



## Regular Meeting Agenda

### Board of Governors

**Date:** May 24, 2017

**Time:** 4:00 pm – 5:32 pm

**Location:** Surrey Campus,  
Cedar Boardroom 2110

**Attending:** Doug Beaton, Sandra Case, Alan Davis, Gavin Dew, Allison Gonzalez, Marc Kampschuur, Michael McAdam, George Melville, Suzanne Pearce, Kim Rose, Sarbjeet Sarai, Eric Wirsching

**Excused:** Tanya Corbet, Jamie Kokoska, Hanne Madsen

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

**Presenters and Administrative Resources:** Jane Fee, Salvador Ferreras, Marlyn Graziano, Joe Sass, Vivian Lee, Maggie MacKenzie, Stuart McIlmoyle, Corinne Pitre-Hayes, Joe Sass, 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	Doug Beaton		4:00	
2. Approval of Agenda	Doug Beaton	M	4:15-4:16	
3. Presentation: Information Technology Strategic Plan	Corinne Pitre-Hayes	E	4:00-4:15	3
4. Consent Agenda 4.1. Minutes of March 20, 2017 4.2. Minutes of April 22, 2017	Doug Beaton	M	4:16-4:18	4
5. Kwantlen Student Association Financial Statements for the year ended December 31, 2016	Jane Fee	I	4:18-4:20	16
6. Audit Committee Report				
6.1. Committee Chair Report	Doug Beaton	I	4:20-4:21	
6.2. Draft Financial Statements for Year Ending March 31, 2016	Joe Sass	M	4:21-4:26	35
6.3. Re-appointment of the External Auditor	Doug Beaton	M	4:26-4:28	36
7. Finance Committee Report				
7.1. Committee Chair Report	Doug Beaton	I	4:28-4:29	
7.2. 2018/19 Budget Development Process	Joe Sass	I	4:29-4:32	57
7.3. Program Concept: Advanced Manufacturing Technician	Salvador Ferreras	M	4:32-4:37	65



## Regular Meeting Agenda

### Board of Governors

**Date:** May 24, 2017

**Time:** 4:00 pm – 5:32 pm

**Location:** Surrey Campus,  
Cedar Boardroom 2110

<b>8. Governance Committee Report</b>					<b>118</b>
8.1. Committee Chair Report	Sandra Case	I	4:37-4:40		
8.2. Governance Retreat	Keri van Gerven	I	4:40-4:43		
<b>9. President's Report</b>					
9.1. Report to the Board	Alan Davis	I	4:43-4:48		
<b>10. Provost's Report</b>					<b>120</b>
10.1. Report to the Board	Salvador Ferreras	I	4:48-4:53		
10.2. Three Civic Plaza Update	Salvador Ferreras	I	4:53-4:58		
10.3. Maple Leaf Education North America	Salvador Ferreras	I	4:58-5:03		
<b>11. Vice President, Finance &amp; Administration's Report</b>					
11.1. Report to the Board	Joe Sass	I	5:03-5:08		
11.2. Spruce Building Renovation Update	Salvador Ferreras	I	5:08-5:11		
<b>12. University Secretary's Report</b>					
12.1. Board of Governors Elections – Students	Keri van Gerven	I	5:11-5:14		
<b>13. Senate Report: March 27, 2017 and April 24, 2017</b>	Alan Davis	I	5:14-5:17		<b>126</b>
<b>14. Issues and Concerns</b>	Doug Beaton	D	5:17-5:20		
<b>15. Next Meeting Agenda Contribution</b>	Doug Beaton	D	5:20-5:22		
<b>16. For the Good of the Order</b>	All	D	5:22-5:25		
<b>17. Feedback on the Meeting</b>	All	D	5:25-5:28		
<b>18. Appendix:</b>					
18.1. <a href="#">Report to the Board of Governors</a>	Alan Davis	I	5:28-5:31		
<b>19. Next Meeting</b> Regular Board Meeting Wednesday, June 28, 2017 Richmond Campus, Melville Centre 4:00 – 7:00 pm	Doug Beaton	I	5:31-5:32		
<b>20. Adjournment</b>	Doug Beaton		5:32		



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#3**

**May 24, 2017**

**Corinne Pitre-Hayes**

---

**Agenda Item:**                      **Presentation: Information Technology Strategic Plan**

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

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

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

**Context & Background:**      The Board has asked to see presentations from the different administrative areas to gain a better understanding of the university's operations and future plans.

**Key Messages:**      **1. KPU's Information Technology Strategic Plan was completed in January 2017.**  
*[maximum of three]*      **2. The Plan is based on 5 guiding principles, has 5 strategic goals, and has a large number of initiatives organized into 3 phases over a period of 5 years.**  
      **3. The plan represents a critical strategic investment in people and infrastructure to enable KPU to navigate disruption and thrive going forward.**

**Consultations:**      To develop the plan, extensive consultations were conducted with key constituents across the University community and with all members of the IT team.

**Submitted by:**      Corinne Pitre-Hayes, Chief Information Officer

**Date submitted:**      May 16, 2017



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

**Regular Meeting**  
**#3**  
**May 24, 2017**  
**Tanya Corbet**

---

**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>	<b>THAT the Board of Governors approve the following items on the Consent Agenda:</b> <b>4.1 Minutes of March 29, 2017</b> <b>4.2 Minutes of April 22, 2017</b>
--------------------------------	---

**Attachments:**        1. Minutes of the March 29, 2017 Board of Governors Meeting  
                              2. Minutes of the April 22, 2017 Board of Governors Meeting

**Submitted by:**        Maggie MacKenzie

**Date submitted:**     May 10, 2017



**Present Board**

Hanne Madsen / Chair  
Douglas Beaton  
Sandra Case  
Gavin Dew  
Alan Davis / President & Vice  
Chancellor  
Allison Gonzalez  
Marc Kampschuur  
Jamie Kokoska  
Michael McAdam  
Suzanne Pearce  
Kim Rose  
Sarbjee 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  
Adam Jaffer / Manager, Organizational Risk  
Vivian Lee / Director, Budgeting, Planning & Payroll  
Maggie MacKenzie / Confidential Assistant, Board of  
Governors  
Stuart McIlmoyle / AVP, International  
Joe Sass / Director, Business Performance & Advisory  
Services  
Joanne Saunders / Executive Director, Marketing &  
Recruitment  
Stefanie Singer / Manager, Budgeting & Planning  
Keri van Gerven / University Secretary & Confidential  
Assistant to the President & Vice Chancellor  
Marlyn Graziano / Executive Director, External &  
Government Affairs  
Shelley Wrean / General Counsel

**Regrets** Tanya Corbet / Vice Chair  
George Melville / Chancellor

1. **Call to Order** The Chair called the meeting to order at 4:00 pm and welcomed guests.
2. **Presentation: Brand** Joanne Saunders presented an overview of the KPU Brand including a definition of brand and its touch points and summarized brand as our reputation. The why, who and how KPU's brand was developed, the components of the KPU model including purpose, promise, attributes and essence were described and KPU's brand was summarized.

Ms. Saunders advised that a committee with broad university community representation was involved in development of KPU's new tagline, "Where thought meets action". Examples of radio, TV and cinema ads as well as wall murals, billboards/highway signage, targeted online ads and print materials were displayed.

Ms. Saunders also confirmed that the Brand rollout began last month and will be measured over time.

**3. Approval of Agenda**

**Motion #21-16/17**

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

**4. Consent Agenda**

**Motion #22-16/17**

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

**4.1 Minutes of February 1, 2017**

**4.2 Third Quarter Financial Report – Quarter Ending December 31, 2016**

**4.3 Establishment of a Bachelor of Science (Honours), Major in Health Science**

**4.4 Program Discontinuances:**

**4.4.1 Bachelor of Science, Minor in Application of Mathematics**

**4.4.2 Certificate in Business Management**

**4.4.3 Certificate in Marketing**

**AND**

**THAT the Board of Governors receive the following item on the Consent Agenda for information:**

**4.5 KSA Student Fees 2017-2018**

**5. Progress Update:  
Draft Policy and  
Procedure SR14,  
Sexual Violence &  
Misconduct**

Jane Fee provided a progress update on the draft Policy and Procedure SR14, Sexual Violence and Misconduct for information and noted that the policy will be presented to the Board Governance Committee for consideration and recommendation to the Board at its next meeting on April 12, 2017.

Chair, Hanne Madsen confirmed that in order to meet the policy implementation deadline set out by the provincial government, the final policy and procedure SR14, Sexual Violence and Misconduct must be approved on or before May 18, 2017. As the next Board Meeting is scheduled on May 24, 2017 after the deadline, the Board of Governors will consider the Board Governance Committee's recommendation by way of an electronic vote following the committee's meeting on April 12, 2017.

**6. Finance Committee  
Report**

***6.1 Committee Chair Report***

Doug Beaton advised that the items discussed at the meeting are included on the Agenda.

***6.2 Revisions to Board Bylaw 1, Insurance & Indemnification***

**Motion #23-16/17**

**MOVED SECONDED AND CARRIED THAT the Board of Governors approve revisions to Bylaw 1, Insurance and Indemnification for Governors and Officers to reflect accurate Insurance coverage and Indemnity language for Governors and Officers as recommended by the Board Finance Committee.**

### ***6.3 Teaching & Learning Initiative – Digital Ready Classrooms***

Jon Harding highlighted the Teaching & Learning Initiative capital request for the 2017/18 fiscal year to upgrade classrooms to support current technologies across all campus.

Mr. Harding also advised that development of Capital Plan was delayed due to the Federal Government's Special Investment Fund application process and will be presented for Board consideration shortly.

#### **Motion #24-16/17**

**MOVED SECONDED AND CARRIED 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.**

### ***6.4 Lifecycle Management Partnership Proposal***

Jon Harding advised that the 3-year Lifecycle Management partnership proposal and capital request to supply new computing devices and remove outdated devices will ensure our technology is current and position KPU for the future.

#### **Motion #25-16/17**

**MOVED SECONDED AND CARRIED 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.**

### ***6.5 Maple Leaf Education North America (MLENA)***

Dr. Salvador Ferreras outlined the proposed strategic partnership with Maple Leaf Education North America (MLENA) and the international marketing opportunity aimed at enhancing KPU's international reputation, solidifying the Chinese international student stream to KPU and mitigating the risks to international student revenue. The intention is to establish a long term relationship with MLENA and the lease and services agreement will facilitate the establishment of a Maple Leaf University School on the Richmond Campus for a three-year pilot. MLENA has advised that in the long term their goal is to identify and construct a standalone facility in Richmond.

Dr. Ferreras also noted that regular meetings would be held with MLENA to explore future opportunities and discussions with Thompson Rivers University (TRU), the first MLENA high school in Canada, will be ongoing.

The Chair, Hanne Madsen stated that the Board of Governors received letters from the Kwantlen Faculty Association (KFA), Members of the Biology Department and the Kwantlen Sustainable Agriculture Student Association outlining concerns regarding the partnership proposal.

The Chair, Hanne Madsen, recognized Tanvir Singh, VP, Student Services of the KSA, and invited him to address the Board. Mr. Singh advised that the KSA passed a resolution expressing its concerns and opposition to the proposal. President Davis confirmed that no members of administration were invited to the KSA meeting and given an opportunity to answer questions, provide further information or address student concerns.

The Chair, Hanne Madsen, recognized Bob Davis, President of the Kwantlen Faculty Association, and invited him to address the Board. Mr. Davis outlined the KSA concerns that KPU has not adhered to Policy GV8, Memorandum of Understanding/Letter of Intent and that the question of whether it is in the public interest for a publically-funded institution to lease space to a private, for profit company that does not provide direct-service to KPU had not been fully discussed with KPU stakeholders. Mr. Davis acknowledged that President Davis provided a response to the letter advising that KPU has fulfilled its obligations under GV8 and is in compliance with the policy. Mr. Davis advised that KFA's view of non-compliance remains and that more consultation is required.

Dr. Davis advised that Policy GV8 was established in 2010 to establish a review and approval process for Memorandums of Understanding and Letters of Intent. The policy is scheduled for review.

Dr. Ferreras confirmed that he has discussed the proposal with the Ministry of Education, Ministry of Advanced Education and the Ministry of Jobs, Tourism and Skills Training and that awareness of Maple Leaf Education Systems and receptivity to the proposal was indicated. The Richmond School District has also been consulted and is also receptive to the idea, as is the City of Richmond. Based on these discussion, the impact on the KPU brand appears to be positive and will be monitored over the course of the pilot.

Lengthy discussion ensued regarding additional concerns including classroom and lab space constraints in Richmond, reputational risk, use of university property, adherence to the KPU policies and values, risks and mitigation strategies and need for better communication and consultation. It was also noted that other submissions were made to administration expressing concerns about the project and that meetings were held. In response to the concern regarding MLENA adherence to KPU policy, it was confirmed that a clause in the Lease Agreement will lay out MLENA's responsibilities to comply with all KPU policies.

It was acknowledged that this proposal requires a strategic decision which is aligned with KPU's Strategic Plan and with KPU's International Plan and recognizes funding constraints, financial sustainability and the need to

establish portals for international student recruitment. The operational issues and the need to revisit the consultation process have been clearly identified and need to be addressed.

The next steps were outlined and it was confirmed that communication with the university community would continue. Additionally, as the proposal is operationalized, more complete information will be provided to the individuals and groups impacted by requisite changes at the Richmond campus through consultation.

It was also noted that KPU recently attended, the by-invitation-only, Maple Leaf Education Recruitment Fair in China for the first time and received a positive response and numerous applications from prospective students.

Board members and invited speakers were thanked for their thoughtful and respective dialogue on this important decision.

**Motion #26-16/17**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Maple Leaf Education North America strategic partnership opportunity, subject to the negotiation and approval by the Board of Governors of a lease and service agreement between KPU and Maple Leaf Education North America, and subject to KPU obtaining any necessary Ministerial approvals, as recommended by the Board Finance Committee.**

***6.6 Revision to Bylaw No. 4, Fees***

Jon Harding advised that the 2017/18 Draft Budget has been built on the assumption of a 2% increase in domestic and international tuition.

Dr. Jane Fee presented the recommendation that the fee for appeals be standardized for all types of appeals in line with the current fee of \$25.00 for Grade Appeals. Dr. Fee also noted that the Kwantlen Student Association (KSA) has a bursary fund available to provide financial assistance to students for appeals.

Discussion followed and it was noted that not all students are aware of the bursary. To ensure students are not prevented from filing an appeal due to cost, it was recommended that the costs for appeals be reduced to \$15.00.

**Motion #27-16/17**

**MOVED AND SECONDED THAT the Board of Governors approve revisions to Bylaw No. 4, Fees.**

**MOVED AND SECONDED THAT the fee for Appeals be reduced from the current \$25.00 to \$15.00.**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve revisions to Bylaw No. 4, Fees as amended.**

### ***6.7 Draft 2017/18 University Budget***

Jon Harding confirmed that the 2017/18 University Budget was endorsed by the Senate Standing committee on Budget and Senate.

The Chair, Hanne Madsen thanked Jon Harding, the Finance team and the many other people and groups involved in developing the budget.

#### **Motion #28-16/17**

**MOVED SECONDED AND CARRIED THAT the Board of Governors approve the 2017/18 University Budget as recommended by the Board Finance Committee.**

### ***6.8 Horizon Landscaping Contract***

Jon Harding highlighted the optional renewal for the Landscape Service Contract with Horizon Landscaping Contractors Inc. and advised that the additional costs for snow removal this year were covered by the contingency.

It was also noted that the supplier did a tremendous job ensuring that KPU was only closed one day. It was also confirmed that repairs to the parking lots will be done over the new few months.

#### **Motion #29-16/17**

**MOVED SECONDED AND CARRIED 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.**

## **7. Governance Committee Report**

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

Hanne Madsen advised that the items discussed at the committee meeting are on the Agenda.

### ***7.2 2017/18 Mandate Letter for Public Post-Secondary Institutions***

Alan Davis advised that all Board members are required to sign the 2017/18 Mandate Letter for Public Post-Secondary Institutions acknowledging, both individually and collectively, their statutory obligations to act in the best interests of KPU and affirm as Board Members to take into account the Taxpayer Accountability Principles in exercising their duties. Board member who do not wish to sign the letter they must write Ms. Sandra Carroll, Deputy Minister, Ministry of Advanced Education.

Dr. Davis also noted that minor changes were made based on the feedback received by the Ministry following circulation of the consultation draft of the 2017/18 Mandate Letter.

Hanne Madsen confirmed that KPU was granted a deadline extension for submission following the March 29, 2017 Board meeting.

### ***7.3 Policy AC13, Qualifications for Faculty Members***

#### **Motion #30-16/17**

**MOVED SECONDED AND CARRIED 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.**

### ***7.4 2017/2018 Board Meeting Schedule***

The 2017/18 Board Meeting Schedule was received.

### ***7.5 Governance Retreat***

Alan Davis advised that, following consultation with the Senate Governance Committee and Senate, the 2017 Governance Retreat is proposed for Monday, June 26, 2017. The Senate meeting will follow the Governance Retreat.

Jordan Tinney, Superintendent/CEO of the Surrey School District and Jan Unwin, Superintendent of Graduation and Student Transitions with the Ministry of Education are available to attend as keynote speakers. The event will also include workshops and provide an opportunity for members of the Board and Senate and its committees to meet.

Board members concurred with the date and it was confirmed that invitations will be sent to invitees.

#### **8. Governor Professional Development - CUFA BC University Governance Conference**

Suzanne Pearce provided a summary of the Governor Professional Development - CUFA BC University Governance Conference she attended in March. The event was held in Vancouver with scholars of university governance and Faculty in attendance. UBC President & Vice Chancellor, Santa Ono was also in attendance.

#### **9. President’s Report**

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

Alan Davis advised that the President’s Report is included in the Report to the Board of Governors. Dr. Davis noted that the Report to the Board of Governors is a compilation of submissions from the university community and reflects the significant levels of activity at KPU.

#### **10. Provost’s Report**

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

Salvador Ferreras advised that the Provost’s Report is included in the Report to the Board of Governors and noted that his report highlights the meetings, conferences and events he has attended since November 23, 2017.



## **10.2 Three Civic Plaza Update**

Salvador Ferreras provided an update on the Three Civic Plaza campus and confirmed that development is on schedule for a January 2018 start of classes. Dr. Ferreras noted that the building is progressing, the design phase is underway and programming is understood. The campus will also feature a testing center and an Innovation Floor.

Dr. Ferreras also confirmed that this central location and proximity to skytrain is already raising KPU's profile in the community. Partnering opportunities with Surrey and others are being identified. There is also a lot of enthusiasm from faculty and staff.

Jon Harding confirmed that the decision to also purchase the fifth floor versus entering into a lease agreement was made as the requisite funds were available. Move in is projected for late Fall once the occupancy permit is obtained.

### **11. Vice President, Finance & Administration Report**

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

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

### **12. University Secretary's Report**

#### **12.1 Update on the Board Budget as at March 20, 2017**

Keri van Gerven advised that invitations will be sent to the Board for Spring Convocation scheduled from May 30, - June 2, 2017. Seven ceremonies will be held over the four days.

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

#### **12.2 Board of Governors Elections – 1 Faculty Member and 2 Students**

Keri van Gerven confirmed that Marc Kampschuur was acclaimed as a Faculty Representative on the Board of Governors for a three year term beginning September 1, 2017. The election for two student Board Members will be held April 3 to 6, 2017.

### **13. Senate Reports: January 30, 2017 and February 27, 2017**

Alan Davis advised that the Senate Reports for January 30, 2017 and February 27, 2017 were included in the meeting package.

### **14. Issues and Concerns**

No issues or concerns were identified.

### **15. 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.



**16. For the Good of the Order**

- The Kwantlen Faculty Association (KFA) Multi–Media Art Awards Gala is being held on March 30, 2017 in the Surrey Campus Main Building Atrium from 6:00 pm - 9:00 pm.
- Congratulations to Dr. Davis and to the many members of the university community involved with KPU Day.
- The Wilson School of Design Fashion Shows are being held on April 5 & 6, 2017.

**17. Feedback on the Meeting**

Appreciation was expressed for the handling of the discussions regarding the MLENA.

**18. Appendix:**

***18.1 Report to the Board of Governors***

The Report to the Board of Governors was received.

**19. Next Meeting**

Wednesday, May 24, 2017 at the Surrey Campus, Cedar Boardroom 2110 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.

**20. Adjournment**

The meeting adjourned at 6:27 pm.

