Care Ethics	3 credits
<b>And one of:</b>			<b>And one of:</b>		
<a href="#">BIOL 3320</a>	Molecular Genetics	4 credits	<a href="#">BIOL 3320</a>	Molecular Genetics	4 credits
<a href="#">CHEM 3320</a>	Natural Products Chemistry	4 credits	<a href="#">CHEM 3320</a>	Natural Products Chemistry	4 credits
HSCI 3205	Health Law (under development)	3 credits	HSCI 3205	Health Law (under development)	3 credits
<a href="#">HSCI 3215</a>	Complementary Medicine	3 credits	<a href="#">HSCI 3215</a>	Complementary Medicine	3 credits
<a href="#">HSCI 3225</a>	Nutrition	3 credits	<a href="#">HSCI 3225</a>	Nutrition	3 credits
<b>Year 4</b>			<b>Year 4</b>		
<b>All of:</b>			<b>All of:</b>		
<a href="#">BIOL 3421</a>	Molecular Biochemistry	3 credits	<a href="#">BIOL 3421</a>	Molecular Biochemistry	3 credits
<a href="#">BIOL 4260</a>	Human Neural, Excretory and Endocrine Systems	4 credits	<a href="#">BIOL 4260</a>	Human Neural, Excretory and Endocrine Systems	4 credits
<a href="#">BIOL 4360</a>	Human Immune and Reproductive Systems	4 credits	<a href="#">BIOL 4360</a>	Human Immune and Reproductive Systems	4 credits
<a href="#">HSCI 4380</a>	Critical Evaluation	3 credits	<a href="#">HSCI 4380</a>	Critical Evaluation	3 credits
<del>HSCI 4900</del> <a href="#">HSCI 4950</a>	<del>Special Topics</del> Senior Seminar	3 credits	HSCI 4950	Senior Seminar	3 credits
Elective	At the 1100 level or higher <del>(see Electives below)</del>	3 credits	Elective	At the 1100 level or higher	3 credits
Elective	At the 3000 level or higher <del>(see Electives below)</del>	3 credits	Elective	At the 3000 level or higher	3 credits
<b>And one of:</b>			<b>And one of:</b>		
<a href="#">BIOL 3330</a>	Microbiology II	4 credits	<a href="#">BIOL 3330</a>	Microbiology II	4 credits
<a href="#">BIOL 4320</a>	Human Genetics	3 credits	<a href="#">BIOL 4320</a>	Human Genetics	3 credits
<a href="#">CHEM 4320</a>	Drug Discovery, Design & Development	4 credits	<a href="#">CHEM 4320</a>	Drug Discovery, Design & Development	4 credits
HSCI 4130	Pharmacology (under development)	3 credits	HSCI 4130	Pharmacology (under development)	3 credits
HSCI 4135	Herbal Medicines and Natural Health Products (under development)	3 credits	HSCI 4135	Herbal Medicines and Natural Health Products (under development)	3 credits
HSCI 4140	Gerontology (under development)	3 credits	HSCI 4140	Gerontology (under development)	3 credits
<b>And two of:</b>			<b>And two of:</b>		
<a href="#">BIOL 4245</a>	Developmental Biology	4 credits	<a href="#">BIOL 4245</a>	Developmental Biology	4 credits
<a href="#">BIOL 4255</a>	Bioinformatics	3 credits	<a href="#">BIOL 4255</a>	Bioinformatics	3 credits
<a href="#">HSCI 4245</a>	Populations and Policy	3 credits	<a href="#">HSCI 4245</a>	Populations and Policy	3 credits
			HSCI 4250	Health Business (under development)	3 credits



HSCI 4250

Health Business (under development)

3 credits

**Electives**

As part of this program, students must choose 9 credits of elective courses. These choices, together with the prescribed courses, must satisfy the General Requirements for 18 credits of breadth as stated above. The following courses are recommended as electives:

- |             |             |             |
|-------------|-------------|-------------|
| • ASTR 1100 | • EDUC 4100 | One of:     |
| • ASTR 1105 | • ENVI 2405 | • PHIL 1145 |
| • ASTR 3110 | • ENVI 3112 | • PHIL 1155 |
| • ASTR 3111 |             | • SOCI 1125 |

Courses with considerable content overlap may only be counted once towards degree completion. These include:

- BIOL 1112 or BIOL 1210
- ENGL 1100 or ENGL 1104
- ENVI 1106 or CHEM 1110
- ENVI 1206 or CHEM 1154 or CHEM 1210
- CHEM 2311 or CHEM 3310
- MATH 1120 or MATH 1130 or MATH 1140
- MATH 1220 or MATH 1230
- MATH 2335 or MATH 2341
- PHYS 1101 or PHYS 1120
- PHYS 1102 or PHYS 1220

**Health Science Honours**

Students pursuing the Bachelor of Science in Health Science Honours degree must complete the following 8 credits in lieu of HSCI 4950 – Senior Seminar (3) and one of the optional upper level courses in BIOL, CHEM or HSCI listed above:

**All of:**

- |   |                  |                                 |                  |
|---|------------------|---------------------------------|------------------|
| - | <u>HSCI 4990</u> | <u>Honours Thesis Project 1</u> | <u>4 credits</u> |
| - | <u>HSCI 4995</u> | <u>Honours Thesis Project 2</u> | <u>4 credits</u> |

Enrolment in the Health Science Honours courses requires the permission of the Biology Department. In order to be considered for Honours Courses, students must typically have a record of exceptional academic performance, including a minimum Grade Point Average of 3.0.

**Health Science Honours**

Students pursuing the Bachelor of Science in Health Science Honours degree must complete the following 8 credits in lieu of HSCI 4950 – Senior Seminar (3) and one of the optional upper level courses in BIOL, CHEM or HSCI listed above:

**All of:**

- |                  |                          |           |
|------------------|--------------------------|-----------|
| HSCI 4990        | Honours Thesis Project 1 | 4 credits |
| <b>HSCI 4995</b> | Honours Thesis Project 2 | 4 credits |

Enrolment in the Health Science Honours courses requires the permission of the Biology Department. In order to be considered for Honours Courses, students must typically have a record of exceptional academic performance, including a minimum Grade Point Average of 3.0.

**Credential Awarded**

Upon successful completion of the honours program, students are eligible to receive a **Bachelor of Science (Honours), Major in Health Science.**

Upon successful completion of the major program, students are eligible to receive a **Bachelor of Science, Major in Health Science.**

**Credential Awarded**

Upon successful completion of the honours program, students are eligible to receive a Bachelor of Science (Honours), Major in Health Science.

Upon successful completion of the majors program, students are eligible to receive a Bachelor of Science, Major in Health Science.



**Board of Governors**  
**Consent Agenda Item: 4.3.1**  
**Meeting Date: March 29, 2017**  
**Presenter(s): Elizabeth Worobec**

**Agenda Item:** **Program Discontinuance: Bachelor of Science, Minor in Applications of Mathematics**

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

<b>Recommended Resolution:</b>	N/A
--------------------------------	-----

**Board Committee Report:** At its meeting held on March 15, 2017, the Board Governance Committee, with the endorsement of Senate, approved the discontinuation of the Bachelor of Science, Minor in Applications of Mathematics, effective September 1, 2017 for recommendation to the Board of Governors.

**Context & Background:** Under Section 35.2 (6) of the University Act, the Senate of a special purpose, teaching university must advise the Board, and the Board must seek advice from the Senate, on the development of educational policy for the following matters:

(b) the establishment, revision or discontinuance of courses and programs at the special purpose, teaching university.

The Board Governance Manual states under Section 13.3 ( I) - Governance Committee Terms of Reference:

The Committee is delegated authority to consider recommendations from Senate with regard to adherence to the strategic priorities, mission, vision and mandate of KPU and present its recommendation to the Board.

**Key Messages:** *[maximum of three]* **1. On December 19, 2016, Senate approved the decoupling of the Mathematics Minor from the Bachelor of Arts degree, making it available to all baccalaureate degree students.**

**2. Keeping the Minor in Applications of Mathematics would be superfluous.**

**Implications / Risks:** There are no implications associated with discontinuing this program as students in any baccalaureate degree can access the Minor Mathematics.

**Consultations:** Please refer to the attached program revision form for details.



<b>Board of Governors</b>	<b>Regular Meeting</b>
<b>Consent Agenda Item:</b>	<b>4.3.1</b>
<b>Meeting Date:</b>	<b>March 29, 2017</b>
<b>Presenter(s):</b>	<b>Elizabeth Worobec</b>

---

**Attachments:** Program Revision Form

**Submitted by:** Elizabeth Worobec, Dean, Faculty of Science and Horticulture

**Date submitted:** March 16, 2017

This form is to be used for all Senate-approved degree and non-degree program revisions at KPU. For more information on how to complete this form, please contact the Chair of the Senate Standing Committee on Curriculum (SSCC).

If there are new, revised, or discontinued course outlines associated with the program revision, the completed program revision form (and the associated course outlines) should be submitted to [Senate@kpu.ca](mailto:Senate@kpu.ca) at least 15 days before the Senate Subcommittee on Course Curriculum (SCC) meeting.

If there are no course outlines associated with the program revision, then the completed program revision form should be submitted to [Senate@kpu.ca](mailto:Senate@kpu.ca) at least 15 days before the SSCC meeting.

<b>Faculty:</b>	Science and Horticulture
<b>Program Name:</b>	Bachelor of Science, Minor in Applications of Mathematics
<b>Department:</b>	Mathematics
<b>Effective date:</b>	September 2017

<b>Dean/Associate Dean:</b>	Elizabeth Worobec
<b>Chair/Coordinator:</b>	Allyson Rozell
<b>Submission Date:</b>	February 17, 2017

Consultations	Consultation Date	Person Consulted
<b>Office of the Provost:</b>	January 26, 2017	Salvador Ferreras
<b>Vice Chair of Senate:</b>	January 27, 2017	Jennifer Au
<b>Office of the Registrar:</b>		
<b>Other(s)* (if applicable):</b>		

\* For more complex consultations, please attach the Curriculum Consultation Forms. If you have any inquiries regarding the completion of the above Consultations section or the Curriculum Consultation Forms, please contact the Chair of the Senate Standing Committee on Curriculum.

	Date on which this program revision was approved.
<b>Faculty Curriculum Committee:</b>	December 16, 2016
<b>Faculty Council (if required):</b>	January 30, 2017
<b>SSC on Curriculum:</b>	February 16, 2017 by electronic vote
<b>SSC on University Budget (if required):</b>	February 17, 2017
<b>SSC on Academic Planning and Priorities (if required):</b>	
<b>Senate:</b>	February 27, 2017

<b>Proposed Change(s):</b>	Discontinuance of the Bachelor of Science, Minor in Applications of Mathematics program
<b>Rationale:</b>	With the decoupling of the BA minors, the Minor in Mathematics is available to all baccalaureate students, rendering the BSc Minor superfluous.
<b>URL(s):</b>	<a href="http://www.kpu.ca/calendar/2016-17/science-hort/mathematics/mathematicsaplications-minor.html">http://www.kpu.ca/calendar/2016-17/science-hort/mathematics/mathematicsaplications-minor.html</a> <a href="http://www.kpu.ca/calendar/2016-17/science-hort/mathematics/mathematics-ba.html">http://www.kpu.ca/calendar/2016-17/science-hort/mathematics/mathematics-ba.html</a>



**Board of Governors**  
**Consent Agenda Item:** 4.3.2  
**Meeting Date:** March 29, 2017  
**Presenter(s):** Wayne Tebb

**Agenda Item:** Program Discontinuance: Certificate in Business Management

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

<b>Recommended Resolution:</b>	N/A
--------------------------------	-----

**Board Committee Report:** At its meeting held on March 16, 2017, the Board Governance Committee, with the endorsement of Senate, approved the discontinuance of the Certificate in Business Management effective September 1, 2017 for recommendation to the Board of Governors.

**Context & Background:** Under Section 35.2 (6) of the University Act, the Senate of a special purpose, teaching university must advise the Board, and the Board must seek advice from the Senate, on the development of educational policy for the following matters:

(b) the establishment, revision or discontinuance of courses and programs at the special purpose, teaching university.

The Board Governance Manual states under Section 13.3 (I) - Governance Committee Terms of Reference:

The Committee is delegated authority to consider recommendations from Senate with regard to adherence to the strategic priorities, mission, vision and mandate of KPU and present its recommendation to the Board.

**Key Messages:**  
*[maximum of three]* **This discontinuance is being made to account for the School of Business, Business Education Framework Adoption and alignment of core business foundation courses. The School of business has moved to one Business Certificate program that will allow for areas of study in General Studies, Management or Marketing or general, and the former certificates need to be discontinued to catch up with the revisions.**

**Implications / Risks:** There are no impacts to current students as students presently enrolled in the program can choose to meet the graduation requirements at the time they entered or choose to meet these new program graduation requirements.



<b>Board of Governors</b>	<b>Regular Meeting</b>
<b>Consent Agenda Item:</b>	<b>4.3.2</b>
<b>Meeting Date:</b>	<b>March 29, 2017</b>
<b>Presenter(s):</b>	<b>Wayne Tebb</b>

---

The revisions made are designed to increase the ability to market one program and to students and streamline the application process. Admitted undeclared Certificate students will have a clear understanding of their graduation requirements, allow them to change concentration areas as well allow laddering into a diploma efficiently.

**Consultations:**

- Senate on January 30, 2017
- Senate Standing Committee on University Budget on January 20, 2017
- Senate Standing Committee on Academic Planning & Priorities January 20, 2017
- Senate Standing Committee on Curriculum on January 11, 2017
- Provost and Vice President, Academic on October 23, 2015 and December 15, 2016
- School of Business Faculty Council on October 23, 2015

**Attachments:** 2016-17 General Business Studies: Certificate program (as in calendar) with Business Management Specialization and Marketing Specialization options

**Submitted by:** Wayne Tebb, Dean School of Business

**Date submitted:** March 16, 2017

# Business Management: Certificate

<b>School of Business</b>	kpu.ca/business
<b>Program Type</b>	Undergraduate
<b>Credential Granted</b>	Certificate
<b>Offered At</b>	Langley Richmond Surrey
<b>Start Date(s)</b>	September January May
<b>Intake Type</b>	Open intake
<b>Format</b>	Full-time Part-time
<b>Instructional Cycle</b>	Semester-based
<b>Curriculum Effective Date</b>	01-Sep-2011
<b>How to Apply</b>	www.kpu.ca/admission

## DESCRIPTION

The one-year Business Management Certificate Program will provide individuals with an opportunity to expand their knowledge of business management principles and improve skills in specialized areas of interest. The 10-course program emphasizes real world business applications in key functional areas of management.

## ADMISSION REQUIREMENTS

The Faculty's Admission Requirements, which consist of KPU's undergraduate English Proficiency Requirement, apply to this program.

## CURRICULAR REQUIREMENTS

Students must take seven Business Management (BUSI) courses, ACCT 1130 or BUQU 1130, and two elective courses from the list below.

### Elective choices:

ACCT 1110	Introductory Financial Accounting I	3 credits
BUQU 1230	Business Statistics	3 credits
BUSI 1215	Organizational Behaviour	3 credits
BUSI 2315	Human Relations in Organizations	3 credits
BUSI 2405	Operations Management*	3 credits
CBSY 1105	Introductory Computer Applications	3 credits
CBSY 2205	Management Information Systems	3 credits
ECON 1101	Foundations of Economics‡	3 credits
ECON 1150	Principles of Microeconomics	3 credits
MRKT 1199	Introduction to Marketing	3 credits

### Notes:

\* The 30 credit prerequisite requirement for BUSI 2405 is waived for students enrolled in the Business Management Certificate Program. Students must contact the Dean's office for waivers prior to registration.

‡ Credit for ECON 1101 will not be granted if taken after ECON 1150.

## OTHER INFORMATION

### RECOMMENDED COURSE PROGRESSION SEQUENCE (FULL-TIME)

The following **sample** schedule will assist students who wish to complete the Business Management Certificate Program in one year. Students may choose different Business Management courses than those shown in order to meet their own specific needs—as long as at least seven BUSI courses are ultimately completed.

#### Semester 1

- BUQU 1130 Business Mathematics
- BUSI 1110 Fundamentals of Business in Canada
- BUSI 1210 Essentials of Management
- BUSI 1250 Human Resources Management I
- BUSI 2390 Business Law

#### Semester 2

- BUSI 1215 Organizational Behaviour
- BUSI 2465 Business Negotiations
- BUSI 2490 International Business
- Two Electives

## CREDENTIAL AWARDED

Upon successful completion of this program, students are eligible to receive a **Certificate in Business Management**.



# General Business Studies: Certificate

<b>School of Business</b>	kpu.ca/business
<b>Program Type</b>	Undergraduate
<b>Credential Granted</b>	Certificate
<b>Offered At</b>	Langley Richmond Surrey
<b>Start Date(s)</b>	September January May
<b>Intake Type</b>	Open intake
<b>Format</b>	Full-time Part-time
<b>Instructional Cycle</b>	Semester-based
<b>Curriculum Effective Date</b>	01-Sep-2016
<b>How to Apply</b>	www.kpu.ca/admission

## DESCRIPTION

The one-year General Business Studies Certificate Program is designed to provide students with a broad range of fundamental business skills and an understanding of the business environment. Many classes are offered in the evening to accommodate part-time studies.

## ADMISSION REQUIREMENTS

The Faculty's Admission Requirements, which consist of KPU's undergraduate English Proficiency Requirement, apply to this program.

## CURRICULAR REQUIREMENTS

Students must complete 30 credits that include:

### All of:

BUSI 1110	Fundamentals of Business in Canada	3 credits
BUSI 1215	Organizational Behaviour	3 credits
ECON 1150	Principles of Microeconomics	3 credits
MRKT 1199	Introduction to Marketing	3 credits

### One of:

ACCT 1110	Introductory Financial Accounting I	3 credits
ACCT 2293	Accelerated Introductory Financial Accounting*	3 credits

### One of:

BUQU 1230	Business Statistics	3 credits
CRIM 2103	Quantitative Data Analysis I	3 credits
MATH 1115	Statistics I	3 credits
MATH 2341	Introduction to Statistics for Business	3 credits

PSYC 2300	Applied Statistics	3 credits
SOCI 2365	Introduction to Social Research Statistics	3 credits

### Electives:

4 courses chosen from any of the following areas of study: 12 credits

Applied Communications (CMNS), Accounting (ACCT), Business (BUSI), Business Quantitative Methods (BUQU), Computer Business Systems (CBSY), Economics (ECON), English (ENGL)†, Information Technology (INFO), or Marketing (MRKT)

### Notes:

\* Certain elective courses have ACCT 2293 as a prerequisite. Refer to course listings for prerequisite information in order to plan your curriculum.

† ENGL 1100, Introduction to University Writing, is recommended for students intending to pursue a diploma or Bachelor's Degree at KPU.

## Electives

Students may select their elective courses according to the following guidelines for specialization in Business Management or Marketing and have the specialization documented on their transcript.

### BUSINESS MANAGEMENT SPECIALIZATION

#### Four of:

BUSI 1210	Essentials of Management	3 credits
BUSI 1250	Human Resources Management I	3 credits
BUSI 2360	Union Management Relations	3 credits
BUSI 2390	Business Law	3 credits
BUSI 2405	Operations Management*	3 credits
BUSI 2425	Enterprise Development and Business Planning*	3 credits
BUSI 2465	Business Negotiations	3 credits
BUSI 2490	International Business	3 credits

**Note:** \* ACCT 2293 is a prerequisite.

### MARKETING SPECIALIZATION

MRKT 1299	Consumer Behaviour	3 credits
-----------	--------------------	-----------

#### Plus:

3 courses from Marketing (MRKT) 9 credits

## CREDENTIAL AWARDED

Upon successful completion of this program, students are eligible to receive a **Certificate in General Business Studies**.

Successful completion of a specialization in Business Management or Marketing will be documented on transcripts.



**Board of Governors**  
**Consent Agenda Item: 4.3.3**  
**Meeting Date: March 29, 2017**  
**Presenter(s): Wayne Tebb**

**Agenda Item:** Program Discontinuance: Certificate in Marketing

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

<b>Recommended Resolution:</b>	N/A
--------------------------------	-----

**Board Committee Report:** At its meeting held on March 16, 2017, the Board Governance Committee, with the endorsement of Senate, approved the discontinuance of the Certificate in Marketing effective September 1, 2017 for recommendation to the Board of Governors.

**Context & Background:** Under Section 35.2 (6) of the University Act, the Senate of a special purpose, teaching university must advise the Board, and the Board must seek advice from the Senate, on the development of educational policy for the following matters:

(b) the establishment, revision or discontinuance of courses and programs at the special purpose, teaching university.

The Board Governance Manual states under Section 13.3 (I) - Governance Committee Terms of Reference:

The Committee is delegated authority to consider recommendations from Senate with regard to adherence to the strategic priorities, mission, vision and mandate of KPU and present its recommendation to the Board.

**Key Messages:**  
*[maximum of three]*

- 1. This discontinuance is being made to account for the School of Business, Business Education Framework Adoption and alignment of core business foundation courses.**
- 2. The School of business has moved to one Business Certificate program that will allow for areas of study in General Studies, Management or Marketing or general, and the former certificates need to be discontinued to catch up with the revisions.**

**Implications / Risks:**

There are no impacts to current students as students presently enrolled in the program can choose to meet the graduation requirements at the time they entered or choose to meet these new program graduation requirements. The revisions made are designed to increase the ability to market one program and to students and streamline the application process. Admitted undeclared



<b>Board of Governors</b>	<b>Regular Meeting</b>
<b>Consent Agenda Item:</b>	<b>4.3.3</b>
<b>Meeting Date:</b>	<b>March 29, 2017</b>
<b>Presenter(s):</b>	<b>Wayne Tebb</b>

---

Certificate students will have a clear understanding of their graduation requirements, allow them to change concentration areas as well allow laddering into a diploma efficiently.

- Consultations:**
- Senate on January 30, 2017
  - Senate Standing Committee on University Budget on January 20, 2017
  - Senate Standing Committee on Academic Planning & Priorities January 20, 2017
  - Senate Standing Committee on Curriculum on January 11, 2017
  - Provost and Vice President, Academic on October 23, 2015 and December 15, 2016
  - School of Business Faculty Council on October 23, 2015

**Attachments:** 2016-17 General Business Studies: Certificate program (as in calendar) with Business Management Specialization and Marketing Specialization options

**Submitted by:** Wayne Tebb, Dean School of Business

**Date submitted:** March 16, 2017

# Marketing: Certificate

<b>School of Business</b>	kpu.ca/business
<b>Program Type</b>	Undergraduate
<b>Credential Granted</b>	Certificate
<b>Offered At</b>	Langley Richmond Surrey
<b>Start Date(s)</b>	September January May
<b>Intake Type</b>	Open intake
<b>Format</b>	Full-time Part-time
<b>Instructional Cycle</b>	Semester-based
<b>Curriculum Effective Date</b>	01-Sep-2012
<b>How to Apply</b>	www.kpu.ca/admission

## DESCRIPTION

Students in the Marketing Certificate program will complete marketing courses followed by practical courses in sales and sales management, marketing management and small business management. In addition, they may choose specialized marketing courses in advertising, retailing, international marketing, selling and sales management, buyer behaviour, E-marketing, and marketing research as electives.

Due to prerequisite and course scheduling considerations careful course planning is required. Students should consult with an Educational Advisor when considering the Marketing Certificate. (The certificate may be completed in two semesters dependent on course offerings.)

## ADMISSION REQUIREMENTS

The Faculty's Admission Requirements, which consist of KPU's undergraduate English Proficiency Requirement, apply to this program.

## CURRICULAR REQUIREMENTS

Students must complete 30 credits that includes:

### All of:

MRKT 1199	Introduction to Marketing	3 credits
MRKT 1299	Consumer Behaviour	3 credits
MRKT 2111	Introduction to e-marketing	3 credits
MRKT 2333	Marketing Management I	3 credits
MRKT 2340	Marketing Research	3 credits
MRKT 2360	Selling and Sales Management	3 credits
MRKT 2401	Introduction to Integrated Marketing Communications - Advertising	3 credits

### One of:

MRKT 2235	Small Business Entrepreneurship	3 credits
-----------	---------------------------------	-----------

MRKT 2321	Retail Management	3 credits
MRKT 2421	Retail Buying and Merchandise Management	3 credits
MRKT 2444	Marketing Management II	3 credits
MRKT 2455	International Marketing	3 credits

### One of:

BUQU 1230	Business Statistics	3 credits
CRIM 2103	Quantitative Data Analysis I	3 credits
MATH 1115	Statistics I	3 credits
MATH 2341	Introduction to Statistics for Business	4 credits
PSYC 2300	Applied Statistics	3 credits
SOCI 2365	Introduction to Social Research Statistics	3 credits

### One of:

Course from either the list of approved Faculty of Business Liberal Education Electives or from the list of Economics courses numbered 1100 or higher and/or Applied Communications numbered 1100 or higher.	3 credits
--	-----------

## CREDENTIAL AWARDED

Upon successful completion of this program, students are eligible to receive a **Certificate in Marketing**.

# General Business Studies: Certificate

<b>School of Business</b>	kpu.ca/business
<b>Program Type</b>	Undergraduate
<b>Credential Granted</b>	Certificate
<b>Offered At</b>	Langley Richmond Surrey
<b>Start Date(s)</b>	September January May
<b>Intake Type</b>	Open intake
<b>Format</b>	Full-time Part-time
<b>Instructional Cycle</b>	Semester-based
<b>Curriculum Effective Date</b>	01-Sep-2016
<b>How to Apply</b>	www.kpu.ca/admission

## DESCRIPTION

The one-year General Business Studies Certificate Program is designed to provide students with a broad range of fundamental business skills and an understanding of the business environment. Many classes are offered in the evening to accommodate part-time studies.

## ADMISSION REQUIREMENTS

The Faculty's Admission Requirements, which consist of KPU's undergraduate English Proficiency Requirement, apply to this program.

## CURRICULAR REQUIREMENTS

Students must complete 30 credits that include:

### All of:

BUSI 1110	Fundamentals of Business in Canada	3 credits
BUSI 1215	Organizational Behaviour	3 credits
ECON 1150	Principles of Microeconomics	3 credits
MRKT 1199	Introduction to Marketing	3 credits

### One of:

ACCT 1110	Introductory Financial Accounting I	3 credits
ACCT 2293	Accelerated Introductory Financial Accounting*	3 credits

### One of:

BUQU 1230	Business Statistics	3 credits
CRIM 2103	Quantitative Data Analysis I	3 credits
MATH 1115	Statistics I	3 credits
MATH 2341	Introduction to Statistics for Business	3 credits

PSYC 2300	Applied Statistics	3 credits
SOCI 2365	Introduction to Social Research Statistics	3 credits

### Electives:

4 courses chosen from any of the following areas of study: 12 credits

Applied Communications (CMNS), Accounting (ACCT), Business (BUSI), Business Quantitative Methods (BUQU), Computer Business Systems (CBSY), Economics (ECON), English (ENGL)†, Information Technology (INFO), or Marketing (MRKT)

### Notes:

\* Certain elective courses have ACCT 2293 as a prerequisite. Refer to course listings for prerequisite information in order to plan your curriculum.

† ENGL 1100, Introduction to University Writing, is recommended for students intending to pursue a diploma or Bachelor's Degree at KPU.

## Electives

Students may select their elective courses according to the following guidelines for specialization in Business Management or Marketing and have the specialization documented on their transcript.

### BUSINESS MANAGEMENT SPECIALIZATION

#### Four of:

BUSI 1210	Essentials of Management	3 credits
BUSI 1250	Human Resources Management I	3 credits
BUSI 2360	Union Management Relations	3 credits
BUSI 2390	Business Law	3 credits
BUSI 2405	Operations Management*	3 credits
BUSI 2425	Enterprise Development and Business Planning*	3 credits
BUSI 2465	Business Negotiations	3 credits
BUSI 2490	International Business	3 credits

**Note:** \* ACCT 2293 is a prerequisite.

### MARKETING SPECIALIZATION

MRKT 1299	Consumer Behaviour	3 credits
-----------	--------------------	-----------

#### Plus:

3 courses from Marketing (MRKT) 9 credits

## CREDENTIAL AWARDED

Upon successful completion of this program, students are eligible to receive a **Certificate in General Business Studies**.

Successful completion of a specialization in Business Management or Marketing will be documented on transcripts.



**Board of Governors**      **Regular Meeting**  
**Consent Agenda Item:**    **4.4**  
**Meeting Date:**            **March 29, 2017**  
**Presenter(s):**            **Jon Harding**

---

**Agenda Item:**            **Third Quarter Financial Report – Quarter Ending December 31, 2016**

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

<b>Recommended Resolution:</b>	<b>N/A</b>
--------------------------------	------------

**Board Committee Report:**    At its meeting held on March 7, 2017, the Board Finance Committee reviewed the Third Quarter Financial Report – Quarter Ending December 31, 2016.

**Context & Background:**        N/A

**Key Messages:**            **1. Revenues:**

*[maximum of three]*

- AVED funding is approximately \$410,000 greater than budgeted as KPU received funding for the increase related to the Economic Stability Dividend announced in early spring which was not part of the communicated fiscal 2016/17 planned Operating Grant.
- Domestic enrolments are trending as expected while International enrolment is higher than anticipated.

**2. Expenses:**

- Salaries and benefits, and total non-salary expenses are also projected to be lower than budgeted, in line with the reduction in revenue generating activity.
- KPU is continuing to encourage all faculties and units to maintain strong control over non-salary spending where possible.