---

**Board Chair**



**Present Board**

Hanne Madsen / Chair  
Douglas Beaton  
Sandra Case  
Gavin Dew  
Alan Davis / President & Vice  
Chancellor  
Allison Gonzalez  
Marc Kampschuur  
Jamie Kokoska  
Michael McAdam  
George Melville / Chancellor  
Suzanne Pearce  
Sarbjit Sarai  
Eric Wirsching

**University Vice Presidents**

Salvador Ferreras / Provost & VP Academic  
Marlyn Graziano / VP, External Affairs  
Jon Harding / VP, Finance & Administration

**Presenters and University Resources**

Catherine Dube / Director, Student Risk & Judicial Affairs  
Jane Fee / Vice Provost, Students  
Phil Goulet / Chief Safety Officer  
Adam Jaffer / Manager, Organizational Risk  
Maggie MacKenzie / Confidential Assistant, Board of  
Governors  
Louella Mathias / Special Advisor to the Provost, Strategic  
Initiatives & Innovation  
Keri van Gerven / University Secretary & Confidential  
Assistant to the President & Vice Chancellor  
Shelley Wrean / General Counsel

**Regrets** Tanya Corbet / Vice Chair  
Kim Rose

**1. Call to Order** The Chair called the meeting to order at 9:01 am and welcomed guests.

**2. Approval of Agenda** **Motion #31-16/17**  
**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the agenda.**

**3. Policy and Procedure SR14, Sexual Violence and Misconduct** Jane Fee presented Policy and Procedure SR14, Sexual Violence and Misconduct and outlined the work undertaken over the past two years with participation in development of the Legislative and Policy Framework and the extensive work done by the KPU advisory group. It was also noted that this is not a standalone policy and is integrated with other existing policies.

Dr. Fee noted that Abby Thorsell and Phil Goulet have joined the advisory committee and confirmed that members have decided to stay together during the implementation phase. It was also confirmed that recruiting is underway for an individual who will be responsible for implementation. Training will begin with the President's Council and will then be delivered more broadly throughout the organization.

In response to a question it was confirmed that KPU and UBC's policies are aligned, a few other institutions have shared their drafts and have also developed a policy for the university community as a whole not just students.

**Motion #32-16/17**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve Policy and Procedure SR14, *Sexual Violence and Misconduct*, as recommended by the Board Governance Committee.**

**4. Adjournment**

The meeting adjourned at 9:12 am.

---

Board Chair



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

**Regular Meeting**  
**#5**  
**May 24, 2017**  
**Jane Fee**

**Agenda Item:** Kwantlen Student Association Financial Statements for the year ended 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>	N/A
--------------------------------	-----

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

**Context & Background:** In accordance with Section of 27.1(4) of the University Act, the Kwantlen Student Association (KSA) annually confirms that its financial statements for the preceding year and Independent Auditor's Report have been made available to all members of the association. The KSA also provides a copy to the KPU Board of Governors for information.

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

- 1. The Kwantlen Student Association Financial Statements for the year ended December 31, 2016 were approved at the 2017 KSA Annual General Meeting held on March 30, 2017.**
- 2. The Kwantlen Student Association Financial Statements and Independent Auditor's Report are now posted on the KSA website.**

**Attachments:** Kwantlen Student Association Financial Statements for the year ended December 31, 2016

**Submitted by:** Jeremy McElroy, General Manager, Kwantlen Student Association

**Date submitted:** May 8, 2017

---

**FINANCIAL STATEMENTS**  
**KWANTLEN STUDENT**  
**ASSOCIATION**

**December 31, 2016**

***TW* TOMPKINS, WOZNY, MILLER & Co.**  
Chartered Professional Accountants

A partnership of incorporated professionals.

## INDEPENDENT AUDITOR'S REPORT

---

To the Members of  
Kwantlen Student Association

### Report on the Financial Statements

We have audited the accompanying financial statements of Kwantlen Student Association, which comprise the statement of financial position as at December 31, 2016, and the statements of operations, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

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

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

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

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Kwantlen Student Association as at December 31, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Report on Other Legal and Regulatory Requirements

As required by the British Columbia Societies Act, we report that the accounting principles used in these financial statements have been applied on a basis consistent with that of the preceding year.

*Tompkins, Wozny, Miller & Co.*

Vancouver, Canada  
March 24, 2017

Chartered Professional Accountants



**Kwantlen Student Association**

Incorporated under the British Columbia Societies Act

**STATEMENT OF FINANCIAL POSITION**

As at December 31

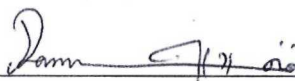
	2016					2015
	Operating Fund	Capital Asset Fund	Health & Dental Fund	Other Funds	Total	Total
	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>						
<i>[Schedule 2]</i>						
<b>Current assets</b>						
Cash	1,428,023	1,444,891	1,101,719	2,182,907	6,157,540	5,302,457
Accounts receivable <i>[note 3]</i>						
- Kwantlen Polytechnic University	53,529	27,916	180,017	226,412	487,874	429,132
- other	14,558	—	—	—	14,558	17,144
Marketable securities <i>[note 4]</i>	860,918	—	820,483	—	1,681,401	1,593,413
Inventory <i>[note 5]</i>	128,222	—	—	—	128,222	28,584
Prepaid expenses and deposits	46,417	—	—	—	46,417	148,441
<b>Total current assets</b>	<b>2,531,667</b>	<b>1,472,807</b>	<b>2,102,219</b>	<b>2,409,319</b>	<b>8,516,012</b>	<b>7,519,171</b>
Capital assets <i>[note 6]</i>	—	1,456,860	—	—	1,456,860	1,309,613
Prepaid deposits on furniture	—	—	—	—	—	124,402
Premise improvements in progress <i>[note 7]</i>	—	139,144	—	—	139,144	223,034
<b>Total assets</b>	<b>2,531,667</b>	<b>3,068,811</b>	<b>2,102,219</b>	<b>2,409,319</b>	<b>10,112,016</b>	<b>9,176,220</b>
<b>LIABILITIES AND FUND BALANCES</b>						
<b>Current liabilities</b>						
Accounts payable and accruals <i>[note 8]</i>	338,816	—	—	—	338,816	208,344
Deferred fee revenue <i>[note 9]</i>	473,173	356,318	1,704,778	310,264	2,844,533	2,678,248
Other liabilities <i>[note 10]</i>	294,751	—	—	—	294,751	188,024
Interfund payable (receivable), no specific terms	961,828	(378,216)	(174,909)	(408,703)	—	—
<b>Total current liabilities</b>	<b>2,068,568</b>	<b>(21,898)</b>	<b>1,529,869</b>	<b>(98,439)</b>	<b>3,478,100</b>	<b>3,074,616</b>
<b>Fund balances</b>						
Invested in capital assets	—	1,596,004	—	—	1,596,004	1,657,049
Internally restricted	—	1,494,705	572,350	2,507,758	4,574,813	3,812,478
Unrestricted	463,099	—	—	—	463,099	632,077
<b>Total fund balances</b>	<b>463,099</b>	<b>3,090,709</b>	<b>572,350</b>	<b>2,507,758</b>	<b>6,633,916</b>	<b>6,101,604</b>
<b>Total liabilities and fund balances</b>	<b>2,531,667</b>	<b>3,068,811</b>	<b>2,102,219</b>	<b>2,409,319</b>	<b>10,112,016</b>	<b>9,176,220</b>

Commitments *[note 11]*

See accompanying notes to the financial statements

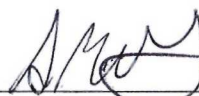
Approved by the Board of Directors:

"Rawan Ramini"



Vice-President, Finance &amp; Operations

"Alex McGowan"



President, Vice-President, External Affairs

**Kwantlen Student Association**

Incorporated under the British Columbia Societies Act

# STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

Year ended December 31

	2016					2015
	Operating Fund	Capital Asset Fund	Health & Dental Fund	Other Funds	Total	Total
	\$	\$	\$	\$	\$	\$
<b>REVENUES</b>	<i>[Schedule 3]</i>					
Student activity fees <i>[note 14]</i>	1,197,085	897,961	2,222,188	2,010,429	6,327,663	5,870,644
Investment income (net)	136,376	—	4,728	—	141,104	77,349
Increase (decrease) in fair value - marketable securities	(731)	—	—	—	(731)	63,224
Advertising and other	2,097	—	8,207	104,604	114,908	110,473
Grass Roots Café <i>[schedule 1]</i>	407,886	—	—	—	407,886	390,613
Tickets, locks and other sales	35,399	—	—	—	35,399	43,323
	1,778,112	897,961	2,235,123	2,115,033	7,026,229	6,555,626
<b>EXPENSES</b>						
Activities	—	—	5,425	774,476	779,901	921,038
Amortization of capital assets	—	270,673	—	—	270,673	134,665
Bank charges and interest	12,132	—	—	—	12,132	7,744
Bursaries and endowment	—	—	—	60,051	60,051	73,651
Campaigning and dues	—	—	—	19,534	19,534	81,011
Common area expenses	24,021	—	—	—	24,021	18,857
Conferences and travel	—	—	—	12,990	12,990	14,420
Elections	57,379	—	—	—	57,379	42,484
Executive and representatives stipends <i>[note 15]</i>	174,896	—	—	—	174,896	186,480
Grass Roots Café <i>[schedule 1]</i>	419,280	—	—	—	419,280	376,705
Handbook	22,346	—	—	—	22,346	28,194
Insurance	28,421	—	—	—	28,421	27,062
Investment management fees	19,999	—	—	—	19,999	18,389
Minor equipment, repairs and University infrastructure	—	8,030	—	186,146	194,176	307,864
Multi-cultural events (net of \$1,065 revenue)	—	—	—	7,068	7,068	14,154
Office, postage, supplies and other	88,444	—	—	—	88,444	85,189
Professional <i>[note 16]</i>	258,742	—	—	—	258,742	231,536
Shuttle bus	—	—	—	260,787	260,787	248,706
Student Health and Dental Plan premiums	—	—	2,224,658	—	2,224,658	1,899,846
Telephone, internet and cable	48,702	—	—	—	48,702	44,322
Tickets and locks	35,179	—	—	—	35,179	40,315
Wages, subcontractors and benefits <i>[note 16]</i>	926,767	25,888	—	521,883	1,474,538	1,421,028
	2,116,308	304,591	2,230,083	1,842,935	6,493,917	6,223,660
<b>Excess (deficiency) of revenue for the year</b>	<b>(338,196)</b>	<b>593,370</b>	<b>5,040</b>	<b>272,098</b>	<b>532,312</b>	<b>331,966</b>
Fund balances, beginning of year	632,077	2,496,341	567,310	2,405,876	6,101,604	5,769,638
Interfund transfers						
Capital asset purchases	—	998	—	(998)	—	—
Allocation of overhead	169,218	—	—	(169,218)	—	—
<b>Fund balances, end of year</b>	<b>463,099</b>	<b>3,090,709</b>	<b>572,350</b>	<b>2,507,758</b>	<b>6,633,916</b>	<b>6,101,604</b>

See accompanying notes to the financial statements



**Kwantlen Student Association**

Incorporated under the British Columbia Societies Act

**STATEMENT OF CASH FLOWS**

Year ended December 31

	2016 \$	2015 \$
<b>OPERATING ACTIVITIES</b>		
Excess of revenue for the year	532,312	331,966
Add items not affecting cash		
Amortization of capital assets	270,673	134,665
Decrease (increase) in market value of marketable securities (net)	731	(63,224)
Changes in non-cash working capital items		
Accounts receivable	(56,156)	198,744
Inventory	(99,638)	52,451
Prepaid expenses and deposits	102,024	(112,557)
Accounts payable and accruals	130,472	26,347
Deferred fee revenue	166,285	433,218
Other liabilities	106,727	(126,317)
<b>Cash provided by operating activities</b>	<b>1,153,430</b>	<b>875,293</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of marketable securities (net)	(88,719)	(26,381)
Purchase of capital assets	(417,920)	(269,654)
Deposits paid on furniture	124,402	(124,402)
Premise improvements in progress	83,890	(223,034)
<b>Cash used in investing activities</b>	<b>(298,347)</b>	<b>(643,471)</b>
<b>Increase in cash during the year</b>	<b>855,083</b>	<b>231,822</b>
Cash, beginning of year	5,302,457	5,070,635
<b>Cash, end of year</b>	<b>6,157,540</b>	<b>5,302,457</b>

*See accompanying notes to the financial statements*

## **NOTES TO FINANCIAL STATEMENTS**

December 31, 2016

### **1. PURPOSE OF THE ORGANIZATION**

Kwantlen Student Association ("Association") is a not-for-profit organization incorporated pursuant to the British Columbia Societies Act that provides support services and advocacy representation to the student membership. The Association is exempt from income taxes.

The mission of the Association is to support its members during their time of study by ensuring adequate provision for their welfare, activities, political and social needs. Through its democratic procedures, the Association represents and reflects the concerns and priorities of its membership to the Kwantlen Polytechnic University ("University") and beyond, and strives to uphold the rights of each of its members.

### **2. SIGNIFICANT ACCOUNTING POLICIES**

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO") and include the following significant accounting policies:

#### **Use of Estimates**

The preparation of financial statements in conformity with Canadian ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the amounts of revenues and expenses reported during the year. Significant areas requiring the use of management estimates relate to the determination of net recoverable value of assets, in particular as it relates to useful lives of capital assets, student activity fee revenue, and the determination of the deferred portion of fees collected. Actual results could differ from these estimates.

#### **Revenue Recognition**

The Association follows the deferral method of accounting for contributions.

Revenue from student activity fees is recognized according to the academic terms they relate to.

Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount to be received can be reasonably estimated and the collection is reasonably assured.

Revenue from all other sources is recognized when the service is provided or when the respective goods are sold to the customer.

Investment income is recognized as revenue in accordance with the terms of the underlying investment, which in the case of interest, is generally with the passage of time.

## **NOTES TO FINANCIAL STATEMENTS**

---

December 31, 2016

### **2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

#### **Fund Accounting**

The Association follows fund accounting. The major funds are described below:

##### *Operating Fund*

The Operating Fund reports the assets, liabilities, revenues and expenses related to the Association's support services and administrative activities.

##### *Capital Asset Fund*

The Capital Asset Fund reports the assets, liabilities, revenues and expenses related to the Association's capital assets.

The fund is internally restricted for the purchase of capital assets, minor capital purchases and related repairs.

##### *Health & Dental Fund*

The Health & Dental Fund was established to provide extended health and dental plans for students at the University. The Health and Dental plans are administered by Gallivan and Associates, which calculates premiums owing. Premiums are paid monthly and are adjusted periodically to account for actual claims experienced. The fund internally restricts excess revenue for future expenditures on health and dental plans and wellness programs for students.

##### *Other Funds*

Other funds include the Lobbying Fund, Women's Centre Capital Fund, Bursary Fund, START Volunteer Program Fund, Reboot Computer Service Fund, Intramurals Fund, Clubs and Events Fund, Advocacy Service Fund, Social Justice Fund, Peer Support Fund and Multi-Pass Fund. These funds are internally restricted for expenditures related to their respective purposes as documented in the Association's regulations.

#### **Measurement of Financial Instruments**

The Association initially measures its financial assets and financial liabilities at fair value.

The Association subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial assets measured at fair value include marketable securities.



## **NOTES TO FINANCIAL STATEMENTS**

---

December 31, 2016

### **2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

Financial liabilities measured at amortized cost include accounts payable and other liabilities.

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment.

#### **Foreign Currency Transactions**

The Society uses the temporal method to translate its foreign currency transactions. Monetary assets and liabilities are translated at the exchange rate in effect at the balance sheet date. Other assets and liabilities are translated at the exchange rate in effect at the transaction date. Items appearing in the current year's statement of operations are translated at monthly rates. Exchange gains and losses are included in the statement of operations.

#### **Cash**

Cash is defined as cash on hand and cash on deposit, net of cheques issued and outstanding at the year-end.

#### **Statement of Cash Flows**

The statement of cash flows is prepared on a net cash basis and cash flows from operating activities are reported using the indirect method.

#### **Marketable Securities**

Marketable securities are recorded at market value.

#### **Inventory**

Grass Roots Café inventory is measured at the lower of cost and net realizable value, with the direct cost of purchase being determined using the weighted average cost method.

All other inventory is measured at the lower of cost and current replacement cost, with the direct cost of purchase being determined using the weighted average cost method.

#### **Capital Assets**

Purchased capital assets are recorded in the Capital Asset Fund at cost.

Amortization is provided on a straight-line basis over the assets' estimated useful lives as follows:

**NOTES TO FINANCIAL STATEMENTS**

December 31, 2016

**2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)**

- Student Association premises - leaseholds 13 to 30 years
- Yoga studio improvements 10 years
- Bike lockers 10 years
- Waterfillz stations 5 years
- Grass Roots Café equipment 5 years
- Furniture and equipment 5 years
- Computer equipment 3 years

Artwork is not amortized.

**3. ACCOUNTS RECEIVABLE**

	2016 \$	2015 \$
Kwantlen Polytechnic University - fees	487,874	429,132
Trade and other	14,558	15,252
Government - GST	—	1,892
Allowance for doubtful accounts	—	—
	14,558	17,144
	502,432	446,276

**4. MARKETABLE SECURITIES**

The Association's marketable securities, which are managed by CIBC Wood Gundy and Quadrus, consist of the following:

	Operating		Heath & Dental	
	Market	Cost	Market	Cost
	\$	\$	\$	\$
<b>2016</b>				
Cash on account	10,539	10,539	23,151	23,151
Mutual funds / segregated funds	415,471	425,043	323,746	331,195
Money market funds	544	544	—	—
Canadian equities	265,000	234,235	207,675	181,614
U.S. equities	169,364	148,087	265,911	203,780
	860,918	818,448	820,483	739,740

## NOTES TO FINANCIAL STATEMENTS

December 31, 2016

### 4. MARKETABLE SECURITIES (CONT'D)

	Operating Market \$	Cost \$	Heath & Dental Market \$	Cost \$
<b>2015</b>				
Cash on account	10,783	10,783	15,066	15,066
Mutual funds / segregated funds	368,537	371,428	309,369	312,558
Money market funds	544	544	—	—
Canadian equities	267,466	263,458	208,021	200,899
U.S. equities	176,690	127,979	236,937	166,753
	824,020	774,192	769,393	695,276

### 5. INVENTORY

	2016 \$	2015 \$
Fitness passes	107,016	5,859
Movie tickets, promotional items and others	11,284	12,260
Grass Roots Café supplies and liquor	9,922	10,465
	128,222	28,584

### 6. CAPITAL ASSETS

	Cost \$	Accumulated Amortization \$	Net Book Value \$
<b>2016</b>			
Student Association premises - leaseholds	2,176,005	1,039,154	1,136,851
Yoga studio improvements	25,733	20,587	5,146
Bike lockers	65,516	23,456	42,060
Waterfillz stations	114,142	90,342	23,800
Grass Roots Café equipment	77,505	64,865	12,640
Furniture and equipment	533,183	315,131	218,052
Computer equipment	59,084	44,473	14,611
Artwork	3,700	—	3,700
	3,054,868	1,598,008	1,456,860



**NOTES TO FINANCIAL STATEMENTS**

December 31, 2016

**6. CAPITAL ASSETS (CONT'D)**

	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Net Book Value</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>2015</b>			
Student Association premises - leaseholds	1,952,971	947,639	1,005,332
Yoga studio improvements	25,733	18,013	7,720
Bike lockers	64,518	16,905	47,613
Waterfillz stations	114,142	67,514	46,628
Grass Roots Café equipment	67,890	48,916	18,974
Furniture and equipment	362,318	197,561	164,757
Computer equipment	45,675	30,786	14,889
Artwork	3,700	—	3,700
	<b>2,636,947</b>	<b>1,327,334</b>	<b>1,309,613</b>

**7. PREMISE IMPROVEMENTS IN PROGRESS**

Premise improvements in progress as at December 31, 2016 are \$139,144 [2015 - \$233,034]. This amount includes a prepaid deposit of \$Nil [2015 - \$28,385]. The total cost of the improvements is estimated to be \$348,929.

**8. ACCOUNTS PAYABLE AND ACCRUALS**

	<b>2016 \$</b>	<b>2015 \$</b>
Operations	<b>216,370</b>	103,420
Government remittances - GST	<b>1,995</b>	—
- Payroll taxes	<b>1,632</b>	2,978
Wages and vacation	<b>118,819</b>	101,946
	<b>338,816</b>	<b>208,344</b>

**9. DEFERRED FEE REVENUE**

Deferred fee revenue consists of student fees received or receivable by December 31, 2016 which relate to the 2017 year.

**NOTES TO FINANCIAL STATEMENTS**

December 31, 2016

**10. OTHER LIABILITIES**

	2016 \$	2015 \$
Polytechnic Ink Publishing Society	7,217	6,774
Public Interest Research Group	203,965	97,667
Radio Free Kwantlen	83,569	83,583
	<b>294,751</b>	<b>188,024</b>

During the year the Association collected fees on behalf of Polytechnic Ink Publishing Society and the Public Interest Research Group *[note 13]*.

**11. COMMITMENTS****i) Lease Commitments**

The Association leases space from the University. The annual lease cost to the Association is \$1 plus its share of common area maintenance expenses. The lease expires in May 2029.

The estimated common area maintenance expenses over the next five years are as follows:

	\$
2017	24,742
2018	25,484
2019	26,249
2020	27,036
2021	27,847
	<b>131,358</b>

**ii) Health and Dental Plan**

The Association is committed to monthly broker fees and insurance premiums of approximately \$15.78 per student registered in the Health and Dental Plan until August 31, 2018. As at December 31, 2016, there were approximately 11,500 students registered in the Health and Dental Plan.



## **NOTES TO FINANCIAL STATEMENTS**

---

December 31, 2016

### **12. FINANCIAL INSTRUMENTS**

The Association is exposed to various risks through its financial instruments. The following analysis presents the Association's exposures to significant risk as at December 31, 2016.

#### **Credit Risk**

The Association is exposed to credit risk in the event of non-performance by counterparties in connection with its accounts receivable. The Association does not obtain collateral or other security to support its accounts receivable subject to credit risk but mitigates this risk by dealing mainly with Kwantlen Polytechnic University and, accordingly, does not anticipate significant loss for non-performance.

The Association is also exposed to credit risk with respect to its bank deposits and marketable securities. The Association reduces its credit risk by placing its bank deposits with a chartered Canadian bank and by having its marketable securities managed by professional investment managers.

#### **Liquidity Risk**

Liquidity risk is the risk of being unable to meet cash requirements or fund obligations as they become due. It stems from the possibility of a delay in realizing the fair value of financial instruments.

The Association manages its liquidity risk by constantly monitoring forecasted and actual cash flows and financial liability maturities, and by holding assets that can be readily converted into cash.

#### **Market Risk**

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of three types of risk: interest rate risk, currency risk and other price risk.

##### *Interest Rate Risk*

The Association is exposed to interest rate risk on its fixed and floating interest rate financial instruments. Fixed-rate instruments subject the Association to a fair value risk while the floating rate instruments subject it to a cash flow risk. The Association is exposed to this type of risk as a result of investment in marketable securities [note 4].

##### *Currency Risk*

The Association has marketable securities that are denominated in a foreign currency and thus are exposed to the financial risk of earnings fluctuations arising from changes in foreign exchange rates and the degree of volatility of these rates.

**NOTES TO FINANCIAL STATEMENTS**

December 31, 2016

**12. FINANCIAL INSTRUMENTS (CONT'D)***Other Price Risk*

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Association is exposed to other price risk through its investment in equity based investments.

**13. NON-DISCRETIONARY ALLOCATIONS - OTHER FEES**

During the year, the Association collected fees on behalf of the following autonomous organizations:

	2016 \$	2015 \$
Polytechnic Ink Publishing Society	235,296	234,706
Public Interest Research Group	250,744	250,089
	<b>486,040</b>	<b>484,795</b>

As these fees are collected in trust on behalf of this organization, they are not included in the Association's statement of operations.

**14. STUDENT ACTIVITY FEES**

Student activity fees are comprised of the following:

	2016 \$	2015 \$
Lobbying Fund	97,766	91,396
Bursary Fund	33,907	34,471
START Volunteer Program Fund	114,879	116,705
Reboot Computer Service Fund	92,929	94,363
Intramurals Fund	84,075	78,741
Clubs and Events Fund	201,541	204,674
Advocacy Service Fund	30,948	31,410
Social Justice Fund	61,826	53,970
Peer Support Fund	46,578	47,332
Multi-pass Fund	1,245,980	1,251,690
	<b>2,010,429</b>	<b>2,004,752</b>
Operating Fund	1,197,085	1,212,333
Student Union Building Capital Fund	897,961	804,544
Health and Dental Fund	2,222,188	1,849,015
	<b>6,327,663</b>	<b>5,870,644</b>

**NOTES TO FINANCIAL STATEMENTS**

---

December 31, 2016

**15. RELATED PARTY TRANSACTIONS**

For the year ending December 31, 2016, the Association paid executive and representative stipends to executive board members and other elected personnel in the amount of \$174,896 [2015 - \$186,480].

The amount above includes payments made to the following elected Executives during the year:

	\$
VP External	33,100
VP Finance & Operations	35,658
VP Student Life	33,556
VP Student Services	36,850
	<u>139,164</u>

The position of President was held by VP Student Services up to March 31, 2016 and was subsequently held by VP External.

**16. PROFESSIONAL AND WAGES, SUBCONTRACTORS AND BENEFITS**

Professional expense includes \$165,025 for services provided by a contractor during the year.

Wages, subcontractors and benefits expenses include \$165,541 paid to two employees during the year.

**17. COMPARATIVE FIGURES**

Certain 2015 comparative figures have been reclassified to conform to the presentation adopted in the current year.



**SCHEDULE OF REVENUE AND EXPENSES**  
**GRASS ROOTS CAFE**

Year ended December 31

	2016	2015
	\$	\$
Sales	407,886	390,613
Cost of sales	196,760	166,117
<b>Gross profit</b>	<b>211,126</b>	<b>224,496</b>
<b>Other expenses</b>		
Bank and credit card charges	7,940	13,268
Repairs and maintenance	1,154	3,415
Wages and benefits	213,426	193,905
	222,520	210,588
<b>Income (loss) from operations</b>	<b>(11,394)</b>	<b>13,908</b>

*See accompanying notes to the financial statements*

## STATEMENT OF FINANCIAL POSITION - OTHER FUNDS

As at December 31

	2016												2015
	Lobbying Fund \$	Women's Centre Capital Fund \$	Bursary Fund \$	START Volunteer Program Fund \$	Reboot Computer Service Fund \$	Intramurals Fund \$	Clubs and Events Fund \$	Advocacy Service Fund \$	Social Justice Fund \$	Peer Support Fund \$	Multi-Pass Fund \$	Total \$	Total \$
ASSETS													
Current assets													
Cash	—	—	—	—	—	—	—	—	—	—	2,182,907	2,182,907	1,748,398
Accounts receivable - Kwantlen Polytechnic University	3,349	—	1,123	3,574	2,885	2,874	6,259	958	1,916	1,452	202,022	226,412	222,513
Prepaid expenses	—	—	—	—	—	—	—	—	—	—	—	—	123,000
Total current assets	3,349	—	1,123	3,574	2,885	2,874	6,259	958	1,916	1,452	2,384,929	2,409,319	2,093,911
LIABILITIES AND FUND BALANCES													
Current liabilities													
Deferred fee revenue [note 8]	42,951	—	12,978	45,504	36,852	36,825	79,878	12,274	24,548	18,454	—	310,264	287,381
Interfund payable (receivable)	(192,561)	(5,624)	(91,465)	(114,308)	(97,818)	(66,192)	(171,545)	(47,290)	(94,293)	(57,521)	529,914	(408,703)	(599,346)
Total current liabilities	(149,610)	(5,624)	(78,487)	(68,804)	(60,966)	(29,367)	(91,667)	(35,016)	(69,745)	(39,067)	529,914	(98,439)	(311,965)
Fund balances													
Internally restricted	152,959	5,624	79,610	72,378	63,851	32,241	97,926	35,974	71,661	40,519	1,855,015	2,507,758	2,405,876
Total fund balances	152,959	5,624	79,610	72,378	63,851	32,241	97,926	35,974	71,661	40,519	1,855,015	2,507,758	2,405,876
Total liabilities and fund balances	3,349	—	1,123	3,574	2,885	2,874	6,259	958	1,916	1,452	2,384,929	2,409,319	2,093,911

See accompanying notes to the financial statements



## STATEMENT OF OPERATIONS - OTHER FUNDS

Year ended December 31

	2016											2015	
	Lobbying Fund \$	Women's Centre Capital Fund \$	Bursary Fund \$	START Volunteer Program Fund \$	Reboot Computer Service Fund \$	Intramurals Fund \$	Clubs and Events Fund \$	Advocacy Service Fund \$	Social Justice Fund \$	Peer Support Fund \$	Multi-Pass Fund \$	Total \$	Total \$
REVENUES													
Student activity fees [note 14]	97,766	—	33,907	114,879	92,929	84,075	201,541	30,948	61,826	46,578	1,245,980	2,010,429	2,004,752
Other	—	—	—	—	661	4,473	—	—	—	—	99,470	104,604	92,839
	97,766	—	33,907	114,879	93,590	88,548	201,541	30,948	61,826	46,578	1,345,450	2,115,033	2,097,591
EXPENSES													
Activities	—	—	—	24,478	7,824	11,087	61,340	3,011	20,296	8,755	637,685	774,476	889,061
Bursaries and endowment	—	—	25,534	—	—	—	—	—	—	—	34,517	60,051	104,868
Campaigning and dues	19,534	—	—	—	—	—	—	—	—	—	—	19,534	81,011
Conferences and travel	12,990	—	—	—	—	—	—	—	—	—	—	12,990	14,420
Minor equipment, repairs and University infrastructure	—	—	—	—	—	183,004	—	—	—	—	3,142	186,146	204,991
Multi-cultural events (net of \$1,065 revenue)	—	—	—	—	—	—	7,068	—	—	—	—	7,068	14,154
Shuttle bus	—	—	—	—	—	—	—	—	—	—	260,787	260,787	248,706
Wages, subcontractors and benefits	31,686	—	—	99,207	89,507	55,204	41,692	41,206	—	57,462	105,919	521,883	522,934
	64,210	—	25,534	123,685	97,331	249,295	110,100	44,217	20,296	66,217	1,042,050	1,842,935	2,080,145
Excess (deficiency) of revenue for the year	33,556	—	8,373	(8,806)	(3,741)	(160,747)	91,441	(13,269)	41,530	(19,639)	303,400	272,098	17,446
Fund balances, beginning of year	129,325	5,624	53,071	97,669	80,641	222,363	23,170	54,857	34,040	68,568	1,636,548	2,405,876	2,579,567
Interfund transfers													
Capital asset purchases	—	—	—	—	—	—	—	—	—	—	(998)	(998)	(32,993)
Transfer to Bursary Fund	(3,024)	—	20,909	(3,197)	(2,592)	(2,592)	(5,616)	(864)	(1,728)	(1,296)	—	—	—
Allocation of overhead	(6,898)	—	(2,743)	(13,288)	(10,457)	(26,783)	(11,069)	(4,750)	(2,181)	(7,114)	(83,935)	(169,218)	(158,144)
Fund balances, end of year	152,959	5,624	79,610	72,378	63,851	32,241	97,926	35,974	71,661	40,519	1,855,015	2,507,758	2,405,876

See accompanying notes to the financial statements



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.2**

**May 24, 2017**

**Jon Harding**

---

**Agenda Item:**      **Draft Financial Statements for Year Ending March 31, 2017**

<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 Draft Financial Statements for the year ending March 31, 2017 as recommended by the Board Audit Committee.</b>
--------------------------------	---

**Board Committee Report:**      *At its meeting on May 18, 2017, the Board Audit Committee will consider the Draft Financial Statements for the year ending March 31, 2017 for recommendation to the Board of Governors.*

**Context & Background:**      KPMG will provide a summary of their audit of the Draft Financial Statements for the Year Ending March 31, 2017.

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

- 1. The Draft Financial Statements are prepared by KPU management in accordance with Public Sector Accounting Standards and audited by external auditors. For fiscal 2017, KPMG provided external audit services.**
- 2. Statement of Financial Position shows negligible change over the previous year and an accumulated operating surplus balance of approximately \$82.5M; Statement of Operations shows a surplus position of approximately \$1.8M.**
- 3. For Fiscal 2017, it is management's intention to include the Financial Statements in the KPU Accountability Report, with an explanatory financial information analysis.**

**Resource Requirements:**      N/A

**Implications / Risks:**      N/A

**Attachments:**      Draft Financial Statements for year ending March 31, 2017

**Submitted by:**      Jon Harding

**Date submitted:**      May 19, 2017

Financial Statements of

**KWANTLEN POLYTECHNIC UNIVERSITY**

Year ended March 31, 2017

## MANAGEMENT'S STATEMENT OF RESPONSIBILITY

To the Board of Governors of Kwantlen Polytechnic University

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

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

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

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

On behalf of Kwantlen Polytechnic University

---

Dr. Alan Davis  
President and Vice-Chancellor

---

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

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Financial Position

(in thousands of dollars)

March 31, 2017, with comparative information for 2016

		2017	2016
<b>Financial assets</b>			
Cash and cash equivalents	(Note 3)	\$ 22,769	\$ 19,224
Accounts receivable	(Note 4)	5,414	5,670
Inventories for resale		439	1,282
Investments	(Note 6)	38,098	36,824
		66,720	63,000
<b>Liabilities</b>			
Accounts payable and accrued liabilities	(Note 7)	23,648	25,096
Deferred revenue		12,210	11,438
Deferred contributions	(Note 9)	3,734	3,198
Deferred capital contributions	(Note 10)	139,894	129,862
Obligations under capital lease	(Note 11)	707	1,036
		180,193	170,630
Net debt		(113,473)	(107,630)
<b>Non-financial assets</b>			
Tangible capital assets	(Note 12)	188,268	180,378
Endowment investments	(Note 6)	2,817	2,817
Prepaid expenses and deposits		5,102	5,761
		196,187	188,956
Accumulated surplus		82,714	81,326
Accumulated surplus is comprised of:			
Accumulated operating surplus		82,520	80,705
Accumulated remeasurement gains		194	621
		82,714	81,326

Contractual obligations (Note 14)

Commitments and contingent liabilities (Note 15)

See accompanying notes to financial statements.

Approved on behalf of the Board:

Chair

Vice-President, Finance and Administration



# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Operations

(in thousands of dollars)

Year ended March 31, 2017, with comparative information for 2016

		Budget	2017	2016
		(Note 2(k))		
Revenue:				
Province of British Columbia grants	(Note 9)	\$ 67,229	\$ 73,223	\$ 72,907
Other grants	(Note 9)	2,523	1,102	1,706
Tuition and student fees		69,359	70,926	64,868
Ancillary services		6,956	6,927	7,407
Other revenue		12,437	6,087	5,159
Amortization of deferred capital contributions	(Note 10)	5,588	5,461	5,216
		164,092	163,726	157,263
Expenses:	(Note 16)			
Instruction and instructional support		146,927	145,003	139,714
Ancillary operations		7,414	7,317	7,085
Externally sponsored activity		6,204	6,123	6,052
Research activity		3,514	3,468	3,005
		164,059	161,911	155,856
Annual surplus		33	1,815	1,407
Accumulated operating surplus, beginning of year		80,705	80,705	79,298
Accumulated operating surplus, end of year		\$ 80,738	\$ 82,520	\$ 80,705

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Changes in Net Debt

(in thousands of dollars)

Year ended March 31, 2017, with comparative information for 2016

	Budget (Note 2(k))	2017	2016
Annual surplus	\$ 33	\$ 1,815	\$ 1,407
Acquisition of tangible capital assets	-	(19,702)	(11,836)
Write-down of tangible capital assets	-	39	-
Amortization of tangible capital assets	12,550	11,773	11,255
	12,550	(7,890)	(581)
Net use (acquisition) of prepaid expenses and deposits	-	659	(1,593)
Net remeasurement losses	-	(427)	(729)
Change in net debt	12,583	(5,843)	(1,496)
Net debt, beginning of year	(107,630)	(107,630)	(106,134)
Net debt, end of year	\$ (95,047)	\$ (113,473)	\$ (107,630)

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Cash Flows

(in thousands of dollars)

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 1,815	\$ 1,407
Items not involving cash:		
Amortization of tangible capital assets	11,773	11,255
Write-down of tangible capital assets	39	-
Amortization of deferred capital contributions	(5,461)	(5,216)
Change in non-cash operating working capital:		
Accounts receivable	256	(1,096)
Prepaid expenses and deposits	659	(1,593)
Inventories for resale	843	116
Accounts payable and accrued liabilities	(1,448)	373
Deferred revenue	772	1,189
Deferred contributions	536	(522)
Net change from operating activities	9,784	5,913
Capital activities:		
Cash used to acquire tangible capital assets	(19,652)	(11,650)
Net change from capital activities	(19,652)	(11,650)
Financing activities:		
Contributions received for tangible capital assets	15,493	4,179
Principal payments on capital lease obligations	(379)	(378)
Net change from financing activities	15,114	3,801
Investing activities:		
Increase in investments	(1,274)	(3,509)
Net remeasurement losses	(427)	(729)
Net change from investing activities	(1,701)	(4,238)
Net change in cash and cash equivalents	3,545	(6,174)
Cash and cash equivalents, beginning of year	19,224	25,398
Cash and cash equivalents, end of year	\$ 22,769	\$ 19,224
Non-cash transaction:		
Tangible capital assets acquired and financed by capital leases	\$ 50	\$ 186

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Remeasurement Gains and Losses

(in thousands of dollars)

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Accumulated remeasurement gains, beginning of year	\$ 621	\$ 1,350
Unrealized gains (losses) attributed to:		
Long term bonds	(253)	(670)
Securities	(22)	(25)
Foreign currency translation	88	35
Amounts reclassified to the Statement of Operations:		
Long term bonds	(136)	(34)
Securities	-	2
Foreign currency translation	(104)	(37)
Net remeasurement losses for the year	(427)	(729)
Accumulated remeasurement gains, end of year	\$ 194	\$ 621

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements  
(in thousands of dollars)

Year ended March 31, 2017

---

## 1. Authority and purpose

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

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

## 2. Summary of significant accounting policies

### (a) Basis of accounting:

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

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

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

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

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



# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

---

## 2. Summary of significant accounting policies (continued)

### (b) Cash and cash equivalents

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

### (c) Financial instruments

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

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

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

### (d) Inventories for resale

Inventories for resale, including new and used textbooks, course manuals, stationary, art supplies, clothing, crested and non-crested giftware are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated proceeds on sale less any costs to sell. Inventories are written down to net realizable value when the cost of inventories is estimated not to be recoverable. When circumstances that previously caused inventories to be written down below cost no longer exist, the amount of write-down previously recorded is reversed.

### (e) Contaminated sites

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

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

## 2. Summary of significant accounting policies (continued)

### (f) Non-financial assets

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

### (i) Tangible capital assets

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

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

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

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

### (ii) Leased tangible capital assets

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

---

## 2. Summary of significant accounting policies (continued)

### (g) Employee future benefits

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

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

### (h) Revenue recognition

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

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

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

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

---

## 2. Summary of significant accounting policies (continued)

### (i) Use of estimates

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

### (j) Foreign currency translation

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

### (k) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2016-2017 University Budget approved by the Board of Governors of Kwantlen Polytechnic University on March 30, 2016. The budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Debt.

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

## 3. Cash and cash equivalents

	2017	2016
Cash	\$ 18,071	\$ 14,296
Cash equivalents	4,698	4,928
	\$ 22,769	\$ 19,224

## 4. Accounts receivable

	2017	2016
Accounts receivable	\$ 7,528	\$ 7,095
Allowance for doubtful accounts	(2,114)	(1,425)
	\$ 5,414	\$ 5,670

## 5. Due from / to government and other government organizations

Included in accounts receivable	2017	2016
Provincial government	\$ 2,082	\$ 1,628
Other government	410	467
	\$ 2,492	\$ 2,095
Included in accounts payable and accrued liabilities	2017	2016
Provincial government	\$ 63	\$ 62
Other government	3	-
	\$ 66	\$ 62



# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

## 6. Financial instruments

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

	2017	2016
Long term bonds	\$ 39,267	\$ 38,105
Securities	1,648	1,536
	40,915	39,641
Endowment investments	2,817	2,817
Investments	\$ 38,098	\$ 36,824

All fixed income securities held at March 31, 2017 mature at various dates to June 2108 (2016 – June 2108) and bear interest at rates varying from 0.950% - 9.976% (2016 – 0.950% - 9.976%).

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

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

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

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

## 7. Accounts payable and accrued liabilities

	2017	2016
Accounts payable and accrued liabilities	\$ 10,807	\$ 10,505
Salaries and wages payable	3,246	5,202
Accrued vacation payable	9,595	9,389
	\$ 23,648	\$ 25,096

## 8. Employee future benefits

### (a) Pension benefits:

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan, jointly trustee pension plans. The boards of trustees for these plans represent plan members and employers, and are responsible for the administering the pension plans, including investing assets and administering benefits. The pension plans are multi-employer contributory pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2016, the College Pension Plan has about 14,000 active members, and approximately 7,000 retired members. As at December 31, 2015, the Municipal Pension Plan has about 189,000 active members, with approximately 5,800 from colleges and special purpose, teaching universities.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2015 indicated a \$67 million funding surplus for basic pension benefits. The next valuation will be August 31, 2018, with results available in 2019. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2015 indicated a \$2,224 million funding surplus for basic pension benefits. The next valuation will be December 31, 2018, with results available in 2019.

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

The University paid \$8,580 for employer contributions to the Plans in the current year (2016 - \$8,430).

### (b) Maternity or parental leave:

The University provides supplemental employee benefits for faculty, staff, or administration on maternity or parental leave. For the duration of the leave, employees on maternity or parental leave receive a supplemental payment added to employment insurance benefits. Employer-paid benefits also continue to be paid on the employees' behalf. The University has expensed \$561 in the current year (2016 - \$420). As at March 31, 2017, the University has an obligation of \$509 (2016 - \$294), which has been included in salaries and wages payable.

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

## 9. Deferred contributions and grants

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

	2016	Amounts received	Recognized as revenue	2017
Provincial Grants	\$ -	\$ 68,013	\$ (68,013)	\$ -
Deferred contributions	2,383	5,447	(5,210)	2,620
Federal Deferred contributions	233	701	(547)	387
Other sources Deferred contributions	582	700	(555)	727
	\$ 3,198	\$ 74,861	\$ (74,325)	\$ 3,734

## 10. Deferred capital contributions

	2016	Amounts received	Amortized as revenue	2017
Provincial	\$ 120,006	\$ 10,586	\$ (5,145)	\$ 125,447
Federal	2,347	1,542	(144)	3,745
Other sources	7,509	3,365	(172)	10,702
	\$ 129,862	\$ 15,493	\$ (5,461)	\$ 139,894

## 11. Obligations under capital lease

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

	2017	2016
2017	\$ -	\$ 396
2018	344	332
2019	269	256
2020	107	94
2021	13	7
Total minimum lease payments	733	1,085
Less amounts representing interest	(26)	(49)
Present value of net minimum capital lease payments	\$ 707	\$ 1,036

Total interest on leases for the year was \$26 (2016 - \$33).