**Attachments:**            1. Q3 Consolidated Financial Results and Forecast  
                                 2. Q3 Operating Fund Financial Results

**Submitted by:**            Jon Harding / Vice President, Finance & Administration

**Date submitted:**        March 8, 2017

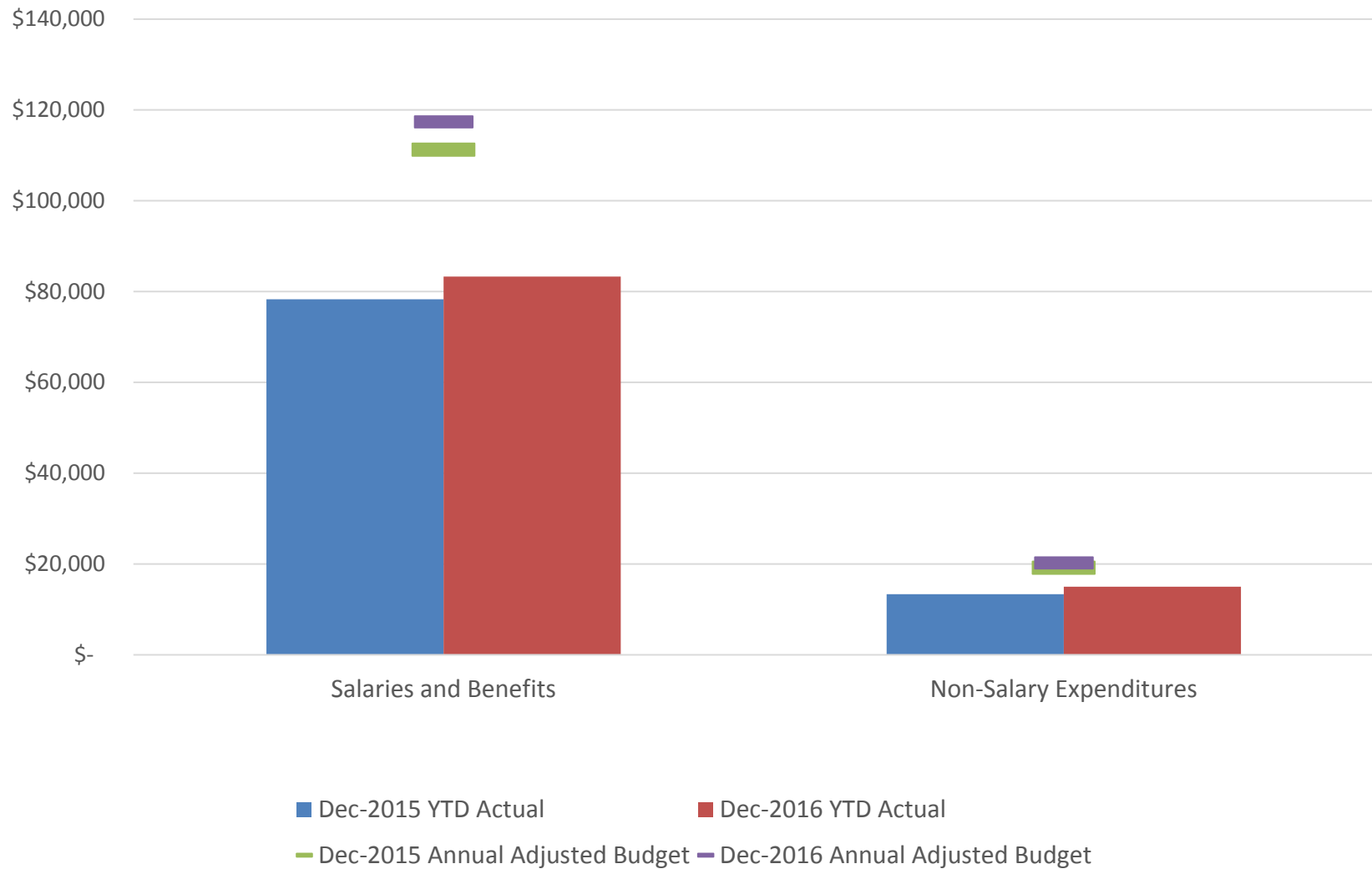
**Kwantlen Polytechnic University**  
**Consolidated Financial Results and Forecast**  
**For Quarter Ending Dec 31, 2016**

	Annual Budget FY16/17	Quarter ending December 31, 2016	FY 16/17 Q3 Actuals % of Budget FY16/17	Projection to March 31, 2017	Annual Budget FY15/16	Quarter ending December 31, 2015	FY15/16 Q3 Actual % of Budget FY15/16	Actuals at March 31, 2016
(in thousands)								
<b>Revenues</b>								
<b>Grants</b>								
Operating Grant (AVED)	64,729	48,867	75.49%	65,139	63,323	48,306		64,327
Other Grants & Contributions	10,634	4,705	44.25%	9,693	4,259	4,393		10,286
<b>Tuition and Student Fees</b>								
Domestic Tuition	37,493	27,948	74.54%	36,862	37,243	26,437		37,482
International Tuition	26,250	18,187	69.28%	27,717	23,737	16,227		23,154
Mandatory Fees	4,007	2,944	73.47%	3,911	3,623	3,400		4,491
Ancillary Services	6,956	4,600	66.13%	6,821	8,663	4,945		7,407
Investment Earnings	2,280	895	39.25%	1,550	2,280	733		1,362
Miscellaneous / Other revenues	5,862	3,341	56.99%	4,324	7,529	2,547		3,538
Amortization of Deferred Capital Contributions	5,881	4,028	68.49%	5,593	5,288	3,818		5,216
<b>Total Revenue</b>	<b>164,093</b>	<b>115,515</b>	<b>70.40%</b>	<b>161,609</b>	<b>155,945</b>	<b>110,806</b>	<b>71.05%</b>	<b>157,263</b>
<b>Expenses</b>								
Salaries and Benefits	119,207	84,965	71.28%	116,161	114,987	83,693		113,899
Cost of Goods Sold	3,778	2,411	63.82%	3,810	4,626	2,821		3,998
Capital Asset Amortization	12,550	8,620	68.69%	11,954	11,595	8,270		11,255
Grants to Third Parties (Scholarships)	1,438	1,274	88.60%	1,500	1,056	938		1,624
Operating Expense	27,086	19,053	70.34%	28,161	23,558	16,664		25,080
<b>Total Expenses</b>	<b>164,059</b>	<b>116,323</b>	<b>70.90%</b>	<b>161,586</b>	<b>155,821</b>	<b>112,386</b>	<b>72.13%</b>	<b>155,856</b>
<b>Net Income/(Loss)</b>	<b>\$ 34</b>	<b>\$ (808)</b>		<b>\$ 23</b>	<b>124</b>	<b>\$ (1,580)</b>		<b>\$ 1,407</b>

\* Comparative numbers have been restated to conform with current presentation and account categorization

## Q3 Operating Fund Financial Results as at December 31, 2016

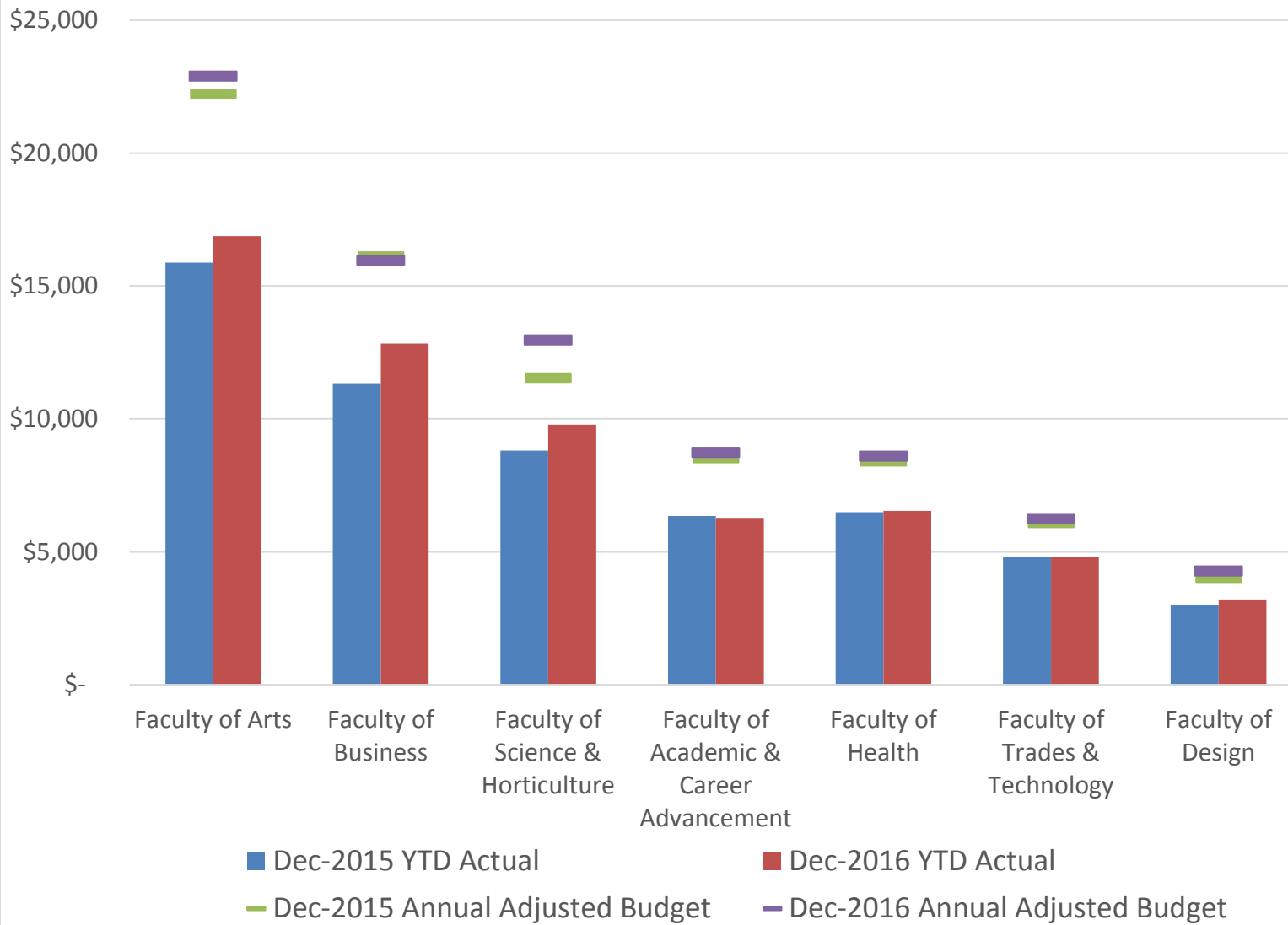
Operating Expense Budget to Actuals by Account Type  
as at Dec 31, 2016 (in \$'000's)



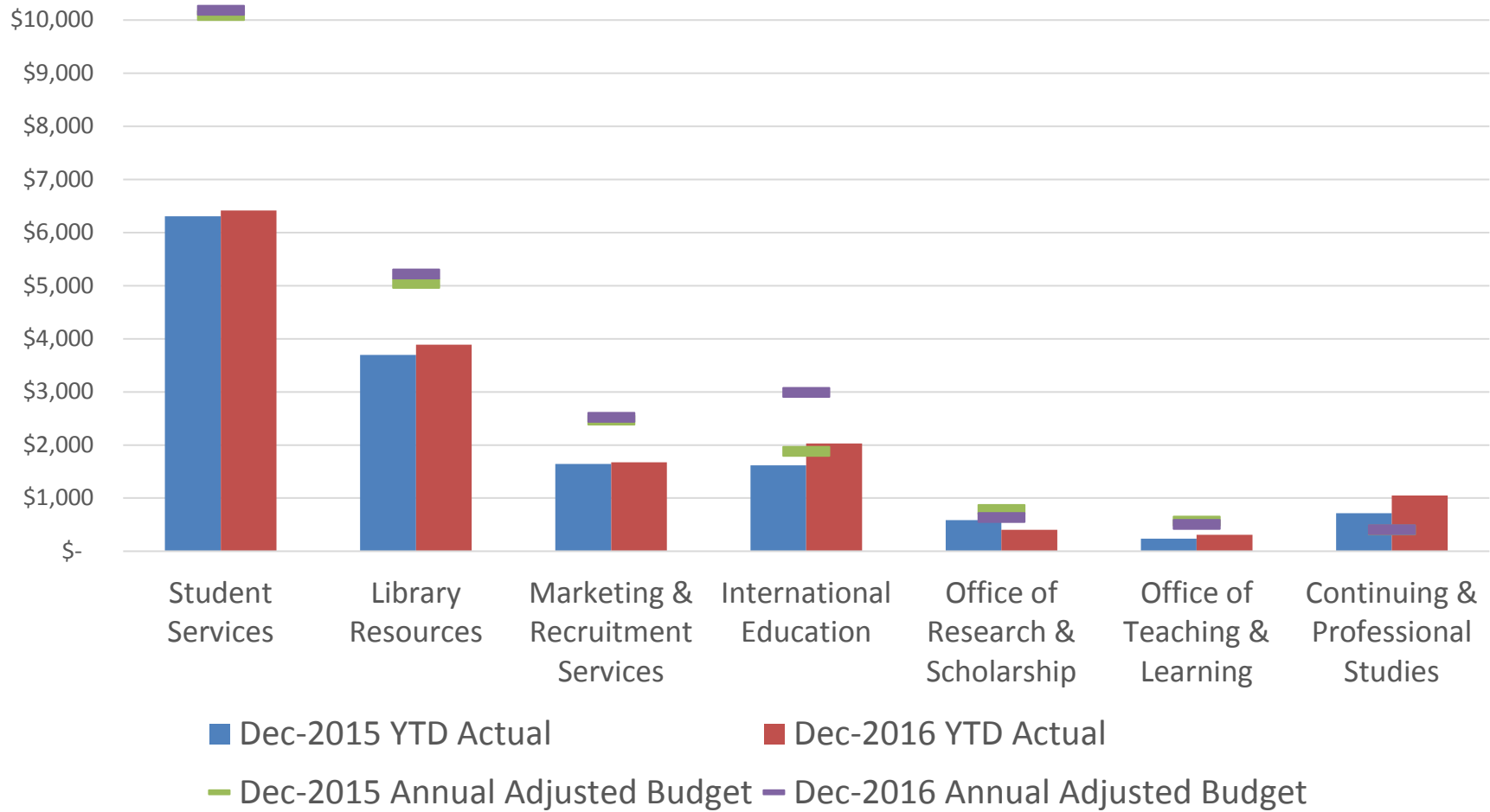


# Academic Areas

## Operating Expense Budget to Actuals by Type as at Dec 31, 2016 (in \$'000's)

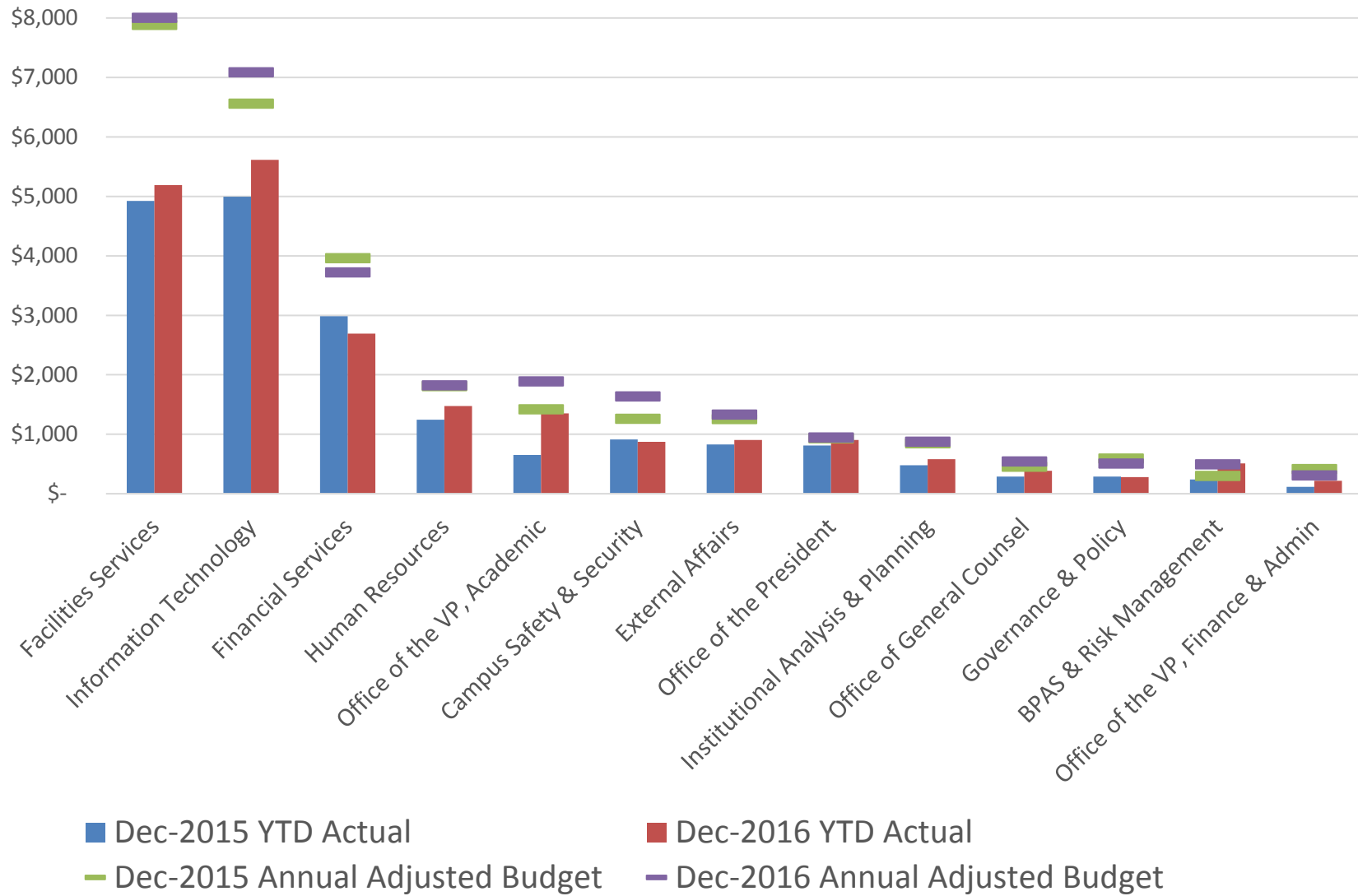


**Student Support Services and CPS  
Operating Expense Budget to Actuals by Type  
as at Dec 31, 2016 (in \$'000's)**



# Administrative Support Services

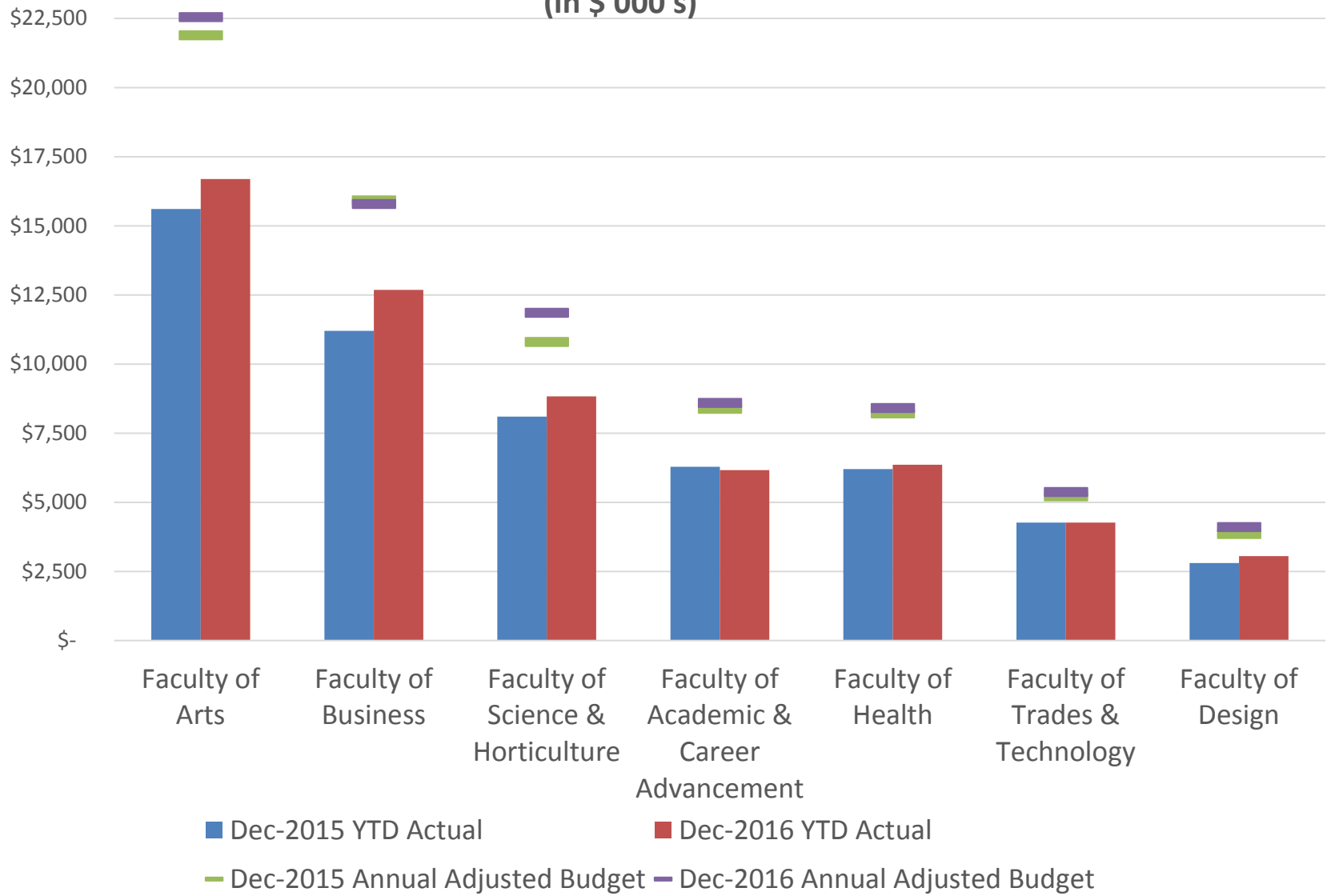
## Operating Expense Budget to Actuals by Type as at Dec 31, 2016 (in \$'000's)



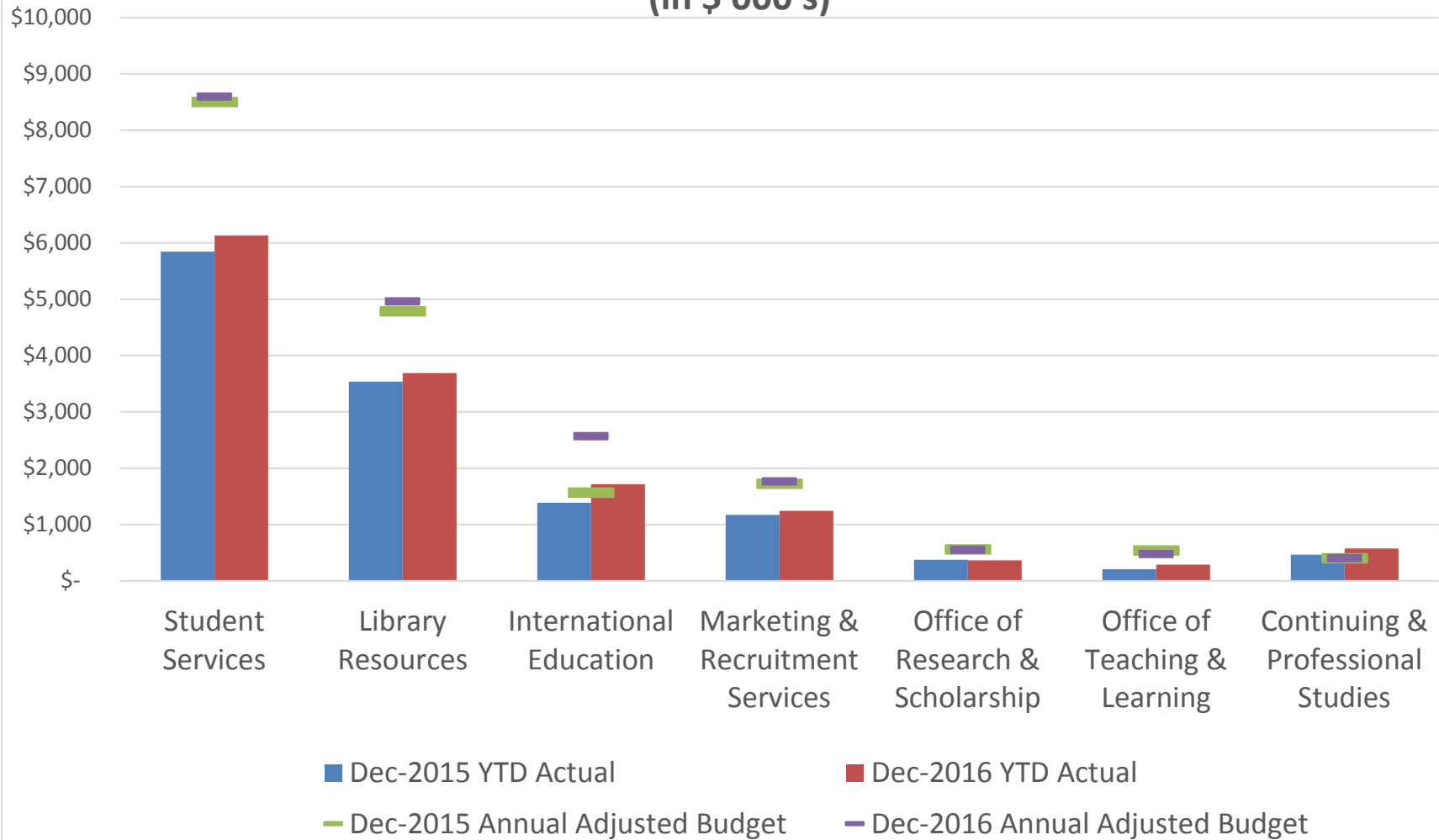
# Academic Areas

## Operating Salaries and Benefits Budget to Actuals as at Dec 31, 2016

(in \$'000's)



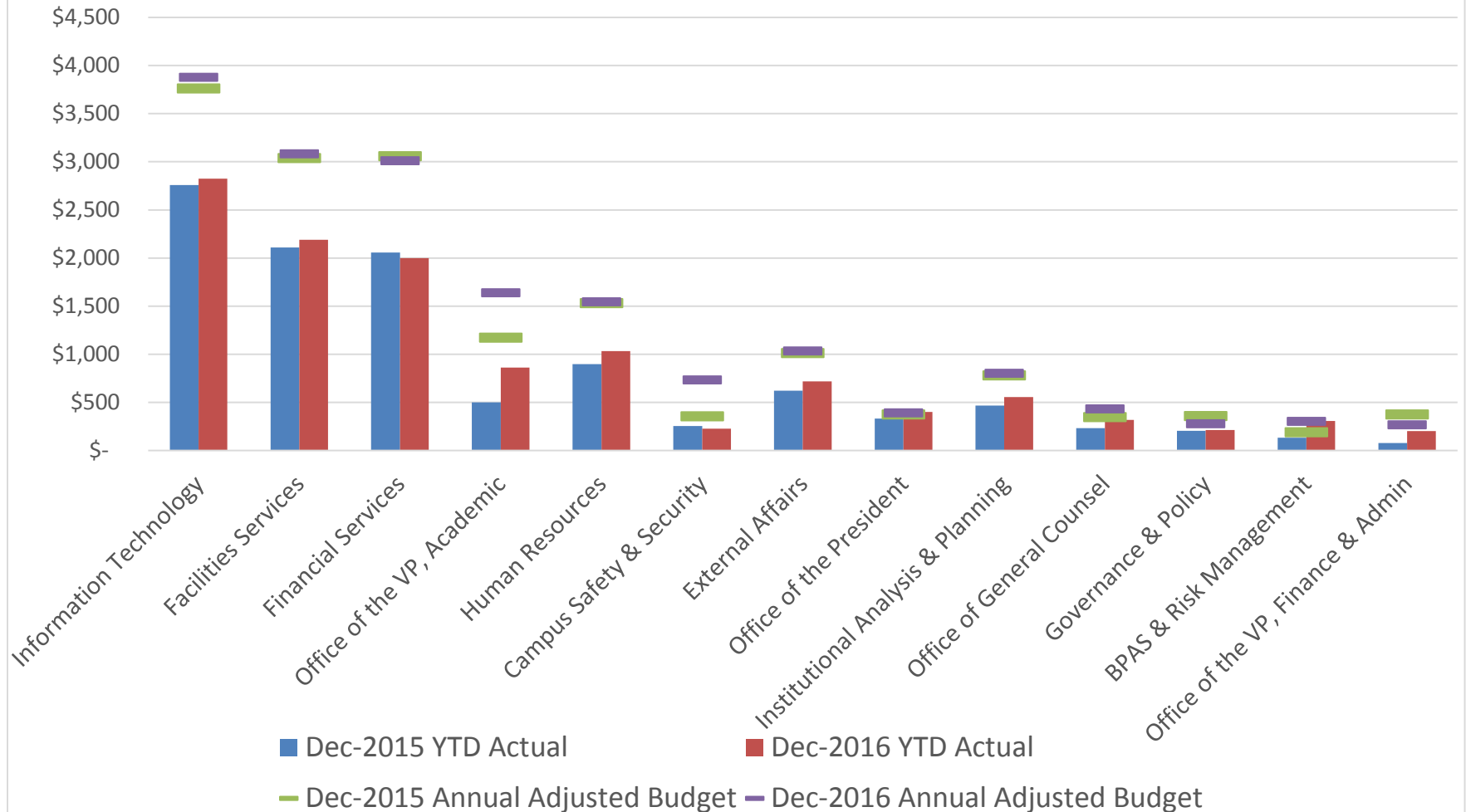
# **Student Support Services and CPS** **Operating Salaries and Benefits: Budget to Actuals as at Dec 31, 2016** (in \$'000's)



# Administrative Support Services

## Operating Salaries and Benefits: Budget to Actuals as at Dec 31, 2016

(in \$'000's)





12666 72nd Avenue  
Surrey, BC V3W 2M8  
T: 604.599.2126  
F: 604.599.2429  
www.kusa.ca

17 March 2017

**Dr. Jane Fee**  
**Vice Provost – Students**

Dear Dr. Fee,

Pursuant to Section 21 (1) of the *University Act* of British Columbia, please consider this letter as formal notice of the changes to fees of the Kwantlen Student Association for the **2017-2018 academic year** for consideration at the **29 March 2017** KPU Board of Governors Meeting.

Additionally, pursuant to the November 2015 referendum tying fees to the Canadian Consumer Price Index (CPI) all KSA fees will be increasing by 1.9% for the 2017-18 academic year.

1. **Operating Fund:**
  - a. For semester-based students, \$9.17 per semester plus \$3.06 per credit;
  - b. For fixed-term and continuous intake students, \$2.96 per week;
  - c. To a maximum of \$50.95 per semester.
2. **Bursary Fund:**
  - a. For semester-based students, \$1.02 per semester;
  - b. For fixed-term and continuous intake students, \$0.11 per week.
3. **SUB Capital Fee:**
  - a. For semester-based students, \$2.96 per credit;
  - b. For fixed-term and continuous intake students, \$2.65 per week.
4. **Lobby Fund:**
  - a. For semester-based students, \$0.36 per credit;
  - b. For fixed-term and continuous intake students, \$0.32 per week.
5. **Intramurals (ActiveKSA) Fund:**
  - a. For semester-based students, \$0.31 per credit;
  - b. For fixed-term and continuous intake students, \$0.27 per week.
6. **Clubs and Events Fund:**
  - a. For semester-based students, \$0.66 per credit;
  - b. For fixed-term and continuous intake students, \$0.58 per week.
7. **Student Advocacy Service:**
  - a. For semester-based students, \$0.25 per credit;
  - b. For fixed-term and continuous intake students, \$0.22 per week.
8. **Peer Support Program:**
  - a. For semester-based students, \$0.25 per credit;
  - b. For fixed-term and continuous intake students, \$0.22 per week.
9. **Reboot Computer Service:**
  - a. For semester-based students, \$0.33 per credit;
  - b. For fixed-term and continuous intake students, \$0.29 per week.
10. **START Volunteer Program Fund:**
  - a. For semester-based students, \$0.40 per credit;
  - b. For fixed-term and continuous intake students, \$0.35 per week.



**12666 72nd Avenue  
Surrey, BC V3W 2M8  
T: 604.599.2126  
F: 604.599.2429  
www.kusa.ca**

**11. Canadian Federation of Students Fee:**

- a. For semester-based students, \$1.00 per credit to a maximum of \$8.98 per semester;
- b. For fixed-term and continuous intake students, \$0.89 per week.

**12. MultiPass Fee:**

- a. Beginning **1 May 2017** - \$51.00 per month for all eligible students.

**13. Student Association Extended Health Plan:**

- a. Beginning **1 September 2017** - \$85.00 per year for all eligible students.

**14. Student Association Dental Plan:**

- a. Beginning **1 September 2017** - \$110.00 per year for all eligible students.

**15. All other fees remain at current collection rates.**

In accordance with existing practices, when remitting fees to the KSA we would ask that KPU please continue to provide detailed break-downs of each individual fee, and provide us with separate cheques for each fee category for auditing and accounting purposes.

Thank you for your continued cooperation and support of KPU students.

A handwritten signature in black ink, appearing to read 'A McGowan', written over a horizontal line.

**Alex McGowan**

President

Kwantlen Student Association

A handwritten signature in black ink, appearing to read 'J McElroy', written over a horizontal line.

**Jeremy McElroy**

General Manager

Kwantlen Student Association



## Current Fees for 2016-17 Academic Year

KSA Fee Description	Amount in Calendar	Code	Per Credit Charge	Max Charge	Flat Amount
Canadian Federation of Students	\$ 0.98 per credit ‡	CFS	\$0.98	\$8.86	
Student Association Dental Plan	\$ 110.00 per year	DNTL	\$0.00	\$110.00	\$110.00
Student Association Extended Health Plan	\$ 80.00 per year	MEDI	\$0.00	\$80.00	\$80.00
Lobby Fund	\$ 0.35 per credit	LOBB	\$0.35		
Bursary Fund	\$ 1.00 per semester	BURS	\$0.00	\$1.00	\$1.00
Student Publication Fee (The Runner)	\$ 0.75 per credit	SPUB	\$0.75		
SUB Capital Fee	\$ 2.90 per credit	KSUB	\$2.90		
START Volunteer Program	\$ 0.37 per credit	KSTR	\$0.37		
Reboot Computer Service	\$ 0.30 per credit	KCOM	\$0.30		
Clubs and Events Fund	\$ 0.65 per credit	KCLB	\$0.65		
Intramurals (ActiveKSA) Fund	\$ 0.30 per credit	KINR	\$0.30		
Operating Fund	\$ 9.00 plus \$ 3.00 per credit†	KOPR	\$3.00	\$41.00	
Operating Fund	\$ 9.00 plus \$ 3.00 per credit†	KOPR	\$0.00	\$9.00	\$9.00
Peer Support Program	\$ 0.15 per credit	KCOU	\$0.15		
Student Advocacy Service	\$ 0.10 per credit	KADV	\$0.10		
Social Justice Fund	\$ 0.20 per credit	KSJU	\$0.20		
Kwantlen Public Interest Research Group	\$ 0.80 per credit	KPIR	\$0.80		
Multi-Pass	\$ 49.50 per month	varies by month	\$0.00	\$49.50	\$49.50
† to a maximum of \$ 50.00 per semester					
‡ to a maximum of \$ 8.86 per semester					

## KSA Fees for 2017-18 Academic Year

KSA Fee Description	Amount in Calendar	Code	Per Credit Charge	Max Charge	Flat Amount
Canadian Federation of Students	\$ 1.00 per credit ‡	CFS	\$1.00	\$8.98	
Student Association Dental Plan	\$ 110.00 per year	DNTL	\$0.00	\$110.00	\$110.00
Student Association Extended Health Plan	\$ 85.00 per year	MEDI	\$0.00	\$85.00	\$85.00
Lobby Fund	\$ 0.36 per credit	LOBB	\$0.36		
Bursary Fund	\$ 1.02 per semester	BURS	\$0.00	\$1.02	\$1.02
Student Publication Fee (The Runner)	\$ 0.75 per credit	SPUB	\$0.75		
SUB Capital Fee	\$ 2.96 per credit	KSUB	\$2.96		
START Volunteer Program	\$ 0.40 per credit	KSTR	\$0.40		
Reboot Computer Service	\$ 0.33 per credit	KCOM	\$0.33		
Clubs and Events Fund	\$ 0.66 per credit	KCLB	\$0.66		
Intramurals Fund	\$ 0.31 per credit	KINR	\$0.31		
Operating Fund	\$ 9.17 plus \$ 3.06 per credit†	KOPR	\$3.06	\$41.78	
Operating Fund	\$ 9.17 plus \$ 3.06 per credit†	KOPR	\$0.00	\$9.17	\$9.17
Peer Support Program	\$ 0.25 per credit	KCOU	\$0.25		
Student Advocacy Service	\$ 0.25 per credit	KADV	\$0.25		
Social Justice Fund	\$ 0.20 per credit	KSJU	\$0.20		
Kwantlen Public Interest Research Group	\$ 0.80 per credit	KPIR	\$0.80		
Multi-Pass	\$ 51.00 per month	varies by month	\$0.00	\$51.00	\$51.00
† to a maximum of \$ 50.95 per semester					
‡ to a maximum of \$ 8.98 per semester					



**Board of Governors**  
**Consent Agenda Item:** 5  
**Meeting Date:** March 29, 2017  
**Presenter(s):** Dr. Jane Fee

**Agenda Item:** Progress Update: Draft Policy and Procedure SR14, *Sexual Violence and Misconduct*

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

<b>Recommended Resolution:</b>	N/A
--------------------------------	-----

**Board Committee Report:** For University Secretariat Use Only

**Context & Background:** **Context**  
On May 19, 2016, the government of British Columbia passed [Bill 23 – Sexual Violence and Misconduct Policy Act](#). The Act requires every public post-secondary institution in BC to have a policy that addresses sexual misconduct and sets out procedures for making and responding to complaints or reports of sexual misconduct. As per the requirement set out by the Act, such policy and procedure must be in place at all BC post-secondary institutions by May 18, 2017.