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

## 12. Tangible capital assets

	Land	Buildings	Site improvements	Major renovations	Major equipment	Library holdings	Technology infrastructure	Furniture & equipment	Leased capital assets	Work in progress	Total
<b>2017 Cost</b>											
Opening balance	\$ 20,040	\$ 198,291	\$ 1,080	\$ 16,689	\$ 376	\$ 7,655	\$ 615	\$ 57,205	\$ 1,735	\$ 9,664	\$ 313,350
Additions	-	47	-	851	1,535	389	395	3,383	50	13,052	19,702
Transfers to/(from) WIP	-	-	134	1,016	1,196	-	2,380	50	-	(4,776)	-
Write-down	-	-	-	-	-	-	-	-	-	(39)	(39)
Closing balance	20,040	198,338	1,214	18,556	3,107	8,044	3,390	60,638	1,785	17,901	333,013
<b>2017 Accumulated amortization</b>											
Opening balance	-	(72,631)	(903)	(5,160)	(26)	(5,160)	(39)	(48,514)	(539)	-	(132,972)
Amortization	-	(4,957)	(48)	(1,797)	(71)	(532)	(250)	(3,765)	(353)	-	(11,773)
Closing balance	-	(77,588)	(951)	(6,957)	(97)	(5,692)	(289)	(52,279)	(892)	-	(144,745)
2017 Net book value	\$ 20,040	\$ 120,750	\$ 263	\$ 11,599	\$ 3,010	\$ 2,352	\$ 3,101	\$ 8,359	\$ 893	\$ 17,901	\$188,268
2016 Net book value	\$ 20,040	\$ 125,660	\$ 177	\$ 11,529	\$ 350	\$ 2,495	\$ 576	\$ 8,691	\$ 1,196	\$ 9,664	\$180,378

### (a) Work in progress:

Work in progress with a value of \$17,901 (2016 - \$9,664) has not been amortized. Amortization of these assets will commence when the assets are put into service.

### (b) Write-down of tangible capital assets:

There was a write-down of project cost within work in progress of \$39 (2016 - \$nil) in the current year.

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

---

## 13. Financial risk management

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

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

### (a) Credit risk

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

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

### (b) Market risk

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

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

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

### (c) Liquidity risk

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

## 14. Contractual obligations

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

	2018	2019	2020	2021	2022
Contractual obligations	\$ 11,454	\$ 2,636	\$ 1,181	\$ 394	\$ -

## 15. Commitments and contingent liabilities

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

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

- (b) The University has committed to the building of the Chip and Shannon Wilson School of Design at the Richmond campus for the Faculty of Design. The University is to receive \$12,000 from Chip and Shannon Wilson and lululemon athletica Canada Inc. and provincial funding of up to \$12,000 in support of the project. The University has received Board approval for a budget of \$12,000 as the University's contribution toward the project. The project, which has a total budget of \$36,000, is expected to be completed by December 2017.

As at March 31, 2017, the University has received \$8,000 (2016 - \$5,000) from Chip and Shannon Wilson and lululemon athletica Canada Inc. and \$10,500 (2016 - \$3,000) in provincial funding. The University has incurred costs of \$15,795 (2016 - \$4,815) as at March 31, 2017 for this project.

- (c) The University has entered into an agreement to purchase real estate to provide additional classroom space to meet future student demand. The space will be constructed and available during fiscal 2018. The project is funded by the University. As at March 31, 2017, the estimated purchase price for the real estate is \$23,780 and the estimated budget for the construction project is \$15,260.
- (d) Subsequent to March 31, 2017, the University has entered into an agreement for the construction and upgrade of the Spruce building on the Surrey campus. The project is funded by \$22,000 from Government of Canada's Strategic Investment Fund and provincial funding.
- (e) The University has the ability to draw on a line of credit of \$7,000 (2016 - \$7,000). As at March 31, 2017, the University has not utilized the available line of credit.
- (f) As at March 31, 2017, the University has issued letters of credits to the City of Surrey totaling \$294 (2016 - nil) which expire in 2018.



# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in thousands of dollars)

Year ended March 31, 2017

## 16. Expenses by object

The following is a summary of expenses by object:

	Instruction and instructional support	Ancillary operations	Externally sponsored activity	Research activity	2017
Salaries and benefits	\$ 110,926	\$ 1,717	\$ 1,214	\$ 2,598	\$ 116,455
Travel and professional development	1,939	13	134	260	2,346
Supplies	4,312	92	175	82	4,661
Student awards and bursaries	49	-	1,961	-	2,010
Fees and services	8,995	813	2,339	210	12,357
Facilities	6,520	632	229	143	7,524
Cost of sales	-	3,800	-	-	3,800
Leases, property taxes, insurance	880	27	71	7	985
Amortization of tangible capital assets	11,382	223	-	168	11,773
	<b>\$ 145,003</b>	<b>\$ 7,317</b>	<b>\$ 6,123</b>	<b>\$ 3,468</b>	<b>\$ 161,911</b>

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



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.3**

**May 24, 2017**

**Doug Beaton**

**Agenda Item:** Re-appointment of the External Auditor

<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 appointment of KPMG as External Auditor as recommended by the Board Audit Committee.</b>
--------------------------------	---

**Board Committee Report:** *At its meeting on May 18, 2017, the Board Audit Committee will consider the reappointment of KPMG as External Audit for recommendation to the Board of Governors.*

**Context & Background:** Section 33 of the *University Act* states that, “Unless the Auditor General is appointed in accordance with the Auditor General Act, as the Auditor of the Board, the Board must appoint an Auditor to audit the accounts of the Board at least once each year.”

In accordance with the *University Act*, the Audit Committee Terms of Reference state that the Audit Committee recommends to the Board the appointment of the External Auditor.

**Key Messages:** *[maximum of three]* The Board of Governors appointed KPMG as External Auditor for Kwantlen Polytechnic University (KPU) for a term of three (3) years, with an option to renew for an additional two (2) one (1) year terms at its May 25, 2016 meeting.

**Submitted by:** Keri van Gerven, University Secretary

**Date submitted:** May 19, 2017



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

**Regular Meeting**  
**#7.2**  
**May 24, 2017**  
**Jon Harding**

---

**Agenda Item:**        **2018/19 Budget Development Process**

<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 on May 18, 2017, the Board Finance Committee will receive the 2018-19 Budget Development Timeline and Process Key Dates for information.*

**Context & Background:**        As part of the transition to a hybrid-based budget model which includes performance metrics, Financial Services is recommending using a zero-based budget model for the fiscal 2018/19 draft budget.

The Senate Standing Committee on University Budget discussed the 2018/19 Budget Development Process at its meeting held on April 21, 2017.

Senate endorsed the 2018/19 Budget Development Process at its meeting held on April 24, 2017.

**Key Messages:**

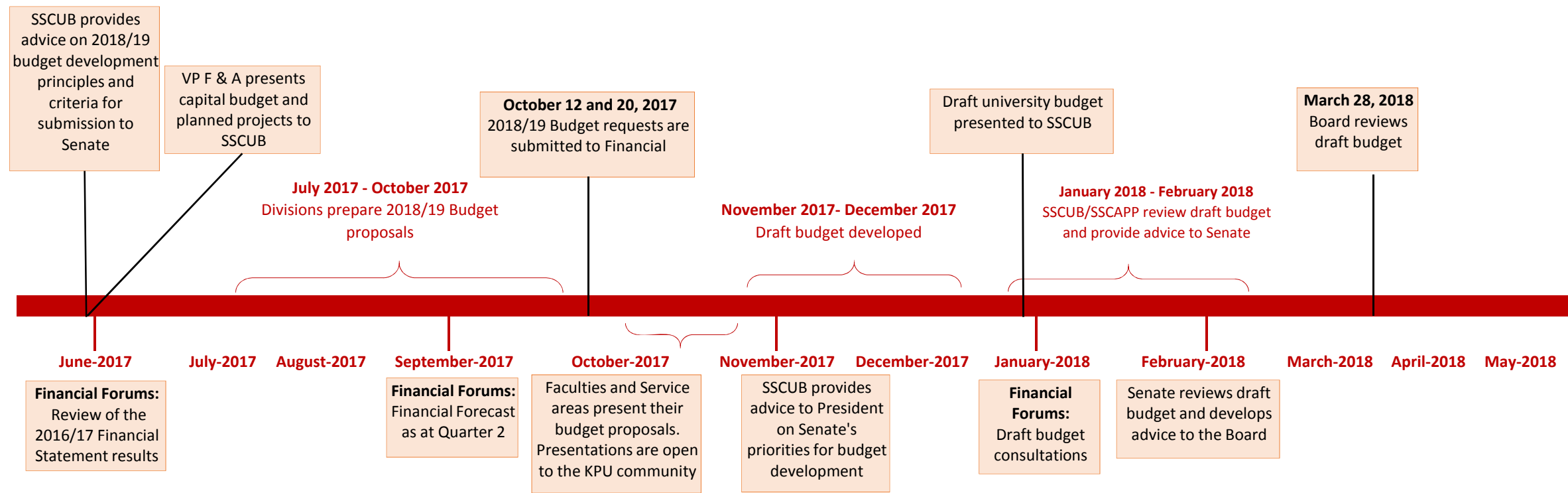
- 1. As fiscal 2017/18 was the first year in which the budget was prepared utilizing a zero-based budget approach, the University will continue to use the zero-based methodology to develop the fiscal 2018/19 budget. Financial Services will continue to support all divisions in the development of their zero-based budgets and supporting materials.**
- 2. Financial Services is reviewing budget development, forecasting and reporting tools to provide Faculties and Business Units with timely and accurate financial information to allow units to better monitor and manage their budgets.**
- 3. Administration will continue to remain transparent throughout the budget development process by providing timely communication, and reporting through regularly scheduled campus financial forums and budget consultation sessions with the university community.**

**Attachments:**        2018/19 Budget Development Timeline  
2018/19 Budget Development Process – Key Dates

**Submitted by:**        Jon Harding, VP, Finance & Administration

**Date submitted:**        May 10, 2017

2018/19 Budget Development Timeline



## 2018/19 Budget Development Process – Key Dates

DATE	ACTIVITY	NOTE
May 2017	<p>SSCUB provides advice on 2018/19 budget development principles and criteria for submission to Senate (based on Vision 2018 Strategic Plan, the Academic Plan and Strategic Enrolment Management processes).</p> <p>Review plan for “zero based budget”, criteria and requests – see below for criteria.</p> <p>Faculties, Service and Administrative areas will be asked to provide:</p> <ul style="list-style-type: none"> <li>• expected administrative and support salary costs for 2018/19;</li> <li>• expected cost of non-salary items for their ongoing operations; and,</li> <li>• efficiencies that are being sought in 2018/19.</li> </ul> <p>In addition, Faculties, in collaboration with the Provost &amp; VP Academic, will be asked to provide:</p> <ul style="list-style-type: none"> <li>• expected course sections (i.e. work plan) offered in the 2018/19 fiscal year; and,</li> <li>• expected cost of these sections, using their best estimate of full-time and part-time faculty costs.</li> </ul>	<p>SSCUB meets on Friday May 12, 2017</p> <p>SSCUB</p> <p>Deans and Directors</p>

DATE	ACTIVITY	NOTE
	<p>A notice will be distributed to Faculties and Service Units informing them of the change in submission format. Although the University will continue to utilize the zero-based budget methodology, budget will be collected through the financial software system FAST –Budget &amp; Forecasting module. Access and training will be provided by Financial Services.</p> <p>Operating Fund budget submissions are to be made directly in FAST by October 12, 2017 (please refer to the staggered deadlines below).</p> <p>As a result of the centralization of various activities in the 2017/18 Budget, Facilities Services &amp; Information Technology will be working with Financial Services to develop a process to request and access funds in these areas. These requests should not form part of the divisional operating budget request.</p>	Financial Services will circulate by May 31, 2017
June 2017	<p>VP F&amp;A presents final 2016/17 Financial Statement results.</p> <p>VP F&amp;A presents capital budget and planned projects to SSCUB.</p> <p>Board of Governors response to SSCUB budget recommendations.</p>	SSCUB meets on June 16, 2017

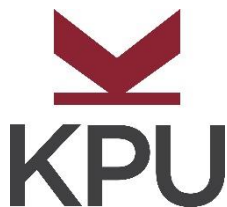


DATE	ACTIVITY	NOTE
	Controller presents final 2016/17 Financial Statement results and reviews the 2018/19 budget development process at campus forums.	Campus Forums – Week of June 26, 2017
TBD by Individual Faculties	Faculty Councils submit their Faculty's Academic Priorities to SSCUB, SSCAPP and to the Vice President Academic.	Faculty Councils
September 2017	Controller presents preliminary 2017/18 financial forecast at campus forums, to Faculty Councils, Administrative Managers Group (Group of 50), KSA, BCGEU and KFA. Update on the 2018/19 Budget Request Process.	Campus Forums – Week of September 25, 2017  Presentations at regularly scheduled Faculty Council Meetings and Administrative Managers meetings
October 12, 2017	Deadline for submission of 2018/19 budget request in FAST, divisional narrative and draft PowerPoint presentation.	Service & Administrative Areas
Week of October 16, 2017	Deadline for submission of 2018/19 budget request in FAST, divisional narrative and draft PowerPoint presentation.	Faculties

DATE	ACTIVITY	NOTE
October 20, 2017	Budget Presentations – Service & Administrative Areas	Faculties and Service areas present their budget proposals to the President, Vice-Presidents, Controller & SSCUB (presentations are open to the KPU community)
November 3, 2017	Budget Presentations – Faculties	
October 2017	Budget Proposals posted on SharePoint.	Financial Services
November 2017	Based on the budget presentations, SSCUB provides advice to the President on Senate's priorities for budget development.	SSCUB
November 2017	Draft budget developed based on Vision 2018 Strategic Plan, the Academic Plan and Strategic Enrolment Management processes, and Senate's approved principles and criteria for 2018/19 budget development.	President, Vice-Presidents and Controller

DATE	ACTIVITY	NOTE
December 2017 and January 2018	Meet with Deans and Directors to discuss 2017/18 preliminary results. Dates to be determined.	Financial Services and Divisional Unit Heads
January 2018	<p>Draft University Budget presented to SSCUB for review in mid-January 2018 (meeting date to be determined).</p> <p>SSCUB and SSCAPP review/consult on the draft 2018/19 Budget through the January/February meetings.</p> <p>Draft budget presentations and consultations at campus forums, to Faculty Councils, to the Administrative Managers Group (Group of 50), KSA, BCGEU and KFA.</p>	<p>Vice-Presidents and Controller</p> <p>January/February meetings</p> <p>Consultations</p> <p>Campus Forums – Week of January 22, 2018 Vice-Presidents and Controller</p>
February 2018	<p>SSCUB provides advice and recommendations on the Draft University Budget for consideration by Senate.</p> <p>Senate reviews Draft University Budget and develops advice to the Board of Governors.</p>	<p>SSCUB</p> <p>Senate</p>

DATE	ACTIVITY	NOTE
March 13, 2018	Board Finance Committee reviews proposed 2018/19 Budget and makes recommendation to the Board of Governors.	Board Finance Committee
March 28, 2018	Board of Governors reviews proposed 2018/19 Budget.	Board of Governors
May 2018	VP F&A presents capital budget and planned projects to SSCUB.	SSCUB



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#7.3**

**May 24, 2017**

**Salvador Ferreras**

---

**Agenda Item:**            **Program Concept: Advanced Manufacturing Technician Diploma**

<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 Program Concept for the Advanced Manufacturing Technician Diploma for implementation September 2018 as recommended by the Board Finance Committee.</b>
--------------------------------	---

**Board Committee Report:**    *At its meeting on May 18, 2017, the Board Finance Committee will consider the Program Concept: Advanced Manufacturing Technician Diploma for recommendation to the Board of Governors.*

**Context & Background:**    This program will address the needs as identified by the City of Surrey, the province of BC, and Federal initiatives regarding growing technology skills in the manufacturing sector. This program aligns with the KPU Vision 2018 Strategic Plan and is consistent with the goals of the Academic Plan.

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

- 1. By developing this program KPU is meeting the needs for the technology sector through globally recognized Siemens Mechatronics Systems certifications. Further, KPU is making a commitment to innovation and collaboration, and taking steps to support the emergence of the Industry 4.0 sector in our region and across BC.**
- 2. This program provides a broad skill set in advanced manufacturing and mechatronics aligning with high opportunity occupations in such areas as Biotechnology, Telecommunications, Mining, Aerospace, National Security etc.**
- 3. This program is consistent with the economic plans for several City of Surrey sectors, including High Technology, Advanced Manufacturing and Clean Energy, as well as similar initiatives of the provincial and federal governments.**

**Resource Requirements:**    For academic non-re-occurring start-up costs of \$287,552.  
Capital equipment and renovations of \$2,350,000.  
Operating costs will be approximately \$269,438 per year.  
Revenue per intake (of 20 students) \$306,000.  
Working on external sources of funding.

**Implications / Risks:**    As in our traditional skilled trades programs, safety is a paramount concern and the program will be conducted with the same high standards. A new training area will be created that will include ventilation, lighting, egress, and other

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#7.3****May 24, 2017****Salvador Ferreras**

---

safety systems as deemed necessary and required by law. By missing the opportunity to demonstrate to the City of Surrey, the Province, as well as local and international industries that we want to participate in this sector will result in KPU being left behind. Others will fill the gap.

**Consultations:**

The Senate approved a motion at its meeting held April 24, 2017 to endorse the program concept paper for the Advanced Manufacturing Technician Diploma and recommend approval to the Board of Governors to proceed with development of the full program proposal.

All required internal consultations were completed, as well as broad local consultations with industry, Surrey Board of Trade, Surrey and Langley economic development offices and school district advisory committees. Provincial support through the Industry Training Authority, and National discussions held with the Canadian Manufacturers and Exporters, the National Council of Deans of Technology and with the Conference Board of Canada indicated a growing need for high-quality skilled labour force in the manufacturing sector.

Approved by the Faculty of Trades and Technology Curriculum Committee February 16, 2016 and Faculty Council February 17, 2016.

Library Impact Assessment February 16, 2016

Feasibility Assessment from IAP March 9, 2016

Feedback from OREG February 26, 2016

Feedback from Advising February 15, 2016

Feedback from IT February 16, 2016

Feedback from PUE March 22, 2017

Endorsed by SSAPP April 7, 2017

Endorsed by SSCUB April 21, 2017

Endorsed by Senate April 24, 2017

**Attachments:**

Program Concept document

Budgetary Impact of Curriculum Proposal Form

Cost and Revenue Form

Institutional Analysis and Planning Program Feasibility Assessment Request Form

Institutional Analysis and Planning Program Feasibility Assessment Report

Library Impact Assessment

**Submitted by:**

Brian Haugen / Dean, Faculty of Trades and Technology

**Date submitted:**

May 8, 2017



The following completed documents are included:

- ☒ Budgetary Impact of Curriculum Proposal Form
- ☒ Cost and Revenue Form
- ☒ Institutional Analysis and Planning Program Feasibility Assessment Request Form
- ☒ Institutional Analysis and Planning Program Feasibility Assessment Report
- ☒ Library Impact Assessment

## CONTACT INFORMATION

Faculty:	Faculty of Trades and Technology		
Department:	Office of the Dean		
Developer:	Brian Haugen	Phone:	604-598-6101
		Email:	Brian.haugen@kpu.ca
Dean:	Brian Haugen	Phone:	604-598-6101
		Email:	<a href="mailto:Brian.haugen@kpu.ca">Brian.haugen@kpu.ca</a>

## PROGRAM INFORMATION

Name of proposed program ( <i>include all related programs, such as minors</i> ):	Advanced Manufacturing Technician Diploma
---	---

## SUMMARY OF THE PROPOSED PROGRAM

The Advanced Manufacturing Technician Diploma prepares graduates for careers in the manufacturing industry. Students will receive hands-on practical experience, coupled with critical theoretical knowledge working with the latest technology focusing on computer controlled autonomous systems; hydraulic, pneumatic, electronic, and robotic. To meet industry demand for applied skills, students will be immersed in several skilled trades' areas including machining, welding, and metal fabrication.

This undergraduate program is based in large part (60%) on the internationally recognized **Siemens Mechatronic Systems Certification Program (level 1 and 2)**<sup>1</sup>. The program will allow for up to 20 days of work experience in industry during the second half of the program, and will align graduates with the demands of the emerging trend known as "Industry 4.0" and thus help grow local manufacturing competitiveness.

The 51-week/60-credit (1224 contact hours) program can be offered over the standard 2 year diploma length or in a "fast track" format compressed into 53 weeks. It is also designed so that individual courses may be taken over a longer period to meet program objectives. Prior experience in trades or mechatronics may be granted credit towards the program. There is strong evidence of both domestic and international interest in this diploma program.