**Policy Development**

Since fall of 2016, the President’s Advisory Committee on Sexual Violence and Misconduct (President’s Advisory Committee) has been working on reviewing the provincial guidelines, looking at best practices across Canada’s post-secondary system, and engaging in broad “community conversations” about what issues the KPU community wanted to include in a policy. The input received was used by the President’s Advisory Committee in drafting **Policy and Procedure SR14, Sexual Violence and Misconduct**.

In drafting the policy and procedure, extensive use has been made of a provincial document entitled: *Preventing and Responding to Sexual Misconduct at British Columbia Post-Secondary Institutions: A Guide for Developing Policies and Actions*. This document was created by experts from BC post-secondary institutions, in collaboration with the Ministry of Advanced Education, and was written specifically to respond to the new provincial legislation.

The draft policy and procedure have been written at a fairly high level, and refer to situations of sexual violence and misconduct involving members of the University community, while engaging in their learning and/or job-related

activities. The draft policy lays out the general principles for dealing with sexual violence and misconduct, and the draft procedure outlines the process for making or responding to disclosures, complaints and/or reports, and point to the additional policies and resources that will be used in internal investigations, sanctions and discipline.

#### **Policy Consultation Process**

The draft policy and procedure SR14, *Sexual Violence and Misconduct*, were posted on the KPU Policy Blog for a 6-week public commenting period from January 31 to March 14, 2017. Throughout the public commenting period, members of the KPU community have been invited to provide their feedback on the drafts, think about ways to building educational and training opportunities at KPU related to Sexual Violence and Misconduct, and developing robust support mechanisms for victims/survivors of violations in the proposed policy.

#### **Next Steps**

The President's Advisory Committee has provided responses to all comments posted during the 6-week public commenting period. The final draft policy and procedure SR14, *Sexual Violence and Misconduct*, will be presented to the Board Governance Committee on April 12, 2017 for endorsement and recommendation to the Board of Governors for approval.

#### **Key Messages:** [maximum of three]

- 1. The draft policy and procedure SR14, *Sexual Violence and Misconduct*, were posted on the KPU Policy Blog for a 6-week public commenting on the [KPU Policy Blog](#). The President's Advisory Committee on Sexual Violence and Misconduct has provided responses to the comments posted on the KPU Policy Blog.**
- 2. The final draft policy and procedure SR14, *Sexual Violence and Misconduct*, were endorsed by the Polytechnic University Executive on March 21, 2017.**
- 3. The final draft policy and procedure SR14, *Sexual Violence and Misconduct*, will be presented to the Board Governance Committee on April 12, 2017 for endorsement and recommendation to the Board of Governors for approval.**
- 4. In keeping with requirements in the Act, the President will report out to the Board annually on the implementation of the policy.**

#### **Resource Requirements:**

In order to meet the policy implementation deadline set out by the provincial legislation ([Bill 23 - Sexual Violence and Misconduct Policy Act](#)), the final policy and procedure SR14, *Sexual Violence and Misconduct*, must be approved by the Board of Governors on or before May 18, 2017.



Board of Governors	Regular Meeting
Consent Agenda Item:	5
Meeting Date:	March 29, 2017
Presenter(s):	Dr. Jane Fee

---

**Implications / Risks:** Non-compliance with provincial legislation ([Bill 23, Sexual Violence and Misconduct Policy Act](#)) if KPU does not have a set of policy and procedure that addresses sexual violence and misconduct in place by May 18, 2017.

**Consultations:**

- Polytechnic University Executive (PUE)
- President's Council
- Academic Council
- University Secretary
- The President's Advisory Committee on Sexual Violence and Misconduct
- Kwantlen Student Association (KSA)
- University Community (via broad community conversations during the policy drafting phase and the 6-week public commenting period on the KPU Policy blog)

**Attachments:** N/A

**Submitted by:** Dr. Jane Fee / Vice Provost, Students

**Date submitted:** March 20, 2017



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.2**

**March 29, 2017**

**Joe Sass**

---

**Agenda Item:**        **Revisions to Bylaw 1, *Insurance and Indemnification for Governors and Officers***

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve revisions to Bylaw 1, <i>Insurance and Indemnification for Governors and Officers</i> to reflect accurate Insurance coverage and Indemnity language for Governors and Officers as recommended by the Board Finance Committee.</b>
--------------------------------	--

**Board Committee Report:**        At its meeting held on March 7, 2017, the Board Finance Committee reviewed and approved revisions to Bylaw 1, Insurance and Indemnification for Governors and Officers for recommendation to the Board of Governors.

**Context & Background:**        In according with 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. Written Notice of a proposed amendment to Bylaw 1, *Insurance and Indemnification for Governors and Officers* was provided to the Board of Governors via email on March 8, 2017.

It has come to the attention of Risk Management that language currently contained in Bylaw 1 reflects; inaccurate insurance provisions and confusion with regards to whom are extended specific insurance and indemnity protection from KPU.

**Key Messages:**        **1. Removal or erroneous insurance provisions;**  
[maximum of **2. Clarification with regards to whom is extended specific insurance and**  
three]                      **indemnity protection from KPU;**  
**3. Removal of language which is not in line with the purpose of this bylaw.**

**Resource Requirements:**        This item has been brought forward in order to provide assurance to those individuals who perform tasks and make decisions which are considered to be strategic in nature.

**Implications / Risks:**        No risks associated.

**Consultations:**        Consultations have taken place with the KPU Legal Counsel and the Risk Management Branch – Ministry of Finance.

**Attachments:** 1. Draft Bylaw 1 – Insurance and Indemnification for Governors and Officers.  
2. Current Bylaw 1 – Insurance and Indemnification

**Submitted by:** Joe Sass, Director, Business Performance & Advisory Services

**Date submitted:** March 8, 2017

Bylaw History
<b>Bylaw No.</b> 1
<b>Approving Jurisdiction:</b> Board of Governors
<b>Original Effective Date:</b> May 27, 2009
<b>Revision Date:</b> _____, 2017

## Bylaw No. 1

### Insurance and Indemnification for Governors and Officers

1. For the purposes of this Bylaw:
  - (a) **“Governor”** means a duly elected or appointed member of the University’s Board of Governors;
  - (b) **“Officer”** means the University’s President, Vice President(s), Associate Vice President(s), and University Secretary; and
  - (c) **“University”** means Kwantlen Polytechnic University.
2. Every Governor and Officer of the University shall be provided accidental death, disability and dismemberment insurance coverage under the University’s applicable insurance policy with benefits payable for injury sustained while and in consequence of performing the usual and necessary duties as a Governor or Officer of the University, including travelling directly to or from any scheduled meeting of the University, subject to the terms and conditions of the University’s applicable coverage agreement.
3. Every Governor and Officer of the University shall be extended coverage under the University’s directors’ and officers’ liability insurance policy, subject to the terms and conditions of the University’s directors’ and officers’ liability coverage agreement.
4. Every Governor and Officer of the University shall, from time to time and at all times, be indemnified and saved harmless out of the funds of the University from and against all costs, charges, and expenses whatsoever which such Governor or Officer sustains or incurs in or about any action, suit, or proceedings which is brought, commenced, or prosecuted against the Governor or Officer for or in respect of any act, deed, matter, or thing whatsoever made, done, or permitted by the Governor or Officer in good faith in or about the execution of the duties of his or her office.

#### Related Legislation

*University Act*, R.S.B.C. 1996, Chapter 468



Bylaw History
<b>Bylaw No.</b> 1
<b>Approving Jurisdiction:</b> Board of Governors
<b>Original Effective Date:</b> May 27, 2009
<b>Revision Date:</b> November 21, 2012

---

## Bylaw No. 1

### Insurance and Indemnification

---

1. Every member shall be covered by an Accident Insurance Policy with benefits payable if the accident arises while the member was performing bona fide duties in connection with the member's capacity as a Board Member.
2. Every Board Member shall be covered under the University's general liability policy which includes Bodily Injury Liability, Property Damage Liability, Personal Injury Liability (libel, slander and defamatory statements included), Professional Errors and Omissions Liability, Cross-Liability and Defense costs.
3. No Board Member and no person acting under the authority of the *University Act* shall be personally liable for any damages suffered by a third party by reason of anything done or omitted to be done in good faith by the Board Member or other person in the course of the execution of the person's duties on behalf of the University.
4. Every Board Member and officer of the University and their respective heirs, executors, administrators, successors and assigns, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the University, from and against:
  - a. All costs, charges and expenses whatsoever which such Board Member or officer sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against the member for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by the member in or about the execution of the duties of the member's office;
  - b. All other costs, charges and expenses which the member sustains or incurs in or about or in relation to the affairs of the University, except such costs, charges or expenses as are occasioned by the member's own willful neglect or default.



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.3**

**March 29, 2017**

**Jon Harding**

---

**Agenda Item:** Teaching & Learning Initiative – Digital Ready Classrooms

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve, subject to funding availability, the allocation of \$800,000 to the Digital Ready Classroom Upgrade project as recommended by the Board Finance Committee.</b>
--------------------------------	--

**Board Committee Report:** At its meeting held on March 7, 2017, the Board Finance Committee discussed and approved the allocation of \$800,000, subject to funding availability, for the Digital Ready Classroom Upgrade project for recommendation to the Board of Governors.

**Context & Background:** Out of 145 classrooms across four campuses, two thirds of these classrooms are in need of an immediate upgrade to support current technologies for connecting devices to the AV equipment – the current equipment only support obsolete analog rather than current digital connectors.

**Key Messages:**  
*[maximum of three]*

- 1. An incremental upgrade to AV equipment in classrooms is currently in progress in order to provide instructors with the basics for delivering their courses**
- 2. Leveraging this upgrade provides an opportunity to make very significant gains for a relatively modest incremental cost**
- 3. Implementing the upgrade to all classrooms to establish a current, consistent baseline would maximize the benefits for instructors and students, and also reduce the effort and cost to maintain this infrastructure.**

**Resource Requirements:** N/A

**Implications / Risks:** IT staff will be required to closely supervise the planning and deployment; this may create contention for specific resources that are needed for other IT and capital projects. Careful management of scheduling will be required in order to ensure the success of the initiative.

**Attachment:** 1. Digital Ready Classrooms

**Submitted by:** Jon Harding / Vice President, Finance & Administration

**Date submitted:** March 8, 2017



## INFORMATION NOTE

---

<b>FOR</b>	Board Finance Committee	<b>DATE</b>	February 22, 2017
		<b>FILE</b>	Digital Ready Classrooms
<b>TOPIC</b>	Digital Ready Classrooms Proposal		

---

## ISSUE

The audio-visual technology in two thirds of KPU's classrooms is seriously out-of-date. The Teaching and Learning Commons (TLC) and IT have been working together to come up with a basic standard for digital readiness for KPU classrooms. An opportunity exists to ratify this basic standard with key stakeholders and expeditiously move all KPU classrooms to a digital ready basic standard.

## BACKGROUND

- KPU has approximately 145 classrooms across its four main campuses;
- Two thirds of these classrooms are in need of an immediate upgrade to support current technologies for connecting devices to the AV equipment – the current equipment only supports obsolete analog vs current digital connectors;
- Urgent action is required as current devices (e.g. laptops) no longer come with analog connectors;
- IT has started the process of updating the AV equipment and about one third of KPU classrooms have been completed;
- The TLC and IT have been collaborating on developing a basic digital ready classroom standard for KPU;
- Some feedback has been received from faculty members and a proposed basic design has been completed;
- The TLC and IT would like to pursue obtaining broader feedback in order to finalize the standard;
- Once the design is formalized, the TLC and IT agree that all AV upgrades to classrooms should conform to this standard;
- A process will be put in place to regularly review the standard as technology evolves;
- Currently, AV equipment upgrades to classrooms are planned to take place slowly over a number of years;
- An incremental approach is ill advised due to the potential for poor performance in the classroom, as well as the finite life of a given generation of technology;
- The TLC and IT are in agreement that the urgent requirement to upgrade is an excellent opportunity to establish a basic digital ready standard for all classrooms at KPU.

## SUMMARY

- Approximately 50 classrooms have already been upgraded to digital technologies, and will need a small retrofit to meet the digital ready classroom standard;
- About 100 classrooms will need full AV equipment replacement;
- Vendor assistance will be required to implement the upgrade quickly;

- Assistance from Facilities will be required for specific components of the standard (e.g. installation of new whiteboards);

## CONSIDERATIONS

### Overall

- An incremental upgrade to AV equipment in classrooms is currently in progress in order to provide instructors with the basics for delivering their courses;
- Leveraging this upgrade provides an opportunity to make very significant gains for a relatively modest incremental cost;
- The digital ready standard includes:
  1. A functional design intended to maximize utility and flexibility for instructors;
  2. Simple, standardized AV controls designed to maximize ease of use;
  3. Flexibility to use the device provided or the instructor's own device;
  4. Wi-fi support for the instructor's device;
  5. Wi-fi capability to support basic collaborative learning methods;
  6. Consistency from classroom to classroom to minimize training requirements and facilitate a positive classroom experience for both students and faculty.
- Implementing the upgrade to all classrooms to establish a current, consistent baseline would maximize the benefits for instructors and students;
- A complete upgrade would also reduce the effort and cost to maintain this infrastructure.

### Cost

- The cost for moving to digital connectors only is estimated to be approximately \$5,000 per classroom;
- The estimated cost for migrating to the new digital ready standard is about \$8,000 per classroom;
- For an additional \$3,000 per classroom, considerable benefits could be realized;
- The total estimate to complete the digital ready classroom project is \$800,000.

### Benefits

- The benefits for migrating to the new digital ready standard include: enabling instructors to utilize current technologies in the classroom; creating a much more positive and modern learning environment for students; and reducing the amount of IT maintenance required to keep classrooms operational from a technology perspective;
- Enabling instructors with current technologies will increase KPU's ability to attract and retain the best faculty; creating a more positive environment for students will improve the KPU brand and encourage greater enrollment; reduction in IT maintenance will enable the IT department to manage more work with fewer people.

### Timing

- The proposed timing for this initiative is to plan the effort over the Spring 2017 term and execute the upgrade during the Summer 2017 term.

### Risks to Manage

- Time is of the essence in making the commitment in order to enable taking action in the Summer term 2017.
- IT staff will be required to closely supervise the planning and deployment; this may create contention for specific resources that are needed for other IT and capital projects.
- Careful management of scheduling will be required in order to ensure the success of the initiative.

## CONCLUSION

- **Based on these considerations it is strongly recommended that \$800,000 in funding is allocated to proceed with the Digital Ready Classroom Upgrade project.**



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.4**

**March 29, 2017**

**Jon Harding**

---

**Agenda Item:**        **Lifecycle Management Partnership Proposal**

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve, subject to funding availability, the allocation of \$1.85 million to the Lifecycle Management Partnership project for computing devices at KPU as recommended by the Board Finance Committee.</b>
--------------------------------	---

**Board Committee Report:**        At its meeting held on March 7, 2017, the Board Finance Committee discussed and approved, subject to funding availability, the allocation of \$1.85 million to the Lifecycle Management Partnership project for computing devices at KPU for recommendation to the Board of Governors.

**Context & Background:**        KPU maintains a large number of computing devices across four main campuses. Current devices are not meeting the needs of students, staff and faculty due to the devices being inadequate, outdated, and requiring a large amount of maintenance which consumes an inordinate amount of IT staff time, with limited benefits.

**Key Messages:**  
*[maximum of three]*

- 1. The Lifecycle Management model is to partner with an approved BC vendor to supply new computing devices and remove the outdated devices on a regular schedule.**
- 2. By adopting an efficient, multi-year approach, it makes it possible for the vendor to supply provisioning and decommissioning services for a very small additional cost.**
- 3. Increased certainty for the vendor can mean additional discounts and value-added services at no additional cost to KPU; further, the vendor can assist with negotiating better pricing from the manufacturers and selling off any outdated equipment to third party buyers.**

**Implications / Risks:**        IT staff will be required to closely supervise the planning and deployment; this may create contention for specific resources that are needed for other IT and capital projects. Careful management of scheduling will be required in order to ensure the success of the initiative. In order to mitigate risk, a small contingency is included in the budget for Year 1.

**Attachments:**        Lifecycle Management Partnership Proposal

**Submitted by:**        Jon Harding / Vice President, Finance & Administration

**Date submitted:**        March 8, 2017



## INFORMATION NOTE

---

<b>FOR</b>	Board Finance Committee	<b>DATE</b>	February 22, 2017
		<b>FILE</b>	Lifecycle Management
<b>TOPIC</b>	Lifecycle Management Partnership Proposal		

---

## ISSUE

KPU maintains a large number computing devices across four main campuses. Current devices are not meeting the needs of students, staff and faculty. The devices are inadequate, outdated, and require a large amount of maintenance. The high maintenance requirement consumes an inordinate amount of IT staff time, with limited benefits, as the equipment is insufficient even when fully functional. A cost effective solution is required that will enable KPU to retain reasonable currency with computing devices, and reduce the maintenance burden for IT staff. The goals are to ensure students, faculty and staff have the tools they require, and that IT staff are able to focus on higher value work.

## BACKGROUND

- KPU maintains over 2,800 computing devices across the four main campuses;
- Approximately 1,500 of these are thin client computers, which, with the exception of library use, are generally not meeting the needs of students, staff and faculty;
- Over 600 are Personal Computers that are very old and require replacement;
- Approximately three quarters of our current devices are not adequate to meet the needs of students, faculty and staff;
- Strong partnerships have been evolving with BC based vendors through the efforts of the provincial government and organizations such as BCNET;
- An opportunity exists to build on sector efforts to forge a KPU partnership to deliver a cost effective solution.

## SUMMARY

- The Lifecycle Management model is to partner with an approved BC vendor to supply new computing devices and remove the outdated ones on a regular schedule;
- By adopting an efficient, multi-year approach, it makes it possible for the vendor to supply provisioning and decommissioning services for a very small additional cost;
- Based on the increased certainty for the vendor, it also makes it possible to provide additional discounts and value-added services at no additional cost;
- Further, the vendor can assist with negotiating better pricing from the manufacturers as well as selling off any outdated equipment to third party buyers;
- A Lifecycle Management partnership would include:
  1. Provisioning: procurement and warehousing; hardware configuration; and onsite deployment;
  2. Decommissioning and disposal: quarantine and asset removal; resale, donation and/or recycling;
  3. Maintenance: break/fix; move/add/change; and device management;

4. Online catalog to enable much more efficient procurement of small quantities of regularly stocked items.

## CONSIDERATIONS

### Cost

- A rough estimate to enter into a 3 year Lifecycle Management partnership would be as follows:

Fiscal Year	Number of Devices	Estimated Capital Cost
2017-18	1,700 (backfill & contingency)	\$1.85M
2018-19	210	\$225K
2019-20	510	\$550K

- Approximately 380 thin client computers are excluded from the numbers above as these would be retained for library use and will be factored into a subsequent cycle;
- A strategy could be developed to distribute these costs more evenly over the 3-year lifecycle period.

### Benefits

- A key benefit of the Lifecycle Management model is to reliably meet the computing device needs of students, faculty and staff in a cost-effective manner;
- An additional benefit is to reduce the amount of time spent by IT staff maintaining outdated, faulty equipment, and thereby increase their capacity to handle additional higher value work.

### Timing

- The proposed timing for this initiative is to plan the effort over the Spring 2017 term and execute the upgrade at appropriate times during the fiscal year, starting in the Summer 2017 term.

### Risks to Manage

- The vendor that KPU enters into partnership with will be required to make a large number of resources available on a very tight schedule; time is of the essence in making the commitment in order to enable taking action starting in the Summer term 2017.
- IT staff will be required to closely supervise the planning and deployment; this may create contention for specific resources that are needed for other IT and capital projects.
- Careful management of scheduling will be required in order to ensure the success of the initiative.
- In order to mitigate risk, a small contingency is included in the budget for Year 1.

## CONCLUSION

- **Based on these considerations it is strongly recommended that \$1.85M in funding is allocated to proceed with a Lifecycle Management Partnership for computing devices at KPU.**



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.5**

**March 29, 2017**

**Salvador Ferreras**

**Agenda Item:**        **Maple Leaf Education North America**

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the Maple Leaf Education North America strategic partnership opportunity as recommended by the Board Finance Committee.</b>
--------------------------------	--

**Board Committee Report:**        At its meeting held on March 7, 2017, the Board Finance Committee discussed and approved the Maple Leaf Education North America strategic partnership opportunity for recommendation to the Board of Governors.

**Context & Background:**        The proposed strategic partnership with Maple Leaf Education North America (MLENA) is an international marketing opportunity aimed at enhancing KPU's international reputation, solidifying the Chinese international student stream to KPU, and mitigating the risks of international student revenue loss.

The proposal is to locate a Maple Leaf University School (MLUS) on the Richmond campus for a three-year pilot. The MLUS will provide high school level education in grades 10 -12 for 100 international students, and will occupy three classrooms and three offices in a self-contained space, generating approximately \$400,000 in revenue over the three-year partnership. MLENA will bear all costs associated with renovating and operating the school at KPU's Richmond campus and will pay KPU competitive lease rates for the space. Dual-credit courses will be developed to allow MLENA students to begin taking first-year university courses, creating an additional revenue stream.

**Key Messages:**        **1. Initial three-year term returns a modest \$200,000 on a Net Present Value basis.**  
*[maximum of three]*

**2. As the international student market becomes more competitive, sound market strategies are key to securing successful financial outcomes.**

**3. KPU will be positioned as the polytechnic of choice among the China Maple Leaf Educational Systems (CMLES) international students. It is expected that a significant number of students will apply to KPU.**

**Resource Requirements:**        Project management



**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#6.5****March 29, 2017****Salvador Ferreras**

---

**Implications /  
Risks:**

Key risks and corresponding mitigations have been identified and are either addressed or under development.

**Consultations:**

Internal Consultations: KPU Community Open Forums, Faculty of Science and Horticulture, University Library, Ancillary Services, Food Services, Safety & Security, IT, Student and Judicial Affairs, Policy and Academic Affairs.  
External Consultation: Ministry of Advanced Education, Ministry of Education, City of Richmond, Richmond School District, KPU Alumni Association.

**Attachments:**

Business Plan for Proposed Collaboration between Kwantlen Polytechnic University & Maple Leaf Education North America

**Submitted by:**

Salvador Ferreras, Provost and Vice President, Academic

**Date submitted:**

March 8, 2017



---

# **Business Plan for Proposed Collaboration between Kwantlen Polytechnic University & Maple Leaf Education North America**

Board of Governors  
March 29<sup>th</sup>, 2017

Submitted by:  
Dr. Salvador Ferreras, Provost and Vice President, Academic



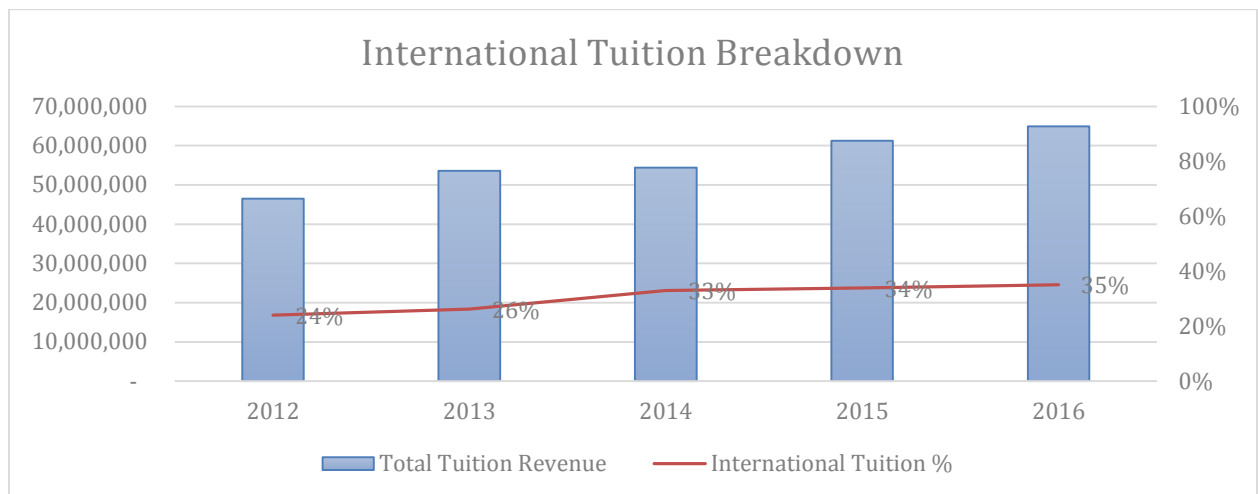
## I. Background

Post-secondary education is becoming increasingly reliant on the international student market as one source of revenue to supplement the funding provided by governments and by domestic tuition.

KPU now receives approximately one third of its tuition revenue from international students. As all institutions increase their reliance on international student tuition and fees, the market is becoming increasingly more competitive, making sound marketing strategies are essential to securing sustainable revenues.

The proposed strategic partnership with Maple Leaf Education North America (MLENA) is a marketing opportunity aimed at enhancing KPU's international reputation, solidifying the Chinese international student stream to KPU, and mitigating the risks of international student revenue loss.

China is the second largest source of international students for KPU. Since the 2011/12 fiscal year, International Student revenues have increased by 104%.



In spite of the fact that China still represents a significant portion of KPU's international students, enrolment rates from China have been dropping. In order to secure its financial stability and increased revenues, KPU needs to maintain its relevance to the



Chinese market and develop strategies to maintain this revenue stream in order to ensure KPU's long term financial health.

MLENA (and similar enterprises) are currently working with a number of reputable universities in Canada, and these strategic relationships have provided partnering institutions with demonstrable increases to both their international student applications/enrolment, and international reputation.

## **II. Opportunity**

The proposal is to locate a Maple Leaf University School (MLUS) on the Richmond campus for a three-year pilot. The MLUS will provide high school level education in grades 10 – 12 for 100 international students, and will occupy three classrooms and three offices in a self-contained space, generating approximately \$400,000 in gross revenue for KPU over the three-year partnership.

MLENA will bear all costs associated with renovating and operating the school at KPU's Richmond campus and will pay KPU competitive lease rates for the space. Dual-credit courses will be developed to allow MLENA students to begin taking first-year university courses, thus creating an additional revenue stream.

The opportunity for KPU is to leverage the reputation of Maple Leaf in China in order to position KPU as a destination for Chinese students, and to maintain international enrolment rates from this important market. As part of the partnership, KPU will be positioned as the polytechnic of choice among the China Maple Leaf Educational Systems (CMLES) international students. It is expected that a significant portion of the MLUS students will apply to KPU.

At Thompson River University, 14 out of the 20 MLUS grade 12 students from their campus applied for Fall 2017 admission. Furthermore, as an indicator, in the short time since KPU signed a General MOU with MLENA, applications to KPU's undergraduate programs have increased dramatically (from less than 1 per month, to 99 applications received in the previous month).

Using a very conservative 30% conversion rate would still provide a potential 10 new international students per year for KPU.



### III. Finances

The initial three-year term returns a modest \$200,000 on a Net Present Value basis. This cash flow projection represents the leasing opportunity and does not contemplate increased international student enrolment. Additional revenue opportunities include short-term summer programs and potential Grade 12 dual-credit programming options.

<b>Cash Flow Projection</b>				
	<b>Year 0</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Gross Revenue (\$)</b>				
Classroom Lease Revenue	\$ -	\$ 91,250	\$ 92,555	\$ 93,878
Non-Classroom Usable Space Lease Revenue	\$ -	\$ 11,594	\$ 11,760	\$ 11,928
Hallway Space Lease Revenue	\$ -	\$ 4,378	\$ 4,441	\$ 4,504
<b>Gross Revenue Total (\$)</b>	<b>\$ -</b>	<b>\$ 107,222</b>	<b>\$ 108,755</b>	<b>\$ 110,310</b>
<b>Other Income</b>				
Service & Utilities Coverage	\$ -	\$ 12,960	\$ 13,165	\$ 13,374
Ancillary Revenue	\$ -	\$ 27,035	\$ 27,035	\$ 27,035
<b>Total Other Income</b>	<b>\$ -</b>	<b>\$ 39,995</b>	<b>\$ 40,200</b>	<b>\$ 40,409</b>
<b>Cost</b>				
Renovation Costs	\$ -	\$ -	\$ -	\$ -
Redecorating Costs	\$ -	\$ -	\$ -	\$ -
KPU supervisions Costs	\$ -	\$ (50,000)	\$ (50,000)	\$ (50,000)
Additional Departmental Support (IT, Café, Security)	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)
<b>Total Cost</b>	<b>\$ -</b>	<b>\$ (75,000)</b>	<b>\$ (75,000)</b>	<b>\$ (75,000)</b>
<b>Net Income (Loss)</b>	<b>\$ -</b>	<b>\$ 72,217</b>	<b>\$ 73,955</b>	<b>\$ 75,719</b>
<b>Cumulative Cash Flows</b>	<b>\$ -</b>	<b>\$ 72,217</b>	<b>\$ 146,172</b>	<b>\$ 221,891</b>
<b>Net Present Value (NPV)</b>	<b>\$212,604.38</b>	<i>Rate of Return = 1.43%; Reflective of Average Annual Inflation for FY2016 per inflation.eu</i>		

### IV. Benchmarking

The market for international high school student education provided by Canadian post-secondary institutions is well established. For instance:

- **Vancouver Island University:** The High School at Vancouver Island University accepts students in grades 10-12 from the greater Nanaimo area and from around the world.
- **Thompson Rivers University:** MLUS-TRU, MLENA's first MLUS, accepts CMLES students from grades 10-12.
- **University of Toronto:** University of Toronto Schools accepts students, both domestic and international, from grades 7-12.



- **University of Winnipeg:** The University of Winnipeg Collegiate accepts students, both domestic and international, from grades 9-12.
- **The University of Northern BC (UNBC):** UNBC has announced plans to open a university high school together with an anonymous Chinese, Canadian offshore school provider in September 2018.
- **Royal Roads University (RRU):** RRU is currently in discussions with MLENA regarding offering a joint program on their campus for grade 12 students in September 2018 in the field of Environment Protection.

Consultations with other universities who have undertaken similar opportunities have provided positive feedback on their experience in working with MLENA and they have been able to successfully mitigate any risks associated with the venture.

While some short term re-assignment of space for existing programming will be necessary, this issue will be fully rectified once the Chip and Shannon Wilson School of Design construction is complete.

## **V. Recommendation**

We recommend the Board of Governors approve the Maple Leaf Education strategic partnership opportunity as outlined.

## **VI. Description of the Opportunity**

### **i. History of the Opportunity**

Founded in 1995, China Maple Leaf Educational Systems (CMLES) is the first and largest private operator of Canadian school systems in China and is considered the flagship model for successful offshore schools by the BC Ministry of Education.

CMLES is undertaking an expansion of its school system from China to select locations in North America and the Asia Pacific as a move toward establishing a global international education system of schools. MLENA was established in 2016 to manage and promote CMLES interests and initiatives throughout North America, including the establishment and operation of new schools.

In summer 2016, MLENA signed its first agreement to open a MLUS with Thompson Rivers University (TRU) in Kamloops, BC. The School began operations in September 2016 with 60 students in grades 10 – 12. There are plans for TRU's MLUS to expand to a



full K-12 international school in the future, with its own independent school building located on the TRU campus.

In September 2016, MLENA President met with KPU's senior executive team to discuss the prospect of opening MLENA's second university school on KPU's Richmond campus. In November 2016, an initial round of consultations was held on the Richmond campus regarding KPU community feedback to the potential project. A general Memorandum of Understanding between MLENA and KPU was signed in Dalian, China on November 18th, 2016.

## ii. Strategic Alignment

The proposed project aligns with the following strategic initiatives:

### i. Federal

- *Canada's International Education Strategy*

**HIGHLIGHT:** China is considered a priority education market for recruitment under this Strategy.<sup>1</sup>

**GOAL:** Canada aims to double its international student body to 450, 000 by 2022.<sup>2</sup>

### ii. Provincial

- *BC's International Education Strategy 2012*

**GOAL:** Calls for the creation of a globally oriented education system.

**CONNECTION:** The development of Maple Leaf University Schools has since been highlighted as one way the province is further reaching this goal.

- *Service Plans for the Ministries of Advanced Education, Innovation and Technology and Jobs, Tourism and Skills Training.*

---

<sup>1</sup> <http://international.gc.ca/global-markets-marches-mondiaux/education/strategy-strategie.aspx?lang=eng>

<sup>2</sup> <http://www.cbc.ca/news/canada/british-columbia/canada-wants-to-double-its-international-student-body-1.2497819>



**GOAL:** Call for a seamless transition for students as they go from high school to post-secondary education to the BC workforce. <sup>3</sup>

**CONNECTION:** MLENA only recruits students who plan to continue on to post-secondary studies in BC and who have long-term goals for staying in Canada. By starting their studies in a high school attached to a university, MLUS students will have an easier time making the transition from high school to university and ultimately into the BC workforce.

iii. **KPU**

- *VISION 2018 Strategic Plan & Academic Plan 2018*

**GOAL:** VISION 2018 declares a commitment to internationalization with an emphasis on intercultural understanding and the development of successful global citizens. In order to reach these goals, KPU will expand its international recruitment, encourage diversity among the student body, and create real and virtual spaces that facilitate interaction between domestic and international students. <sup>4</sup>

**CONNECTION:** The creation of a MLUS on KPU's Richmond campus will allow for achievement in all these areas, as MLUS students share some of the same spaces with, and have opportunities to study alongside, KPU students.

- *Internationalization Plan*

**GOAL:** Increase KPU brand awareness internationally, increase international student recruitment and diversify international student markets at KPU.