The program curriculum is designed to meet the high demand domestic industry need for technicians; supporting manufacturing growth as outlined in the BC Jobs Plan<sup>2</sup>. In addition, KPU may offer the trades courses or Siemens Mechatronics Systems certification programs as “stand-alone” to increase access to training for the broader community. Students will be able to complete course modules on a part-time basis that would be applied to requirements needed to complete the diploma. Students wishing to demonstrate select competencies and prior learning may be eligible for advanced standing in the diploma program.

According to the Canadian Manufacturers and Exporters’ report on manufacturing<sup>3</sup>, “A high-quality, well-educated labour pool drives innovation and is vital to taking the fullest advantage of new technologies and production methods”. This assertion was confirmed through broad local consultations with the Dean of Trades and Technology to determine workforce needs with the Canadian Manufacturers and Exporters, Surrey Board of Trade, Langley Airport (helicopter industry), local Aerospace industry leaders, Langley economic development office, and the Surrey economic development office.

Matthew Wilson, Senior VP at CME<sup>4</sup> stated “Labour and skills issues are the number one concern of manufacturing executives” during the National Council of Deans of Technology meetings and at a Conference Board of Canada meeting. School district interest in this program has been confirmed by the South Fraser Trades Advisory Committee (school districts and industry committee). During a recent KPU Career Fair, the Dean chaired an employer roundtable where sixteen of the participants indicated an interest in participating in a program advisory committee. A recent Sector Advisory Committee (SAC) Chairs meeting with Minister Shirley Bond and the Industry Training Authority clearly signaled a provincial desire to grow training opportunities in this area.

Graduates from the diploma program will be eligible for high value occupations in Engineering technician/technologist fields. The program has a broad application focus since the skills developed are utilized on various aspects of the value chain. The program may also support applied research, product development, and commercialization solutions. The range of industries that the program will support include: Biotechnology, Life Science & Medical; Electronics & Applied Computer Equipment; Telecommunications & Information Services; Distribution, Transportation & Logistics; Heavy & Special Trade Construction; Energy, Mining and related support services; Petroleum Refining & Chemical; Transportation Equipment/Vehicles; Autonomous Vehicles, Production Support & Industrial Machinery; Agriculture, Forestry & Food; Aerospace, National Security and Defense. Wages in this sector are 15% higher than the provincial average.<sup>5</sup>

The Advanced Manufacturing Technician Diploma will include an experiential component to enhance the skilled trades training, business essentials, sustainability practices, as well as two levels of the Technik Akademie Berlin- Siemens Mechatronic Systems Certification Program.

## **ALIGNMENT WITH KPU MISSION AND MANDATE, STRATEGIC PLAN AND ACADEMIC PLAN**

This diploma program aligns with the KPU VISION 2018 Strategic Plan and is consistent with the goals of Academic Plan 2018: *By offering an exceptional learning environment with current, relevant, in-demand training; by blending theory and practice, increasing experiential learning opportunities; blending academic programs with applied skills-based education.* The program is open to all KPU students from across KPU who meet the admission competencies.

This Advanced Manufacturing Technician Diploma program is consistent with the economic plans<sup>6</sup> for several City of Surrey sectors, including High Technology<sup>7</sup>, Advanced Manufacturing<sup>8</sup>, and Clean Energy,<sup>9</sup> as well as similar initiatives of the provincial and federal governments.

The proposed program features the following elements that enhance its competitive value: short completion time, industry work experience, internationally recognized Siemens Mechatronic Systems Certification, and skilled trades' experience. The labour market demand analysis indicates an increasing need to adjust education and training to target more programs that align with high opportunity occupations.

By developing this program, KPU is making a commitment to innovation and collaboration, and taking bold steps to support the emergence of the aforementioned *Industry 4.0* sector in our region and across BC. According to PWC Canada, global industry is investing "US\$900 billion per year"<sup>10</sup> to support *Industry 4.0* digitization and automation.

The value proposition for KPU Tech is to become a centre for skills training in the rapidly growing Advanced Manufacturing and Applied Mechatronics sectors. The program is expected to attract students from local, national and global markets.

This program will provide critical opportunities for our students and will position KPU as a sought-after partner in plant operation, production, and related manufacturing sectors.

## PROPOSED IMPLEMENTATION SCHEDULE

The anticipated implementation date is September, 2018.

<b>Concept</b>	<b>Meeting Date</b>	<b>Submission Deadline</b>
SSCAPP	April 7, 2017	March 24, 2017
SSCUB	April 21, 2017	April 13, 2017
Senate	April 24, 2017	April 13, 2017
Board Finance Committee	June 13, 2017	May 18, 2017
Board Governance Committee	June 14, 2017	May 24, 2017 Board meeting
Board of Governors	June 28, 2017	May 24 2017
<b>Full Program Proposal</b>	<b>Meeting Date</b>	<b>Submission Deadline</b>
SSCC	September 6, 2017	August 23, 2017
SSCAPP	September 8, 2017	August 25, 2017
Senate	September 25, 2017	September 11, 2017
Board Governance Committee	November 1, 2017	October 18, 2017
Board of Governors	November 22, 2017	November 8, 2017

### References:

1. Siemens Mechatronic Systems Certification Program. <http://www.siemens-certifications.com/content/0/9131/9147/>
2. BC Jobs Plan. <https://bcjobsplan.gov.bc.ca/>
3. *Industry 2013; Building a Strong and Skilled Workforce for Growth*. Canadian Manufacturers and Exporters <http://www.cme-mec.ca/download.php?file=59zvsf1a9.pdf>
4. *Coordinated national action on skills development essential for economic growth*. March 7, 2017 <http://www.industrie2030.ca/english/news/coordinated-national-action-on-skills-development-essential-for-economic-growth.htm>
5. *Canadian Manufacturers & Exporters Applaud BC Provincial Budget*. February 21, 2017 [http://bc.cme-mec.ca/uploads/media/59usn2o25.pdf?utm\\_source=BenchmarkEmail&utm\\_campaign=20\\_20\\_eNews\\_March\\_2017&utm\\_medium=email](http://bc.cme-mec.ca/uploads/media/59usn2o25.pdf?utm_source=BenchmarkEmail&utm_campaign=20_20_eNews_March_2017&utm_medium=email)
6. Economic Plans: City of Surrey. <http://www.surrey.ca/business-economic-development/3551.aspx>
7. City of Surrey High Technology Sector Profile. [http://www.surrey.ca/files/Technology\\_Sector\\_Profile\\_Brochure.pdf](http://www.surrey.ca/files/Technology_Sector_Profile_Brochure.pdf)
8. City of Surrey Advanced Manufacturing Sector Profile. [http://www.surrey.ca/files/Manufacturing\\_Sector\\_Brochure.pdf](http://www.surrey.ca/files/Manufacturing_Sector_Brochure.pdf)
9. City of Surrey Clean Energy Sector Profile. [http://www.surrey.ca/files/Clean\\_Energy\\_Sector\\_Profile.pdf](http://www.surrey.ca/files/Clean_Energy_Sector_Profile.pdf)
10. *Industry 4.0: An opportunity to shine for Canadian manufacturers*. <https://www.pwc.com/ca/en/industries/industry-4-0/canadian-pov.html>

# Program Proposal Feasibility Assessment Request Form

Please complete each empty cell on the right hand column and submit to IAP: [iap@kpu.ca](mailto:iap@kpu.ca).

If you have any questions, please email [iap@kpu.ca](mailto:iap@kpu.ca)

<b>Date Assessment Required</b> <i>Note: IAP generally needs at least a month notice to do a feasibility assessment.</i>	Feb 17 is Faculty Council and submission to S2C2 March 11 is edit deadline and submission to Senate for March 21
<b>Name of person to contact for additional information</b>	Brian Haugen
<b>PROGRAM INFORMATION</b>	
<b>Department and Faculty offering proposed program</b>	Trades and Technology
<b>Name of proposed program</b> <i>(include all related programs, such as minors)</i>	Advanced Manufacturing Technician
<b>Program development/revision status</b> <i>Indicate whether this is a new program or a revision of an existing program</i>	New
<b>Proposed credential(s) to be granted</b>	Diploma
<b>Expected duration of program (in years)</b>	The 51 week/60 credit (1224 contact hours) program can be offered over the traditional 2 years or a “fast track” format compressed into 53 weeks.
<b>Intake Type</b> <i>Open (Faculty admission) or Limited (Program/cohort admission) intake</i>	Both Open and Limited depending on market demand
<b>Laddering Options</b> <i>Does this program ladder from, or to, other KPU programs? Y/N. If yes, please specify.</i>	Yes It is also designed so that individual courses may be taken over a longer period to meet program objectives. Prior experience in trades or mechatronics may be granted credit towards the degree. We are exploring opportunities for students to receive partial foundation trades credit into other technical certificates and diplomas as well as bridging into B-Tech and Engineering programs.

<b>Entry Options</b> <i>Are there are multiple entry points, such as bridging or other options? Y/N. If yes, please specify.</i>	Yes Students able to demonstrate select competencies and prior learning may be eligible for advanced standing in the diploma program.
<b>Program Delivery Options</b> <i>Please indicate Y/N for the below options. If Y, please provide a brief description (i.e. all core courses scheduled for the weekday evenings)</i> Part-time delivery	Yes The skilled trade's courses or Siemens Mechatronics Systems certification programs may be offered as "stand-alone" to increase access to training for the broader community. Students will be able to complete course modules on a part-time basis that would be applied to requirements needed to complete the diploma.
Evening/weekend delivery	Yes The skilled trade's courses or Siemens Mechatronics Systems certification programs may be offered as "stand-alone" to increase access to training for the broader community. Students will be able to complete course modules on evening and weekends on a part-time basis that would be applied to requirements needed to complete the diploma.
Online delivery (complete or partial)	Yes A key feature that industry is demanding is applied hands on skills and competencies. There will be opportunity through moodle to complete some academic tasks online. Material may be offered through a tablet or laptop format with pre-loaded resources.
Other alternate delivery	
<b>Co-op Education Program / Practicum / Clinical Practice, etc. available?</b> <i>Y/N. If yes, please specify.</i>	Yes Work experience opportunities available for second half of program on 19 Fridays. This may be facilitated by industry interested in supporting the students and program
<b>Community engagement / experiential learning opportunities for students?</b> <i>Y/N. If yes, please specify.</i>	Yes Work experience, field trips, and industry expert guest speakers will engage and create learning opportunities.
<b>Certification of graduates / Accreditation of program?</b> <i>Y/N. If yes, please name the agency and describe the standards which must be met.</i>	Yes Students who successfully pass the Siemens Mechatronics System Certification assessments (level 1 and or level 2) will receive a credential through the <b>Siemens Technik Akademie</b> in Berlin.



<p><b>Cost-recovery program?</b></p> <p><i>Y/N. If yes, provide proposed tuition for domestic and international students.</i></p> <p><i>(If this information is not available at this stage, IAP can provide a draft assessment which will be updated upon receipt of tuition information).</i></p>	<p>Yes</p> <p>Domestic fee of \$255/credit (Tuition category 2.a.5)</p> <p>International tuition @ \$561.00 per credit</p>
<p><b>PROGRAM DESCRIPTION &amp; STRUCTURE</b></p>	
<p><b>Description of Discipline</b></p> <p><i>In a sentence or two, provide an overview of the discipline.</i></p>	<p>The Advanced Manufacturing Technician Diploma provides theory and practical experience focusing on computer controlled autonomous systems; hydraulic, pneumatic, electronic, and robotic. Students will be immersed in several skilled trades' areas including machining, welding, and metal fabrication. The program may be offered full time, part time, or on an accelerated format. Prior trades and mechatronics experience may be considered for credit.</p>

## Program Description

*In approximately 300-500 words, provide an overview of the program, including its relationship to the discipline and key learning outcomes. (Please be specific)*

The Advanced Manufacturing Technician Diploma prepares graduates for careers in the manufacturing industry. Students will receive hands-on practical experience, coupled with critical theoretical knowledge working with the latest technology focusing on computer controlled autonomous systems; hydraulic, pneumatic, electronic, and robotic. To meet industry demand for applied skills, students will be immersed in several skilled trades' areas including machining, welding, and metal fabrication.

This under-graduate program is based in large part (60%) on internationally recognized **Siemens Mechatronic Systems Certification Program (level 1 and 2)**. It allows for the opportunity of up to 20 days of work experience in industry in the second half, and will align graduates with the demands of "Industry 4.0" and thus help grow local manufacturing competitiveness.

Graduates will be eligible for high value occupations in Engineering technician/technologist fields. The program has a broad application focus since the skills developed are utilized on various aspects of the value chain. It may also lead to applied research, product development, and commercialization solutions.

The Advanced Manufacturing Technician program will include much needed practical skilled trades experience, business essentials, sustainability practices, as well as two levels of the Technik Akademie Berlin- Siemens Mechatronic Systems Certification Program.

### Reputation:

The value proposition for KPU Tech, and the Faculty is to be a key human resource and solutions hub for the rapidly growing Advanced Manufacturing and Applied Mechatronics sectors. It is global in scale and opportunity.

These programs will provide critical opportunities for our students and will position KPU as a sought after partner in plant operation, production, and related manufacturing sectors.

### Relevance:

This program is in close alignment with the KPU Vision 2018 Strategic Plan and consistent with the goals of the Academic Plan: *By offering an exceptional learning environment with current, relevant, in-demand training; by blending theory and practice, increasing experiential learning opportunities; blending academic programs with applied skills-based education.* The program is open

	<p>to students from across KPU who meet the admission competencies.</p> <p>It is also consistent with the economic plans for several city of Surrey sectors, including High Technology, Advanced Manufacturing, and Clean Energy as well as that of the provincial and federal governments.</p> <p>The proposed program offers features that make it competitive: short completion time, industry work experience, internationally recognized Siemens Mechatronic Systems Certification, and skilled trades' experience. The labour market demand analysis indicates an increasing need to adjust education and training to target more programs that align with high opportunity occupations.</p> <p>Many of our trades and technology programs are already working with some of the advanced materials and production systems (hydraulics, electrical, machining, welding, CADD....). This Advanced Manufacturing program arguably has the strongest <i>applied focus</i> in Canada, making it very relevant to the industry it serves.</p>
--	---

<p><b>Program Structure</b></p> <p>List all the required courses and core courses for each year of the program. If the course is NEW (that is, not previously offered), put “new” in brackets.</p> <p>Please use the following format:</p> <ul style="list-style-type: none"> <li>• ENGL 1100 – Introduction to University Writing (required course), 3 credits</li> <li>• OPSC 5000 - Strategic Operations Management (core course), 3 credits</li> <li>• GEOG 3390 - Methods in Environmental Geography (NEW course), 3 credits</li> </ul> <p>Include a course list for <u>each program</u> (e.g. a list for a major program, a list for a minor program).</p>	<p><b><u>Year 1: (all new)</u></b></p> <ul style="list-style-type: none"> <li>• CCTP 1XXX-Common core trades practices, tools, and safety, 6 credits</li> <li>• ELEC 1XXX-Electrical components, 3 credits</li> <li>• MECE 1XXX-Mechanical components and electric drives, 3 credits</li> <li>• EPHC 1XXX-Electro-pneumatic and hydraulic control circuits, 3 credits</li> <li>• DIGF 1XXX-Digital fundamentals, 3 credits</li> <li>• PLCF 1XXX-Programmable Logic Controllers (PLC) fundamentals, 2.4 credits</li> <li>• WELF 1XXX-Welding fundamentals, 3.6 credits</li> <li>• METF 1XXX-Metal trade fundamentals, 2 credits</li> <li>• MILF 1XXX-Millwright/milling equipment fundamentals, 3 credits</li> <li>• CADF 1XXX-Computer aided Drafting and Design fundamentals, 2.4 credits</li> <li>• SMT1 1XXX- Siemens Mechatronic Systems Certification Program Level 1 prep and exam, 2.4 credits</li> <li>• PRCT 2XXX-Process control technologies, 2.5 credits</li> <li>• TIAI 2XXX-Totally integrated automation introduction, 2.5 credits</li> <li>• ASYS 2XXX-Automation systems, 2.5 credits</li> <li>• MOTC 2XXX-Motor control, 2.5 credits</li> <li>• MECH 2XXX-Mechanics and machine elements, 2.5 credits</li> <li>• MANP 2XXX-Manufacturing processes, 2.5 credits</li> <li>• EMPS 2XXX-Employability skills-part 1 and 2, 2.4 credits</li> <li>• WORK 2XXX-Work practicum opportunities, 6 credits**</li> <li>• SMT2 2XXX- Siemens Mechatronic Systems Certification Program Level 2 prep and exam, 2.4 credits</li> </ul>
<p><b>INFORMATION FOR THE COMPETITIVE ASSESSMENT</b></p>	
<p><b>Related programs at other postsecondary institutions</b></p> <p>Please provide a list with the name(s) of related/most closely related program(s) and institution(s)</p>	<p>North Island College: Industrial Automation Technician Diploma  9-month diploma, (post Electronics Technician Core certificate)</p> <hr/> <p>BCIT Mechatronics and Robotics Diploma  2 year program</p> <hr/> <p>UFV Automation and Robotics Diploma  2 semesters (post Electronics Common Core certificate)</p>

**Unique aspects of the program/ program strengths**

*Is the proposed program different from other programs offered at other postsecondary institutions? Y/N. If yes, specify how it is different (in terms of curriculum, unique experiential learning options, delivery, etc.). Please be specific.*

This is a 2 year, 60 credit program that can be delivered in 53 weeks or through part time studies over a longer time horizon to provide access to as many individuals as possible. It may allow prior learning credit for high school students, trades graduates, or mechatronics technicians.

Because the focus is from the applied technician perspective, there will be no calculus or advanced math or sciences. The focus is on operation, service, diagnostics, and repair of mechatronic systems in an advanced manufacturing setting.

Two program strengths are the strong practical skilled trades' component and the Siemens Mechatronic Systems Certification Program that could lead to successful completion of globally recognized credentials.

The admissions criteria for all applicants is the completion of an Essential Skills assessment with a minimum score of:

- Reading: 3
- Document use: 4
- Numeracy: 3

This assessment may be taken through TOWES or an invigilated ITA essential skills assessment using either the Industrial Electrician, Millwright (Industrial Mechanic), or Instrument Control Technician Instrument.

A score ranging between 3 and 4 on the reading and document portion ( Essential Skills complexity 3-4) is similar to 7-9 on the Canadian Language Benchmarks according to [http://www.language.ca/documents/Comparative\\_Framework\\_Eng\\_e-version.pdf](http://www.language.ca/documents/Comparative_Framework_Eng_e-version.pdf)

International Adult Literacy and Skills Survey (2003) and the essential skills scale are the same in definition. For example, a level 4 is described as having 'strong skills. Able to integrate and synthesize information from complex or lengthy passages'. While a level 3 is said to possess "adequate skills for coping in a complex advanced society. Equivalent to the skill level required for high school completion and college entry".

## INFORMATION FOR THE STUDENT DEMAND ASSESSMENT

### Current KPU Students

*Would current students at KPU be interested in the program? Y/N. If yes, what programs are those students currently in? Why would they be interested in the program?*

Trades, Technology, Design, and Science students would be interested in this program because it employs leading edge, applied learning that is applicable to industry and employment.

Science students may see this as a pathway to engineering (mechanical, process, electrical etc.).

Design students may see this as the method of creating and producing the items they design.

Trades students may see this as an alternative to the Red Seal skilled trades pathway.

Technology students (CADD in particular) may see this as an extension of their computer based work into practical and applied realms.

### Relationship to KPU Programs

*Does this program support existing programs at KPU? Y/N. If yes, describe how.*

Not directly however the equipment and aspects of the underlying principles used in Advanced Manufacturing are also used in millwright, electrical, CADD, Design, Applied Physics, and Engineering settings.