**CONNECTION:** Through formal collaboration with MLENA, KPU's polytechnic university brand will become better known throughout China and CMLES's 58 schools, thus resulting in a sustained enrollment in international students from China. As other university schools are built around the world, an international network will be created and result in even more widespread recognition of the KPU brand.

---

<sup>3</sup> <http://www.bcbudget.gov.bc.ca/2016/sp/pdf/ministry/aved.pdf>

<sup>4</sup> *KPU Academic Plan 2018*, p.14



## VII. Market Overview

### i. General Overview

China is Canada's largest sender of international students, making up 34% of the entire international student population. India is the second largest sender with 14% and is the fastest growing market for sending students abroad. Almost 30% of all international students in Canada are studying in BC (the majority coming from China).<sup>5</sup>

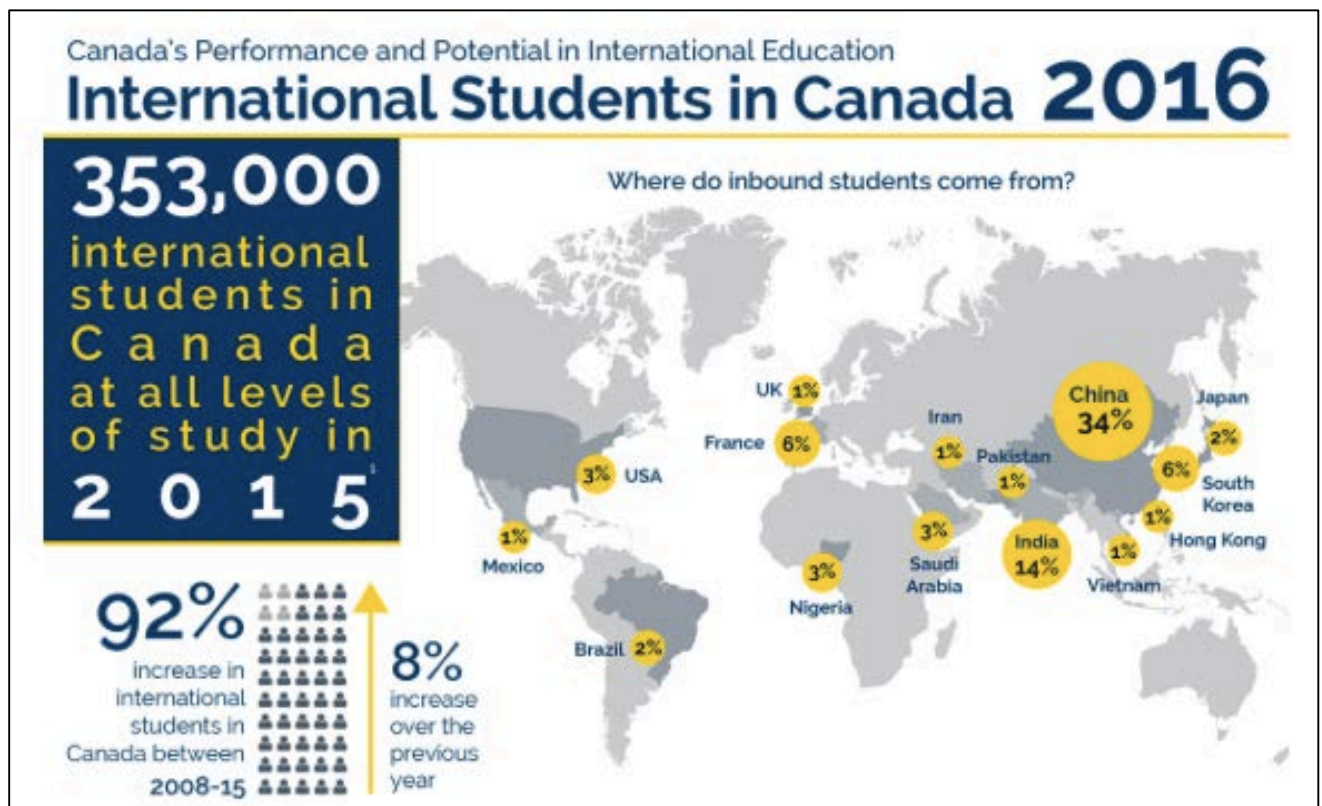


Figure 1: International Students in Canada 2016

<sup>5</sup> Facts and Figures, Canadian Bureau for International Education, [www.cbie.ca](http://www.cbie.ca)

## ii. Chinese Students at KPU

Chinese student enrolments have plateaued at KPU with Chinese students accounting for 46% of the overall international student population in the 2015/16 academic year (down slightly from 51% in 2013/14). India and Africa are now KPU's fastest growing international markets.

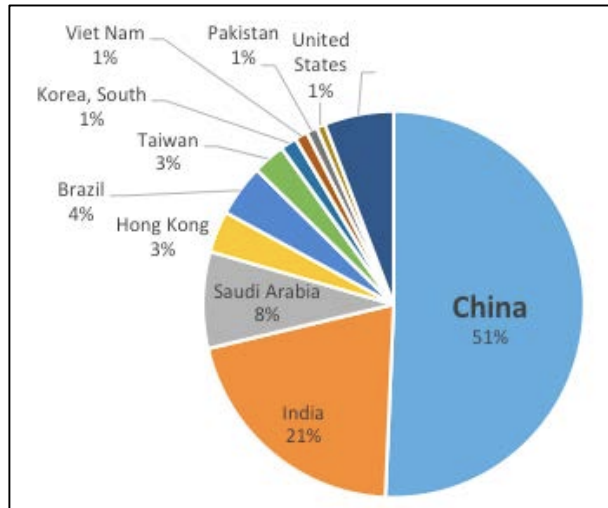


Figure 2: International Student Population for the 2013/14 Academic Year

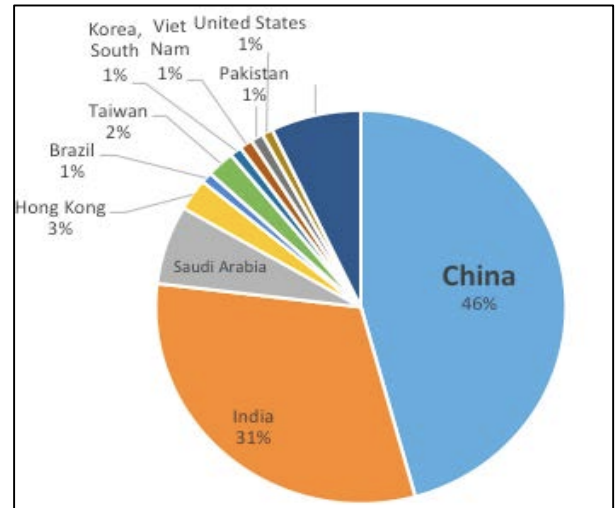


Figure 3: International Student Population for the 2015/16 Academic Year

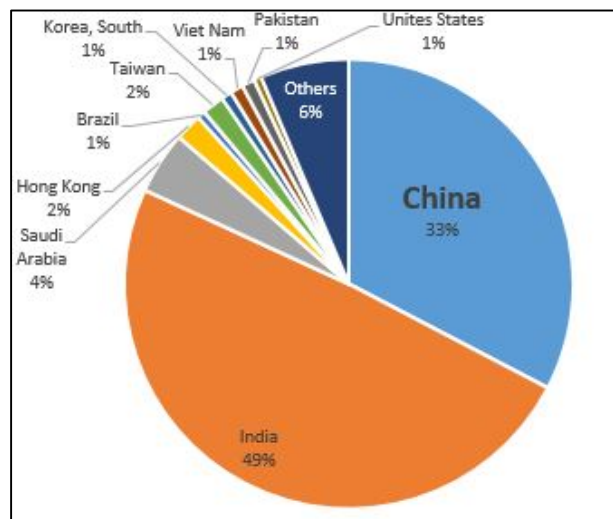
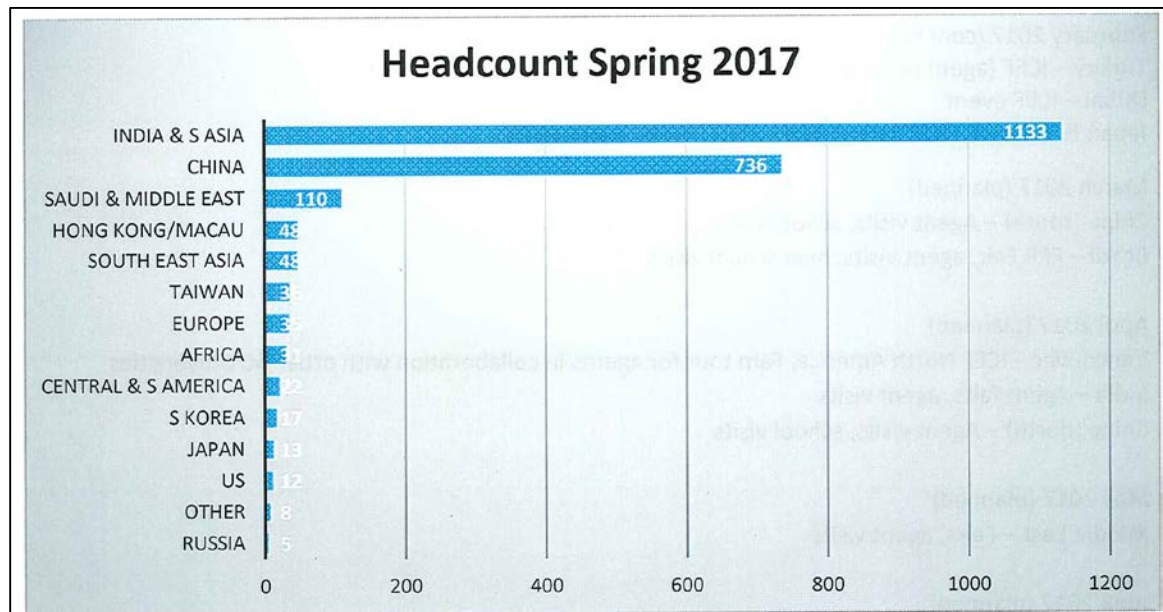


Figure 4: International Student Population for the 2016/17 Academic Year



### iii. Fuyang No. 2 High School Students at KPU

KPU has two, decade-long academic partnerships in China, one with the Guangdong University of Foreign Studies and the other with Fuyang No. 2 High School. Unfortunately, due to China shifting its educational policies in 2015, the country is no longer allowing university-run international programs to operate as schools within schools; therefore, KPU will no longer receive Fuyang high school students through our joint program. In total, KPU received more than 100 students from Fuyang No. 2 High School between 2009 and 2016. *The total estimated tuition revenue from the Fuyang joint program is over \$2 million.*

### iv. Maple Leaf High School Graduates in Canada

*More than 70% of the over 1400 students that graduate from Maple Leaf High Schools across China choose to go on to pursue their post-secondary studies in Canada every year.*

*At TRU's MLUS, 14 out of the 20 current grade 12 students have applied to TRU for fall 2017 admission. TRU has reported that the overall number of applications from Maple Leaf offshore schools in China has risen considerably since the establishment of the School on their campus.*



## **v. Environment Analysis**

There are numerous examples from across Canada in regards to the co-locating of independent/private high schools and public-post secondary institutions. Several examples include:

### **a. British Columbia:**

#### *i. The High School at Vancouver Island University*

Opened in 2014, the High School at Vancouver Island University (VIU) is a BC certified independent high school offering grades 10 – 12. The high school is situated on the VIU campus and the schools share a variety of resources including library, sports facilities, etc.

School's Website: <https://international.viu.ca/high-school>

#### *ii. Maple Leaf University School at Thompson Rivers University*

Opened in September 2016, this is the first independent high school opened by MLENA. The school is situated within a section of the main campus and students have access to TRU's bathrooms, cafeteria, library and science labs.

#### *iii. The University of Northern BC (UNBC)*

Announced plans to open a university high school together with an anonymous Chinese, Canadian offshore school provider in September 2018.

#### *iv. Royal Roads University:*

Currently in discussions with MLENA regarding offering a joint program on their campus for grade 12 students in September 2018 in the field of Environment Protection.



**b. Manitoba:**

*i. The University of Winnipeg Collegiate*

Situated directly on the University of Manitoba campus, the Collegiate is a private, university-preparatory school for grades 9 – 12. The Collegiate shares both the University of Winnipeg library and theatre.

School's Website: <http://collegiate.uwinnipeg.ca>

**c. Ontario:**

*ii. University of Toronto Schools*

Situated directly on the University of Toronto campus, University of Toronto Schools is an independent, secondary day school offering grades 7 – 12. The high school shares many resources with the University of Toronto.

School's Website: <https://www.utschools.ca>

**VIII. Overview of Maple Leaf University Schools**

**i. Maple Leaf University School Philosophy**

As a university preparatory educational program with a strong focus on blending the best aspects of a contemporary Western education with Mandarin language and elements of a traditional Chinese education, Maple Leaf has identified its North American schools as 'university schools'.

**ii. Key Features of Maple Leaf University Schools**

- The schools operate as Group 4 Independent Schools under the approval of the BC Ministry of Education. The schools receive an external evaluation at least every two years, with a monitoring inspection carried out by the Inspector or designate on alternate years.<sup>6</sup>

---

<sup>6</sup> [http://www2.gov.bc.ca/assets/gov/education/administration/kindergarten-to-grade-12/independent-schools/mon\\_checklist\\_4.pdf](http://www2.gov.bc.ca/assets/gov/education/administration/kindergarten-to-grade-12/independent-schools/mon_checklist_4.pdf)



- Upon successful graduation, students are eligible to receive both the BC Dogwood Diploma as well as the National Chinese High School Diploma.
- MLENA's target market is students who plan to stay in Canada for their post-secondary studies.
- As a bilingual, dual high school diploma program, all students admitted to the schools are taught by BC certified and Chinese certified high school teachers.
- BC certified high school principals oversee the running of the schools.

iii. **Maple Leaf University School at KPU**

- Proposed to open in September 2017, the Maple Leaf University School at KPU will house 80 – 100 students in grades 10 – 12.
- MLENA, solely responsible for student, staff and teacher recruitment, plans to recruit 60 students from Maple Leaf offshore schools in China as well as 40 students – both domestic and international, already studying in BC/Canada.
- MLUS – KPU students will have the opportunity to take some select first-year university courses in their grade 12 year.

IX. **Benefits to KPU**

A number of strategic benefits have been identified in regards to the proposed development of a Maple Leaf University School on KPU's Richmond campus:

- **Leverage MLENA's Network to Promote KPU and the Polytechnic University Brand:** Developing the KPU brand internationally is another key goal highlighted in KPU's Internationalization Plan.
- **Exclusive Marketing Opportunity:** KPU will have exclusive access in terms of marketing to these potential future KPU students.





- **Increase in Maple Leaf Students to KPU:** Branding and name awareness within the Maple Leaf Schools across China will generate positive ripple effects for KPU student recruitment within China. In light of their new partnership with MLENA, Maple Leaf high school student applications from China are dramatically up from previous years at TRU. Further developing the KPU brand internationally is a key goal highlighted in KPU's Internationalization Plan.

*NOTE: Following the signing of KPU's General Memorandum of Understanding with MLENA in Dalian, China in November, 2016, applications from Maple Leaf students in China went up from only a handful per every academic year, to 99 applications in one month.*

- **BC Educated International Students:** Students will graduate with both the BC (Dogwood) and Chinese high-school diplomas. These students will therefore be stronger academically than the average international student KPU receives straight from high school abroad as they will already have a Canadian high school diploma and experience within the Canadian education system.
- **KPU-ready International Students:** With students having stronger academic backgrounds due to being already educated within the BC education system, and having already studied on a KPU campus, KPU faculty members will need to spend less time assisting students once they start their university studies.
- **Dual-Credit Opportunity:** KPU and MLENA will work together to build a system where, similar to our partnerships with the Surrey and Langley School Districts, Maple Leaf students will be able to begin to take KPU first year university courses within their grade 12 year. This will allow for early integration within KPU but also an opportunity for KPU to create an additional revenue stream.



- **Richmond Campus Improvements:** Revenue generated from KPU's lease agreement with MLENA will be re-invested into KPU via needed improvements to KPU Richmond campus facilities (new bathrooms, showers, science lab(s) etc.) that there otherwise isn't funding for.
- **Future Opportunity to Lease KPU Lands to MLENA:** Discussions have taken place between MLENA and KPU in regards to the feasibility of establishing a permanent Maple Leaf University School on, or adjacent to, KPU's campus or lands owned by KPU in the future. This will create an additional, ongoing revenue stream for KPU.
- **New High School Partner:** The university-school model is an excellent way to continue recruiting Chinese high school students to KPU in light of KPU's successful partnership with Fuyang No.2 High School. KPU's new partnership with MLENA is anticipated to lead to even further partnership opportunities for KPU as MLENA continues to expand its brand worldwide, thus opening KPU up to a larger international student market to partner with/recruit from.

## **X. Summary of Consultations**

### **i. Methods and Process**

The methods used to gather feedback from the KPU community consisted primarily of consultation sessions, as well as individual meetings with specific stakeholders, both internal and external.

The following process was used to seek and encourage participation from internal KPU stakeholders:

- Invitations were sent to all employees via Today@Kwantlen
- Deans and Chairs of each KPU Faculty/School were also requested to send out specific messaging encouraging attendance from employees in their departments.
- KPU's Director, University Space provided the names of employees likely to be the most impacted by the School, and KPU's Director of Partnerships & Pathways sent additional emails to this group, encouraging them to attend one of the information sessions held on February 6<sup>th</sup> and 7<sup>th</sup> 2017.





## ii. General Overview

The following internal and external consultations have been conducted over a four-month period:

- Four open and targeted group consultations were held. A total of approximately 105 employees attended the sessions.
- One-on-one conversations were held with Department Heads of the following Units: Library, Ancillary Services, Cafeteria, Food Services, Safety & Security, IT, Student and Judicial Affairs, Policy and Academic Affairs.
- Ministry of Advanced Education
- Ministry of Education
- Mayor, City of Richmond
- Superintendent, Richmond School District
- Dean, Faculty of Science and Horticulture consulted with TRU's Dean of Science to gain a better understanding of the use of shared lab space.
- KPU's Alumni Association

## iii. Summary: Internal Consultations

### Consultation 1:

Led by Provost & Vice President Academic

Date/Type	Attendees	Sample Questions Asked
<b>November 9<sup>th</sup> 2016</b> <b>12:00-13:00</b>  Target Group: General (open to entire KPU community)	Approximately 40 participants including: <ul style="list-style-type: none"> <li>• Dean, School of Business</li> <li>• Dean, Faculty of Academic and Career Advancement (ACA)</li> <li>• Associate Registrar</li> <li>• Student Judicial Affairs Officer</li> <li>• Instructors from Science, ACA, Arts &amp; Business</li> </ul>	Who is MLENA?  What is the opportunity?  How does this affect me?  Do we have space for this? Why now?



### Consultations 2 & 3:

Led by Special Advisor to the Provost, Innovation and Strategic Initiatives; Director, Partnerships & Pathways; Director, University Space & President of MLENA

Date/Type	Attendees	Sample Questions Asked
<b>February 6<sup>th</sup> 2017</b> <b>15:15-16:15</b>  Target Group: Faculty of Science	Approximately 25 participants including: <ul style="list-style-type: none"> <li>• Dean, Faculty of Science &amp; Horticulture</li> <li>• Special Assistant to the Provost</li> <li>• Instructors from Biology, Chemistry, Physics, Sustainable Agriculture and Mathematics</li> </ul>	When would the science labs need to be scheduled?  Who would be responsible for setup and take down for each lab?  Would high school teachers receive same lab safety training?
<b>February 7<sup>th</sup> 2017</b> <b>12:00-13:00</b>  Target Group: General (open to entire KPU community)	Approximately 25 participants including: <ul style="list-style-type: none"> <li>• Dean, Faculty of Science &amp; Horticulture</li> <li>• University Librarian</li> <li>• Instructors from Biology, Chemistry, Physics, Sustainable Agriculture, Mathematics and ELST</li> </ul>	What library resources will be required?  Where will students live?  How will students connect to Internet?  What other services and resources need to be shared?
<b>February 7<sup>th</sup> 2017</b> <b>13:00-14:00</b>  Target Group: School of Business, Faculty of ACA, Faculty of Arts	Approximately 15 participants including: <ul style="list-style-type: none"> <li>• Faculty of Academic and Career Advancement (ACA)</li> <li>• Divisional Business Manager, Faculty of Arts</li> <li>• Associate Dean, ACA</li> <li>• Associate Dean, School of Business</li> <li>• Special Assistant to the Provost</li> <li>• Instructors from ACA</li> </ul>	Is there a possibility for high school students to take ELST courses?  How will KPU & MLENA ensure students respect KPU property?  Where will KPU/MLENA policies need to intersect?



#### iv. Summary: Internal Service Providers

Director of Partnerships & Pathways consulted one-on-one with the following KPU service departments in early February 2017:

**Library:** The University Librarian expressed his full support to work with MLENA to further discuss how the library can be shared with the School should the project move ahead. The Librarian has already identified the best time slots for accommodating MLENA students and is open to conversations around how to best grant students access to KPU's book collections, processes for checking books/materials out, etc.

**Food Services/Cafeteria:** KPU's Director, Ancillary Services, expressed his full support to work with MLENA in regards to sharing the Richmond cafeteria space. He also explained that Sodexo would be interested in having conversations with MLENA around what they could offer students in regards to food services.

**Security:** KPU's Chief Safety Officer & Manager, Campus Security, explained that they do not foresee any issues with security having underage students on campus. All security officers have clearance to work with minors of any age.

**Judicial Affairs:** KPU's Director of Student Risk & Judicial Affairs confirmed that as the MLUS students will not be KPU students, KPU's Student Conduct Policy is not relevant to any future MLUS students at KPU. MLENA has provided confirmation that the BC Ministry of Education requires Independent Schools to develop their own policies on student conduct.

**IT Services:** KPU's Director, Technology Services, Manager, Client Services and Systems Support Technologist all expressed their full support in working with MLENA moving forward. MLENA is in the process of connecting KPU's IT staff to TRU's in order to learn more about what KPU will need to do to provide the same kinds of Wi-Fi/storage access as MLUS-TRU.

#### v. Summary: External Consultations

CMLES President and KPU's President & Vice Chancellor discussed the proposed project at the signing ceremony for our General Memorandum of Understanding on November 18<sup>th</sup> 2016 in Dalian, China. They met once again on February 16<sup>th</sup> 2016 to talk further about the long-term direction of the proposed project.

KPU's Provost and Vice President, Academic has had lengthy discussions with the following people/groups:



- Ministry of Advanced Education
- Ministry of Education
- Superintendent, Richmond School District
- KPU Alumni Association

KPU's Executive Director, External Affairs, also had discussions about the proposed project with Mayor, City of Richmond.

None of the above mentioned external stakeholders have brought forward any contentions in regards to the proposed project.

## **XI. Program Logistics – Issues & Mitigations**

As with any new major project, it is vital to consider all possible issues/risks. The table below highlights some of the key concerns raised during the consultations, and identifies steps to be taken to minimize risk exposures. Some of the mitigations will be built into the formal Lease and Services Agreement with MLENA.

<b>Risk</b>	<b>Concern</b>	<b>Comments/Mitigations Under development</b>
<b>Reputational Risk</b>	KPU's brand will be negatively affected by the proposed collaboration	<ul style="list-style-type: none"> <li>• There is an emerging trend in BC and the country towards the development of university schools.</li> <li>• The BC Ministry of Education fully supports two existing university school models in the province.</li> <li>• MLES through its marketing, is committed to promoting KPU's brand and its polytechnic university mandate throughout China.</li> </ul>
<b>Minors on the University Campus</b>	Minors will be unidentifiable (safety concerns around this)	<ul style="list-style-type: none"> <li>• MLUS students will be in uniforms so they are easy to identify.</li> <li>• MLUS students will attend school within their own designated space.</li> <li>• MLUS students will always be accompanied by Maple Leaf staff and teachers (for example when using shared space with KPU, the library and science labs).</li> </ul>

Risk	Concern	Comments/Mitigations Under development
<b>Classroom Space</b>	Whether or not there is room for a high school to operate out of KPU's Richmond campus	<ul style="list-style-type: none"> <li>• KPU is investigating ways to minimize disruption and reallocate displaced classroom and office space.</li> <li>• It is anticipated that only the Fall 2017 semester presents major space challenges. When the Wilson School of Design opens in January 2018, it will free up space in the existing Design wing, which could become available to address any space issues.</li> </ul>
<b>Shared use of Science Labs</b>	<p>Lack of available science lab space on the Richmond campus.</p> <p>Concern re clean up and need for additional lab technicians</p>	<ul style="list-style-type: none"> <li>• A preliminary review of prior years' lab schedules indicate potential opportunities for shared use. Space Administration, KPU International and the Faculty of Science and Horticulture will continue to explore these opportunities.</li> <li>• Ongoing discussions with Science as to how MLENA may be able to share resources in this regard.</li> </ul>
<b>Displaced Office and Class Space</b>	Negativity from employees who may have to give up classroom or office space	<ul style="list-style-type: none"> <li>• Further one-on-one and targeted consultations with the impacted staff to find ways to accommodate their needs.</li> </ul>
<b>Shared Washrooms</b>	Shared bathrooms between KPU and Maple Leaf High School Students	<ul style="list-style-type: none"> <li>• Option 1: Share the existing space as is.</li> <li>• Option 2: Build new washrooms using revenue from lease.</li> </ul>
<b>Impact on Community Relationships</b>	KPU's relationship with the Richmond School District may be impacted negatively	<ul style="list-style-type: none"> <li>• Provost and Vice President, Academic had a very positive conversation with the Richmond School District Superintendent and discussions are ongoing.</li> </ul>



## **XII. Next Steps**

### **i. Timeline**

The following timeline outlines the various next steps leading to the launch of the proposed project:

**March 31st 2017:** Finalize Lease & Services Agreement with MLENA

**April 2017:** MLENA to proceed in hiring a BC Principal to oversee MLUS-KPU and to begin recruitment of BC and Chinese certified teachers for the program

**May – August 2017:** Ongoing work in proposed space (as outlined and agreed upon in lease & services agreement)

**September 2017:** MLUS-KPU opens for the 2017/18 school year

### **ii. Components of the Lease & Services Agreement**

The Lease & Services Agreement includes the following parts:

**Part 1:** Content and Term

**Part 2:** License of Facilities (Use of Premises, Rental Rates, Property Tax, etc.)

**Part 3:** Services to be provided by KPU (Library Access, Science Lab Access, Parking, etc.)

**Part 4:** General (Exclusivity of Agreement, KPU Policies, Force Majeure, etc.)

**NOTE:** Detailed operational, and communications plans will be created, and will ensure broad stakeholder consultation and engagement as well as transparency and accountability throughout the three-year pilot project. Terms of the lease and services agreement are still being worked out and will be presented to the Board of Governors for approval.



### **XIII. Appendices**

#### **i. Project Cost & Revenue Projections**

The proposed project has and will continue to require the use of KPU employee time in regards to the following:

- Leading any necessary further consultations
- Ongoing meetings with MLENA to further work out details in regards to the lease and services agreement
- Possible KPU led supervision of MLUS students while sharing KPU science labs
- Additional support required from service departments such as the library, cafeteria, IT and security, as required throughout the project

All redecoration/renovation costs will be borne by MLENA. Ongoing discussions are being held in regards to the extent of necessary work should the project receive approval and move to the next stage. All costs will be outlined in a formal Lease & Services Agreement to be signed by March 31<sup>st</sup>, 2017.

Lease rates for the proposed space are as follows:

Classroom (4 classrooms)

- KPU rate: \$125 per room per day
- 50% discount for preferential partners

Non-classroom usable space (527 sqft)

- Based on TRU rate as KPU has no established \$ per sqft rate
- Rate: \$22 per sqft

Service and Utilities

- KPU operating cost on top of the identified usable space rental fee, 11.78%

Hallway space (398 sqft)

- Based on TRU rate as KPU has no established \$ per sqft rate
- Rate: \$11 per sqft

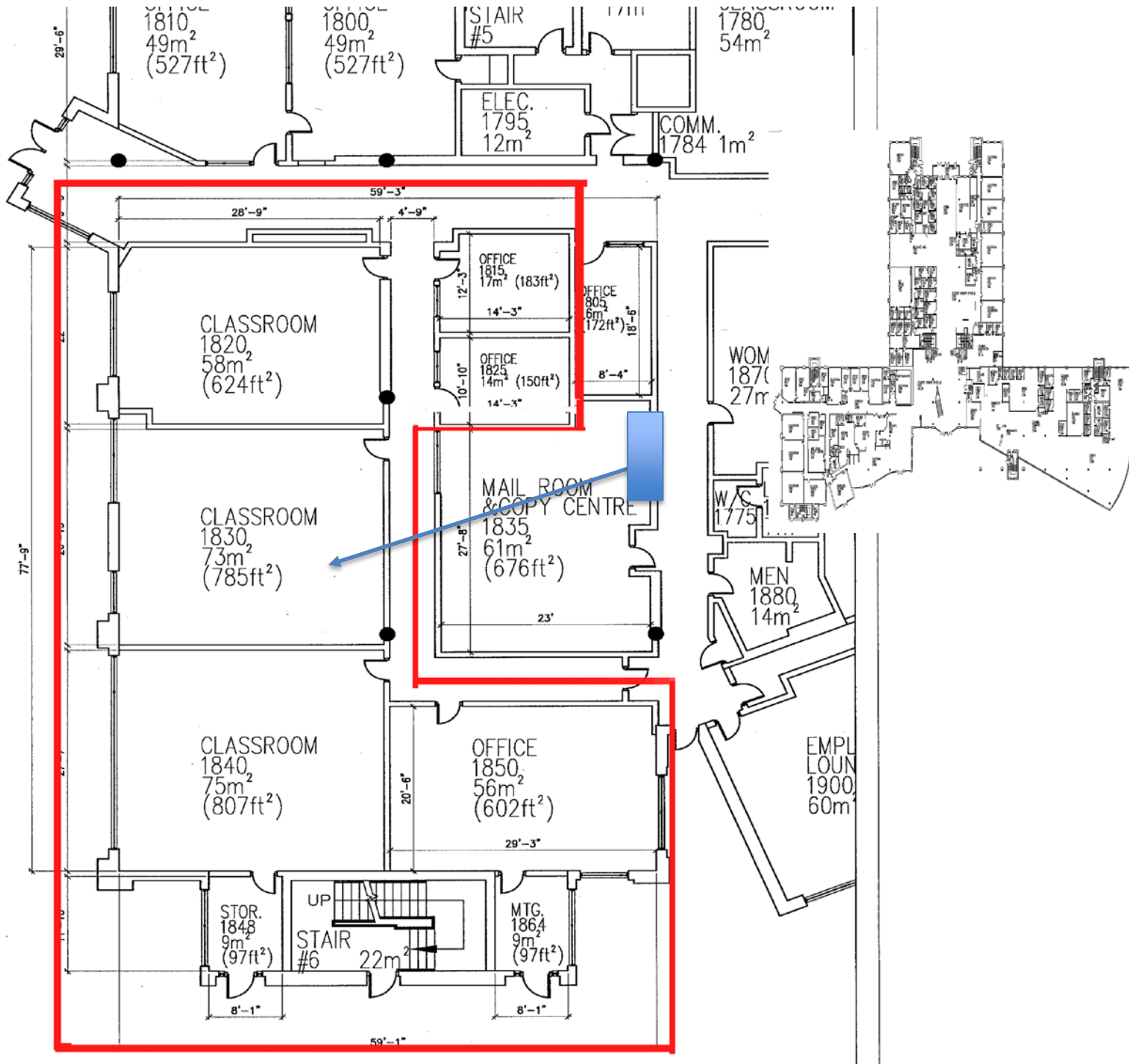


Classroom	\$91,250
Non-classroom usable space (Office)	\$11,594
Service and Utilities	\$12,115
Hallway space	\$4,378
<b>Total</b>	<b>\$119,337</b>

ANNUAL ADJUSTMENT: Rental rates will be adjusted on an annual basis to reflect inflation. Inflation will be calculated by using the rates that have been officially recognized and published by Statistics Canada as the Consumer Price Index (CPI) specifically for BC. This adjustment will be applicable on May 1<sup>st</sup> of each year of the agreement and will use the latest annual rate available (i.e. as of end of December of the previous year).



## ii. Proposed Lease Space Blueprint



DRAWING TITLE  
1805 - 1850  
CAMPUS  
RICHMOND  
BUILDING  
MAIN

DRAWING NUMBER  
---  
DRAWING DATE  
DECEMBER 2016  
DRAWING SCALE  
NTS

DRAWN BY  
HH  
ORIENTATION  
NORTH



**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#6.6****March 29, 2017****Jon Harding****Agenda Item:**      **Revision to Bylaw No. 4, Fees**

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve revisions to Bylaw No. 4, Fees.</b>
--------------------------------	--

**Board Committee Report:**      The Board Finance Committee reviewed revisions to Bylaw No. 4, Fees at its meeting held on March 7, 2017 (refer to key messages #1-#3/tracked changes are red).

Subsequent to the Board Finance Committee Meeting an additional change was made to standardize the fee for all appeals (refer to key message #4/tracked changes are blue).

**Context & Background:**      In according with 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. Written Notice of a proposed amendment to Bylaw 4, *Fees* was provided to the Board of Governors via email on March 8, 2017.

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

**Key Messages:**  
(maximum of three)

1. Domestic tuition has been raised by 2%, the maximum allowed by the provincial government. For information only, International tuition and associated student fees will be raised by 2%.
2. Under Category 7 under 2.a., replaced the range of fees for “Post-Baccalaureate 1 – 2 year diplomas commencing September 1, 2016” with tuition fee of \$225.00 per credit for “Post-Baccalaureate Diploma in Accounting”, expected to be offered starting in September 2017. Addition of Category 9 under 2. a. for Post-Baccalaureate Diploma in Operations and Supply Chain Management and Post-Baccalaureate Diploma in Technical Management and Services. These programs are expected to be offered starting in September 2017.
3. Expansion of categories to align with the tuition published in the University Calendar.
4. Currently \$25 is charged only for Grade Appeals. The fee for all appeals should be standardized since the administrative work is the same for all. Having a minimal fee for appeals acts as a reminder that this is an important and time-consuming process for students and the University.



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

**Regular Meeting**  
**#6.6**  
**March 29, 2017**  
**Jon Harding**

---

<b>Resource Requirements:</b>	International Education, Registrar's Office and Financial Services are involved in the development and research of these fees.
<b>Implications / Risks:</b>	If Bylaw 4 is not recommended for approval, the 2017/18 Draft Budget would have to be revised significantly, as the increase in tuition fees has been built into the assumptions in the development of the budget.
<b>Consultations:</b>	Discussions regarding the proposed 2% increase in domestic and international tuition fees were conducted during the January university financial forums, academic councils, and other stakeholder meetings in January and February.
<b>Attachments:</b>	Bylaw No. 4, Fees – <i>revisions are shown in track changes.</i>
<b>Submitted by:</b>	Jon Harding / Vice President, Finance & Administration
<b>Date submitted:</b>	March 8, 2017

Bylaw History	
Bylaw No.	4
Approving Jurisdiction:	Board of Governors
Original Effective Date:	November 16, 1982
Revised Date:	<del>September 21, 2016</del> March 29, 2017

## 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~~ 2017 shall be:
  - Credit Based Programs:

Category	\$ / credit	
1	<del>\$136.30</del> 139 .00	Existing courses <sup>1</sup> as at September 1, 2011 will remain in Category 1.
2	<del>\$164.70</del> 167 .95	<ul style="list-style-type: none"> <li>Courses in the Education Assistant Program.</li> <li>New courses developed for degrees / programs in Faculties such as Business and Arts.</li> </ul>
3	<del>\$183.95</del> 187 .60	<ul style="list-style-type: none"> <li><u>Courses in Bachelor of Design, Product Design</u></li> <li>New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g.</li> </ul>
4	<del>\$210.50</del> 214 .70	<ul style="list-style-type: none"> <li>Courses in the Health Unit Coordinator program.</li> <li>New online courses developed for degrees / programs and other specialized programs.</li> </ul>
5	<del>\$260.10</del> 265 .30	<ul style="list-style-type: none"> <li><u>Courses in Brewing and Brewery Operations and Health</u></li> <li>New courses developed for industry specific technical programs</li> </ul>
6	<del>\$545.70</del> 556 .60	Post-Baccalaureate in Technical Apparel Design.
	<del>\$225.00</del> 225.00	Post-Baccalaureate <u>Diploma in Accounting 1 – 2 year</u> <u>diplomas commencing September 1, 2016.</u>
8	<del>\$300.00</del> 30 6.00	Diploma in <u>Traditional Chinese Medicine – Acupuncture</u>

<u>9</u>	<u>\$350.00</u>	<ul style="list-style-type: none"> <li>▪ <u>Post-Baccalaureate Diploma in Operations and Supply Chain Management</u></li> <li>▪ <u>Post-Baccalaureate Diploma in Technical Management and Services</u></li> </ul>
----------	-----------------	---

<sup>±</sup> 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	<del>\$118.75</del> <u>121.10</u>	Existing courses as at September 1, 2011.
2	<del>\$243.50</del> <u>248.35</u>	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~~ 139.00 / credit (effective September 1, 2016 2017)
- d. English Language Studies ~~\$136.30~~ 139.00 / credit (effective September 1, 2016 2017)
- e. Adult Special Education No charge / credit (effective September 1, 2016 2017)
- f. Career Choices and Life Success ~~\$100.00~~ 102.00 / credit (effective September 1, 2016 2017)

3. Other fees and charges for domestic students effective September 1, ~~2016~~ 2017 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. <del>Grade appeal fee</del> <u>Appeals</u>	\$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	<del>\$613.35</del> <u>625.50</u> per work term	<del>\$42.90</del> <u>43.75</u> per work term
Part-time work terms	<del>\$306.65</del> <u>312.75</u> per work term	<del>\$21.45</del> <u>21.85</u> per work term

<u>International</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	<del>\$613.35</del> <u>625.50</u> per work term	<del>\$42.90</del> <u>43.75</u> per work term
Part-time work terms	<del>\$306.65</del> <u>312.75</u> per work term	<del>\$21.45</del> <u>21.85</u> per work term

7. For Information Only

International student fees are as follows effective September 1, 2017~~6~~:

a. International student tuition fees	<del>\$561.00</del> <u>572.20</u> / credit
---------------------------------------	--

Other fees and charges for International students are as follows:

b. Student fees for libraries, technologies and student life	<del>\$35.00</del> <u>35.70</u> / credit
c. Application fee	\$120.00
d. Transcript fee	\$10.00 per transcript
e. <del>Grade appeal fee</del> <u>Appeals</u>	\$25.00

f. Confirmation deposit	<p>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.</p> <p>If the student registers, this fee will be applied towards the full tuition fees assessment.</p>
g. Graduation fee	No charge





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

**Regular Meeting**  
**#6.7**  
**March 29, 2017**  
**Jon Harding**

---

**Agenda Item:**        **Draft 2017/18 University Budget**

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the 2017/18 University Budget as recommended by the Board Finance Committee.</b>
--------------------------------	---

**Board Committee Report**        At its meeting held on March 7, 2017, the Board Finance Committee reviewed and approved the Draft 2017/18 University Budget for recommendation to the Board of Governors.

**Context & Background:**        The University's 2017/18 Draft Budget was endorsed by the Senate Standing Committee on Academic Planning and Priorities (SSCAPP) and the Senate Standing Committee on University Budget (SSCUB) on February 3, 2017. At its meeting on February 27, 2017, Senate recommended that the Finance Committee approve the 2017/18 University Budget for recommendation to the Board of Governors.

As part of the endorsement of the 2017/18 Budget, SSCUB prepared a budget endorsement letter which includes recommendations that was provided to Senate. Senate recommended that SSCUB's recommendations be transmitted to the Board of Governors. Past practice has been for Management to draft a response to the recommendations on the Board's behalf and submit them to the Finance Committee for review at its May meeting. The Finance Committee Chair has then attended the May or June Senate meeting to present the Board's response to the SSCUB recommendations.

KPU Executive and SSCUB identified a number of priorities which guided the development of the 2017/18 Draft Budget; these priorities are outlined in the attached Budget Summary. The 2017/18 Draft Budget incorporates these key priorities while recognizing constraints imposed by modest revenue increases.

**Consultations:**        Administration consulted with SSCUB and brought a finalized draft of the 2017/18 Budget to the committee on February 3, 2017 for review and discussion. On February 27, 2017, Senate passed the motion to recommend the approval of the Draft 2017/18 Budget to the Board of Governors.

During the preparation of the 2017/18 Budget, Administration also attended Faculty Council meetings, conducted open KPU community forums, attended other stakeholder meetings, and posted the budget information on the Financial Services Budget website for comments.



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.7**

**March 29, 2017**

**Jon Harding**

---

**Attachments:**

1. Senate Motion from the February 27, 2017 Meeting and SSCUB Endorsement Memo
2. 2017/18 Budget Planning Summary
3. 2017/18 Draft Consolidated Budget – All Pages
4. 2017/18 Draft Consolidated Budget and Draft Multi-Year Budgets for 2018/19, 2019/20, and 2020/21

**Submitted by:** Jon Harding / Vice President Finance & Administration

**Date submitted:** March 8, 2017



## MEMORANDUM

---

TO: Keri van Gerven, University Secretary  
Cc: Maggie MacKenzie, Confidential Assistant, Board of Governors  
Jon Harding, Vice-President, Finance & Administration  
FROM: Stephen Yezerinac, Associate Registrar, Senate & Curriculum  
DATE: February 28, 2017  
SUBJECT: Draft 2017 / 2018 University Budget

---

At its meeting held on February 27, 2017, the Senate approved a motion to endorse the 2017/18 University Budget and recommend approval to the Board of Governors, and to request SSCUB's recommendations be transmitted to the Board of Governors

Attached is the Senate Standing Committee on the University Budget endorsement letter. The proponents have been informed of the Senate decision and that the Board Office will contact them for any further information needed by the Board.

MEMORANDUM

---

TO: SENATE

FROM: Senate Standing Committee on University Budget (SSCUB)

DATE: February 17, 2017

SUBJECT: SSCUB's Recommendations to Senate for Transmittal to the Board of Governors

---

This report summarizes the discussions at several meetings of the SSCUB from September 16, 2016 to February 17, 2017. Before continuing with the detailed observations and recommendations, the committee would like to communicate certain overarching beliefs and recommendations:

1. This year's budget cycle has continued the positive and collaborative process initiated in previous years, and SSCUB looks forward to this continuing. The transparency and accessibility of budget details to the university community is paramount for continuing to align funding with academic and administrative priorities.
2. In response to continued fiscal uncertainty in post secondary education, SSCUB recognizes that a strategic approach to budgeting is essential. SSCUB looks forward to working collaboratively with University Administration and the Board towards this end.
3. As the University is in the third year of a planned multi-year new budget process, SSCUB recognizes the importance of continuing to monitor and enhance revenue streams. SSCUB looks forward to ongoing dialogue about metrics that will be necessary to inform future budgeting processes.

The remainder of this communication presents SSCUB's observations of the 2017/2018 budget development process with the intent to assist senior leadership, the Board of Governors, and the Board Finance and Audit Committee in their budget approval deliberations.

## **1) Observation: 2017/2018 Budget Development Process and Consultations**

SSCUB is encouraged that the 2017/2018 budget development process continues to be open and transparent. University Administration presented a Financial Update in October 2016 at campus forums. A further update and presentation of the draft FY2017/18 budget occurred in January 2017 followed by presentations at regularly scheduled faculty council meetings, campus forums, and other stakeholder group meetings. For those unable to attend, access to the FY2017/18 budget information was available on the Financial Services SharePoint site.

**Recommendation:** SSCUB recommends that KPU continues to enhance the transparency, level of detail and timeliness related to the draft budget development process and consultations with the university community.

## 2) Observation: New Budget Model

The FY2017/18 budget is the first KPU budget that was developed using the zero-based budget model. This represents the university's third year of its multi-year budget model transition process. In previous years, KPU prepared budgets on an incremental basis of evaluating and prioritizing new budget asks; this led to concerns that the incremental-based budget model ignored what was in the base budget, as funding allocations may not reflect environmental changes.

To address this concern, in January 2014, President Alan Davis constituted the Resources Planning Task Force to examine and make recommendations on processes to ensure KPU's resources are deployed as efficiently and effectively as possible to enable the realization of Vision 2018: <http://www.kpu.ca/resources-planning-project>

In June 2014, the Task Force presented the President and the Senate with 11 recommendations and accompanying reports: <http://www.kpu.ca/resources-planning-project-reports-and-recommendations>. These included the report and recommendations from the Task Force's Budget Allocation Subcommittee, which is available at the following link:

<http://www.kpu.ca/sites/default/files/President/Budget%20Allocation%20Report%20to%20RPTF%2012JuneFINAL.pdf>

The Budget Allocation Subcommittee recommended that KPU transition to a new budget model. KPU is now in the third year of its multi-year budget model transition process with the development of the FY2017/18 budget using the zero-based budget model, the first step towards the goal of using a hybrid budgeting model (which will incorporate elements of incremental and zero-based budget models, and performance metrics where appropriate).

In the FY2017/18 budget, SSCUB appreciates the recognition of ongoing commitments arising from prior year approvals, high priority organizational needs, the commitment to a revenue generating focus, and an investment in organizational efficiency and reputation.

### **Update on the Resources Planning Task Force's Budget Allocation Subcommittee's Plan**

The budget development process timeline identified the current fiscal year as a data gathering year, to establish benchmarks. This process served as a necessary and foundational step towards the implementation of a hybrid budgeting model. SSCUB looks forward to ongoing dialogue and identification of metrics that will be necessary to inform the FY2018/19 budget.

**Recommendation:** SSCUB recommends that the timelines and tasks established by the [Budget Allocation Subcommittee's report and recommendations of 2014](#) be realigned, and that SSCUB receives regular progress updates. SSCUB recommends continued support for moving forward with using the New Budget Model.

## MEMORANDUM

**3) Observation: Balancing the Budget**

By legislation, the proposed budget for FY2017/18 is balanced. KPU has identified increased revenues over the 2016/17 budget, specifically, government grants of \$1,728K and tuition increases of \$7,015K (\$722K domestic and \$5,925K international fees). SSCUB endorses increased expenditures over the 2016/17 budget of \$5,126K for salaries and benefits, and \$4,151K for non-salary expenses.

SSCUB endorses the budgeted contingency increase to \$1M in the FY2017/18 operating budget. We encourage increasing the contingency until it reaches 2.5% of the budget.

SSCUB endorses increasing KPU's investment portfolio through a prosperity fund.

SSCUB strongly supports the articulation and implementation of an effective Strategic Enrolment Management (SEM) plan that allows an institution to ensure a regular and balanced flow of incoming students and tuition revenue matched by an equally strong drive to ensure student retention and program completion.

**Recommendation:**

SSCUB supports a balanced budget, the inclusion of an increased contingency, and investment of annual surpluses into a prosperity fund. SSCUB recommends that work continue on the articulation and implementation of KPU's Strategic Enrolment Management Plan and that SSCUB be updated on its progress.

# Kwantlen Polytechnic University

## 2017/18 Budget Planning Summary

### 2017/18 Budget Priorities

In developing the 2017/18 budget, executive focused on KPU's VISION 2018 Strategic Plan, the Academic Plan and Strategic Enrolment Management processes, and prioritized the following areas: -

- reputation,
- safety and security,
- teaching and learning, and
- physical plant.

In addition, the Senate Standing Committee on University Budget ("SSCUB") developed the following non-prioritized list of budget priorities at its December 9<sup>th</sup>, 2016 meeting for recommendation by Senate to the President for consideration in the development of the 2017/18 budget:

- Enhance safety and security on all campuses,
- Support enhancement of student services, supports and community on campus,
- Continue support for the zero-based-budget process and the identification of operational efficiencies and cost savings,
- Assess all revenue generating operations, their respective cost structures, contributions and risks,
- Enhance student success and retention through a focus on continuous quality improvement of teaching and learning opportunities for our diverse and changing student stakeholders,
- Support the enrollment of future students by strengthening alumni engagement and institutional marketing and branding, and
- Maintain an action-ready plan for addressing deferred maintenance, facilities improvements and strategic capital initiatives.

The draft 2017/18 budget incorporates the priorities identified by both the executive and SSCUB while recognizing constraints imposed by modest revenue increases.

### 2017/18 Budget Summary

#### **Revenue**

**Grants:** Increase of \$1,728K (2.5%) over 2016/17 Budget as a result of the Economic Stability Mandate funding; this increase is offset by the related increase in costs associated with collective agreement bargaining for the KFA and BCGEU.

**Tuition Fee Revenue:** Increase of \$7,015K (11.0%) over 2016/17 Budget:

**Domestic tuition fees:** Increase of \$722K (1.9%) over 2016/17 Budget. For conservatism, our assumption is that enrolment will be stable and that there will be a 2% increase in tuition fees, as limited by Provincial government.

**International tuition fees:** Increase of \$5,925K (22.9%) over 2016/17 Budget. KPU continues to see strong growth in international FTE's which is expected to continue into 2017/18. We are budgeting a 10% increase over anticipated 2016/17 FTEs, and a 2% increase in fees.

## **Expenditures**

**Salaries & Benefits:** \$5,077K (4.3%) increase over 2016/17 Budget. This increase is due to the following:

- \$1,465K: Contractual and step increases for KFA and BCGEU,
- \$1,300K: Regularization of demand sections and change in funding methodology to more accurately budgeting for faculty contract positions,
- \$878K: New positions which were identified as critical, such as security/safety and compliance related positions,
- \$1,191K: Positions that had no previously allocated budget as identified through the zero-based budget methodology, and
- \$438K: Increase related to benefits.

**Non-salary Expenses:** \$4,200K (9.4%) increase over 2016/17 Budget. There were general increases in most non-salary expenses to reflect increased activities and general inflation. A significant increase of \$1,965K was provided in Fees and Services to support key priorities such as campus security, marketing and advertising and to fund previously unfunded activities. Some expenses were centralized to support coordination and gain efficiencies in areas such as professional development, advertising and sponsorships. In addition, an Employee Engagement Fund was established and budgeted at \$50 per regular full-time employee.

**Budget Contingency:** Increase from \$500K in 2016/17 to \$1,000K in 2017/18.

## **Fiscal Prudence**

Faculties and administrative areas are expected continue to monitor their revenues and expenses closely and exercise fiscal prudence.

A new Position Request Form (PRF) is being developed to allow for more fulsome analysis of hiring requests, including consideration of budget impact. This form will be released in the coming weeks and additional information will be provided at that time.

Salary savings from vacant positions will continue to be reallocated to address strategic opportunities that are identified throughout the year.



		a	b	c	d = c - a	e = d / a	f = c - b	g = f / b	Comments
Account Type	Account Description	2015/16 Actuals	2016/17 Original Budget	2017/18 Working Budget	Change over 2015/16 Actuals	% Change over 2015/16 Actuals	Change over 2016/17 Original Budget	% Change over 2016/17 Original Budget	
Revenue	Grants	67,008,158	67,229,200	68,957,153	1,948,995	2.9%	1,727,953	2.6%	Economic Stability Mandate funding which is offset by the 2017/18 contractual increases for the BCGEU and KFA collective agreements.
		59,434,891	63,743,100	70,758,000	11,323,109	19.1%	7,014,900	11.0%	Domestic Tuition: Stable domestic enrolment and 2% tuition fee increase; International Tuition: KPU continues to see strong growth in international FTE's which is expected to continue into 2017/18. Similar to domestic students, international tuition fees will increase by 2%.
	Tuition Fees								Related to increases in Domestic and International Tuition Fees.
	Application and Other Fees	5,613,261	5,631,200	6,269,058	655,797	11.7%	637,858	11.3%	
	Tuition - Non-Credit	879,470	1,838,600	1,457,800	578,330	65.8%	(380,800)	-20.7%	
	Contract Services	755,820	1,728,100	663,000	(92,820)	-12.3%	(1,065,100)	-61.6%	Reduction in budgeted Contract Service revenue compared to 2016/17 to reflect programming changes in Continuing and Professional Studies.
	Shop Income	294,430	428,000	332,000	37,570	12.8%	(96,000)	-22.4%	
	Interest	1,533,138	2,158,300	1,733,139	200,001	13.0%	(425,161)	-19.7%	
	Amort of Deferred Contributions	7,604,752	7,488,700	7,494,900	(109,852)	-1.4%	6,200	0.1%	
	Ancillary Goods/Services	7,284,401	7,043,600	6,774,084	(510,317)	-7.0%	(269,516)	-3.8%	
	Capital Contributions	5,216,367	5,588,000	6,357,000	1,140,633	21.9%	769,000	13.8%	A number of large capital projects will be completed in 2017/18. The increase represents the annual recognition of revenue associated with external contributions.
	Other income	1,638,903	1,215,700	2,554,100	915,197	55.8%	1,338,400	110.1%	Expected one-time only increase in Other Income as a result of recoveries on capital projects.
Revenue Total		157,263,590	164,092,500	173,350,234	16,086,644	10.2%	9,257,734	5.6%	
Labour	Salaries	12,621,665	13,549,600	15,949,500	3,327,835	26.4%	2,399,900	17.7%	Allocations for unfunded and 'critical' positions.
		56,357,518	55,685,500	58,252,600	1,895,082	3.4%	2,567,100	4.6%	Increase to cover contractual increases, unfunded positions, support the regularization of demand sections and fund budget rate methodology changes for contract positions.
	Salaries - Faculty	21,426,318	22,516,100	23,685,500	2,259,182	10.5%	1,169,400	5.2%	Increase to cover contractual increases and unfunded positions.
	Salaries - Staff	2,349,738	3,902,100	2,357,800	8,062	0.3%	(1,544,300)	-39.6%	Decrease over 2016/17 Budget as a result of zero-based budgeting exercise to reallocate funds to strategic and critical areas.
	Salaries - Other								
	Benefits	21,142,698	23,553,500	24,038,067	2,895,369	13.7%	484,567	2.1%	
Labour Total		113,897,937	119,206,800	124,283,467	10,385,530	9.1%	5,076,667	4.3%	
Non- salary Expenditures	Supplies	4,600,076	5,001,150	5,213,600	613,524	13.3%	212,450	4.2%	
	Repairs and Maintenance	5,301,276	5,951,300	6,294,852	993,576	18.7%	343,552	5.8%	Annual contractual increases in Information Technology and Facilities Services.
		606,270	53,900	241,500	(364,770)	-60.2%	187,600	348.1%	Increase of budget to align with identified leases during the zero-based budget process.
	Leases/Rentals								
	Travel and PD	2,461,682	2,833,550	3,024,050	562,368	22.8%	190,500	6.7%	
	Student Awards	1,610,835	1,437,900	1,613,900	3,065	0.2%	176,000	12.2%	
	Utilities	1,617,452	2,070,000	1,937,500	320,048	19.8%	(132,500)	-6.4%	Budget savings were identified by Facilities Services in 2016/17.
	Communications	759,853	736,900	830,116	70,263	9.2%	93,216	12.6%	
	Fees and Services	9,661,103	9,939,100	11,904,323	2,243,220	23.2%	1,965,223	19.8%	Increases to support key priorities identified by administration and academic areas such as security, advertising and previously unfunded activities
	Capital Amortization	11,327,968	12,550,000	13,457,900	2,129,932	18.8%	907,900	7.2%	As noted above, there are a number of large capital projects that will be completed in 2017/18 and will begin to be amortized.
	KPU Foundation Disbursements	800	-	-	(800)	-100.0%	-		
	Cost-of-Sales	3,997,977	3,778,400	3,530,608	(467,369)	-11.7%	(247,792)	-6.6%	KPU continues to see a reduction in Bookstore sales which directly influences bookstore purchases.
	Transfers to Third Parties	13,205	-	3,700	(9,505)	-72.0%	3,700		
	Budget Contingency	-	500,000	1,000,000	1,000,000		500,000	100.0%	Increase of \$500K to University Contingency.
Non- salary Expenditures Total		41,958,496	44,852,200	49,052,049	7,093,553	16.9%	4,199,849	9.4%	
Transfers	Transfers In	(14,650,352)	(8,904,600)	(9,937,500)	4,712,852	-32.2%	(1,032,900)	11.6%	
	Transfers Out	14,650,352	8,904,600	9,937,500	(4,712,852)	-32.2%	1,032,900	11.6%	
Transfers Total		-	-	-	-	-100.0%	-		
Total Expenditures (Salary and Non-Salary) and Net Transfers		155,856,434	164,059,000	173,335,516	17,479,082	-74.0%	9,276,516	13.6%	
Net Income		1,407,156	33,500	14,718	(1,392,438)		(18,782)		

		a	b	c	d	e = d - a f = e / a		g = d - b h = g / b			
Divisional Area	Account Type Roll-up	2015/16 End Actuals	2016/17 Adjusted Annual Budget	2017/18 Original Budget Request	2017/18 Working Budget	Variance 2015/16 Actuals to 2017/18 Working Budget	% Change over 2015/16 Actuals	Variance 2016/17 Budget (Adjusted) to 2017/18 Working Budget	% Change over 2016/17 Adjusted Budget	Comments	
Academic	Office of the VP, Academic	Labour	707,581	1,641,300	2,248,191	1,620,751	913,170	129.1%	(20,549)	-1.3%	Office of the VP Academic holds budget for strategic initiatives and centrally managed activities. These funds are often transferred close to year-end to the specific area where the expenditures are incurred.
		Expenditures	238,186	243,900	478,600	266,500	28,314	11.9%	22,600	9.3%	
		Transfers	17,320	-	-	-	(17,320)	-100.0%	-	-	
	Office of the VP, Academic Total		963,087	1,885,200	2,726,791	1,887,251	924,164	96.0%	2,051	0.1%	
	Student Services	Labour	7,934,285	8,593,300	9,223,514	9,112,421	1,178,136	14.8%	519,121	6.0%	During 2015/16 and 2016/17 Student Services underwent reorganization resulting in temporary vacancies of key management positions. Now that positions are filled there is an expectation that labour expense will increase and that additional budget will be required to fund positions identified as unfunded during the zero-based budget process.
		Expenditures	590,774	590,100	1,847,300	764,600	173,826	29.4%	174,500	29.6%	
		Transfers	1,017,385	-	-	1,000,000	(17,385)	-1.7%	1,000,000	-	
	Student Services Total		9,542,443	9,183,400	11,070,814	10,877,021	1,334,578	14.0%	1,693,621	18.4%	
	International Education	Labour	1,973,898	2,569,100	3,294,674	2,779,210	805,312	40.8%	210,110	8.2%	Change over 2015/16 represents various positions that were created and filled from the 2016/17 budget increases.
		Expenditures	314,001	420,200	776,200	365,700	51,699	16.5%	(54,500)	-13.0%	
		Transfers	(635)	-	-	-	635	-100.0%	-	-	
	International Education Total		2,287,264	2,989,300	4,070,874	3,144,910	857,646	37.5%	155,610	5.2%	
	Faculty of Design	Labour	3,837,873	4,094,600	4,389,186	4,360,279	522,406	13.6%	265,679	6.5%	Increase over 2015/16 represents the increase in activity as this Faculty expands its programming. The increase over 2016/17 budget reflects the addition of the Associate Dean position, contractual increases and the change in funding methodology to more accurately budget for faculty contract positions.
		Expenditures	219,660	180,100	246,800	156,100	(63,560)	-28.9%	(24,000)	-13.3%	
		Transfers	980	-	-	-	(980)	-100.0%	-	-	
	Faculty of Design Total		4,058,513	4,274,700	4,635,986	4,516,379	457,866	11.3%	241,679	5.7%	
	Library Resources	Labour	4,923,522	4,961,200	5,273,543	5,267,478	343,956	7.0%	306,278	6.2%	Represents the additional funding required for identified unfunded positions in the Library and The Learning Centre.
		Expenditures	(5,115)	253,800	296,600	253,800	258,915	-5062.0%	-	0.0%	
	Library Resources Total		4,918,407	5,215,000	5,570,143	5,521,278	602,871	12.3%	306,278	5.9%	Change over prior year is a result of a decrease in an extraordinary accrual in 2015/16.
	Faculty of Arts	Labour	21,889,712	22,545,800	23,502,611	23,030,920	1,141,208	5.2%	485,120	2.2%	The increase over 2016/17 budget is related to contractual increases and the change in funding methodology to more accurately budget for faculty contract positions. In addition, some additional Faculty position funding has been allocated to address wait lists.
		Expenditures	278,034	342,400	330,100	219,900	(58,134)	-20.9%	(122,500)	-35.8%	
		Transfers	6,050	-	-	-	(6,050)	-100.0%	-	-	
	Faculty of Arts Total		22,173,796	22,888,200	23,832,711	23,250,820	1,077,024	4.9%	362,620	1.6%	
	Faculty of Business	Labour	15,958,081	15,786,200	18,149,245	17,108,076	1,149,995	7.2%	1,321,876	8.4%	The increase over 2016/17 budget is related to contractual increases and the change in funding methodology to more accurately budget for faculty contract positions. In addition, significant funding has been allocated to help regularize demand sections.
		Expenditures	240,013	185,900	666,600	316,400	76,387	31.8%	130,500	70.2%	
		Transfers	70	-	-	-	(70)	-100.0%	-	-	
	Faculty of Business Total		16,198,164	15,972,100	18,815,845	17,424,476	1,226,312	7.6%	1,452,376	9.1%	Increase is related to previously unfunded expenditures identified as well as additional subscriptions to support programs.
	Faculty of Health	Labour	7,891,601	8,400,800	8,458,544	8,410,676	519,075	6.6%	9,876	0.1%	The change over 2016/17 budget is related to contractual increases.
		Expenditures	(32,316)	185,600	165,500	107,400	139,716	-432.3%	(78,200)	-42.1%	
		Transfers	500	-	-	-	(500)	-100.0%	-	-	
	Faculty of Health Total		7,859,784	8,586,400	8,624,044	8,518,076	658,292	8.4%	(68,324)	-0.8%	

			a	b	c	d	e = d - a	f = e / a	g = d - b	h = g / b	
Divisional Area	Division	Account Type Roll-up	2015/16 End Actuals	2016/17 Adjusted Annual Budget	2017/18 Original Budget Request	2017/18 Working Budget	Variance 2015/16 Actuals to 2017/18 Working Budget	% Change over 2015/16 Actuals	Variance 2016/17 Budget (Adjusted) to 2017/18 Working Budget	% Change over 2016/17 Adjusted Budget	Comments
Academic	Faculty of Academic & Career Adv	Labour	8,433,288	8,589,500	9,495,098	8,700,277	266,989	3.2%	110,777	1.3%	The change over 2016/17 budget is related to contractual increases.
		Expenditures	88,931	140,000	287,500	77,100	(11,831)	-13.3%	(62,900)	-44.9%	
		Transfers	1,500	-	-	-	(1,500)	-100.0%	-	-	
	Faculty of Academic & Career Adv Total		8,523,719	8,729,500	9,782,598	8,777,377	253,658	3.0%	47,877	0.5%	
	Faculty of Science & Horticulture	Labour	10,890,081	11,850,000	13,151,628	12,042,914	1,152,833	10.6%	192,914	1.6%	Change over 2015/16 represents the various positions that were created and filled from the 2015/16 and 2016/17 budget increases to support new programs created in prior years.
		Expenditures	921,501	1,111,400	1,116,400	991,200	69,699	7.6%	(120,200)	-10.8%	
		Transfers	(5,500)	-	-	-	5,500	-100.0%	-	-	
	Faculty of Science & Horticulture Total		11,806,082	12,961,400	14,268,028	13,034,114	1,228,032	10.4%	72,714	0.6%	
	Faculty of Trades & Technology	Labour	5,879,021	5,371,300	7,015,325	5,781,502	(97,519)	-1.7%	410,202	7.6%	The change over 2016/17 budget is related to contractual increases and change in funding methodology to more accurately budget for faculty contract positions.
		Expenditures	460,118	869,700	989,450	816,700	356,582	77.5%	(53,000)	-6.1%	
		Transfers	(7,120)	-	-	-	7,120	-100.0%	-	-	
	Faculty of Trades & Technology Total		6,332,019	6,241,000	8,004,775	6,598,202	266,183	4.2%	357,202	5.7%	
	Office of Research & Scholarship	Labour	492,847	549,900	792,444	595,397	102,550	20.8%	45,497	8.3%	
		Expenditures	299,764	84,100	272,400	18,700	(281,064)	-93.8%	(65,400)	-77.8%	
		Transfers	165,797	-	231,800	81,800	(83,997)	-50.7%	81,800		
	Office of Research & Scholarship Total		958,408	634,000	1,296,644	695,897	(262,511)	-27.4%	61,897	9.8%	
	Office of Teaching & Learning	Labour	281,117	473,400	741,522	544,209	263,092	93.6%	70,809	15.0%	In prior years key positions were vacant. Now that the division is staffed it is expected that labour budget will be fully utilized.
		Expenditures	41,572	27,600	94,500	53,000	11,428	27.5%	25,400	92.0%	This division is now staffed and will require budget to carry out its activities.
	Office of Teaching & Learning Total		322,689	501,000	836,022	597,209	274,520	85.1%	96,209	19.2%	
Academic Total			95,944,375	100,061,200	113,535,275	104,843,010	8,898,635	9.3%	4,781,810	4.8%	
Finance & Administration	Human Resources	Labour	1,403,304	1,545,900	2,276,834	1,671,346	268,042	19.1%	125,446	8.1%	Additional funding is related to an identified unfunded position and increased budget need as this division becomes fully staffed.
		Expenditures	515,554	272,900	603,200	750,900	235,346	45.6%	478,000	175.2%	
	Human Resources Total		1,918,858	1,818,800	2,880,034	2,422,246	503,388	26.2%	603,446	33.2%	Increase over 2016/17 represents the funding required for core services that were previously underbudgeted.
	Office of the VP, Finance & Admin	Labour	142,666	268,800	277,578	277,578	134,912	94.6%	8,778	3.3%	
		Expenditures	36,574	37,000	117,100	37,600	1,026	2.8%	600	1.6%	
		Transfers	-	-	-	-	-		-		
	Office of the VP, Finance & Admin Total		179,241	305,800	394,678	315,178	135,937	75.8%	9,378	3.1%	
	BPAS & Risk Management	Labour	194,754	303,500	679,014	906,822	712,068	365.6%	603,322	198.8%	This is a new, strategic division created early 2016 to meet Board compliance objectives. Additional funding is for positions that were previously unbudgeted and new positions identified as critical.
		Expenditures	117,326	188,000	192,900	186,800	69,474	59.2%	(1,200)	-0.6%	
	BPAS & Risk Management Total		312,080	491,500	871,914	1,093,622	781,542	250.4%	602,122	122.5%	
	Campus Safety & Security	Labour	355,968	733,500	1,248,030	1,089,822	733,854	206.2%	356,322	48.6%	This division was identified as a priority area. The increase represents the increased activity from the 2016/17 as well as additional budget needed to enhance services.
		Expenditures	933,182	900,100	1,313,400	1,286,500	353,318	37.9%	386,400	42.9%	
	Campus Safety & Security Total		1,289,150	1,633,600	2,561,430	2,376,322	1,087,172	84.3%	742,722	45.5%	
	Facilities Services	Labour	2,815,469	3,084,400	3,547,549	3,318,203	502,734	17.9%	233,803	7.6%	The increase represents a number of positions that were identified as previously unfunded.
		Expenditures	4,370,967	4,917,800	5,112,800	5,117,900	746,933	17.1%	200,100	4.1%	This division has a number of large contracts that incur annual contractual increases e.g. Hydro, gas, cleaning, etc.
	Facilities Services Total		7,186,436	8,002,200	8,660,349	8,436,103	1,249,667	17.4%	433,903	5.4%	
	Information Technology	Labour	3,743,460	3,879,600	4,998,316	4,037,934	294,474	7.9%	158,334	4.1%	Additional funding supports the creation of a new, critical position and increased budget need as this division becomes fully staffed.
		Expenditures	3,023,287	3,206,000	3,653,700	3,566,100	542,813	18.0%	360,100	11.2%	This division has a number of large contracts that incur annual contractual increases e.g. BCNET.
		Transfers	329,900	-	-	-	(329,900)	-100.0%	-	-	
Information Technology Total		7,096,647	7,085,600	8,652,016	7,604,034	507,387	7.1%	518,434	7.3%		