## INFORMATION FOR THE LABOUR MARKET ASSESSMENT

### Main skills graduates will have upon completion of the program *(be specific)*

Graduates will have had the opportunity to develop skills in:

- Common trades practices, tools, and safety
- Electrical components
- Mechanical components and electric drives
- Electro-pneumatic and hydraulic control circuits
- Digital fundamentals
- Programmable Logic Controllers (PLC)
- Welding fundamentals
- Metal trade fundamentals
- Millwright/milling equipment fundamentals
- Computer aided Drafting and Design
- Process control technologies
- Totally integrated automation introduction
- Automation systems
- Motor control
- Mechanics and machine elements
- Manufacturing processes
- Employability skills
- Work practicum opportunities
- Opportunity to sit for the Siemens Mechatronics Technician Level 1 and 2 exams



<p><b>Sectors/ types of employers that would <u>most likely</u> hire new graduates</b> <i>(list at least 3 – e.g. government, biotechnology firms, conservation agencies, etc.)</i></p>	<p>The nature of the work students are being prepared for is in manufacturing and production of a broad range of products. The program has Siemens Mechatronics certification imbedded in it as well as exposure to skilled trades.</p> <p>It will provide opportunities in Biotechnology, Life Science &amp; Medical; Electronics &amp; Applied Computer Equipment; Telecommunications &amp; Information Services; Distribution, Transportation &amp; Logistics; Heavy &amp; Special Trade Construction; Energy, Mining and related support services; Petroleum Refining &amp; Chemical; Transportation Equipment/Vehicles; Autonomous Vehicles, Production Support &amp; Industrial Machinery; Agriculture, Forestry &amp; Food; Aerospace, National Security and Defense.</p>
<p><b>Occupations and job titles for which new graduates of the program would be qualified</b> <i>(list 5-10).</i></p>	<p>Students will have the knowledge along with the Siemens Mechatronics Certifications to adapt to changing technologies. It was Siemens technology that built the Mars Rover. A few of the areas graduates will work in are:</p> <p><b>Advanced Manufacturing:</b></p> <ul style="list-style-type: none"> <li>• Industrial Maintenance Technician</li> <li>• Machine Operator (forklift, conveyor system, handling equipment)</li> <li>• Electro-Mechanical Technician</li> <li>• Robotic Control Systems Technician</li> </ul> <p><b>Green Energy</b></p> <ul style="list-style-type: none"> <li>• Wind Farm Facilities Operator</li> <li>• Wind Turbine Service &amp; Installation Technician)</li> <li>• Geothermal Technician</li> </ul> <p><b>Energy Power Plant</b></p> <ul style="list-style-type: none"> <li>• Power Plant Operator</li> <li>• Power Plant Systems Technician</li> <li>• Microgrid Operator</li> </ul> <p>This program provides skills training that falls within the duties described in the following: NOC 2241, NOC 7311, NOC 2243, NOC 7242. The Society of Automation scale (ISA 95) for this training is level 0, 1, and 2.</p>

# Feasibility Assessment for the Proposed Advanced Manufacturing Technician Diploma

---

Prepared by the Office of Institutional Analysis & Planning  
Kwantlen Polytechnic University  
March 9, 2016

## Table of Contents

<b>1. Summary of Assessment .....</b>	<b>1</b>
Description of KPU's Proposed Program .....	1
Labour Market Demand Assessment.....	1
Competitive Assessment.....	2
Student Demand Assessment .....	3
<b>2. Labour Market Demand .....</b>	<b>4</b>
Employment Outlook.....	4
Occupational Groups Related to Advanced Manufacturing/ Mechatronics .....	5
Labour Market Demand Assessment.....	8
<b>3. Competitive Environment .....</b>	<b>9</b>
Description of KPU's Proposed Program .....	10
Related Programs at BC Public Postsecondary Institutions.....	10
Competitive Assessment.....	13
<b>3. Student Demand.....</b>	<b>13</b>
Enrolments.....	15
KPU Faculty of Trades and Technology Enrolments .....	15
KPU Enrolments in Other Programs .....	15
Enrolments in Related Programs at Other BC Public Postsecondary Institutions.....	16
Student Demand Assessment .....	16
<b>Appendix A: Labour Market Information Sources.....</b>	<b>18</b>

## **1. Summary of Assessment**

The purpose of this report is to assess the labour market need, competitive environment, and student demand for the proposed Advanced Manufacturing Technician Diploma program. Conclusions provided at the end of each chapter are duplicated below.

### **Description of KPU's Proposed Program**

The proposed Advanced Manufacturing Technician Diploma program is designed as an intensive 'fast track' into manufacturing and is focused on the operation, service, diagnostics, and repair of mechatronic systems in an advanced manufacturing setting. The proposed program may be completed in 12 months. Students will:

- receive hands-on experience working on the latest technology focusing on computer controlled autonomous systems, hydraulic, pneumatic, electronic, and robotics;
- be immersed in several skilled trades' areas including machining, welding, and metal fabrication;
- learn essential business skills and sustainability practices;
- participate in around 20 days of work experience in industry; and
- undertake two levels of the internationally-recognized Technik Akademie Berlin-Mechatronic program (through Siemens Canada) <sup>1</sup>.

Admissions criteria is the completion of an Essential Skills assessment with minimum scores of 3 for reading, 4 for document use, and 3 for numeracy.

### **Labour Market Demand Assessment**

B.C.'s Skills for Jobs Blueprint is government's plan to adjust education and training to target more programs that align with the high opportunity occupations expected by 2024. KPU's proposed program aligns with NOC 2241/ NOC-S C141 - Electrical and electronics engineering technologists and technicians, one of the top 100 high-opportunity occupations that have been identified.

In addition to employment opportunities in the high-priority occupation category listed above, the program will prepare graduates for the following occupational categories:

- NOC 2233/ NOC-S C133 - Industrial engineering and manufacturing technologists and technicians
- NOC 2232/ NOC-S C132 Mechanical engineering technologists and technicians

A total of 2,930 job openings within the three occupational groups are expected to be created between 2015 and 2024 in BC (of which 2,150 openings are expected in the Mainland/Southwest

---

<sup>1</sup> The Siemens Mechatronic Systems Certification Program is designed to be integrated into existing forms of study, and is divided into three exam-based levels. Each level is directly tied to a job profile that clearly defines what certified personnel should be able to do.

region). Over a ten-year period to 2024, demand for workers is expected to increase, in both BC and the Mainland/Southwest region, for all three occupational groups listed above.

Overall, the information suggests graduates from KPU's proposed Advanced Manufacturing Technician Diploma program will have good employment prospects upon graduation.

## **Competitive Assessment**

A comprehensive internet search identified three public postsecondary institutions in BC offering four related diploma programs.

The unique features of the proposed Advanced Manufacturing Technician Diploma program include:

- Short completion time – KPU's proposed program may be completed in 12 months, without the requirement for a previous credential. While NIC's Industrial Automation Technician Diploma program and UFV's Automation and Robotics Diploma program may be completed in less than a year, the pre-requisites of these two programs include the completion of an Electronics Technician Core Certificate program. Including the program pre-requisites, the length of time to completion is approximately 18 months. KPU's shorter completion time would be attractive to prospective students.
- Work experience – KPU's proposed program will allow for approximately 20 days of work experience in industry. The opportunity to apply skills learned during the program in industry prior to graduation would be attractive to prospective students as the experience should make them more attractive to employers. An internet search did not identify work experience course(s) offered in related programs at other postsecondary institutions.
- Incorporates the internationally recognized Siemens Mechatronic Systems Certification program (level 1 and 2) -- As certification helps to validate a new graduate's skills and knowledge to future employers, students may be interested in a program where they can earn a credential and complete two levels of a certification program, making them more marketable to employers. An internet search did not identify certification offered in related programs at other postsecondary institutions.
- Skilled trades courses – These courses (for example, welding) provide students with hands-on technical experience in processes that are used to fabricate a large majority of manufactured products. An internet search did not identify any trades courses offered in related programs at other postsecondary institutions.

The domestic tuition for KPU's proposed program is \$15,300<sup>2</sup> and is higher than the tuition charged by other institutions, which ranges from \$2,795 (NIC's Industrial Automation Technician diploma program) to \$11,900 (BCIT's Mechatronics and Robotics diploma program). When the cost of program pre-requisites are included, the range is between \$5,590 (NIC) to \$12,407 (BCIT). While KPU's domestic tuition is higher than other related programs, KPU's proposed program offers many unique features (including a faster completion time) which make it competitive.

---

<sup>2</sup> \$255/credit multiplied by 60 credits.

The international tuition for KPU's proposed program is \$33,000<sup>3</sup>. Compared to the tuition charged by other institutions (for which information is available<sup>4</sup>), KPU's international tuition falls within the higher end of the range which begins at \$14,205 (NIC's Industrial Automation Technician diploma program) and reaches \$36,105 (BCIT's Mechatronics and Robotics diploma program). When the cost of program pre-requisites are included, KPU's proposed tuition falls within the lower end of the range which begins at \$28,410 (NIC) and reaches \$45,600<sup>5</sup> (UFV's Engineering Physics, Mechatronics Specialization diploma program). KPU's proposed program is very competitive given the lower international student tuition, unique features of the program and faster completion time.

## **Student Demand Assessment**

KPU's Faculty of Trades and Technology graduates are a likely target audience for the Advanced Manufacturing Technician Diploma program. Graduates of those programs may want to return to KPU, an institution where they completed a credential, to obtain further education. Enrolments in KPU's Trades & Technology programs have increased by 13% over the past five academic years.

In addition, graduates of KPU's product design program may be interested in the Advanced Manufacturing Technician Diploma, as a way of creating and producing the items they design. KPU's Engineering Certificate graduates may also be interested in the proposed diploma program. Enrolments for both programs are on an upward trend.

Demand for related diploma programs in BC are also on an upward trend. Full Time Equivalent (FTE) enrolments for related programs offered at other public postsecondary institutions<sup>6</sup> have increased by 32% between 2010/11 and 2014/15.

In addition, as mentioned in the previous section, labour market demand is expected to be robust in related occupational categories. This indicates an increasing need for employees with the skills KPU's proposed program is designed to provide, which should also contribute to positive demand for the program.

Overall, the data examined suggests there will be good demand for KPU's proposed Advanced Manufacturing Technician Diploma program.

---

<sup>3</sup> <http://www.kpu.ca/calendar/2015-16/ar/tuitionfees.html>

<sup>4</sup> International tuition for UFV's Automation and Robotics diploma program is not available.

<sup>5</sup> Includes fees. Tuition without fees is not available on the program website.

<sup>6</sup> For which data is available.

## **2. Labour Market Demand**

This section provides an informed view of the labour market trends in BC for occupations related to the Advanced Manufacturing Technician Diploma program.

Graduates of the Advanced Manufacturing Technician Diploma program will be employable within a large variety of industries such as manufacturing, green technology, transportation, medical and building technology. The following jobs require a related certification and/or level 2 of the Siemens Mechatronics Certification:<sup>7</sup>

- Controls Technologist
- Customer Service Technician
- Electrical Maintenance Technician
- Electro-Mechanical Technician
- Facilities Operators
- Field Service Technician
- Industrial Engineering Technician
- Maintenance Technician
- Manufacturing Process Technician
- Material Engineers
- Mechatronics Technologist
- Mine Engineering Technician
- Plant Engineering Systems Technician
- Production Operators
- Service & Installation Technician

The above list is not exhaustive and some of the occupations may require additional training/work experience beyond an undergraduate diploma.

### **Employment Outlook<sup>8</sup>**

The Canadian labour force is aging rapidly with the result that skill shortages due to replacement demand are expected in all sectors of the Canadian economy. Between 2015 and 2024, 935,000 job openings are expected to be created in BC; 68% of these will be to replace retiring workers. Replacement demand will be important in every major occupational group in BC. Over this time period, market growth is expected to be driven by various industries, reflecting a robust and diverse economy. More than three-quarters of job openings projected to 2024 will require some post-secondary education and training. Over a third (36%) of job openings will require a university degree and/or significant work experience.

About half of total projected job openings over the ten-year outlook period are expected to be in three occupational groups: sales and service occupations, business, finance and administration occupations, and management occupations.

---

<sup>7</sup> Sources: [www.careerbuilder.ca](http://www.careerbuilder.ca), [www.indeed.ca](http://www.indeed.ca), <http://www.siemens-certifications.com/content/0/6/7/46/5906/>, <http://www.ufv.ca/programs/mechatronics-engineering/>, [www.workbc.ca](http://www.workbc.ca).

<sup>8</sup> See Appendix C for information on labour market sources and the terminology used in this section.



## ***Occupational Groups Related to Advanced Manufacturing/ Mechatronics***

With respect to the proposed Advanced Manufacturing Technician Diploma program, there are three occupational categories that are the most relevant:

- NOC 2241/ NOC-S C141 - Electrical and electronics engineering technologists and technicians
- NOC 2233/ NOC-S C133 - Industrial engineering and manufacturing technologists and technicians
- NOC 2232/ NOC-S C132 - Mechanical engineering technologists and technicians

Information about the employment outlook for these three occupational categories is summarized below.

### ***NOC 2241/ NOC-S C141 - Electrical and electronics engineering technologists and technicians***

*“Electrical and electronics engineering technologists and technicians may work independently or provide technical support and services in the design, development, testing, production and operation of electrical and electronic equipment and systems. They are employed by electrical utilities, communications companies, manufacturers of electrical and electronic equipment, consulting firms, and in governments and a wide range of manufacturing, processing and transportation industries.”<sup>9</sup>*

Job titles specific to this subgroup include electromechanical technician, electronics manufacturing production support technician, electronics production repairer, and engineering technician. Employment requirements for jobs in this subgroup typically include completion of a one to three year postsecondary program in a related field and/or certification in a related field.<sup>10</sup> Level 2 of the Siemens Mechatronic Systems Certification program prepares individuals for positions such as electrical maintenance technician.<sup>11</sup>

In 2015, the top industries employing electrical and electronics engineering technologists and technicians in BC were<sup>12</sup>:

- Defence services (10% in the NOC 2241/ NOC-S C141 occupational category were employed in this industry)
- Electric power generation, transmission and distribution (9% of occupational group)
- Building equipment contractors (7% of occupational group)
- Architectural, engineering and related services (7% of occupational group)
- General medical and surgical hospitals (6% of occupational group)

---

<sup>9</sup> Human Resources and Skills Development Canada and Statistics Canada: National Occupational Classification 2011

<sup>10</sup> Human Resources and Skills Development Canada and Statistics Canada: National Occupational Classification 2011

<sup>11</sup> <http://www.siemens-certifications.com/content/0/6/7/46/5906/>

<sup>12</sup> EMSI (February 2016).

The employment outlook for this top 100 high-opportunity<sup>13</sup> job category follows<sup>14</sup>:

- Approximately 1,870 job openings are forecasted between 2015 and 2024 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.1%. Of these job openings, 70% will be due to replacement demand as a result of retiring workers and deaths, and 30% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 1,340 job openings are projected by 2024. This represents an annual demand growth rate of 1.2%. Of these job openings, 69% will be due to replacement demand and 31% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow<sup>15</sup>:

- Of the individuals employed in this area in 2011, 88% were male and 62% were working mostly full-time.
- 45% of the workforce was between the ages 45 and 64, and 42% was between 25 and 44.
- The provincial average salary for occupations that fall under this occupational group was between \$53,000 and \$66,000 in 2011.

***NOC 2233/ NOC-S C133 - Industrial engineering and manufacturing technologists and technicians***

*“Industrial engineering and manufacturing technologists and technicians may work independently or provide technical support and services in the development of production methods, facilities and systems, and the planning, estimating, measuring and scheduling of work. They are employed by manufacturing and insurance companies, government departments, and establishments in other industries.”<sup>16</sup>*

Job titles specific to this subgroup include manufacturing technician, production control technologist, and engineering technician. Employment requirements for jobs in this subgroup typically include completion of a one to three year postsecondary program in a related field and/or certification in a related field.<sup>17</sup> Level 2 of the Siemens Mechatronic Systems Certification program prepares individuals for positions such as manufacturing technician and controls engineering technician.<sup>18</sup>

---

<sup>13</sup> Source: British Columbia 2024 Labour Market Outlook.

<sup>14</sup> WorkBC, Career Profiles. <https://www.workbc.ca/Job-Seekers/Career-Profiles/2241> (February 2016).

<sup>15</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/Job-Seekers/Career-Profiles/2241> (February 2016).

<sup>16</sup> Human Resources and Skills Development Canada and Statistics Canada: National Occupational Classification 2011

<sup>17</sup> Human Resources and Skills Development Canada and Statistics Canada: National Occupational Classification 2011

<sup>18</sup> <http://www.siemens-certifications.com/content/0/6/7/46/5906/>

In 2015, the top industries employing industrial engineering and manufacturing technologists and technicians in BC were:<sup>19</sup>

- Other electrical equipment and component manufacturing (8% in the NOC 2233/NOC-S C133 occupational category were employed in this industry)
- Architectural, engineering and related services (8% of occupational group)
- Plastic product manufacturing (8% of occupational group)
- Pharmaceutical and medicine manufacturing (4% of occupational group)
- Other miscellaneous manufacturing (4% of occupational group)

The employment outlook for this category follows<sup>20</sup>:

- Approximately 470 job openings are forecasted between 2015 and 2024 in BC for occupations that fall in this category. This represents an annual demand growth rate of 0.9%. Of these job openings, 71% will be due to replacement demand as a result of retiring workers and deaths, and 29% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 400 job openings are projected by 2024. This represents an annual demand growth rate of 0.9%. Of these job openings, 70% will be due to replacement demand and 30% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow<sup>21</sup>:

- Of the individuals employed in this area in 2011, 81% were male and 62% were working mostly full-time.
- 49% of the workforce was between the ages 25 and 44, and 45% was between 45 and 64.
- The provincial average salary for occupations that fall under this occupational group was between \$53,000 and \$66,000 in 2011.

### ***NOC 2232/ NOC-S C132 Mechanical engineering technologists and technicians***

*“Mechanical engineering technologists and technicians provide technical support and services or may work independently in mechanical engineering fields such as the design, development, maintenance and testing of machines, components, tools, heating and ventilating systems, power generation and power conversion plants, manufacturing plants and equipment. They are employed by consulting engineering, manufacturing and processing companies, institutions and government departments.”<sup>22</sup>*

Job titles specific to this subgroup include mechanical engineering technician, mechanical technologist, power equipment design technician, and robotics servicing technician.

---

<sup>19</sup> EMSI (February 2016).

<sup>20</sup> Source: Labour Market Outlook Data Catalogue.

<sup>21</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/Job-Seekers/Career-Profiles/2233> (February 2016).

<sup>22</sup> Human Resources and Skills Development Canada and Statistics Canada: National Occupational Classification 2011

Employment requirements for jobs in this subgroup typically include completion of a one to three year postsecondary program in a related field and/or certification for certain positions<sup>23</sup>.

In 2015, the top industries employing industrial instrument technicians and mechanics in BC were:<sup>24</sup>

- Architectural, engineering and related services (19% in the NOC 2243/ NOC-S C143 occupational category were employed in this industry)
- Defence services (9% of occupational group)
- Building equipment contractors (5% of occupational group)
- Local, municipal and regional public administration (4% of occupational group)
- Ship and boat building (3% of occupational group)

The employment outlook for this category follows<sup>25</sup>:

- Approximately 590 job openings are forecasted between 2015 and 2024 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.4%. Of these job openings, 56% will be due to replacement demand and 44% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 410 job openings are projected by 2024. This represents an annual demand growth rate of 1.2%. Of these job openings, 62% will be due to replacement demand and 38% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow<sup>26</sup>:

- Of the individuals employed in this area in 2011, 90% were male and 61% were working mostly full-time.
- 42% of the workforce was between the ages 25 and 44, and 38% was between 45 and 64.
- The provincial average salary for occupations that fall under this occupational group was between \$53,000 and \$66,000 in 2011.

## **Labour Market Demand Assessment**

B.C.'s *Skills for Jobs Blueprint* is government's plan to adjust education and training to target more programs that align with the high opportunity occupations<sup>27</sup> expected by 2024. KPU's proposed program aligns with NOC 2241/ NOC-S C141 - Electrical and electronics engineering technologists and technicians, one of the top 100 high-opportunity occupations that have been identified.

---

<sup>23</sup> Human Resources and Skills Development Canada and Statistics Canada: National Occupational Classification 2011

<sup>24</sup> EMSI (February 2016).

<sup>25</sup> WorkBC, Career Profiles. <https://www.workbc.ca/Job-Seekers/Career-Profiles/2232> (February 2016).

<sup>26</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/Job-Seekers/Career-Profiles/2243> (February 2016).

<sup>27</sup> To determine where demand for labour will be greatest, a number of factors influencing current and future market conditions were examined, including unemployment rates and employment growth, to identify the 100 high-opportunity occupations.

In addition to employment opportunities in the high-priority occupation category listed above, the program will prepare graduates for the following occupational categories:

- NOC 2233/ NOC-S C133 - Industrial engineering and manufacturing technologists and technicians
- NOC 2232/ NOC-S C132 Mechanical engineering technologists and technicians

A total of 2,930 job openings within the three occupational groups are expected to be created between 2015 and 2024 in BC (of which 2,150 openings are expected in the Mainland/Southwest region). Over a ten-year period to 2024, demand for workers is expected to increase, in both BC and the Mainland/Southwest region, for all three occupational groups listed above.

Overall, the information suggests graduates from KPU's proposed Advanced Manufacturing Technician Diploma program will have good employment prospects upon graduation.

### **3. Competitive Environment**

The main purpose of this section is to identify the public postsecondary education institutions in British Columbia that offer similar programs to the proposed Advanced Manufacturing Technician Diploma program. This section also describes KPU's proposed program to provide context for the competitive assessment.

#### **Description of KPU's Proposed Program**

The proposed Advanced Manufacturing Technician Diploma program is designed as an intensive 'fast track' into manufacturing and is focused on the operation, service, diagnostics, and repair of mechatronic systems in an advanced manufacturing setting. The proposed program may be completed in 12 months. Students will:

- receive hands-on experience working on the latest technology focusing on computer controlled autonomous systems, hydraulic, pneumatic, electronic, and robotics;
- be immersed in several skilled trades' areas including machining, welding, and metal fabrication;
- learn essential business skills and sustainability practices;
- participate in around 20 days of work experience in industry; and
- undertake two levels of the internationally-recognized Technik Akademie Berlin-Mechatronic program (through Siemens Canada) <sup>28</sup>.

Admissions criteria is the completion of an Essential Skills assessment with minimum scores of 3 for reading, 4 for document use, and 3 for numeracy.

#### **Related Programs at BC Public Postsecondary Institutions**

Exhibit 3.1 (on the next page) provides a list of related diploma programs offered by BC public postsecondary institutions. Three public postsecondary institutions (BCIT, North Island College, and University of Fraser Valley) offer four related diploma programs.