			a	b	c	d	e = d - a		g = d - b		h = g / b	
Divisional Area	Division	Account Type Roll-up	2015/16 End Actuals	2016/17 Adjusted Annual Budget	2017/18 Original Budget Request	2017/18 Working Budget	Variance 2015/16 Actuals to 2017/18 Working Budget	% Change over 2015/16 Actuals	Variance 2016/17 Budget (Adjusted) to 2017/18 Working Budget	% Change over 2016/17 Adjusted Budget	Comments	
Finance & Administration	Financial Services	Labour	2,807,427	3,013,000	3,266,304	3,099,164	291,737	10.4%	86,164	2.9%	Additional funding is related to an identified unfunded position and increased budget need as this division becomes fully staffed. Increase over 2016/17 represents the funding required for core services that were previously underbudgeted.	
		Expenditures	1,188,909	705,900	1,336,800	1,038,800	(150,109)	-12.6%	332,900	47.2%		
		Transfers	83,500	-	-	-	(83,500)	-100.0%	-			
	Financial Services Total		4,079,836	3,718,900	4,603,104	4,137,964	58,128	1.4%	419,064	11.3%		
Finance & Administration Total			22,062,248	23,056,400	28,623,525	26,385,469	4,323,221	19.6%	3,329,069	14.4%		
General	Office of General Counsel	Labour	329,356	434,700	500,598	500,598	171,242	52.0%	65,898	15.2%	The increase represents a previously unfunded position.	
		Expenditures	79,909	106,600	108,300	95,000	15,091	18.9%	(11,600)	-10.9%		
	Office of General Counsel Total		409,265	541,300	608,898	595,598	186,333	45.5%	54,298	10.0%		
Office of General Counsel Total			409,265	541,300	608,898	595,598	186,333	45.5%	54,298	10.0%		
President	Office of the President	Labour	452,138	391,900	657,606	505,484	53,346	11.8%	113,584	29.0%	The increase represents a previously unfunded position as well as a new position identified as critical. Increase over 2016/17 represents the funding required for core services that were previously under budgeted.	
		Expenditures	727,332	552,800	1,014,800	976,900	249,568	34.3%	424,100	76.7%		
		Transfers	-	-	-	-	-		-			
	Office of the President Total		1,179,469	944,700	1,672,406	1,482,384	302,915	25.7%	537,684	56.9%		
	Governance & Policy	Labour	279,963	278,000	274,193	277,498	(2,465)	-0.9%	(502)	-0.2%	The reduction over 2016/17 is primarily related to the reallocation of budget and related activities associated with External Audit.	
		Expenditures	111,469	228,200	104,500	100,700	(10,769)	-9.7%	(127,500)	-55.9%		
	Governance & Policy Total		391,432	506,200	378,693	378,198	(13,234)	-3.4%	(128,002)	-25.3%		
	Institutional Analysis & Planning	Labour	674,897	802,600	892,178	805,090	130,193	19.3%	2,490	0.3%		
		Expenditures	38,461	68,100	151,200	66,300	27,840	72.4%	(1,800)	-2.6%		
		Transfers	-	-	-	-	-		-			
	Institutional Analysis & Planning Total		713,357	870,700	1,043,378	871,390	158,033	22.2%	690	0.1%		
	External Affairs	Labour	874,107	1,036,200	1,245,258	1,125,974	251,867	28.8%	89,774	8.7%	Additional funding is related to an identified unfunded position and increased budget need as this division becomes fully staffed. Increased budget has been allocated to support enhancement of the KPU brand and ensure the success of specific events in 2017/18.	
		Expenditures	294,618	291,100	1,135,900	721,300	426,682	144.8%	430,200	147.8%		
		Transfers	(2,500)	-	-	-	2,500	-100.0%	-			
	External Affairs Total		1,166,225	1,327,300	2,381,158	1,847,274	681,049	58.4%	519,974	39.2%		
	Marketing & Recruitment Services	Labour	1,623,811	1,766,500	1,915,846	1,824,404	200,593	12.4%	57,904	3.3%		
Expenditures		710,269	753,500	1,141,330	1,064,100	353,831	49.8%	310,600	41.2%	Increased budget has been allocated to support enhancement of the KPU brand and help cultivate domestic enrolment growth across all campuses.		
Transfers		(7,000)	-	-	-	7,000	-100.0%	-				
Marketing & Recruitment Services Total		2,327,080	2,520,000	3,057,176	2,888,504	561,424	24.1%	368,504	14.6%			
President Total			5,777,564	6,168,900	8,532,811	7,467,750	1,690,186	29.3%	1,298,850	21.1%		
Total Expenditures and Transfers			124,193,452	129,827,800	151,300,509	139,291,827	15,098,375	12.2%	9,464,027	7.3%		

Notes:

Values above represent Operating Expenditures and Transfers only.

a : "2015/16 Actuals" represent actual expenditures incurred in the Operating Fund to support core operations of each department.

b: "2016/17 Adjusted Annual Budget " represents the division's annual allocation plus/minus any budget transfers that have occurred during the year. This value represents the funds available to support the 2016/17 activities.

c: "2017/18 Original Budget Request" represents the original cumulative request for each account type.

d: "2017/18 Working Budget" represents the "2017/18 Original Budget Request" plus/minus adjustments made by management to ensure support of Administrative and Academic priorities and Board of Governors' objectives.

Division	Account Type Roll-up	Account Description	Account Description	2015/16 End Actuals	2016/17 Forecast	2017/18 Working Budget	Variance 2015/16 Actuals to 201718 Budget	% Change over 2015/16 Actuals
Continuing & Professional Studies	Revenue	Application and Other Fees		-	-	-	-	0.0%
		Tuition - Non-Credit		409,874	1,465,188	1,457,800	1,047,926	255.7%
		Contract Services		-	3,890	138,000	138,000	0.0%
		Shop Income		-	-	6,000	6,000	0.0%
		Amort of Deferred Contributions		2,474,461	3,092,341	2,672,900	198,439	8.0%
		Ancillary Goods/Services		-	-	-	-	0.0%
	Revenue Total			2,884,335	4,561,419	4,274,700	1,390,365	48.2%
	Labour	Salaries	Salaries - Administration	351,367	426,345	484,200	132,833	37.8%
			Salaries - Staff	95,815	183,959	146,600	50,785	53.0%
			Salaries - Other	226,559	-	-	(226,559)	-100.0%
		Benefits		134,650	163,100	165,550	30,900	22.9%
	Labour Total			808,390	773,404	796,350	(12,040)	-1.5%
	Expenditures	Supplies		266,976	177,074	229,000	(37,976)	-14.2%
		Repairs and Maintenance		-	-	-	-	0.0%
		Leases/Rentals		83,148	236,726	190,900	107,752	129.6%
		Travel and PD		117,470	99,026	126,800	9,330	7.9%
		Utilities		-	-	-	-	0.0%
		Communications		6,653	6,410	7,700	1,047	15.7%
		Fees and Services		2,070,649	2,311,232	2,923,950	853,301	41.2%
		Capital Acquisitions		256,223	-	-	(256,223)	-100.0%
	Expenditures Total			2,801,119	2,830,468	3,478,350	677,231	24.2%
	Transfers	Transfers In		(30,229)	-	-	30,229	-100.0%
		Transfers Out		36,457	-	-	(36,457)	-100.0%
	Transfers Total			6,228	-	-	(6,228)	-100.0%
Net Income				(731,403)	957,547	-	731,403	

**Kwantlen Polytechnic University**

**Appendix 3: Reconciliation of Divisional Operating Budget by Account Type to Consolidated Budget  
2017/18**

		<b>2017/18 Working Budget</b>
<b>Revenue</b>		
Operating Fund Revenue		\$ 153,240,124
Ancillary Revenue		6,699,080
Special Purpose Fund Revenue from Externally Restricted sources		6,251,900
Endowment Fund Revenue		95,130
Capital Fund Revenue		7,064,000
	<b>Consolidated Revenue:</b>	<b>173,350,234</b>
<b>Expenditures and Net Transfers</b>		
Total Divisional Operating Fund Expenditures and Transfers - 2017/18 Working Budget	139,291,827	
*Pro-forma Operating Fund Budget by Division		
Centralized Operating Fund Expenditures	3,932,155	
Revenue Generating Activity Expenditures	2,474,634	
Other Operating Fund Net Transfers (net outflow to Capital Fund)	6,805,700	
Total Operating Fund Expenditures and Net Transfers		152,504,316
Ancillary Expenditures & Net Transfers		6,446,000
Special Purpose Fund Expenditures & Net Transfers		6,119,900
Endowment Fund Net Transfers		75,000
Capital Fund Expenditures & Net Transfers		8,190,300
	<b>Consolidated Expenditures and Net Transfers:</b>	<b>173,335,516</b>
<b>Consolidated Net Income</b>		<b>14,718</b>

Kwantlen Polytechnic University  
Draft Consolidated Multi-year Budget by Account Type  
Fiscal 2017/18

		Fiscal 2017/18					Consolidated Budget
Account Type	Account Type Description	Operating Fund	Ancillary Services Fund	Special Purposes Fund	Endowment Fund	Capital Fund	
Revenue	Grants	68,957,153					68,957,153
	Tuition Fees	70,758,000					70,758,000
	Application and Other Fees	6,269,058					6,269,058
	Tuition - Non-Credit	1,313,800		144,000			1,457,800
	Contract Services	525,000		138,000			663,000
	Shop Income	325,000		7,000			332,000
	Interest	1,638,013			95,126		1,733,139
	Amort of Deferred Contributions	950,000		5,922,900		622,000	7,494,900
	Ancillary Goods/Services	75,000	6,699,084				6,774,084
	Capital Contributions					6,357,000	6,357,000
	Other income	2,429,100		40,000		85,000	2,554,100
Revenue Total		153,240,124	6,699,084	6,251,900	95,126	7,064,000	173,350,234
Labour	Salaries	97,761,200	1,005,300	1,478,900			100,245,400
	Benefits	23,523,551	254,930	259,586			24,038,067
Labour Total		121,284,751	1,260,230	1,738,486			124,283,467
Expenditures	Supplies	3,830,950	58,850	210,700		1,113,100	5,213,600
	Repairs and Maintenance	5,017,300	177,552			1,100,000	6,294,852
	Leases/Rentals	190,200	5,400	45,900		-	241,500
	Travel and PD	2,556,550	19,500	448,000			3,024,050
	Student Awards	28,900		1,585,000			1,613,900
	Utilities	1,937,500					1,937,500
	Communications	825,300	2,016	2,800			830,116
	Fees and Services	7,941,200	441,973	3,171,150		350,000	11,904,323
	Capital Amortization	-	-			13,457,900	13,457,900
	Cost-of-Sales		3,530,608				3,530,608
	Transfers to Third Parties	3,700					3,700
	Budget Contingency	1,000,000					1,000,000
Expenditures Total		23,331,600	4,235,899	5,463,550		16,021,000	49,052,049
Transfers	Transfers In	(1,025,000)		(1,081,800)		(7,830,700)	(9,937,500)
	Transfers Out	8,912,500	950,000		75,000		9,937,500
Transfers Total		7,887,500	950,000	(1,081,800)	75,000	(7,830,700)	-
Total Expenditures and Transfers		152,503,851	6,446,129	6,120,236	75,000	8,190,300	173,335,516
Net Income		736,273	252,955	131,664	20,126	(1,126,300)	14,718

Kwantlen Polytechnic University  
Draft Consolidated Multi-year Budget by Account Type  
Fiscal 2018/19

Account Type	Account Type Description	Fiscal 2018/19					Consolidated Budget	Fiscal 2017/18 Consolidated Budget	\$ Change over 2017/18 Draft
		Operating Fund	Ancillary Services Fund	Special Purposes Fund	Endowment Fund	Capital Fund			
Revenue	Grants	70,329,255					70,329,255	68,957,153	1,372,102
	Tuition Fees	73,616,623					73,616,623	70,758,000	2,858,623
	Application and Other Fees	6,445,027					6,445,027	6,269,058	175,969
	Tuition - Non-Credit	1,313,800		144,000			1,457,800	1,457,800	-
	Contract Services	525,000		138,000			663,000	663,000	-
	Shop Income	325,000		7,000			332,000	332,000	-
	Interest	1,196,813			95,126		1,291,939	1,733,139	(441,200)
	Amort of Deferred Contributions	950,000		5,922,900		622,000	7,494,900	7,494,900	-
	Ancillary Goods/Services	75,000	6,774,084				6,849,084	6,774,084	75,000
	Capital Contributions					6,757,000	6,757,000	6,357,000	400,000
	Other income	1,629,100		40,000		85,000	1,754,100	2,554,100	(800,000)
<b>Revenue Total</b>		<b>156,405,618</b>	<b>6,774,084</b>	<b>6,251,900</b>	<b>95,126</b>	<b>7,464,000</b>	<b>176,990,728</b>	<b>173,350,234</b>	<b>3,640,494</b>
Labour	Salaries	98,961,985	1,017,405	1,522,224			101,501,614	100,245,400	1,256,214
	Benefits	23,823,872	258,030	271,286			24,353,188	24,038,067	315,121
<b>Labour Total</b>		<b>122,785,857</b>	<b>1,275,435</b>	<b>1,793,510</b>			<b>125,854,802</b>	<b>124,283,467</b>	<b>1,571,335</b>
Expenditures	Supplies	3,907,569	60,027	214,914		1,135,362	5,317,872	5,213,600	104,272
	Repairs and Maintenance	5,357,663	181,103			1,122,000	6,660,766	6,294,852	365,914
	Leases/Rentals	190,200	5,400	45,900		-	241,500	241,500	-
	Travel and PD	2,556,550	19,500	448,000			3,024,050	3,024,050	-
	Student Awards	28,900		1,585,000			1,613,900	1,613,900	-
	Utilities	1,976,250					1,976,250	1,937,500	38,750
	Communications	841,806	2,056	2,856			846,718	830,116	16,602
	Fees and Services	8,325,529	450,813	3,229,320		357,000	12,362,662	11,904,323	458,339
	Capital Amortization	-	-			14,057,900	14,057,900	13,457,900	600,000
	Cost-of-Sales		3,530,608				3,530,608	3,530,608	-
	Transfers to Third Parties	3,700					3,700	3,700	-
	Budget Contingency	1,500,000					1,500,000	1,000,000	500,000
<b>Expenditures Total</b>		<b>24,688,167</b>	<b>4,249,507</b>	<b>5,525,990</b>		<b>16,672,262</b>	<b>51,135,926</b>	<b>49,052,049</b>	<b>2,083,877</b>
Transfers	Transfers In	(1,025,000)		(1,081,800)		(7,830,700)	(9,937,500)	(9,937,500)	-
	Transfers Out	8,912,500	950,000		75,000		9,937,500	9,937,500	-
<b>Transfers Total</b>		<b>7,887,500</b>	<b>950,000</b>	<b>(1,081,800)</b>	<b>75,000</b>	<b>(7,830,700)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures and Transfers</b>		<b>155,361,524</b>	<b>6,474,942</b>	<b>6,237,700</b>	<b>75,000</b>	<b>8,841,562</b>	<b>176,990,728</b>	<b>173,335,516</b>	<b>3,655,212</b>
<b>Net Income</b>		<b>1,044,094</b>	<b>299,142</b>	<b>14,200</b>	<b>20,126</b>	<b>(1,377,562)</b>	<b>-</b>	<b>14,718</b>	<b>(14,718)</b>



Kwantlen Polytechnic University  
Draft Consolidated Multi-year Budget by Account Type  
Fiscal 2019/20

		Fiscal 2019/20						Fiscal 2018/19 Consolidated Budget	\$ Change over 2018/19 Draft
Account Type	Account Type Description	Operating Fund	Ancillary Services Fund	Special Purposes Fund	Endowment Fund	Capital Fund	Consolidated Budget		
Revenue	Grants	71,158,539					71,158,539	70,329,255	829,284
	Tuition Fees	76,590,733					76,590,733	73,616,623	2,974,110
	Application and Other Fees	6,628,035					6,628,035	6,445,027	183,008
	Tuition - Non-Credit	1,313,800		144,000			1,457,800	1,457,800	-
	Contract Services	525,000		138,000			663,000	663,000	-
	Shop Income	325,000		7,000			332,000	332,000	-
	Interest	796,813			95,126		891,939	1,291,939	(400,000)
	Amort of Deferred Contributions	950,000		5,922,900		622,000	7,494,900	7,494,900	-
	Ancillary Goods/Services	75,000	6,774,084				6,849,084	6,849,084	-
	Capital Contributions					6,757,000	6,757,000	6,757,000	-
	Other income	1,629,100		40,000		85,000	1,754,100	1,754,100	-
Revenue Total		159,992,020	6,774,084	6,251,900	95,126	7,464,000	180,577,130	176,990,728	3,586,402
Labour	Salaries	100,049,666	1,026,653	1,527,513			102,603,832	101,501,614	1,102,218
	Benefits	24,260,816	260,313	273,031			24,794,160	24,353,188	440,972
Labour Total		124,310,482	1,286,966	1,800,544			127,397,992	125,854,802	1,543,190
Expenditures	Supplies	3,985,678	61,228	219,213		1,158,068	5,424,187	5,317,872	106,315
	Repairs and Maintenance	5,710,010	184,724			1,144,440	7,039,174	6,660,766	378,408
	Leases/Rentals	190,200	5,400	45,900		-	241,500	241,500	-
	Travel and PD	2,556,550	19,500	448,000			3,024,050	3,024,050	-
	Student Awards	28,900		1,585,000			1,613,900	1,613,900	-
	Utilities	2,015,772					2,015,772	1,976,250	39,522
	Communications	858,639	2,097	2,912			863,648	846,718	16,930
	Fees and Services	8,796,820	459,830	3,293,909		364,140	12,914,699	12,362,662	552,037
	Capital Amortization	-	-			14,257,900	14,257,900	14,057,900	200,000
	Cost-of-Sales		3,530,608				3,530,608	3,530,608	-
	Transfers to Third Parties	3,700					3,700	3,700	-
	Budget Contingency	2,250,000					2,250,000	1,500,000	750,000
Expenditures Total		26,396,269	4,263,387	5,594,934		16,924,548	53,179,138	51,135,926	2,043,212
Transfers	Transfers In	(1,025,000)		(1,081,800)		(7,830,700)	(9,937,500)	(9,937,500)	-
	Transfers Out	8,912,500	950,000		75,000		9,937,500	9,937,500	-
Transfers Total		7,887,500	950,000	(1,081,800)	75,000	(7,830,700)	-	-	-
Total Expenditures and Transfers		158,594,251	6,500,353	6,313,678	75,000	9,093,848	180,577,130	176,990,728	3,586,402
Net Income		1,397,769	273,731	(61,778)	20,126	(1,629,848)	-	-	-

Kwantlen Polytechnic University  
Draft Consolidated Multi-year Budget by Account Type  
Fiscal 2020/21

		Fiscal 2020/21					Fiscal 2019/20 Consolidated Budget	\$ Change over 2019/20 Draft	
Account Type	Account Type Description	Operating Fund	Ancillary Services Fund	Special Purposes Fund	Endowment Fund	Capital Fund	Consolidated Budget		
Revenue	Grants	71,209,125					71,209,125	71,158,539	50,586
	Tuition Fees	79,684,990					79,684,990	76,590,733	3,094,257
	Application and Other Fees	6,818,363					6,818,363	6,628,035	190,328
	Tuition - Non-Credit	1,313,800		144,000			1,457,800	1,457,800	-
	Contract Services	525,000		138,000			663,000	663,000	-
	Shop Income	325,000		7,000			332,000	332,000	-
	Interest	796,813			95,126		891,939	891,939	-
	Amort of Deferred Contributions	950,000		5,922,900		622,000	7,494,900	7,494,900	-
	Ancillary Goods/Services	75,000	6,774,084				6,849,084	6,849,084	-
	Capital Contributions					6,757,000	6,757,000	6,757,000	-
	Other income	1,629,100		40,000		85,000	1,754,100	1,754,100	-
Revenue Total		163,327,191	6,774,084	6,251,900	95,126	7,464,000	183,912,301	180,577,130	3,335,171
Labour	Salaries	100,768,225	1,027,306	1,527,706			103,323,237	102,603,832	719,405
	Benefits	24,511,612	260,313	273,031			25,044,956	24,794,160	250,796
Labour Total		125,279,837	1,287,619	1,800,737			128,368,193	127,397,992	970,201
Expenditures	Supplies	4,065,292	62,453	223,599		1,181,225	5,532,569	5,424,187	108,382
	Repairs and Maintenance	6,224,198	188,416			1,167,329	7,579,943	7,039,174	540,769
	Leases/Rentals	190,200	5,400	45,900		-	241,500	241,500	-
	Travel and PD	2,556,550	19,500	448,000			3,024,050	3,024,050	-
	Student Awards	28,900		1,585,000			1,613,900	1,613,900	-
	Utilities	2,056,081					2,056,081	2,015,772	40,309
	Communications	875,804	2,139	2,968			880,911	863,648	17,263
	Fees and Services	9,172,705	469,027	3,359,791		371,423	13,372,946	12,914,699	458,247
	Capital Amortization	-	-			14,457,900	14,457,900	14,257,900	200,000
	Cost-of-Sales		3,530,608				3,530,608	3,530,608	-
	Transfers to Third Parties	3,700					3,700	3,700	-
	Budget Contingency	3,250,000					3,250,000	2,250,000	1,000,000
Expenditures Total		28,423,430	4,277,543	5,665,258		17,177,877	55,544,108	53,179,138	2,364,970
Transfers	Transfers In	(1,025,000)		(1,081,800)		(7,830,700)	(9,937,500)	(9,937,500)	-
	Transfers Out	8,912,500	950,000		75,000		9,937,500	9,937,500	-
Transfers Total		7,887,500	950,000	(1,081,800)	75,000	(7,830,700)	-	-	-
Total Expenditures and Transfers		161,590,767	6,515,162	6,384,195	75,000	9,347,177	183,912,301	180,577,130	3,335,171
Net Income		1,736,424	258,922	(132,295)	20,126	(1,883,177)	-	-	-



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

**Regular Meeting**  
**#6.8**  
**March 29, 2017**  
**Jon Harding**

**Agenda Item:**        **Horizon Landscaping Contract**

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the optional renewal for the Landscape services contract with Horizon Landscape Contractors Inc. ("Horizon") with the contract value of \$1,367,274.62 over the contract term.</b>
--------------------------------	---

**Board Committee Report:**        For University Secretariat Use Only

**Context & Background:**        In November 2012 the initial landscaping contract for all campuses was tendered and awarded to Horizon. The contract was for a 3 year term (to October 2015) with 2 additional 2 year optional renewals.

For the current optional renewal, the contract value of \$1,367,274.62 over the term of the contract exceeds individual signing authority limit and requires Board approval to comply with the University's Policy of Signing Authority Limits and Procedures. We are recommending the contract extension until March 2019 to align with our fiscal year end.

**Key Messages:**        **1. Horizon continues to deliver quality comprehensive grounds and landscaping maintenance to all campuses.**  
*[maximum of three]*

**2. The attached Purchase Requisition represents the overall services included in the Comprehensive Grounds and Landscape Maintenance contract for all campuses. The budget allocation is as follows:**

**Year 1 (Nov-March 31/16):Core and Extras All Campuses: \$106,742.85**  
**Snow removal and Salting: \$250,000.00**

**Year 2 (Fiscal Year 17/18): Core and Extras All Campuses: \$252,738.50**  
**Snow removal and Salting: \$250,000.00**

**Year 3 (Fiscal Year 18/19 ): Core and Extras All Campuses: \$257,793.27**  
**Snow removal and Salting: \$250,000.00**

**Resource Requirements:**        N/A



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

**Regular Meeting**  
**#6.8**  
**March 29, 2017**  
**Jon Harding**

---

<b>Implications / Risks:</b>	Horizon has provided a Certificate of Insurance (liability) and WorkSafeBC Clearance Letter which have been submitted to purchasing.
<b>Attachments:</b>	Contract tendered to Horizon Landscaping November 2012; Horizon Price List.
<b>Submitted by:</b>	Jon Harding, Vice President, Finance and Administration
<b>Date submitted:</b>	March 17, 2017



KWANTLEN  
POLYTECHNIC  
UNIVERSITY

SURREY CAMPUS

12666 - 72<sup>ND</sup> Ave.  
Surrey, BC Canada V3W 2M8

MEMORANDUM

TO: Karen Hearn  
FROM: Iain Hunter  
DATE: November 15 2012  
SUBJECT: Landscape Tender Renewal; PO Requisition Requiring Signature

Harry Gray

Karen Hearn

Nov. 17/12

Harry, I support  
Iain's rec. to  
approve this  
expenditure. The  
sources of funds  
are viable &  
oversight will be  
in place to  
minimize expense.

Karen

The Landscape contract has been retendered and awarded to Horizon Landscaping. Contract terms are for a 3 year period with two, 2 year optional renewals.

No changes were made to the previous scope of work. Optional pricing was requested to provide parking lot sweeping, salting, and snow removal, providing a single contractor for landscaping and these services which were previously provided by 5 different contractors.

The average annual expenditure to provide grounds maintenance, lot salting, and snow removal for the past 3 years was \$250,000, representing a maximum dollar value that might be required to support these services dependent upon weather conditions.

The current budget allocations are:

- 4052 Landscape Maintenance - (\$118,400)
- 4053 Parking Lot Maintenance (\$ 47,400)
- Snow removal funding in excess of parking lot maintenance are provided from university contingency.
- An average of \$55,000 annually is charged back to Capital Projects.

The attached Purchase Order Requisition requiring appropriate signing authority represents the first 3 year term of this contract.

Thanks  
Iain

**REQUISITION  
SUPPLIES & EQUIPMENT**

**173978**  
P.O. # **173978**

SUGGESTED SUPPLIER:		DELIVER TO:	
Horizon Landscape Contractors 4104 232 Street Langley, BC		RM. _____ DEPT: Facilities CAMPUS: <b>R</b>	
		PLEASE STATE APPLICATION OR END USE	
		Comprehensive Grounds Maintenance - all campuses	

ORGANIZATION: (Department)	<b>4052</b>	DATE REQ.:	<b>16-Nov-2012</b>	INITIATED BY:	<b>Stacey Robinson</b>	LOCAL	<b>2399</b>	VOICE MAIL		DATE REQUIRED BY:	<b>23-Nov-12</b>
FUND:		DATE AUTH.:	<b>Nov 20/12</b>	AUTHORIZED BY:	<i>[Signature]</i>	LOCAL	<b>2442</b>	VOICE MAIL		DD	MM YY
ACCOUNT:	<b>7258</b>									<b>\$750,000.00</b>	
										TOTAL ESTIMATED VALUE	

Quantity	Cat./Stock No.	Description	Unit Price	Extended Price
		Create a three-year contract as per tender documents CB 2630		\$0.00
1		Year One - Nov 2012 to Oct 2013	\$250,000.00	\$250,000.00
1		Year Two - Nov 2013 to Oct 2014	\$250,000.00	\$250,000.00
1		Year Three - Nov 2014 to Oct 2015	\$250,000.00	\$250,000.00
				\$0.00
				\$0.00
		To provide core landscape & grounds maintenance		\$0.00
		and seasonal grounds and parking lot sweeping,		\$0.00
		salting, and snow removal services.		\$0.00
				\$0.00
		Plus HST		\$0.00
				\$0.00

FOR PURCHASING OFFICE USE		<b>SCANNED</b>	<b>RECEIVED</b> NOV 22 2012 PURCHASING DEPT. <i>CB</i>

SHIP TO:	DEL. DATE:	BUYER:	DATE:
FOB:	SUPPLIER:	QUOTE:	PHONE/FAX/MAIL:
GST:	PST:	SALES REP:	ORDERED:
		PHONE/FAX/MAIL:	

1/3



# Horizon

---

## Landscape Contractors



I, Brian Dougherty, General Manager of Horizon Landscape contractors authorize the submission of this quote.

Signed \_\_\_\_\_

Brian Dougherty

General Manager

Horizon Landscape Contractors Inc.

Ph: (604) 533-9757 ext: 224

Fx: (604) 533-3633

[horizonlandscape.ca](http://horizonlandscape.ca)



Passion|Integrity|Quality



# Horizon

## Landscape Contractors

### Company History

The company began business in 1991 as a proprietorship operated by Michael Dougherty. This proprietorship was registered as Horizon Landscaping and performed a majority of its business in the maintenance and installation sectors of the residential market. In early 2000, Mike's father, Ron Dougherty, joined the business as a partner. In November of 2000, Horizon Landscaping was incorporated and renamed, Horizon Landscape Contractors Inc. By this point the company was shifting its focus towards the commercial landscape installation market.

In July 2003, the company acquired Lower Mainland Nurseries which remains its current base of operations to date. On November 1, 2004, Horizon Landscape Contractors Inc. became a holding company for the nursery and the company's major assets while Dougherty Investments Ltd. became the operating company. Shortly afterwards, Mike's brother, Brian Dougherty, joined the company, becoming a partner on November 1, 2006.

Horizon Landscape Contractors was nominated as Business of the Year by the Langley Chamber of Commerce and was voted as Vancouver's Best Landscaping Company by the readers of *Georgia Straight* in 2008. Horizon was also recognized as the fastest growing landscape company in Canada from 2002 to 2007 by *PROFIT Magazine* and placed 137th amongst all businesses. The company also placed in multiple Top 100 lists in 2008, and again in 2010, by *Business in Vancouver*. Horizon's dramatic growth and evolution through-out the past two decades has led to the completion of numerous landscape installation contracts valued over \$1,000,000.

The company has a Waste Management crew employed on a full time basis, as well as 5 Maintenance, 15 watering, 2 salting, and 5 snow clearing crews on a seasonal basis. Both companies are currently bondable through multiple bonding companies, and have \$6,000,000 liability insurance with current WCB coverage.

### Additional recourses

Highly trained staff	Personal dump and compost facility	On site fleet mechanic
Administration and accounting team	G.P.S tracking ability of all fleet trucks	Proven experience
Modern reporting systems	Secure storage facility for all equipment	Flexible working capitol

### Instructions needed from Kwantlen

- Expected areas and amounts of annuals and bulbs
- Temperature trigger for salting services i.e. below 0
- On site contact for each site
- Preferred billing schedule

### Supervisory and management staff

#### **Michael Dougherty - President**

Mike is the founder of the original proprietorship and is a co-owner of the current company. He has over twenty years of experience in the landscaping and the nursery industry with numerous specialties and horticulture courses under his belt. The majority of his background is in operations, planning, and estimating.



**Brian Dougherty - Vice President / General Manager**

Brian joined the company in May of 2005 and became a partner in 2007, bringing over eight years of corporate and franchise management experience with him. He has a Certificate in General Business and a Diploma in Accounting. Brian is currently a Director of the Langley Chamber of Commerce and was recently appointed to the Parks and Environment Advisory Committee for the City of Langley and the Kwantlen Polytechnic University Horticulture Advisory Committee. Brian also has over ten years of nursery and landscape industry related experience with multiple construction and horticulture industry related certificates.

**Ashley Hill - Maintenance Manager**

Ashley joined Horizon in November of 2010. Ashley started his career by achieving a national diploma in ecology, a separate national diploma in horticulture while looking after the grounds of former royal estates and stately homes thirteen years ago in the UK. After that he branched out on his own constructing ponds and patios for nobles while achieving award winning municipal flower displays. Now with a host of qualifications including his pesticide license, fall protection, first aid and chainsaw licenses Ashley has become a key part of Horizon

**Geoff Gunn - Senior Maintenance foreman**

Geoff joined Horizon in early 2011 having achieved a residential landscape diploma from Douglas College

**Key contacts**

Ash Hill (contract supervisor) – [maintenance@horizonlandscape.ca](mailto:maintenance@horizonlandscape.ca) – 604-533-9757 ext 222

Geoff Gunn (on site contact) – [Geoff.g@horizonlandscape.ca](mailto:Geoff.g@horizonlandscape.ca) - 604-754-0932

Julia Wolf (accounting) - [accounting@horizonlandscape.ca](mailto:accounting@horizonlandscape.ca) - 604-533-9757 ext 223

Brian Dougherty (GM) - [brian@horizonlandscape.ca](mailto:brian@horizonlandscape.ca) - 604-533-9757 ext 224

**Relevant equipment****Grounds maintenance**

Honda walk behind	Stihl Blower 400
JD 997 72 inch	Stihl Blower 600
JD 997	Stihl fs100rx
JD 997 SB	FS 90R
JD 997 SC	FS250R
ATV	FS 90R
JD X740 Garden Tractor	FS 90R
JD Power Flow 3 Bagger	BR600
JD 54 Mower Deck	McLane 91202 Edger
Kubota ZD331	Stihl BR 400
	Stihl FS 85R

**Snow and salt management**

B+S Snow Blower  
B+S Snow Blower  
B+S Snow Blower

Henderson salter  
Henderson salter  
ATV-BRP-5GAB  
JD-BL8-Snow Plough  
Western plough  
Western plough  
Snow-ex VMAXX

Bobcat 863  
Bobcat 763  
Bobcat T300 Compact Track Loader  
Bobcat MT52 Mini Track Loader  
JD 35D Mini Excavator  
Bobcat T300 Skid Steer Loader  
JD 328 Skid Steer  
JD 35D Mini Excavator  
JD BR72 Broom  
JD 50D Excavator  
325 John Deer Skidsteer c/w C76 bucket  
JD 35D Mini Excavator  
Bobcat T190  
Pressure Washer  
Bobcat S250  
310sj back hoe

### **Tab 3**

N.A

### **Tab 4 Similar work**

- Township of Langley Municipal grounds maintenance

We are very proud of our ability to successfully complete and continually improve our service to the Township and the 100,s of parks we care for in it.