The pre-requisite for North Island College's Industrial Automation Technician Diploma program include the successful completion of NIC's 9-month Electronics Technician Core Certificate at the institution or core electronics courses at other recognized post-secondary institutions. Pre-requisite for University of Fraser Valley's Automation and Robotics diploma program include the successful completion of UFV's 38-week Electronics Technician Certificate (or equivalent at a recognized institution). Pre-requisite for UFV's other diploma program, Engineering Physics in Mechatronics program include the completion of first-year math and sciences. BCIT's Mechatronics and Robotics diploma program entrance requirements include three credits of post-secondary English, Humanities or Social Sciences.

---

<sup>28</sup> The Siemens Mechatronic Systems Certification Program is designed to be integrated into existing forms of study, and is divided into three exam-based levels. Each level is directly tied to a job profile that clearly defines what certified personnel should be able to do.

The related diploma programs offered range from 2 semesters in length to 2 years. When the program pre-requisites are included, the length of time required ranges from approximately 18 months to 3 years.

Domestic student tuition for the diploma programs listed below range from \$2,795 to \$11,590. International student tuition for programs listed (and for which information was available) range from \$14,205-\$36,105. When the program pre-requisites are included, the range is from \$5,590-\$12,850 for domestic students and (where specified) \$28,410-\$45,600<sup>29</sup> for international students.

**Exhibit 3.1: Related Diploma Programs at BC Public Postsecondary Institutions**

Institution	Credential	Length of Program	Estimate Cost of Program	Work Practice/ Certification	Program Name
BCIT	Diploma	2 years full-time (142 credits)	Domestic: \$11,900 <sup>1</sup> ( <i>\$12,407 including the 3 credit pre-requisite</i> )  International: \$36,105 <sup>1</sup> ( <i>\$37,370 including the 3 credit pre-requisite</i> )	Not specified on website	Mechatronics and Robotics
North Island College	Diploma	9 months full-time (12 courses)  <i>The Electronics Technician Core Certificate pre-requisite is 9 months (PLAR available for individuals with a Red Seal in an electrical trade).</i>	Domestic: \$2,795 ( <i>\$5,590 including the Electronics Technician Core Certificate pre-requisite</i> )  International: \$14,205 ( <i>\$28,410 including the Electronics Technician Core Certificate pre-requisite</i> )	Not specified on website	Industrial Automation Technician
University of Fraser Valley	Diploma	2 years (62-64 credits over 4 semesters)	Domestic: \$8,750 <sup>2</sup> ( <i>\$12,850 including the first-year math and sciences pre-requisite</i> ) <sup>3</sup>	Not specified on website	Engineering Physics ( <i>Mechatronics specialization</i> )

<sup>29</sup> Includes fees for UFV's Engineering Physics in Mechatronics diploma program.



Institution	Credential	Length of Program	Estimate Cost of Program	Work Practice/ Certification	Program Name
			International: \$30,000 (includes fees <sup>4</sup> ; \$45,600 including the first-year math and sciences pre-requisite) <sup>5</sup>		
University of Fraser Valley	Diploma	2 semesters, full-time (33 credits)  <i>The Electronics Technician Common Core Certificate pre-requisite is 38 weeks (equivalent education is also accepted).</i>	Domestic: \$5,845 (\$10,575 including the Electronics Technician Common Core Certificate pre-requisite)  International: Not specified	Not specified on website	Automation and Robotics

Source: Institutional Websites (February 2016).

Notes:

<sup>1</sup> Fall 2016 and Winter 2016 tuition for undergraduate programs. The individual pre-requisite course is based on \$169/credit (domestic) and \$422.50/credit (international).

<sup>2</sup> Based on \$136.68/credit.

<sup>3</sup> Estimated based on 30 credits.

<sup>4</sup> [http://www.ufv.ca/calendar/current/ProgramsC-E/ENGR\\_PHYS.htm](http://www.ufv.ca/calendar/current/ProgramsC-E/ENGR_PHYS.htm)

<sup>5</sup> Based on 30 credits and \$7,800 tuition per semester (Winter 2016 rate)

An overview of each program follows.

**BCIT's** Mechatronics and Robotics Diploma program may be completed in two years (4 terms), full-time. Students learn theory and practical skills to design and maintain mechatronic systems. Approximately 50% of students' time is spent in lectures, and 50% in labs. Graduates of the diploma program may continue studying at BCIT to earn a Bachelor degree in Electrical Engineering, Manufacturing, or Electronics.

**North Island College's** Industrial Automation Technician diploma program may be completed in 9 months, full-time. Applicants must have successfully completed the Electronics Core Technician Certificate program at NIC or the core electronics course requirements at a recognized institution. However, individuals who hold a Red Seal in an electrical trade may be eligible to enter this program through an alternative route (assessment of prior learning). The program covers a range of electronic systems, from motor controls and Programmable Logic Controllers (PLCs) to data acquisition, computer control systems, and robotics.

**UFV's** Engineering Physics Diploma in Mechatronics is a two-year program (5 semesters). Applicants must have first completed a first year of math and sciences at an approved university. Upon graduation, individuals may enter the workforce or spend an additional year at UFV to earn a BSc degree in Physics, or transfer into an undergraduate engineering program at SFU, UBC or UVic.

**UFV's** Automation and Robotics Diploma may be completed in two semesters (September – April). Applicants to the program must have either completed the Electronics Technician Common Core Certificate at UFV, or completed other relevant post-secondary education, or have training experience and workplace hours in a related discipline. The program covers a range of topics such as AutoCAD applications, hydraulic and pneumatic control systems, microprocessors/microcontrollers and data acquisition, programmable logic controllers, control systems, and project management.

## **Competitive Assessment**

A comprehensive internet search identified three public postsecondary institutions in BC offering four related diploma programs.

The unique features of the proposed Advanced Manufacturing Technician Diploma program include:

- Short completion time – KPU's proposed program may be completed in 12 months, without the requirement for a previous credential. While NIC's Industrial Automation Technician Diploma program and UFV's Automation and Robotics Diploma program may be completed in less than a year, the pre-requisites of these two programs include the completion of an Electronics Technician Core Certificate program. Including the program pre-requisites, the length of time to completion is approximately 18 months. KPU's shorter completion time would be attractive to prospective students.
- Work experience – KPU's proposed program will allow for approximately 20 days of work experience in industry. The opportunity to apply skills learned during the program in industry prior to graduation would be attractive to prospective students as the experience should make them more attractive to employers. An internet search did not identify work experience course(s) offered in related programs at other postsecondary institutions.
- Incorporates the internationally recognized Siemens Mechatronic Systems Certification program (level 1 and 2) -- As certification helps to validate a new graduate's skills and knowledge to future employers, students may be interested in a program where they can earn a credential and complete two levels of a certification program, making them more marketable to employers. An internet search did not identify certification offered in related programs at other postsecondary institutions.
- Skilled trades courses – These courses (for example, welding) provide students with hands-on technical experience in processes that are used to fabricate a large majority of manufactured products. An internet search did not identify any trades courses offered in related programs at other postsecondary institutions.

The domestic tuition for KPU's proposed program is \$15,300<sup>30</sup> and is higher than the tuition charged by other institutions, which ranges from \$2,795 (NIC's Industrial Automation Technician diploma program) to \$11,900 (BCIT's Mechatronics and Robotics diploma program). When the cost of program pre-requisites are included, the range is between \$5,590 (NIC) to \$12,407 (BCIT). While KPU's domestic tuition is higher than other related programs, KPU's proposed program offers many unique features (including a faster completion time) which make it competitive.

The international tuition for KPU's proposed program is \$33,000<sup>31</sup>. Compared to the tuition charged by other institutions (for which information is available<sup>32</sup>), KPU's international tuition falls within the higher end of the range which begins at \$14,205 (NIC's Industrial Automation Technician diploma program) and reaches \$36,105 (BCIT's Mechatronics and Robotics diploma program). When the cost of program pre-requisites are included, KPU's proposed tuition falls within the lower end of the range which begins at \$28,410 (NIC) and reaches \$45,600<sup>33</sup> (UFV's Engineering Physics, Mechatronics Specialization diploma program). KPU's proposed program is very competitive given the lower international student tuition, unique features of the program and faster completion time.

---

<sup>30</sup> \$255/credit multiplied by 60 credits.

<sup>31</sup> <http://www.kpu.ca/calendar/2015-16/ar/tuitionfees.html>

<sup>32</sup> International tuition for UFV's Automation and Robotics diploma program is not available.

<sup>33</sup> Includes fees. Tuition without fees is not available on the program website.

### 3. Student Demand

The purpose of this section is to explore the extent of student demand for the proposed program mainly by examining the historic participation rates in related programs.

#### Enrolments

##### *KPU Faculty of Trades and Technology Enrolments*

Overall, enrolments in the Faculty of Trades & Technology are up 13% over the five year period. Enrolments increased from academic year 2011/12 to 2013/14, but declined somewhat in 2014/15 as shown in Exhibit 3.1. (This decline is mainly attributed to the drop in enrolments in the ‘undeclared’ category). Enrolments in diploma programs have increased by 27% over the past five academic years to total 116 in 2014/15.

**Exhibit 3.1: KPU Faculty of Trades & Technology Enrolments by Credential Level, 2010/11 to 2014/15**

Credential Type	Academic Year				
	2010/11	2011/12	2012/13	2013/14	2014/15
Apprenticeship	659	680	684	595	544
Certificate	123	112	105	163	248
Citation	355	346	323	356	413
Diploma	91	89	109	105	116
Undeclared	266	508	629	656	363
<b>Total</b>	<b>1,494</b>	<b>1,735</b>	<b>1,850</b>	<b>1,875</b>	<b>1,684</b>

Source: KPU Enrolment Dashboard (February 2016)

Notes: Headcounts are unduplicated within each credential level. A student may be counted across more than one credential level.

##### *KPU Enrolments in Other Programs*

Besides Trades & Technology students, graduates in KPU’s product design program may be interested in the Advanced Manufacturing Technician diploma, as a way of creating and producing the items they design. KPU’s engineering certificate graduates may also be interested in the proposed diploma program. As shown in exhibit 3.2, enrolments for both programs are on an upward trend.

**Exhibit 3.2: KPU Enrolments in Related Programs, 2010/11 to 2014/15**

Program	Academic Year				
	2010/11	2011/12	2012/13	2013/14	2014/15
<b>Wilson School of Design</b>					
Bachelor of Design, Product Design	--	--	18	25	28
<b>Faculty of Science &amp; Horticulture</b>					
Certificate in Engineering*	194	228	257	210	213

Source: KPU Enrolment Dashboard

Note: Headcounts are unduplicated within each program. A student may be counted across more than one program. \*Includes all program options.

## Enrolments in Related Programs at Other BC Public Postsecondary Institutions

Full Time Equivalent (FTE) enrolments for 2010/11 to 2014/15 for related programs currently offered at other institutions in BC<sup>34</sup> are shown in Exhibit 3.3. In the past five academic years, FTE enrolments in the programs most closely related to KPU's proposed Advanced Manufacturing Technician diploma programs<sup>35</sup> have increased from 62 in 2010/11 to 82 in 2014/15 (an increase of 32%). FTE enrolments in pre-requisite programs vary somewhat from year to year from a low of 24 in 2013/14 to a high of 36 in 2011/12.

**Exhibit 3.3: FTEs in Related Programs at other Public Institutions, 2010/11 to 2014/15**

Program Name	2010/11	2011/12	2012/13	2013/14	2014/15
BCIT: Mechatronics and Robotics (Diploma)	52.0	53.2	54.1	53.8	57.3
NIC: Industrial Automation Technician (Diploma)	10.0	12.0	11.0	13.0	17.3
NIC: Electronics Technician Core (Certificate) – <i>pre-requisite for NIC's Industrial Automation Technician Diploma program</i>	14.0	12.3	15.7	12.5	13.0
UFV: Engineering Physics (Diploma in Mechatronics)	--	--	--	--	7.2
UFV: Electronics Technician Common Core (Certificate) – <i>pre-requisite for UFV's Automation and Robotics Diploma program.</i>	19.1	23.3	18.0	11.0	16.0

Source: BC's Central Data Warehouse (May 2015 data).

## Student Demand Assessment

KPU's Faculty of Trades and Technology graduates are a likely target audience for the Advanced Manufacturing Technician Diploma program. Graduates of those programs may want to return to KPU, an institution where they completed a credential, to obtain further education.

<sup>34</sup> Includes pre-requisite programs.

<sup>35</sup> Related programs include: BCIT's Diploma in Mechatronics and Robotics, NIC's Diploma in Industrial Automation Technician, UFV's Diploma in Engineering Physics (Mechatronics specialization), and UFV's Diploma in Automation and Robotics. Data for UFV's Automation and Robotics diploma program is not available at the level required.

Enrolments in KPU's Trades & Technology programs have increased by 13% over the past five academic years.

In addition, graduates of KPU's product design program may be interested in the Advanced Manufacturing Technician Diploma, as a way of creating and producing the items they design. KPU's Engineering Certificate graduates may also be interested in the proposed diploma program. Enrolments for both programs are on an upward trend.

Demand for related diploma programs in BC are also on an upward trend. Full Time Equivalent (FTE) enrolments for related programs offered at other public postsecondary institutions<sup>36</sup> have increased by 32% between 2010/11 and 2014/15.

In addition, as mentioned in the previous section, labour market demand is expected to be robust in related occupational categories. This indicates an increasing need for employees with the skills KPU's proposed program is designed to provide, which should also contribute to positive demand for the program.

Overall, the data examined suggests there will be good demand for KPU's proposed Advanced Manufacturing Technician Diploma program.

---

<sup>36</sup> For which data is available.

## **Appendix A: Labour Market Information Sources**

There are many sources of labour market information in Canada. At the federal level, the main sources are Statistics Canada, Employment and Social Development Canada (ESDC) (formerly Human Resources and Skills Development Canada), Industry Canada, and Citizenship and Immigration Canada. Provincial and territorial governments also produce provincial, regional, and local labour market information.

The ESDC uses the models of the Canadian Occupational Projection System (COPS) to develop projections of future trends in the numbers of job openings and job seekers by occupation and industry at the national level. At the occupation level, the projections are based on the National Occupational Classification (NOC), while at the industry level, the projections are based on the North American Industry Classification System (NAICS). The projections allow for identifying those occupations that may face labour shortage or labour surplus conditions over the medium term. The latest projections cover the 2015 to 2024 period.

The NOC system classifies 40,000 job titles into 500 occupational groups using 4-digit codes. The NOC system classifies occupations by skill level and skill type. Each digit of a NOC code reflects a trait of the occupation it represents. The first digit designates the occupation's skill type and the second digit identifies the occupation's skill level. The first two digits together identify the 26 major occupational groups. At the 4-digit level, the NOC System provides information on 520 occupational groups called unit groups.

The NAICS classifies industries and businesses using six-digit codes that classify North American businesses by type of economic activity. Depending on the level of detail required, the classifications can be aggregated to 2- (major industry), 3- (industry subsector), and 4-digit (subsector group) levels.





**Advanced Manufacturing Technician  
Diploma**

**Library Impact Assessment**

for New and Revised Programs

Date: Feb. 16, 2016

## **Kwantlen Library Impact Assessment Process for New and Revised Programs**

### **ASSESSMENT POLICY**

1. Library impact assessments will be completed for new degree, diploma, certificate, or citation programs, and for major program revisions.
2. Requests for a library impact assessment are to be directed to the Senate Standing Committee on Curriculum (SSCC) liaison librarian.
3. The development of library impact assessments for programs is based on a consultative model. The SSCC liaison librarian will review proposals and consult with both proposing faculty and with appropriate librarians. In the case of revised programs, the SSCC liaison librarian will make a decision on whether the revised content requires a library impact assessment.
4. Timelines for completion of the Library Impact Assessment are:
  - New Programs:** Developers must allow a minimum of 3 weeks for the completion of a new program library impact assessment.
  - Revised Programs:** Developers must allow a minimum of 2 weeks for the completion of a revised program library impact assessment.
5. Completed library impacts assessments will be signed by the SSCC liaison librarian and the University Librarian and sent to the program developer. A copy of the assessment summary (Part B only) must be appended to the program concept and sent to the Senate office after the program and developer has reviewed and signed the assessment.
6. The library impact assessment will normally include projected and retrospective monograph and periodical costs based on average costs for materials in the subject area, collection needs of the program or course, average price increases in the subject area as well as the strength or weakness of the existing collection. Audio-visual purchase costs will be included where appropriate. Projected enrolments will be included in the cost calculations where multiple sections or multiple campus enrolments are indicated or in cases where most resources will be provided by interlibrary loan.
7. Specialized or subject-specific databases not already held by the library will be costed against the number of 300- and 400- level courses in the subject area. Upper-level field courses, co-ops, and practicums will be deducted from the total number of subject area 300- and 400-level courses.

## Library Resources Impact Assessment New Program Proposal or Revision

**Name of Program:**

Advanced Manufacturing Technician Diploma

**Is this a Revision of an Existing Program?** Yes ☐ No ☒

**Name(s) of Program Developer(s):**

Brian Haugen

### Key Online Databases (periodical indexes/abstracts):

Name	Held by KPU Library?	If no, estimate annual cost to provide:
Films On Demand	Yes	
SafetyCare Videos	Yes	
Applied Science and Technology Source	Yes	
Books 24x7	Yes	
Academic Search Complete	Yes	
SpringerLink	Yes	
ScienceDirect	Yes	
AccessScience (or other science reference source, like Gale Science in Context).	No	3,400 USD
<b>Sub Total</b>		<b>\$3,400</b>

**Comments:**

Similar programs at other institutions did not appear to support subscriptions to any of the CRCnetBASE ebook collections. However, we might want to consider subscribing to one of the relevant collections, like IndustrialENGINEERINGnetBASE. The quoted price is \$3,200 USD/year.

We may also want to consider subscribing to either Vocational Studies Premier or Complete. It's difficult to assess the relevance and necessity without a trial. Prices are approximately \$7,000 and \$10,500 USD respectively.

**Key Periodicals (core titles in the subject area):**

Name	Held by KPU Library?	If no, estimate annual cost to provide:
	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	Yes <input type="checkbox"/> No <input type="checkbox"/>	
	Yes <input type="checkbox"/> No <input type="checkbox"/>	
<b>Sub Total</b>		<b>0</b>

**Comments:**

This discipline is well served by existing collections. Some titles of note include: *Journal of Advanced Manufacturing Systems*, *Advances in Manufacturing Science and Technology*, *International Journal of Advanced Manufacturing Technology*, and *MWP Advanced Manufacturing*. Additional titles may be purchased in the future in consultation with faculty.

## Key Reference Titles:

Name	Held by KPU Library?	If no, estimate annual cost to provide:
Handbook of Research on Advancements in Robotics and Mechatronics	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	\$710
Handbook of research on advanced intelligent control engineering and automation	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	\$460
CRC Materials Science and Engineering Handbook,	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	\$370
<b>Sub Total</b>		<b>\$1,540</b>
<b>Comments:</b> Subjects considered: mechatronics, robotics, mechanical engineering, manufacturing engineering, electromechanics/electrodynamics. Preference will be given to titles in electronic format.		

**Monographs:**

**Number of titles held by Kwantlen in this subject area:** 425

*Summon Search: "Programmable Logic Controllers", "PLC Programming", "Automation & Controller Devices", "Industrial Electricity & Motor Controls", "Math Programming & Controllers".*

*Note: An increase in the print copies of books for PLC Programming and Math Programming & Controllers and Programming Siemens products will be an asset for this library and help the students at various levels of knowledge in this program.*

**Number of titles published annually in this subject area:** 1000

*Coutts Search: "PLC Programming" (2010-15) 183 titles, "Automation and Controller Devices" (2015) 132 titles, "Industrial electricity & motor controls" (2015) 45 titles, "Math, Programming & Controllers" (2013-15) 12 titles, "Programming Siemens" (2012-2016) 18 titles.*

**Average number of titles purchased annually:** 35

**Average cost per volume of titles in this subject area:** \$200

**Is the collection current?** Yes ☒ No ☐

**Data/Comments on the currency/comprehensiveness of the monograph collection in this subject area:**

Monographs in this field are extremely expensive: approximately 50 titles will be required. Will need to purchase books written about PLC programming, Automation & Controller devices, Industrial electricity & motor controls and Math, Programming & Controllers and Programming Siemens Products.

**Sub Total** **\$10,000**

**Comments:**

Subjects considered: mechatronics, robotics, mechanical engineering, manufacturing engineering, electrodynamics.

There are a numerous books that would need to be purchased for PLC as well as robotics & machinists depending on the course level for this program. Depending on the levels taught in this program, the library would need to have in its collection basic introductory books as well as higher level knowledge books on programming. There are a variety of books referring to programming Siemens products, these would be an asset to our collection.

**Part A****Key Audio Visual Materials:**

Number of titles held by Kwantlen in this subject area: 100

Number of titles published annually in this subject area: 35

Average number of titles purchased annually: 0

Average cost per volume of titles in this subject area: \$300

Is the collection current? Yes ☒ No ☐

Data/Comments on the currency/comprehensiveness of the monograph collection in this subject area: Most videos are part of the Films on Demand video database.