- City of surrey municipal ice management and snow clearing.

Having successfully managed this contract for several years makes us proud. We provide safety and peace of mind to the patrons of the city of surrey and always deliver timely and accurate service.

### **Tab 5 references**

- Tony ward , Township of Langley , [tward@tol.ca](mailto:tward@tol.ca)  
Asset Management Technician  
Parks Operations, Township of Langley  
604-532-3551
- Chris Gain , Manager of operations and facilities , [cgain@surrey.ca](mailto:cgain@surrey.ca)  
604-968-5566.
- Neil Aven , City of surrey , [NWAven@surrey.ca](mailto:NWAven@surrey.ca)

See above for equipment listing.

### **Tab 6 backup**

We have a rotation staff system for critical functions so there is all ways labour on call and on standby should we encounter problems. We also have back up equipment and an on call mechanic on staff. We always operate on a system where we plan for the worst case scenario and have back up plans in place.

**Tab 5**

- A list of three references for the Bidders firm including: Company, Contact name, contact phone number/fax number and email address if applicable.
- If the Bidder has a website, provide the address.
- Provide a listing of equipment that the Bidder would use in the performance of the identified scope of work on Kwantlen's campuses.

**Tab 6**

- Provide details of your backup plan to ensure that CRITICAL FUNCTIONS (scope of work #10, #11 & #12) would be performed as agreed.
- Describe your plan for ensuring continuous and interrupted service for the critical functions as noted; Identify what measures you would take to maintain the standards required.

**Tab 7**

- Pricing information, include the attached completed sheet in your submission. An separate Word document is also provided for your convenience for the Section E - Submission Requirements

Please fill in the attached worksheet and include it with your submission.

**ANNUAL MAINTENANCE**

Per Scope of Work & Specifications and Associated Site Maps in Appendixes 1, 2 & 3.

Campus	Scope of work	Map Ref	Quantity	Unit Price Year 1	Unit Price Year 2	Unit Price Year 3
<b>Cloverdale</b>	Spring Clean up		1 per year	\$1938.00	\$1976.76	\$2036.00
	Lawns, single cut (Appendix 1)		As requested	\$406.00	\$413.00	\$421.26
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	\$As Above	\$As Above	\$As Above
	Bed Maintenance  April 01 – September 31 (Appendix 2)		Price per month	\$1620.00	\$1662.40	\$1685.44
<b>Additional Pricing – Optional Work</b>						
	Snow Removal from Parking Lots (Appendix 3)		As determined in the specs. Price per 1 removal	\$675.00	\$688.00	\$702.00
	Salting of Parking Lot		As determined in the specs.			

			Price per 1 application	\$345.00	\$351.00	\$358.00
	Labour; Sidewalk snow removal		Per hour rate (Per man hour)	\$50.00	\$51.00	\$52.00
	Sweeping of Parking Lots And debris removal		As determined in the specs.  Price per 1 removal	\$588.00	\$599.76	\$611.75
<b>Langley</b>	Spring Clean up		1 per year	\$1616.85	\$1649.18	\$1682.17
	Lawns, single cut (Appendix 1)		As requested	\$607.5	\$619.65	\$632.00
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	\$As Above	\$As Above	\$As Above
	Bed Maintenance  April 01 – September 31 (Appendix 2)		Price per month	\$810.00	\$826.00	\$842.72
<b>Additional Pricing – Optional Work</b>						
	Snow Removal from Parking Lots  (Appendix 3)		As determined in the specs.  Price per 1 removal	\$1175.00	\$1198.5	\$1222.47
	Salting of Parking Lot		As determined in the specs.  Price per 1 removal	\$525.00	\$535.00	\$546.00
	Labour; Sidewalk snow		Per hour rate Per man hour	\$50.00	\$51.00	\$52.00

	removal					
	Sweeping of Parking Lots And debris removal		As determined in the specs.  Price per 1 removal	\$705.00	\$719.00	\$733.00
<b>Richmond</b>	Spring Clean up		1 per year	\$652.00	\$665.00	\$678.00
	Lawns, single cut (Appendix 1)		As requested	\$202.00	\$206.00	\$210.00
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	\$As Above	\$As Above	\$As Above
	Bed Maintenance  April 01 – September 31 (Appendix 2)		Price per month	\$270.00	\$275.00	\$280.00
<b>Additional Pricing – Optional Work</b>						
	Snow Removal from Parking Lots  (Appendix 3)		As determined in the specs.  Price per 1 removal	\$875.00	\$892.50	\$910.35
	Salting of Parking Lot		As determined in the specs.  Price per 1 removal	\$545.00	\$555.00	\$567.00
	Labour; Sidewalk snow removal		Per hour rate per man hour	\$50.00	\$51.00	\$52.00
	Sweeping of Parking Lots And debris removal		As determined in the specs. Price per 1 removal	\$470.00	\$479.00	\$488.98



<b>Surrey</b>	Spring Clean up		1 per year	\$1524.00	\$1554.48	\$1585.56
	Lawns, single cut (Appendix 1)		As requested	\$675.00	\$688.00	\$702.00
	Lawn 7-day cycle May 1 - Sept 31 (Appendix 1)		24 cuts per year. Price per cut	\$As Above	\$As Above	\$As Above
	Bed Maintenance  April 01 - September 31 (Appendix 2)		Price per month	\$1872.00	\$1909.00	\$1947.50
<b>Additional Pricing - Optional Work</b>						
	Snow Removal from Parking Lots  (Appendix 3)		As determined in the specs.  Price per 1 removal	\$845.00	\$861.00	\$879.00
	Salting of Parking Lot		As determined in the specs.  Price per 1 removal	\$425.00	\$433.00	\$442.17
	Labour; Sidewalk snow removal		Per hour rate Per man hour	\$50.00	\$51.00	\$52.00
	Sweeping of Parking Lots And debris removal		As determined in the specs.  Price per 1 removal	\$588.00	\$599.00	\$611.00
<b>Surrey Campus, Westerman Residential - Zone F, Surrey site map.</b>	Spring Clean up		1 per year	\$500.00	\$510.00	\$520.00

	Lawns, single cut (Appendix 1)		As requested	\$As Above	\$As Above	\$As Above
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	\$3240.00	\$3288.00	\$3360.00

#### **“AS, IF AND WHEN REQUESTED” WORK**

**Definition: UNIT RATES:** The rates shall be based on a 40 hour work week and are all inclusive, including without limitation: wages, benefits, overtime, statutory holiday costs, shift and weekend differential, mobilization and demobilization, travel time and travel costs, access costs, training, insurance, supervision and above the foreman level, administration; small tools, vehicles all rental rates including, equipment; and profit and any other operational costs. Prices quoted do not include H.S.T. No additional costs associated with these work items will be considered. No additional cost will be accepted for site foreman overseeing the unit rate work.

**Material costs are not included.** All materials, such as lime, fertilizer, seed and bark mulch for the requirements listed below are to be supplied on an “as and when requested basis” by the Contractor and charged back to Kwantlen, providing a copy of the supplier's invoice plus an approved percentage markup as noted below.

Service	Rates Year 1	Rates Year 2	Rates Year 3
Miscellaneous labour for tasks such as bed maintenance, debris pickup and other general labourer tasks	Hourly rate \$35.00	Hourly rate \$35.70	Hourly rate \$36.40
Aerification	Unit rate \$864.00 based on 10,000 sq.ft.	Unit rate \$881.00 based on 10,000 sq.ft.	Unit rate \$898.00 based on 10,000 sq.ft.
Liming	Unit rate \$750.00 based on 10,000sq.ft.	Unit rate \$765.00 based on 10,000 sq.ft.	Unit rate \$780.30 based on 10,000 sq.ft.
Fertilizer	Unit rate \$1124.00 based on 10,000 sq.ft.	Unit rate \$1146.00 based on 10,000 sq.ft.	Unit rate \$1169.00 based on 10,000 sq.ft.
Over Seeding	Unit rate \$1308.00 based on 10,000 sq.ft.	Unit rate \$1334.00 based on 10,000 sq.ft.	Unit rate \$1360.00 based on 10,000 sq.ft.
MATERIALS at cost + %	Suppliers Invoice plus % 10	Suppliers Invoice plus % 10	Suppliers Invoice plus % 10

**Contract #C1215001 – Option to Renew**  
**Purchasing Services**  
**Contact: Alixe Best, Manager, Purchasing Services**  
**Email: alixe.best@kpu.ca**

**Horizon Landscape Contractors - Contract #C1215001**  
**Comprehensive - Grounds Maintenance and Coordination**  
**(RE: CB2630)**

**Proposed - Option Years – Renewal**

- Year 1 – November 1, 2016 to March 31, 2017
- Year 2 – April 1, 2017 to March 31, 2018
- Year 3 – April 1, 2018 to March 31, 2019

**PRICE LIST**

Please complete:

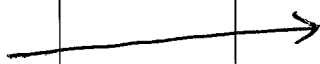

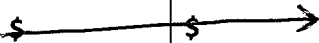
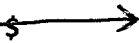
**ANNUAL MAINTENANCE**

**Per Scope of Work & Specifications and Associated Site Maps in Appendixes 1, 2 & 3.**

Campus	Scope of work	Map Ref	Quantity	Unit Price Year 1	Unit Price Year 2	Unit Price Year 3
<b>Cloverdale</b>	Spring Clean up		1 per year	\$ 2,118.25	\$ 2,160.62	\$ 2,203.83
	Lawns, single cut (Appendix 1)		As requested	\$438.38	\$447.15	\$456.10
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	Same as above \$	\$	\$
	Bed Maintenance  April 01 – September 31 (Appendix 2)		<u>Price per month</u>	\$1,753.53	\$1,788.60	\$1,824.38
<b>Additional Pricing –</b>						



**Contract #C1215001 – Option to Renew**
**Purchasing Services**
**Contact: Alixe Best, Manager, Purchasing Services**
**Email: alixe.best@kpu.ca**

<b>Optional Work</b>						
	Snow Removal from Parking Lots (Appendix 3)		As determined in the specs. Price per 1 removal	\$ 730.32	\$ 744.93	\$ 759.82
	Salting of Parking Lot		As determined in the specs.  Price per 1 application	\$ 372.30	\$ 379.75	\$ 387.34
	Labour; Sidewalk snow removal		Per hour rate	\$ 53.00	\$ 54.00	\$ 55.00
	Sweeping of Parking Lots And debris removal		As determined in the specs.  Price per 1 removal	Cost + \$	 \$	 \$
<b>Langley</b>	Spring Clean up		1 per year	\$ 1750.13	\$ 1785.13	\$ 1820.83
	Lawns, single cut (Appendix 1)		As requested	\$ 657.50	\$ 670.68	\$ 684.09
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	\$ Same as above		
	Bed Maintenance  April 01 – September 31 (Appendix 2)		<u>Price per month</u>	\$ 876.76	\$ 894.29	\$ 912.18

**Contract #C1215001 – Option to Renew**
**Purchasing Services**
**Contact: Alixe Best, Manager, Purchasing Services**
**Email: alixe.best@kpu.ca**

<b>Additional Pricing – Optional Work</b>						
	Snow Removal from Parking Lots  (Appendix 3)		As determined in the specs.  Price per 1 removal	1,246.92  \$	1271.86  \$	1297.30  \$
	Salting of Parking Lot		As determined in the specs.  Price per 1 removal	\$568.06	\$579.42	\$591.00
	Labour; Sidewalk snow removal		Per hour rate	\$53.00	\$54.00	\$55.00
	Sweeping of Parking Lots And debris removal		As determined in the specs.  Price per 1 removal	\$cost +	→ \$	
<b>Richmond</b>	Spring Clean up		1 per year	\$706.00	\$720.00	\$734.00
	Lawns, single cut (Appendix 1)		As requested	\$219.30	\$223.69	\$228.16
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	Same as above	\$	\$
	Bed Maintenance		Price per month	\$285.60	\$291.31	\$297.14

Contract #C1215001 – Option to Renew

Purchasing Services

Contact: Alixe Best, Manager, Purchasing Services

Email: alixe.best@kpu.ca

	April 01 – September 31 (Appendix 2)					
<b>Additional Pricing – Optional Work</b>						
	Snow Removal from Parking Lots  (Appendix 3)		As determined in the specs.  Price per 1 removal	\$947.58	\$966.53	\$985.86
	Salting of Parking Lot		As determined in the specs.  Price per 1 removal	\$590.07	\$601.87	\$613.90
	Labour; Sidewalk snow removal		Per hour rate	\$53.00	\$54.00	\$55.00
	Sweeping of Parking Lots And debris removal		As determined in the specs. Price per 1 removal	\$Cost +	\$	\$
<b>Surrey</b>	Spring Clean up		1 per year	\$1649.62	\$1682.61	\$1716.25
	Lawns, single cut (Appendix 1)		As requested	\$730.32	\$744.93	\$759.82
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	Same as above \$	\$	\$

Contract #C1215001 – Option to Renew

Purchasing Services

Contact: Alixe Best, Manager, Purchasing Services

Email: alixe.best@kpu.ca

	Bed Maintenance  April 01 – September 31 (Appendix 2)		Price per month	\$2026.18	\$2066.70	\$2108.00
<b>Additional Pricing – Optional Work</b>						
	Snow Removal from Parking Lots  (Appendix 3)		As determined in the specs.  Price per 1 removal	\$914.94	\$933.24	\$951.90
	Salting of Parking Lot		As determined in the specs.  Price per 1 removal	\$460.00	\$469.22	\$478.60
	Labour; Sidewalk snow removal		Per hour rate	\$53.00	\$54.00	\$55.00
	Sweeping of Parking Lots And debris removal		As determined in the specs.  Price per 1 removal	\$cost +	\$	\$
Surrey Campus, Westerman Residential - Zone F,	Spring Clean up		1 per year	\$	\$	\$
			Will need to price once demolition complete			

**Contract #C1215001 – Option to Renew**  
**Purchasing Services**  
**Contact: Alixe Best, Manager, Purchasing Services**  
**Email: alixe.best@kpu.ca**

Surrey site map.						
	Lawns, single cut (Appendix 1)		As requested	\$150.00	\$153.00	\$156.00
	Lawn 7-day cycle May 1 – Sept 31 (Appendix 1)		24 cuts per year. Price per cut	Same as \$ above	\$	\$

### **“AS, IF AND WHEN REQUESTED” WORK**

**Definition: UNIT RATES:** The rates shall be based on a 40 hour work week and are all inclusive, including without limitation: wages, benefits, overtime, statutory holiday costs, shift and weekend differential, mobilization and demobilization, travel time and travel costs, access costs, training, insurance, supervision and above the foreman level, administration; small tools, vehicles all rental rates including equipment; and profit and any other operational costs. Prices quoted do not include applicable taxes. No additional costs associated with these work items will be considered. No additional cost will be accepted for site foreman overseeing the unit rate work.

**Material costs are not included.** All materials, such as lime, fertilizer, seed and bark mulch for the requirements listed below are to be supplied on an “as and when requested basis” by the Contractor and charged back to Kwantlen, providing a copy of the supplier’s invoice plus an approved percentage markup as noted below.

Service	Rates Year 1	Rates Year 2	Rates Year 3
Miscellaneous labour for tasks such as bed maintenance, debris pickup and other general labourer tasks	Hourly rate <u>\$39.25</u>	Hourly rate <u>\$40.00</u>	Hourly rate <u>\$41.00</u>
Aerification	Unit rate <u>\$920.00</u> based on 10,000 sq.ft.	Unit rate <u>\$938.00</u> based on 10,000 sq.ft.	Unit rate <u>\$957.00</u> based on 10,000 sq.ft.
Liming	Unit rate <u>\$800.00</u> based on 10,000sq.ft.	Unit rate <u>\$816.00</u> based on 10,000 sq.ft.	Unit rate <u>\$832.32</u> based on 10,000 sq.ft.
Fertilizer	Unit rate <u>\$1,200.00</u> based on 10,000 sq.ft.	Unit rate <u>\$1,224.00</u> based on 10,000 sq.ft.	Unit rate <u>\$1,248.48</u> based on 10,000 sq.ft.
Over Seeding	Unit rate <u>\$1,375.00</u> based on 10,000 sq.ft.	Unit rate <u>\$1402.50</u> based on 10,000 sq.ft.	Unit rate <u>\$1430.55</u> based on 10,000 sq.ft.

**Contract #C1215001 – Option to Renew**  
**Purchasing Services**  
**Contact: Alixe Best, Manager, Purchasing Services**  
**Email: alixe.best@kpu.ca**

MATERIALS at cost + %	Suppliers Invoice plus	Suppliers Invoice plus	Suppliers Invoice plus
	% 10	% 10	% 10

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#7.2****March 29, 2017****Alan Davis**

---

**Agenda Item:**      **2017/18 Mandate Letter for Public Post-Secondary Institutions****Action Requested:**☐ Motion to Approve☒ Discussion☐ Information☐ Education**Board Committee Report:**

The Board Governance Committee reviewed and discussed the 2017/18 Mandate Letter for Public Post-Secondary Institutions at its meeting held on March 15, 2017.

**Recommended Resolution:****N/A****Context / Background**

All Board Members are asked to sign the Mandate Letter which provides the Government's strategic priorities and key performance expectations for the 2017/18 fiscal year for KPU.

The BC Corporate Governance Framework takes a principles-based approach to providing direction for effective governance of ministries and public sector organizations. Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control, while meeting the public policy objectives established by Government on behalf of the citizens of BC.

All public sector organizations are expected to understand the responsibility they have to British Columbians and how it is complementary to the fiduciary duty to their organizations.

**Key Messages:**  
*[maximum of three]*

1. **All Board Members are required to individually and collectively acknowledge their statutory obligations to act in the best interests of KPU and affirm as Governors to take into account the Taxpayer Accountability Principles in exercising their duty by signing the Mandate Letter.**
2. **Any Board Member not wanting to sign the Letter is asked to write to Ms. Sandra Carroll, Deputy Minister, Ministry of Advanced Education outlining their concerns.**
3. **The document with signatures will be submitted to the Ministry of Advanced Education and posted on the Board website, as required by the Provincial Government.**

**Attachments:****2017/18 Mandate Letter for Public Post-secondary Institutions**



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

**Regular Meeting**  
**#7.2**  
**March 29, 2017**  
**Alan Davis**

---

**Submitted by:** Hanne Madsen / Alan Davis

**Date submitted:** March 16, 2017





February 3, 2017

Our Ref. 103891

Ms. Hanne Madsen  
Chair, Board of Governors  
Kwantlen Polytechnic University  
12666 72nd Ave  
Surrey BC V3W 2M8

Dear Ms. Madsen:

This Mandate Letter provides Government's annual strategic priorities and sets out key performance expectations for the 2017/18 fiscal year for your institution.

On behalf of the Province of British Columbia, thank you for your leadership and the contributions made by Kwantlen Polytechnic University over the past year, including your support for the use of online resources and open textbooks, helping to save costs for students. We recognize the efforts made in supporting the strategic actions outlined in the 2016/17 Mandate Letter, which continue to be priorities this year.

The BC Corporate Governance Framework takes a principles-based approach to providing direction for effective governance of ministries and public sector organizations. Since June 2014, the Taxpayer Accountability Principles (TAP) have provided guidance to ensure that the actions taken and services provided strengthen accountability and promote cost control, while meeting the public policy objectives established by Government on behalf of the citizens of BC.

It is critical that institutions operate as efficiently as possible, in order to ensure that British Columbians are provided with effective services at the lowest cost possible. This requires constant focus on maintaining a cost conscious and principled culture through the efficient delivery of services that stand the test of public scrutiny and help to develop a prosperous economy in an environmentally sustainable manner. This is critical to Government's commitment to control spending and balance the budget.

Government is making open information a priority across the public sector to enhance transparency and accountability in the delivery of programs, public services and the use of public resources.

Page 1 of 6

Government is responsible for providing funding, setting the legislative, regulatory and policy frameworks in which public post-secondary institutions operate along with establishing the institution's mandate. This includes the following statutory provisions:

Section 47.1 of the *University Act* and the *Designation of Special Purpose, Teaching Universities Regulation*:

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

- provide adult basic education, career, technical, trade and academic programs leading to certificates, diplomas and baccalaureate and masters degrees, English as a second language and adult special education programs that meet the needs of its designated region; and,
- so far as and to the extent that its resources from time to time permit, undertake and maintain applied research and scholarly activities to support the programs of the special purpose, teaching university.

Within the terms of the legislation, the Kwantlen Polytechnic University will, in fulfilling its mandate, consider strategic priorities of Government when allocating institutional resources. The strategic priority actions of Government for 2017/18 are:

- Develop and implement an updated Skills Gap Plan, in alignment with priorities of the BC Skills for Jobs Blueprint;
- Continue to deepen BC's talent pool, in support of the #BCTECH strategy, ensuring opportunities for students in the technology sector;
- Work in partnership with the Government and Aboriginal communities, organizations and institutes to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan to increase the participation and success of Aboriginal learners;
- Continue to deliver on provincial priorities for international education, including pursuing opportunities to advance the two-way flow of students, educators and ideas;
- Continue to actively encourage and promote the development and use of online resources and open textbooks to support post-secondary affordability for students;
- Continue to actively participate in the development and implementation of a common application system for all public post-secondary institutions in the province;
- Promote safe campuses by developing policies and actions to prevent and respond to sexual misconduct and assault of all forms;
- Meet or exceed the financial targets identified in the Ministry's three-year Service Plan as tabled under Budget 2017, including maintaining balanced or surplus financial results; and,
- Continue to maximize the efficient use of public post-secondary administrative resources through participation in the Administrative Service Delivery Transformation initiative.

Principled public sector governance remains a priority for Government. Public post-secondary institutions are expected to undertake comprehensive professional development to enhance orientation of their board members and senior executives. Government will be providing programs and resources designed to assist with orientation and to ensure understanding of the

accountabilities and expectations of public sector boards and organizations. For detailed information about TAP directives, please refer to the following link, [Taxpayer Accountability Principles](#).

Government is committed to continue to strengthen the relationship between Government and public post-secondary institutions. This strong focus on increased two – way communication supports and ensures a mutual understanding and appreciation for institutional priorities.

In addition, it is expected that your institution will continue to be diligent in ensuring familiarity with and adherence to statutory obligations and policies that have broad application across the public sector. Please refer to the following link for a summary of these accountabilities: [Public Service Organization Accountabilities](#).

As public post-secondary institutions that receive funding from the Government, institutions are expected to conduct their affairs in a manner consistent with the legislative, regulatory and policy framework established by Government and share in upholding TAP. This includes:

1. Adhering to the policy, guidelines and directions of the Public Sector Employers' Council regarding executive compensation and the management freeze (so long as the freeze remains in place).
2. Ensuring that institutional operational and financial activities, including procurement and travel, are conducted consistent with Government standards for cost-consciousness and the most cost-effective use of taxpayer resources.
3. Conducting board matters in accordance with the Orientation for B.C. Public Post-Secondary Institution Board Members guidelines.
4. Helping to achieve goals identified by B.C.'s Climate Leadership Plan.

The Core Policy and Procedures Manual of Government can be found for reference at <http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm> and other supporting documents found on the Public Sector Employers' Council Secretariat website at <http://www.fin.gov.bc.ca/psec/>.

The Ministry has posted the annual reporting requirements for public post-secondary institutions on its website. This document outlines the statistical, financial and performance reports for the fiscal year. The Institution agrees to meet these requirements by providing the reports and high quality data necessary for Government to carry out its responsibilities.

Public post-secondary institutions are required to identify major capital projects, including information technology projects, through quarterly reporting to the Ministry. This includes capital and information technology projects with a total cost greater than \$50 million, regardless of funding source.

Each board member acknowledges this Mandate Letter by signing the attachment to this letter. The Mandate letter is to be posted publicly on your institution's website and a copy signed by all Board members provided to the Ministry and made available upon request.

I look forward to our regular meetings focusing on strategic priorities, performance against TAP, and working together to protect the public interest at all times.

Sincerely,



Andrew Wilkinson  
Minister

Attachments: Signature page template  
Taxpayer Accountability Principles

pc: Honourable Christy Clark  
Premier

Ms. Kim Henderson  
Deputy Minister to the Premier and Cabinet Secretary

Ms. Athana Mentzelopoulos  
Deputy Minister  
Ministry of Finance

Ms. Sandra Carroll  
Deputy Minister  
Ministry of Advanced Education

Ms. Cheryl Wenezenki-Yolland  
Associate Deputy Minister  
Ministry of Finance

As members of the Kwantlen Polytechnic University Board of Governors, we individually and collectively acknowledge our statutory obligations to act in the best interests of Kwantlen Polytechnic University and affirm as Board members to take into account the Taxpayer Accountability Principles in exercising our duty.

<hr/> Allison Gonzalez Elected Student Member	<hr/> Eric Wirsching Elected Student Member	
<hr/> Marc Kampschuur Elected Faculty Member	<hr/> Suzanne Pierce Elected Faculty Member	<hr/> Kim Rose Elected Non-Faculty Member
<hr/> Douglas R. Beaton Government Appointed Member	<hr/> Sandra Lynn Case Government Appointed Member	<hr/> Gavin Llewellyn Dew Government Appointed Member
<hr/> Jamie Lynn Kokoska Government Appointed Member (Alumni)	<hr/> Edward Michael McAdam Government Appointed Member (Alumni)	<hr/> Sarbjee Kaur Sarai Government Appointed Member
<hr/> George Melville Chancellor	<hr/> Alan Davis President and Vice-Chancellor	
<hr/> Tanya Marie Corbet Vice-Chair Board of Governors Government Appointed Member	<hr/> Hanne Madsen Chair, Board of Governors Government Appointed Member	
<hr/> Date Signed		

## BC Taxpayer Accountability Principles

Further information available at: <http://gov.bc.ca/crownaccountabilities>

- |  |   |
|--|---|
| <b>1 Cost Consciousness (Efficiency)</b> | Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to “bend the cost curve” and support sustainable public policies and programs as a lasting legacy for generations to come.                 |
| <b>2 Accountability</b>                  | Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government’s strategic mandate. |
| <b>3 Appropriate Compensation</b>        | Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government’s taxpayer accountability principles and respectful of the taxpayer.  |
| <b>4 Service</b>                         | Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.   |
| <b>5 Respect</b>                         | Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers’ monies.   |
| <b>6 Integrity</b>                       | Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.        |



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#7.3**

**March 29, 2017**

**Salvador Ferreras**

---

**Agenda Item:**            **Policy AC13, Qualifications for Faculty Members**

**Action Requested:**

- ☒ Motion to Approve
- ☐ Discussion
- ☐ Information
- ☐ Education

**Recommended Resolution:**

**THAT the Board of Governors approve the decoupling of the current Policy (table), “Minimum Qualifications – Faculty Positions” from Policy AC13, as recommended by the Board Governance Committee.**

**Board Committee Report:**

At its meeting held on March 15, 2016, the Board Governance Committee reviewed and approved the changes to Policy AC13, Qualifications for Faculty Members for recommendation to the Board of Governors.

**Context & Background:**

The current Policy Table titled “[Minimum Qualifications – Faculty Positions](#)” (which lists specific minimum qualifications for faculty positions) is presently labelled as a Policy document. As such, revisions to the current table (labelled as policy) must follow the policy amendment process in accordance to Policy GV2 and its associated procedures ([Protocol for the Development of University Policies / Procedures](#)), which includes a 6-week public posting period on the KPU policy blog, followed by a full policy amendment and approval process. This is problematic as changes to the qualifications for faculty members should not require public commentary or a full policy amendment and approval process. Hence, the existing “[Minimum Qualifications – Faculty Positions](#)” Policy Table (currently titled as “Policy”) should not be a policy but rather, a standalone document that is made available alongside Policy and Procedure AC13 on the university’s [policy website](#).

In order to amend the title of the table and decouple the Policy Table from the Policy and Procedure, it must follow the policy amendment process as outlined in Policy GV2, *Protocol for the Development of University Policies Policy and Procedure*, which includes a 6-week public commenting period. Once this policy amendment is approved, changes to the table will no longer require a 6-week public posting period or a full policy amendment and approval process, but will simply follow the process that is outlined in the AC13 Procedure.

The layout of the “table” has been reformatted. In addition, Procedure B.6 has also been revised as the table will not be made available by Human Resource Services. The table, once decoupled from the Policy, will be accessible alongside Policy and Procedure AC13 on the university’s [policy website](#). This procedural amendment does not impact the Policy and its underlying principles. Therefore, it can be implemented with the approval of the Provost (Policy Sponsor) and the President



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

**Regular Meeting**  
**#7.3**  
**March 29, 2017**  
**Salvador Ferreras**

---

as per the Policy Protocol.

**Key Messages:**  
*[maximum of  
three]*

1. The current table, labeled as “Policy”, will be decoupled from Policy AC13 and will become a separate standalone table / document once approved by the Board of Governors. The layout of the new table has been reformatted.
2. Once this proposed policy revision (decoupling) is approved, changes to the table will no longer require a 6-week public posting period and a full policy revision process. They will follow the process as outlined in AC13 Procedure.
3. Senate has endorsed the proposed policy revision (decoupling of the policy table) on February 27, 2017 and recommended it to the Board of Governors for approval.

**Resource  
Requirements:**

N/A

**Implications /  
Risks:**

If the table (labelled as “Policy”) is not decoupled from Policy and Procedure AC13, changes to the table will be required to undergo the full policy revision and approval process, which includes the 6-week public posting period. This is not compliant with current Procedure AC13.

**Consultations:**

University Secretary  
Academic Council  
Council of Deans  
Human Resource Services  
Senate Standing Committee on Policy Review  
[KPU Policy Blog](#)

**Attachments:**

- Current Policy, Procedure and Policy Table:
- [Policy AC13, Qualifications of Faculty Members](#)
  - [Procedure AC13, Qualifications of Faculty Members](#)
  - [Policy – Minimum Qualifications – Faculty Positions \(Table\)](#)
  - Procedure AC13, Qualifications of Faculty Members – *revised*
  - Minimum Qualifications - Faculty Positions (table) - *revised*

**Submitted by:**

Dr. Salvador Ferreras  
Provost and Vice President Academic

**Date submitted:**

February 28, 2017



Policy History
<b>Policy No.</b> AC13
<b>Approving Jurisdiction:</b> Board of Governors, with Senate advice
<b>Administrative Responsibility:</b> Provost and Vice President Academic
<b>Effective Date:</b> January 25, 2012

## Qualifications for Faculty Members Procedure

### A. DEFINITIONS

1. **Educational administrative division:** Any unit of activity within the University which offers either teaching or research activities: for example, Faculties, departments, schools, colleges, institutes.

### B. PROCEDURES

1. In keeping with appropriate academic and professional standards of their disciplines, all departments and programs within an educational administrative division will recommend the qualifications required for faculty appointments.
2. For educational administrative divisions operating under the authority of a Faculty Council, these recommendations will be reviewed by the Faculty Council. If endorsed by the Faculty Council, the Dean's office will send the recommendations to the Senate for approval.
3. For educational administrative divisions not operating under the authority of a Faculty Council, these recommendations will be reviewed by the educational administrative division authority and administrative head that normally deal with such matters.
4. Each educational administrative division or its Faculty Council will review its list of qualifications for faculty positions within its area of jurisdiction on an annual basis and present any changes to the Senate for its consideration. Information to be provided should include, but is not limited to, the following:
  - a. Name of Educational administrative division
  - b. Name of Department
  - c. Name of Program
  - d. Qualifications Required
5. Lists of general qualifications for all initial appointments to faculty positions within any educational administrative division require Senate approval; however, determinations of required credentials, scholarly experiences and areas of expertise necessary for specific faculty appointments and assignments are the purview of the educational administrative divisions and their search committees.
6. The ~~Human Resources Department will make the~~ current list of qualifications for faculty members in each educational administrative division will be available for viewing on the KPU Bylaws and

Policies website alongside Policy and Procedure AC13 University's web-site. (See attachment to Policy – Minimum Qualifications for Faculty Members Minimum Qualifications – Faculty Positions table)

## **C. RELATED POLICY**

Refer to AC13 *Qualifications for Faculty Members Policy*

DRAFT

## Minimum Qualifications – Faculty Positions

Discipline / Program	Academic	Professional	Teaching (Where not a requirement, it is a preference)	Experience
<b>Academic and Career Preparation</b>	Bachelor's Degree in a teaching area (Master's preferred) ENGQ 1099 – Relevant Master's Degree		Experience required ENGQ 1099 – Experience teaching adults	Related working experience
<b>Access Programs for Students with Disabilities</b>	Master's Degree in Special Education or related field		Experience in an instructional capacity	Recent related work experience
<b>Accounting (ACCT)</b>	PhD preferred, Master's Degree required	Accounting designation (CA, CGA, CMA or equivalent)	Post-secondary preferred	5 years accounting experience
<b>Anthropology</b>	PhD preferred			
<b>Applied Business Technology</b>	Master's Degree required		Secondary or Post-secondary	3 years related work experience
<b>Applied Communications (CMNS)</b>	Master's in English, Communications, Journalism or equivalent field		Post-secondary	3 years directly related work experience. Familiarity with current business communications technology

Discipline / Program	Academic	Professional	Teaching (Where not a requirement, it is a preference)	Experience
<b>Applied Science</b>	Master's Degree in Engineering or Physics. Must have specialization in <u>both</u> engineering and physics over the undergraduate/graduate degrees held	Registration as a Professional Engineer in BC or eligibility for same (to be achieved in a specified period)	Post-secondary	
<b>Arts</b>	Master's Degree in an appropriate discipline	And/or appropriate professional designation	Post-secondary	
<b>Asian Studies</b>	Terminal Degree in the discipline determined by the program search committee at the time of posting			
<b>Bachelor of Psychiatric Nursing (BPN)</b>	Master's Degree (PhD preferred)	Eligible for practicing membership with CRPNBC and/or CRNBC	Post-secondary teaching experience required	Related work experience
<b>Bachelor of Science in Nursing (BSN)</b>	Master's Degree (PhD preferred – one degree in nursing)	Eligible for practicing membership with CRNBC		Related work experience
<b>Bachelor of Science in Nursing Post-Baccalaureate (BSN-PB)</b>	Master's Degree (PhD preferred – one degree in nursing)	Eligible for practicing membership with CRNBC		Related work experience
<b>Biology</b>	Master's Degree in appropriate specialization, PhD preferred, subject matter specialization may be required	Appropriate professional designation (where applicable)	Post-secondary	
<b>Business Management</b>	MBA or equivalent (PhD preferred)		Post-secondary preferred	5 years related management experience
<b>Career Choices &amp; Life Success (CCLS)</b>	Master's Degree preferred in: Adult Education, Social Work or related discipline		Experience teaching adult learners. Post-secondary preferred	Related work experience and personal history of successful career transition. Experience in administration of standardized assessment instruments

Discipline / Program	Academic	Professional	Teaching (Where not a requirement, it is a preference)	Experience
<b>Community Service Support Worker</b>	On Hiatus			
<b>Computer Business Systems (CBSY)</b>	Master's Degree required	Appropriate professional designation in computing	3 years related work experience	3 years directly related work experience
<b>Computing Sciences and Information Systems (CSIS)</b>	Master's Degree in Computer Science or related discipline (PhD preferred)		Post-secondary preferred	Related professional experience
<b>Co-operative Education</b>	Bachelor's Degree (Master's preferred)			Related work experience
<b>Counsellor</b>	Master's Degree in Counselling Psychology. Specialist positions require Master's in the specialty area			Recent counselling experience in a post-secondary institution
<b>Creative Writing</b>	Master's Degree or equivalent in Creative Writing or a related discipline	Two professionally published books (for positions in fiction poetry, or creative non-fiction) or two major projects or productions (for positions in screenplay, drama or new media) with a preference given to those genres taught by the department	Post-secondary teaching experience within a creative and / or interdisciplinary domain	
<b>Criminology</b>	PhD or LLM or equivalent combination of graduate work, research publication, and experience	And/or appropriate professional designation		

Discipline / Program	Academic	Professional	Teaching (Where not a requirement, it is a preference)	Experience
<b>Drafting:</b> <ul style="list-style-type: none"> <li>• <b>Core &amp; Specialties</b></li> <li>• <b>CAD Related Programming</b></li> </ul>	<ul style="list-style-type: none"> <li>• Drafting or Technology Diploma</li> <li>• Bachelor's Degree preferred</li> </ul>		<ul style="list-style-type: none"> <li>• Post-secondary preferred</li> <li>• Post-secondary preferred</li> </ul>	<ul style="list-style-type: none"> <li>• 6 years related work experience</li> <li>• 6 years related work experience</li> </ul>
<b>Economics</b>	Master's Degree in Economics (PhD preferred)		Post-secondary preferred	
<b>Educational Studies</b>	Doctorate in Education, Humanities, or Social Sciences		Strong evidence of excellence in teaching in an academic discipline and a minimum of 5 years' experience teaching at post-secondary institutions	Knowledge and experience related to specific course required (i.e. experience teaching undergraduates in academic discipline for LCOM 1100; experience as student athlete and/or coach for LCOM 1101; Aboriginal heritage and knowledge of Aboriginal culture for LCOM 1102; experience working with adolescents and/or strong knowledge of adolescent development for LCOM 1190; knowledge of labour market and/or graduate school application process for LCOM 4100)
<b>ELST</b>	Master's Degree in TESOL or related discipline (completed or in progress)	TESL Training, including a supervised practicum. Native-line English fluency in both spoken and written language required. BC TEAL/TESL Canada certification recommended	Extensive experience (minimum 2 years) teaching a variety of ELT and ESP courses to adults at all levels of ESL	ESL curriculum development. Knowledge of computer-assisted language learning
<b>English</b>	Master's Degree in English, PhD in English preferred		Relevant teaching experience at the post-secondary level	
<b>Environmental Protection Technology</b>	Bachelor's Degree (Master's preferred)	Appropriate professional designation desired		Related work experience

Discipline / Program	Academic	Professional	Teaching (Where not a requirement, it is a preference)	Experience
<b>Fashion and Technology</b>	Bachelor Degree in Fashion or related disciplines or academic credentials and experience appropriate to areas of responsibility (Bachelor's Degree is preferred for full-time faculty)	Eligible for professional designation	Post-secondary teaching experience, minimum 3 years preferred or a teaching credential	5 years related work experience
<b>Fashion Marketing</b>	Bachelor Degree in Fashion Marketing or related disciplines or academic credentials and experience appropriate to areas of responsibility (Bachelor's Degree is preferred for full-time faculty)	Eligible for professional designation	Post-secondary teaching experience, minimum 3 years preferred or a teaching credential	3 years related work experience
<b>Fine Arts / Art History / Theory (ARTH)</b>	PhD (or equivalent) in Art History with specialization	Additional related areas of research beneficial	Post-secondary	Active and current record of publications
<b>Fine Arts / Visual Arts (FINA)</b>	Master's Degree in Fine Arts	And/or appropriate professional designation	Post-secondary	Active and current exhibition record
<b>Foundations in Design</b>	Bachelor's Degree from design program or related field	Eligible for professional designation	Minimum 2 years teaching experience required. Post-secondary preferred.	Minimum of 5 years of Multi / Inter / Trans-disciplinary design experience preferred
<b>Geography</b>	PhD preferred or professional accreditation			
<b>Gerontology-Based Recreation (GBTR)</b>	On Hiatus			
<b>GNEAL</b>	Master's Degree Theory Courses Bachelor's Degree (Master's preferred – clinical and lab)	Eligible for RNABC membership		Related work experience

Discipline / Program	Academic	Professional	Teaching (Where not a requirement, it is a preference)	Experience
<b>Graduate Nurse Internationally Educated (GNIE)</b>	Master's Degree – Theory courses. Bachelor's Degree (Master's preferred)	Eligible for practicing membership with CRNBC		Related work experience
<b>Graduate Nurse Re-Entry (GNUR)</b>	Bachelor's Degree (Master's preferred)	Eligible for practicing membership with CRNBC		Related work experience
<b>Graphic Design for Marketing</b>	Bachelor's Degree (Master's preferred) from a Graphic Design program, preferably Graphic Design for Marketing or related disciplines	Eligible for professional designation	Minimum 5 years teaching experience. Post-secondary preferred	Minimum of 5 years of active professional design practice that includes business, marketing and/or relevant domains
<b>Health Care Assistant Program (HCAP)</b>	Bachelor's Degree (Master's preferred)	Eligible for practicing membership with CRPNBC and/or CRNBC		Related work experience
<b>Health Unit Coordinator (HAUC)</b>	Health Unit Coordinator certificate and provincial instructor diploma or diploma in nursing		Post-secondary teaching preferred	Minimum of 5 years' experience as a Health Unit Clerk or nurse in an acute hospital setting
<b>History</b>	PhD			
<b>Horticulture</b> <ul style="list-style-type: none"> <li><b>Core Science Sources</b></li> <li><b>Other</b></li> </ul>	Master's Degree  Technology Degree	And/or professional designation  And/or professional designation	Post-secondary preferred  Post-secondary preferred	5 years of related work experience 5 years of related work experience
<b>Human Resources Management</b>	MBA or equivalent PhD preferred	CHRP or equivalent designation	Required. Post-secondary preferred	5 years related Human Resources Management experience



Discipline / Program	Academic	Professional	Teaching (Where not a requirement, it is a preference)	Experience
<b>Interior Design</b>	Bachelor's Degree in Interior Design, or related disciplines or academic credentials and experience appropriate to areas of responsibility  (Master's Degree preferred for full-time faculty)	Full-time faculty and faculty teaching in studio courses require: NCIDQ certification or equivalent certification appropriate to discipline  Membership/ or eligible for membership in appropriate professional associate/organization (to discipline)	Minimum 2 years teaching experience required. Post-secondary experience preferred	Substantial Professional Portfolio reflecting a minimum of 8 – 10 years diverse experience related to the build environment and evidence of experience or expertise appropriate to specific course content.
<b>Journalism</b>	Bachelor's Degree (Master's preferred) or equivalent industry experience		Post-secondary desirable	Considerable related and diverse work.
<b>Librarian</b>	Master's Degree or equivalent in Library Science	Minimum 1 year professional experience in college / academic / public / special libraries	Should have considerable experience in library orientation	Experience in reference and material selection. Demonstrated knowledge in on-line searching and CS-ROM's
<b>Marketing (MRKT)</b>	Master's Degree required (PhD preferred)		Post-secondary preferred	5 years' experience in Marketing
<b>Mathematics</b>	Master's in Mathematics or Statistics, PhD preferred, subject matter specialization may be required		Post-secondary	
<b>Modern Languages</b>	Master's Degree in language of teaching (PhD preferred); Master's Degree in generative linguistics (PhD preferred)		2 years of post-secondary credit course teaching experience, preferably using a western academic approach	

<b>Discipline / Program</b>	<b>Academic</b>	<b>Professional</b>	<b>Teaching</b> (Where not a requirement, it is a preference)	<b>Experience</b>
<b>Music</b>	Bachelor's Degree (Master's preferred) in Performance  Master's Degree (PhD preferred) in Theory and History			Related performance or teaching experience
<b>Philosophy</b>	Master's Degree or ABD in Philosophy		Post-secondary	
<b>Political Science</b>	PhD preferred			
<b>Product Design</b>	Bachelor's Degree – preferably Master's Degree in Product Design, Industrial	Eligible for professional designation	Minimum of 5 years at post-secondary level	Minimum of 5 years' experience / practice in product design, or relevant field, or published evidence of scholarly research in a design-related subject
<b>Psychology</b>	PhD in Psychology or an area approved by the Psychology Department			
<b>Public Relations</b>	Bachelor's Degree or equivalent industry experience	Appropriate professional designation (where applicable)	Post-secondary desirable	Considerable related and diverse work in professional Public Relations. Teaching experience desirable.
<b>Public Safety Communications</b>	Post-Secondary		Post-secondary desirable	Minimum of 7 years communications experience in appropriate discipline
<b>Science</b>	Master's Degree in appropriate specialization	Appropriate professional designation (where applicable)	Post-secondary	
<b>Sociology</b>	Graduate Degree in Sociology, PhD preferred			
<b>Special Education Teacher Assistant (SETA)</b>	Master's Degree preferred; Bachelor's required for education focused courses	Teacher's certificate preferred or Provincial Instructor Diploma		Teaching experience in K-12 system; post-secondary or related teaching experience

Discipline / Program	Academic	Professional	Teaching (Where not a requirement, it is a preference)	Experience
<b>Technical Apparel, Post-Baccalaureate Diploma</b>	Master's Degree in Apparel Design, Product Design, Industrial Design, or related disciplines or Academic credentials and experience appropriate to areas of responsibility (Master's Degree preferred for full-time faculty)	Eligible for professional designation	Post-secondary teaching experience preferred	Minimum of 8 – 10 years diverse experience related to technical Apparel Design AND  Evidence of Experience of expertise appropriate to specific course contact AND  Demonstrate a clear understanding or related fields
<b>University Transitions</b>	Doctorate required in education, social science or humanities		Strong evidence of excellence in teaching in an academic discipline and a minimum of five years' experience teaching at post-secondary institutions. Experience teaching content areas contributing to post-secondary success (e.g. study skills and strategy's academies writing, personal and career development	Knowledge, experience, and sensitivity related to first-year and senior year post-secondary student transitions, engagement and challenges to student retention and success. Knowledge and experience administering and interpreting standards measures for use in academic development, including the MBTI and the Strong Interest Inventory. Proven expertise in academic field demonstrated through a strong record of scholarly publications and presentations. Current engagement in scholarly research and/or writing projects preferred.
<b>Vocational / Trades</b>	Journeyed status or equivalent	Trade qualification		Considerable related experience. Post certification including supervision.



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

**Regular Meeting**  
**#7.4**  
**March 29, 2017**  
**Hanne Madsen**

---

**Agenda Item:**      **Board Meeting Schedule 2017/2018**

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

**Board Committee Report:**      The Board Governance Committee reviewed at its meeting held on March 15, 2017 and concurred with the proposed Board Meeting Schedule 2017/2018 for presentation to the Board of Governors.

<b>Recommended Resolution:</b>	<b>N/A</b>
--------------------------------	------------

**Key Messages:**      The following dates and times are proposed for the 2017/2018 Board of Governors Meetings.

Additionally, a Board Planning Seminar is scheduled annually – date tbc

September 27, 2017	4:00 – 7:00 pm	Surrey
November 22, 2017	4:00 – 7:00 pm	Langley
February 7, 2018	4:00 – 7:00 pm	Cloverdale
March 28, 2018	4:00 – 7:00 pm	Surrey
May 23, 2018	4:00 – 7:00 pm	Surrey
June 27, 2018	4:00 – 7:00 pm	Richmond
September __, 2018	4:00 – 7:00 pm	tbc
November __, 2018	4:00 – 7:00 pm	tbc

**Submitted by:**      Keri van Gerven

**Date submitted:**      March 16, 2017



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#10.2**

**March 29, 2017**

**Salvador Ferreras**

---

**Agenda Item:**      **KPU Civic Plaza Update**

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

<b>Recommended Resolution:</b>	<b>N/A</b>
--------------------------------	------------

**Board Committee Report:**      For University Secretariat Use Only

**Context & Background:**      At the November 23, 2016 Board Meeting the Board of Governors approved the purchase of two additional floors. KPU has now purchased five floors in total at Civic Plaza.

**Key Messages:**      **1. The development of the KPU Civic Plaza campus is on schedule for a targeted January 3, 2018 launch. The design has reached the 60% design completion stage with approved floorplans, and has transitioned into the schematic design phase in preparation for issuing tender documents May 1<sup>st</sup>, 2017. The schedule estimates a mid-October completion of construction with operational set-up completion December 1<sup>st</sup>.**

*[maximum of three]*

**2. Programming for KPU Civic Plaza is currently under review with a target to launch several new programs and services at the campus starting in January, 2018.**

**Attachments:**      Three Civic Plaza Update, March 2017

**Submitted by:**      Dr. Salvador Ferreras, Provost and Vice President, Academic

**Date submitted:**      March 16, 2017

## KPU Civic Plaza Update

March 29th, 2017

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

Salvador Ferreras, PhD  
Provost and Vice President, Academic



### *Executive Summary*

The development of the KPU Civic Plaza campus is on schedule for a targeted January 3, 2018 launch. The design has reached the 60% design completion stage with approved floorplans, and has transitioned into the schematic design phase in preparation for issuing tender documents May 1<sup>st</sup>, 2017. The schedule estimates a mid-October completion of construction with operational set-up completion December 1<sup>st</sup>. Programming for KPU Civic Plaza is currently under review with a target to launch several new programs and services at the campus starting in January, 2018.

### *Campus Operating Plan*

Business Performance and Advisory Services (BPAS) is working to develop a detailed operating plan for the KPU Civic Plaza campus to ensure a smooth and successful launch in January, 2018. Currently in the first phase of planning, the study has identified a preliminary but comprehensive list of operational functions<sup>1</sup>, identified known gaps, documented known processes and assigned responsibilities to develop missing processes.

---

<sup>1</sup> Examples include: parking, IT support, janitorial services, vending, student services, security, operational hours.

### *Planning and Implementation*

With the functional layout and floorplans for KPU Civic Plaza campus now finalized, the attention of the KPU internal project team has shifted to the planning and implementation for the programs and services to be offered at the KPU Civic Plaza campus.

Floor	Level	Use	Functions
1	5	Classrooms	Teaching
2	7	Classrooms	Teaching, reception, events
3	9	Classrooms	Teaching
4	11	Test centre	Testing centre, broadcast centre, faculty space
5	13	Innovation floor	Change Maker Lab, Venture Fund, KSA Accelerator, CPS offices

Campus Function Summary

### *Programming*

The design of the KPU Civic Plaza campus has been driven by the vision of creating a professional and adult-focused learning campus targeting entrepreneurs and working professionals seeking further development, training and assessment. The plan for programming at KPU Civic Plaza is being developed with this vision in mind. By equipping business students and working professionals with the skills needed to employ the most current tools, practices and knowledge, KPU expects to set a higher standard for business training and professional capability.

KPU Civic Plaza will be the home to the School of Business programming for professionals and mature students, including three new post-baccalaureate diplomas; **Accounting, Operation Supply Chain Management** and **Technical Management and Services**. These programs will be offered at KPU Civic Plaza starting in January, 2018. Additional post-baccalaureate programs in **Green Business Management** and **Sustainability and Global Business Management** are expected to launch in September, 2018. Several additional business post-baccalaureate programs are in development for 2019.

In addition to the business post-baccalaureate programs, a working group led by the Deans has been tasked with reviewing current upper-level undergraduate offerings across all Faculties with the goal to create a series of new post-baccalaureate programs. The objective is the repurposing of existing programs and the launch of a minimum of five new cross-discipline post-baccalaureate programs to be offered at the KPU Civic Plaza campus starting in January, 2018.

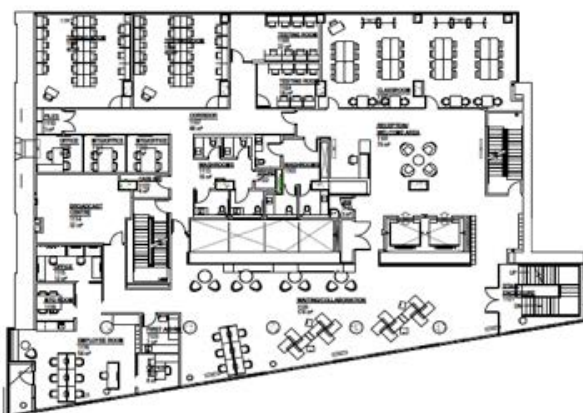
Also under consideration, KPU is in discussions with the University of Northern British Columbia (UNBC) related to several opportunities for co-operation which could include offering UNBC's new International MBA at the KPU Civic Plaza campus. This partnership would provide several benefits to KPU, including generating demand for existing programs and services at KPU Civic Plaza, and could lead to the development of new joint degree programs in future.

In addition to the diploma programs, KPU Civic Plaza campus will offer a wide range of responsive, short-term and direct pathways to ongoing professional development and vocational growth. KPU's Continuing and Professional Studies will take the lead in developing a series of evening and weekend offerings and non-credit courses for location at KPU Civic Plaza. This programming will include an expansion of the current Waste water training program, data security, corporate training and an expanded cannabis series.

A cohort program of the **Educational Assistant Program** through the Faculty of Arts is also under consideration for location at KPU Civic Plaza starting in January, 2018.

### ***Testing Centre***

The Testing Centre is the main occupant of the fourth floor of the KPU Civic Plaza campus. Since the last board update, Jennifer MacArthur, Interim Director of Student Engagement, has been assigned as the manager of the KPU Testing Centre. With this key resource in place, detail planning for the set up and launch of the testing centre has started. This includes the centralization of current testing services at KPU Civic Plaza as well as the addition of several new testing services that will generate incremental revenues for the University.



**KPU Civic Plaza Testing Centre**  
(fourth floor, level 7)

**Key Features:**

- a dedicated reception area with comfortable seating for up to 30 test takers
- secure storage (lockers) for personal belongings
- two secure language testing labs with 20 stations, two with 8 stations, one with 4 stations and an accommodated testing room
- four secure washrooms
- flexible classroom space for preparatory services



Paragon Testing Enterprises has been identified in the Testing Centre business plan as a key partnership for driving revenue growth, and an agreement has been negotiated with Paragon to add the CELPIP<sup>2</sup> and CAEL<sup>3</sup> testing and preparation to the list of services offered at the KPU Testing Centre. The agreement has been submitted to the University, College and Institute Protection Program (UCIPP) for final review prior to signing. The Paragon partnership is expected to deliver between \$300,000 and \$600,000 annual incremental revenue once it reaches target utilization rates.

<sup>2</sup> CELPIP provides accurate English listening and speaking proficiency assessment for Immigration, Refugees and Citizenship Canada (IRCC)

<sup>3</sup> The Canadian Academic English Language (CAEL) Assessment is a standardized English test accepted by several academic and professional institutions.



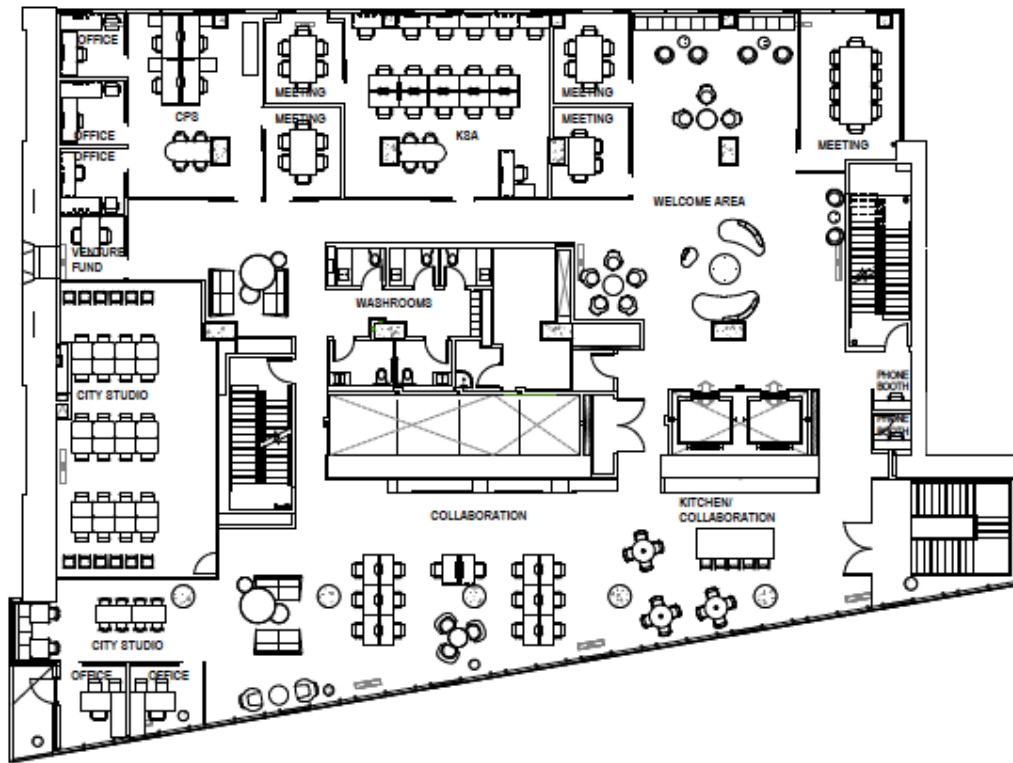
In addition to the KPU Civic Plaza Testing Centre, Paragon recently requested that KPU consider opening a CELPIP testing centre at KPU Richmond in order to meet a significant and unmet demand for CELPIP testing in Richmond<sup>4</sup>. A business case review was completed and indicated that a Richmond CELPIP testing centre could deliver \$300,000 annual incremental revenue by offering two sittings, three days per week. A space analysis has identified a room that can be used for this purpose and the proposed testing services can be delivered with a modest investment in testing equipment and without additional FTEs<sup>5</sup>. A decision has been made to launch the Richmond CELPIP testing services starting in May, 2017. In addition to providing the incremental revenue, the launch of the Richmond test centre will give KPU a leadership position in English testing services in Richmond, setting the foundation for future growth. It will also provide a valuable field-test of operational procedures prior to launching the KPU Civic Plaza Testing Centre.



---

<sup>4</sup> Currently there are no CELPIP testing locations in Richmond.

<sup>5</sup> Incremental staffing requirements will be handled by moving a current part-time employee to full time.



## Innovation Floor (5th Floor Level 13)

### *Community Change-Maker Lab*

A key component of the Innovation Floor (Floor 5, Level 13), the Community Change Maker Lab is an experiential learning, cross-discipline, immersive learning program that partners KPU students with City of Surrey staff to address relevant challenges in the community.

The Community Change-Maker Lab is being developed as part of a larger collaboration between KPU, SFU and City of Surrey, which may include shared staff support, joint events, a Social/Environmental Innovation Conference and the sharing of best practices. KPU and SFU programs, while operating under the same proposed framework, will each have different focus and will be run independently. The partnership proposes co-location of the KPU and SFU programs in the Change-Maker Lab space at the KPU Civic Plaza campus. Partnership details are under discussion.

The Community Change-Maker program, modelled after City Studio in Vancouver, provides a unique opportunity for KPU Arts, in cooperation with other Faculties, to deliver a rich experiential learning for KPU students and is expected to attract new students to KPU's standout programs. Although it is positioned as a separate program with a unique identity, the proposal recommends a partnership with City Studio Vancouver to share best practices, establish cross-learning opportunities for students, share networks and hold joint events.

The KPU Community Change-Maker program proposes a soft launch in January, 2018 with a 3 credit compressed program; POST 2900: **Special Topics**. Students will explore how best to develop and implement sustainability projects for the City of Surrey. Student teams will design and pitch project ideas, research appropriate grants, and write grant proposals for Surrey's new Sustainability Grants program. Additional course offerings are under consideration.

The program proposes to expand to a 6 credit **Sustainable City Intensive** for summer, 2018: POST 4900 + HORT 4599. Students from various disciplines would work with City of Surrey staff on an environmental challenge, combining urban design with policy analysis and recommendations. The program anticipates the launch of a 9 credit **Community ChangeMakers Cohort** program by fall of 2018. Using the City of Surrey as a lab, this cohort course will task students with deeply exploring and engaging the suburban city and its challenges. In conjunction with Surrey staff, students will analyze and define sustainability problems, and design project, program and/or policy solutions. In addition to the main curriculum, additional 3-credit courses are under consideration as add-ons to the core program. These additional classes would also be open to non-cohort students.

It is proposed to launch a **Sustainable Sub/Urban City Institute** program, a 6-9 credit transformative dialog cohort, by Spring 2019. This transformative dialogue cohort will work with students, the City and Surrey's NGO community to deeply explore and engage in questions of social equity, diversity, privilege, voice and democratic participation.

### ***KSA Early Stage Accelerator***

The availability of an early stage business accelerator is a key component to supporting innovative and entrepreneurial students, and is an important link between the business community, students and the University for many institutions. KPU has an opportunity to enable this innovation support at Civic Plaza without bearing the full costs.

The KSA have \$400,000 that they are willing to allocate to start an early stage student accelerator. Under the proposed partnership, KPU would contribute the space at KPU Civic Plaza, but the KSA would pay to fit-out the space and fund the operation of the accelerator. Although there is an opportunity cost to KPU, roughly \$37,500 annually based on competitive lease rates, it enables KPU to provide an early stage accelerator without bearing the majority of the cost. The KSA accelerator is differentiated in that it would be one of the only student run, student funded University accelerators for students.

Although the final decision has not been ratified, the KSA accelerator has been allocated space on the 5<sup>th</sup> floor, the Innovation Floor. A proposed lease agreement is currently being developed for review.

### ***KPU Venture Fund (KVF)***

An additional component of a broader Innovation strategy and currently under development, the KPU Venture Fund (KVF) is a proposed source of seed capital for KPU students. The goal is to assist graduates from a variety of socio-economic and cultural backgrounds in driving their own success through self-employment. The proposed fund will be self-sustaining, taking a small share of equity (investment) or generating interest revenue (loan) in exchange for capital, as well as continuing to be funded by the Entrepreneurial Leadership Program (ENTR) in the KPU School of Business. This program will ideally secure a financial institution partner to help with the oversight and to provide matching funds.

The KVF concept is unique, in that it uses student-generated funds to support student entrepreneurs. It is also differentiated by the greater range of businesses and ventures that the fund proposes to support as compared to conventional venture funds. Although still under evaluation, the KVF has been allocated modest office space on the 5<sup>th</sup> floor, the Innovation Floor.



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

**Regular Meeting**  
**#12.1**  
**March 29, 2017**  
**Keri van Gerven**

**Agenda Item:** Update on the Board Budget as at March 20<sup>th</sup>, 2017

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

<b>Recommended Resolution:</b>	N/A
--------------------------------	-----

**Board Committee Report:** *For University Secretariat Use Only*

**Context & Background:** The Board budget is prepared annually in the Fall by the University Secretary for the Board's review and approved as part of the University's budget in the Spring.

**Key Messages:** *[maximum of three]*

- 1. The proposed Board Budget for 2017/18 has been aligned with the zero-based budgeting process and brought into compliance with KPU Business and Travel Expense Policy and Procedures.**
- 2. The budget and associated fees for the External Audit have been moved to the Vice President, Finance and Administrations' budget. There is a contract of \$10,500 that still requires transferring.**
- 3. As yearend approaches, the Board budget is on track to have a surplus.**

**Attachments:** Board Budget as of March 20<sup>th</sup>, 2017

**Submitted by:** Keri van Gerven

**Date submitted:** March 20<sup>th</sup>, 2017

Category	Mar - 2017 Month Actual	YTD Total Activity	Annual Budget	Budget Available
Salaries and Benefits	\$2,214	\$53,790	\$56,800	\$3,010
Supplies	\$0	\$891	\$6000	\$5,109
Travel and PD	\$0	\$15,321	\$100,000	\$84,679
Student Awards	\$0	\$3,271	\$2,000	\$-1,271
Fees and Services	\$0	\$18,152	\$3,500	\$-14,652
Total Non-Salary Expenses	\$0	\$37,635	\$111,500	\$73,865
Total All Expenses and Transfers	\$2,214	\$104,835	\$183,100	\$78,265

## **Notes from the Senate Meeting of January 30, 2017**

**The following items were approved at the January 30, 2017 Senate meeting:**

- Program Changes
  - Bachelor of Horticulture Science, Minor in Plant Health
  - Bachelor of Science, Minor in Biology
  - Certificate in Health Care Assistant
  - Bachelor of Science in Nursing
  - Bachelor of Science, Major in Health Science
- Recommendations to the Board of Governors for approval
  - Establishment of an Honours option in the Bachelor of Science, Major in Health Science
  - Discontinuation of the Certificate in Business Management
  - Discontinuation of the Certificate in Marketing
- New course outlines
  - HCAP 1100, 1110, 1121, 1136, 1150, 1210, 1220, 1230, 1236, 1250, 1260
  - HSCI 4950, 4990, 4995
- Revised course outlines
  - CPSC 1103, CPSC 1204, INFO 3135, INFO 3150, PSYC 5010
  - CRIM 1100, 1101, 3307
  - GEOG 2170, 2390, 2400, 3260, 3310, 4100, 4380
- Course outline discontinuances
  - PSYC 5001, PSYC 5002, ENGL 3316
- KORA Guidelines
- Appointments to the Associate Dean, Faculty of Science and Horticulture, re-appointment advisory committee
  - Regular faculty members
    - Kathy Dunster, Horticulture
    - Mike Coombes, Physics
    - Allyson Rozell, Mathematics
    - Deepani Indurugalla, Chemistry
    - Carson Keever, Biology
- Appointments to the Dean, Faculty of Science and Horticulture, re-appointment advisory committee
  - Regular faculty members
    - Gary Jones, Horticulture
    - Betty Cunnin, Horticulture
    - Jennifer Au, Chemistry
    - Amy Jeon, Biology
    - Allyson Rozell, Mathematics
    - Fergal Callaghan, Physics
  - Student
    - Caitlin McCutchen, Senator
- Appointments to the Dean, School of Business, re-appointment advisory committee
  - Regular faculty members
    - Chamkaur Cheema, Marketing

- Sabrina Del Monte, Public Relations
  - Rosemary Henriksen, Accounting
  - Andrea Niosi, Marketing
  - Sinisa Vujovic, Economics
  - Valerie Warren, Accounting
- Student
  - Caitlin McCutchen, Senator
- Appointment of a faculty Senator at Senate as the replacement faculty member on the Associate Vice President, Academic, Search Advisory Committee
- Appointment of Jennifer Au, faculty Senator, to the Associate Vice President, Academic, Search Advisory Committee
- Graduates to January 30, 2017

## **Notes from the Senate Meeting of February 27, 2017**

**The following items were approved at the February 27, 2017 Senate meeting:**

- Recommendations to the Board of Governors for approval
  - Fiscal year 2017/18 University Budget
  - Discontinuation of the Bachelor of Science, Minor in Applications of Mathematics
  - Amendments to Policy AC13, Qualifications for Faculty Members
- A request that the Senate Standing Committee on University Budget's recommendations regarding the 2017/18 University Budget be transmitted to the Board of Governors
- Amendments to Senate Bylaws 2.05 and 2.15
- Bylaws for the Faculty of Educational Support and Development
- Change in the membership of the Senate Subcommittee on Course Curriculum: Replacement of the Associate Vice President, Academic with the Vice Provost, Teaching and Learning
- Appointment to the Senate Standing Committee on the Library
  - Judy Lee, faculty member, Faculty of Health (February 27, 2017 - August 31, 2019)
- Appointment of Rajdeep Gill as the replacement faculty member on the Dean, Faculty of Arts, re-appointment advisory committee
- That the Provost discuss the withdrawal deadlines with Academic Council, determine and forward the matter to the appropriate Senate standing committee, and bring a report forward to Senate on April 24, 2017
- Graduates to February 27, 2017