---

**Sub Total** **\$1,000**

---

**Comments:**

BCIT has a similar program and when checking their resources I couldn't find much so I am not sure how essential training videos are. Also, there seem to be a number of free YouTube and other online videos available for students to review. However, it might be prudent to ask for additional funds in case there are requests by instructors.



**Summary Statement:**

The Library supports the development and implementation of the Advanced Manufacturing Technician Diploma program. However, current Library collections are insufficient to support students enrolling in this area and additional funding is required, both for one-time purchases and for ongoing subscriptions.

This impact assessment has been based on the information available. It is possible that, as course outlines and specific curriculum are developed, further resources may need to be allocated in support of this program. In order to provide an acceptable level of support to students enrolled in this program, the Library will continue to work with faculty to ensure that the resources and services remain current and effective.

**Previous Collection Development:**

Previous work in this area has focussed on material required for existing programs at appropriate levels.

**Future Collection Needs:**

As this is an advanced program, material at a higher level of complexity is required.

**Collection Development Obstacles:****Funding:**

Current collection development budgets are suffering from the impact of the low Canadian dollar, effectively adding 35% to all costs. In times of fiscal restraint, it is difficult to ensure that even existing program areas receive the attention they deserve. Therefore, additional funding is required to support new programs such as the Advanced Manufacturing Technician Diploma program.

**Time:**

It is not anticipated that time required for collection development, ordering, processing and cataloguing of new material will make a great deal of impact on current Library operations.

<b>Total Estimated Start-up Costs (one time):</b>	<b>\$12,540</b>
<b>Total Estimated Annual Costs (on-going):</b>	<b>\$3,400</b>

Assessment Prepared by:

*Linda Rogers.*

---

SSCC Liaison Librarian

March 5, 2016

---

Date

Assessment Reviewed by:

*[Signature]*

---

University Librarian

March 10, 2016

---

Date

Kwantlen Polytechnic University  
Library Impact Assessment  
Support for Program Proposal/Revision

Name of Program

Date

Advanced Manufacturing Technician

March 5, 2016

**Summary of Start-up and Subsequent Costs:**

The Library supports the development and implementation of the Advanced Manufacturing Technician Diploma program. However, current Library collections are insufficient to support students enrolling in this area and additional funding is required, both for one-time purchases and for ongoing subscriptions.

Total Estimated Start-up Costs (one time):

Reference Materials	\$1,540
Monographs	\$10,000
Audio-visual Materials	\$1,000
Subtotal:	<u>\$12,540</u>

Total Estimated Annual Costs (on-going):

Periodicals	-
Databases and Indexes	\$3,400
Subtotal:	<u></u>

TOTAL: \$15,940

**Assessment Prepared by:**

Linda Rogers

Linda Rogers - SSCC Liaison Librarian

March 5, 2016

Date

**Assessment Reviewed by:**

Todd Mundle

Todd Mundle - University Librarian

March 10, 2016

Date

I support this collection assessment:

Yes ☒

No ☐\*

Program Developer:

BEAU HAUEN, DEAN

Name/Title

March 02/17

Date

\*Please provide reasons for non-support of assessment

# Cost and Revenue Form

Please provide a copy of the completed Cost and Revenue Form to Budget Accounting: [Budget.Acctng@kpu.ca](mailto:Budget.Acctng@kpu.ca)

## Assumptions and Key Data

Please complete the following tables to provide assumptions and information used to prepare program costing.

- Enterable cells
- Non-data enterable

### Cohort/Class Assumptions

	Domestic Students	International Students	Total
Tuition Fee Category per credit	2.a.5		
Tuition per credit (existing courses)	\$255.00		
Tuition per credit (new courses)	\$255.00		
Total Program credits by Student			60
Cohort/Class size (Max)			20
Student Mix (total will calculate)	100%		1
Utilization rates (will auto-populate)	0.05	0	0.05
Attrition rates	10%		

\*Should add to the total core and service credits identified in tables below

### Faculty and Service Course Assumptions

# of Faculty FTE required to teach Core (Non-Service) Courses	1.414
---	-------

\*should add to the total in "Faculty FTE Needed pere course section" below

### Comments and Assumptions

The accelerated program is intended for domestic students. The same program can be run for international students over a two-year period.

**Summary of Program Information by Course:****Core Program Courses - Delivered by Program Faculty**

Course title	# of Credits	Class Size Maximum	Domestic Tuition Rate per Credit	Student Mix (Domestic /International)	Faculty FTE Needed per Course Section	Staff/ Support needed per Course Section
Common Core Trades Practices, Tools and Safety	6	20	\$255.00	Domestic	0.139	
Electrical Components	3	20	\$255.00	Domestic	0.0695	
Mechanical Components and Electrical Drives	3	20	\$255.00	Domestic	0.0695	
Electro-Pneumatic and Hydraulic Control Circuits	3	20	\$255.00	Domestic	0.0695	
Digital Fundamentals	3	20	\$255.00	Domestic	0.0695	
Siemens Mechatronic Systems Certification Program Level 1 Prep and Exam	2.4	20	\$255.00	Domestic	0.055	
Millwright/Milling Equipment Fundamentals	3	20	\$255.00	Domestic	0.083	
Metal Trade Fundamentals	2	20	\$255.00	Domestic	0.055	
Welding Fundamentals	3.6	20	\$255.00	Domestic	0.083	
Employability Skills Part 1	1.2	20	\$255.00	Domestic	0.028	
Programmable Logic Controllers (PLC) Fundamentals	2.4	20	\$255.00	Domestic	0.055	
Computer Aided Drafting and Design Fundamentals	2.4	20	\$255.00	Domestic	0.055	
Process Control Technologies	2.5	20	\$255.00	Domestic	0.0695	
Totally Integrated Automation Introduction	2.5	20	\$255.00	Domestic	0.0695	
Automation Systems	2.5	20	\$255.00	Domestic	0.0695	
Motor Control	2.5	20	\$255.00	Domestic	0.0695	
Mechanics and Machine Elements	2.5	20	\$255.00	Domestic	0.0695	
Manufacturing Processes	2.5	20	\$255.00	Domestic	0.0695	

Siemens Mechatronic Systems					
Certification Program Level 2 Prep and					
Exam	2.4	20	\$255.00	Domestic	0.055
<i>Employability Skills Part 2</i>	1.2	20	\$255.00	Domestic	0.028
<i>Work experience supervision and assessment</i>	6.4	20	\$255.00	Domestic	0.083
					1.414

**Service Courses - Listed below included # of sections required**

Course Name	# of Credits	# of Sections required
n/a		
<i>Insert rows as necessary</i>		

1. A) Academic Non-recurring estimated start-up costs (e.g. equipment costs/other)

Academic non-recurring estimated start-up costs

Item	No. of Items	Year 1	Year 2	Year 3	Year 4	Stable State	Comments (where relevant or helpful please include notes about what is included in costs)
Program Development	49 weeks	\$50,000	\$20,000	\$10,000	\$5,000	\$5,000	Program development and management of project. 1 week per 2 credits of material (mode 35). Including daily lesson plans, projects, assessment and common shop skills rubric.  Mandatory training in Germany: 4 weeks x 2 instructors plus 1 week for 1 administrator. Cdn \$ Yr 2 add 1 administrator and 1 instructor. Cdn \$ Cdn \$ Cdn \$ Cdn \$ Cdn \$ \$48 Cdn per week  For whole program (including attendance, assessment, project tracking, student interaction, program content storage). Laptop based. Primarily developed by support staff/Moodle specialists?
Curriculum Development (can be costs related to externally or internally developed materials) programming		\$92,160	\$10,000		\$5,000	\$5,000	
Staff- PD/Enrichment Tuition		\$70,000				\$0	
Tuition			\$30,000			\$0	
Hotel		\$12,000	\$4,800			\$0	
Food		\$6,720	\$2,600			\$0	
Airfare		\$6,000	\$1,100			\$0	
Transit Pass		\$672	\$240			\$0	
Marketing - Start-up		\$10,000				\$0	
Moodle Development	49 weeks	\$40,000	\$6,000	\$3,000	\$2,000	\$2,000	
Sub-total	0	287552	74740	13000	12000	12000	

Capital Costs (Equipment and Renovations)



Item	No. of Items	Year 1	Year 2	Year 3	Year 4	Stable State	Comments (where relevant or helpful please include notes about what is included in costs)
Training Aids		\$1,000,000				\$0	For simulated manufacturing/packaging factory. Programmable Logic Controller (PLC), as well as CNC (5 axis milling automated milling machines, lathes), laser cutter, 3D printers and associated group training modules.
Labs/Classrooms		\$1,250,000				\$0	Creation of 5 interactive labs/classrooms in current open space (including furniture and presentation devices. Including HVAC, power supply, pneumatics and lighting. Modular design that "may" facilitate wall movement.
Lecture/Presentation Theatre		\$100,000				\$0	Update of lecture/presentation theatre in current space.
<b>Sub-total</b>	<b>0</b>	<b>2350000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

#### Total Non-recurring Costs

Item	No. of Items	Year 1	Year 2	Year 3	Year 4	Stable State
Academic Non-recurring	0	287552	74740	13000	12000	12000
Capital Costs	0	2350000	0	0	0	0
<b>Total Non-recurring Costs</b>	<b>0</b>	<b>2637552</b>	<b>74740</b>	<b>13000</b>	<b>12000</b>	<b>12000</b>

**On-going Costs****Operating Costs - Variable and Fixed Costs**

<u>Item</u>	No. of Items	Year 1	Year 2	Year 3	Year 4	Stable State	Comments (where relevant or helpful please include notes about what is included in costs)
<u>Direct Program Costs</u>							General program consumables.
Faculty		\$161,186	\$161,186	\$322,372	\$322,372	\$322,372	
Required Service Courses		0	0	0	0	0	
Advisor		\$10,000	10,000	\$10,000	\$10,000	\$10,000	
Ongoing Research Costs		0	0	0	0	0	
Travel		0	0	0	0	0	
Professional Development		0	0	0	0	0	
Supplies		\$4,808	\$4,808	\$9,216	\$9,216	\$9,216	
Licensing fees - Siemens		\$9,000	\$9,000	\$12,000	\$12,000	\$12,000	
Equipment Maintenance		\$2,304	\$2,304	\$4,608	\$4,608	\$4,608	
<u>Administrative Support (Program Specific - costs that would not be captured by existing resources or in Overhead)</u>							
* if the expectation is that program needs can be met with existing resources please include this assumption in comments							
Lab Operating Costs -Salary		\$16,000	\$16,000	\$32,000	\$32,000	\$32,000	
Lab Operating Costs -Non-Salary		\$2,300	\$2,300	\$4,600	\$4,600	\$4,600	
Specialized IT (software/hardware)		\$50,300	\$1,000	\$1,000	\$1,000	\$1,000	
Specialized IT Support							
Library (see Library Assessment Template - Appendix B)		\$12,540	\$3,400	\$3,400	\$3,400	\$3,400	
Marketing - Ongoing specific to Program		\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Other							
Total Operating Costs		\$269,438	\$210,998	\$400,196	\$400,196	\$400,196	

<b>Revenue Generating Activities</b>
<b>For Revenue Based Activities as described in Policy E. 13 an Overhead Allocation should also be calculated on Total Operating Costs. Please refer to the policy for the appropriate overhead rate.</b>
<a href="#">Total Overhead Allocation based on Policy E.13 - Financial Structure of Revenue Based Activities</a>
<b>Total Operating Costs including Overhead</b>

Summarize costs identified in Appendix A Internal Consultations, not including Library costs

\*Explain required service courses

## Revenues

### Total Expected Program Revenues

Please refer to the Appendix which provides guidance on calculating revenues per course. This guidance can be repeated for each course making up the program and totaled to estimate total program revenues

Item	No. of courses included					Stable State	Comments (where relevant or helpful please include notes about what is included in revenues)
		Year 1	Year 2	Year 3	Year 4		
Domestic Tuition Revenues	20	\$306,000	\$306,000	\$612,000	\$612,000	\$612,000	
International Tuition Revenues							
Material Fees							
Other Revenues							
Total Revenues		\$306,000	\$306,000	\$612,000	\$612,000	\$612,000	



## Budgetary Impact of Curriculum Proposals

From: **Brian Haugen, Dean, Faculty of Trades & Technology**

Date: **March 2, 2017**

Dept./Program:	Faculty: Faculty of Trades and Technology
Phone: 604-598-6101	E-mail: <a href="mailto:brian.haugen@kpu.ca">brian.haugen@kpu.ca</a>

Program(s)/Course change(s) that this form applies to:  
(one form may be used for multiple changes with similar budgetary impact)

Advanced Manufacturing Technician Diploma

Indicate the budgetary impact or implications of the proposed curriculum changes and provide a brief explanation of additional resources, if required (please attach if lengthy):  
(Please contact Financial Services at [Budget.Acctng@kpu.ca](mailto:Budget.Acctng@kpu.ca) for assistance with completing this form.)

This is a new program. Please see the table of variable and fixed operating costs in the Cost and Revenue Form for a breakdown.

At this point, this is a non-base funded program structured to return 30% over expenses.

Select from one of the following two choices:

- ☐ NO. The Faculty does NOT require additional budget to implement the proposed curriculum changes.
- ☒ YES. Additional budget IS required to implement this curriculum change. A brief explanation is requested.
- ☒ Additional budget is required by the proposing Faculty.
- ☐ Additional budget is required by other Faculties outside of the proposing Faculty. Signatures of Deans from other Faculties offering service courses are required.

Signature of Department Chair:

N/A

Date:

Signature of Faculty Council Chair:

[Signature]

Date:

March 02/17

Signature of Faculty Dean:

[Signature]

Date:

March 02/17

Signature of Deans Offering Service Courses:

[Signature]

Date:

[Signature]

Signature of University Librarian  
(if additional library resources required)

[Signature]

Date:

March 6, 2017

Signature from Financial Services:

[Signature]

Date:

March 6/17

Signature of Provost:

(mandatory for all new program proposals and for significant curriculum changes that may have a budgetary impact)

[Signature]

Date:

May 11/17

Signature from Polytechnic

University Executive:

(mandatory for all new program proposals)<sup>1</sup>:

[Signature]

Date:

May 11 2017

<sup>1</sup> Please note that new programs include degrees and non-degree programs that are under the purview of the Senate. 175 of 183



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

**Regular Meeting**  
**#8.2**  
**May 24, 2017**  
**Keri van Gerven**

**Agenda Item:** Governance Retreat

<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:** Annually the Board and Senate hold a joint Governance Retreat to discuss issues of importance to both governing bodies.

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

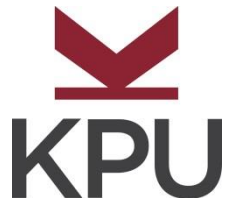
1. The 2017 Governance Retreat will be held at KPU Surrey on Monday, June 26<sup>th</sup>.
2. The focus of this year's retreat will be Changes in BC's K-12 sector and their impact on KPU. Jan Unwin, Superintendent of Graduation and Student Transitions, Ministries of Education and Advanced Education and Jordan Tinney, Superintendent of Surrey Schools will be engaging in dialogues on the subject.
3. Three workshops will take place for Governors and Senators to attend:
  1. Bicameral Governance with Alan Davis and Wade Deisman
  2. Effective Governance using Robert's Rules of Order with Steven Button
  3. Effective Governance using Technology with Stephanie Chu

**Consultations:** Board Governance Committee  
Chair of Senate

**Attachments:** KPU Governance Retreat Agenda

**Submitted by:** Keri van Gerven

**Date submitted:** May 16, 2017



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

**KPU Governance Retreat**  
June 26, 2017  
Conference Centre  
KPU Surrey (12666 72 Avenue)

**Agenda**

8:30 a.m.	Coffee Meet and Greet	Surrey Conference Centre Sides A/B
9:00 a.m.	Changes in BC's K to 12 sector and their impact on KPU Jan Unwin, Superintendent of Graduation and Student Transitions Ministries of Education and Advanced Education in conversation with David Burns	
10:30 a.m.	Changes in Surrey Schools, and their impact on KPU Jordan Tinney, Superintendent of Surrey Schools in conversation with Alan Davis	
12:00 p.m.	Lunch	
1:00 – 2:15 p.m.	Workshops, Round 1 1. Bicameral Governance with Alan Davis and Wade Deisman 2. Effective Governance using Robert's Rules of Order with Steven Button 3. Effective Governance using Technology with Stephanie Chu	1. Cedar Boardroom 2. Side C 3. Cedar 3040
2:30 – 3:45 p.m.	Workshops, Round 2 4. Bicameral Governance with Alan Davis and Wade Deisman 5. Effective Governance using Robert's Rules of Order with Steven Button 6. Effective Governance using Technology with Stephanie Chu	1. Cedar Boardroom 2. Side C 3. Cedar 3040
3:45 p.m.	Closing Remarks	Surrey Conference Centre Sides A/B

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#10.2****May 24, 2017****Salvador Ferreras****Jon Harding****Agenda Item:**      **KPU Civic Plaza**

<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:**      *At its meeting on May 18, 2017, the Board Finance Committee will receive an update on Three Civic Plaza for information.*

**Context & Background:**      KPU Civic Plaza campus is on schedule for a targeted January 3, 2018 launch. The schematic design for the campus has been completed and all documentation is ready to issue tender documents subject to final approval of the budget. The goal is to issue tender documents by May 11<sup>th</sup>.

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

1. Business Performance and Advisory Services is working to develop a detailed operating plan.
2. Programming for KPU Civic Plaza is currently under review with the majority of the focus on upper-level business and post-baccalaureate programming.
3. Planning continues for the design, fit-out and launch of the KPU Testing Centre at Civic Plaza and there are plans for the relocation of current ATS (Assessment and Testing Services) activities from the Surrey campus to KPU Civic Plaza in January, 2018.

**Resource Requirements:**      n/a

**Implications / Risks:**      n/a

**Consultations:**      n/a

**Attachments:**      Three Civic Plaza Update May 2017 \_final

**Submitted by:**      Salvador Ferreras, Provost and Vice President, Academic  
Jon Harding, Vice President, Finance and Administration

**Date submitted:**      May 11, 2017

## KPU Civic Plaza Update

May 24, 2017

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

Salvador Ferreras, PhD  
Provost and Vice President, Academic



### *Executive Summary*

The development of the Kwantlen Polytechnic University (KPU) Civic Plaza campus is on schedule for a targeted January 3, 2018 launch. The schematic design for the campus has been completed and all documentation is ready to issue tender documents subject to final approval of the budget. The goal is to issue tender documents by May 11<sup>th</sup>, which would allow for substantial completion of the fit-out by November 30<sup>th</sup> and a campus ready date of January 2<sup>nd</sup>. Programming for KPU Civic Plaza is currently under review with the majority of the focus on upper-level business and post-baccalaureate programming.



### ***Schedule***

The schedule for the fit-out of the KPU Civic Plaza campus predicts substantial completion by November 30<sup>th</sup>, which will allow for the campus opening by January, 2018. However, this schedule relies on Century Group keeping their commitments on timing for the removal of two hoists that run through the KPU space and the substantial completion of the base building. There is some risk that this milestone could be delayed, impacting the completion schedule for the KPU Civic Plaza campus fit-out. Contingency plans are being considered, which may include staged occupancy of the space to prevent delays in planned program launches.

Activity	Date
Submit Building Permit Application	Feb 27, 2017 (Complete)
Issue Tender	May 11, 2017 (Target)
Obtain Building Permit	May 15, 2017 (estimate)
Award	June 1, 2017 (3 weeks tender)
Start Construction	June 5, 2017
Base Building Substantial Completion	Oct 30, 2017 (Supplied by Century)
Fit-out Substantial Completion	Nov 30, 2017 (6 months construction)
Campus Ready	Jan 2, 2018

As an additional step in due diligence, a peer review of the proposed budget for the fit-out of the campus was initiated. The deliverable includes a second independent estimate and a reconciliation of the two presented budgets, with the goal to increase the level of confidence in the budget prior to seeking final approval and to identify any opportunities for cost savings in the project. The net impact to the schedule was to delay the issuing of tender documents by eleven days from the previously presented schedule.

### ***Agreement Status***

An amendment to the original purchase agreement, which calls for the elimination of section 9.9 in its entirety, was signed on April 25<sup>th</sup>. The elimination of section 9.9 removes the ability of Century Group to exit the agreement in the event of a delay in substantial completion. This term, which was included in the original agreement to provide protection to both parties in the event of a significant delay in construction, is no longer relevant given the current stage of the project.

### ***Planning and Implementation***

As the project moves from design to implementation, the focus of the project team (KPU internal) will shift 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	Changemaker Lab, Venture Fund, KSA Accelerator, CPS offices

#### ***Campus Function Summary***

### ***Campus Operating Plan***

Business Performance and Advisory Services is working to develop a detailed operating plan for the KPU Civic Plaza campus to ensure a smooth and successful launch in January, 2018. A steering team of senior level stakeholders has been formed, who will have the responsibility to review and approve all aspects of the KPU Civic Plaza operating plan and budget as it develops. The plan is in very early stages of development.

### ***Programming (Teaching Floors 1-3, Levels 5-9)***

Programming for KPU Civic Plaza has been selected based on alignment with the vision of creating a professional and adult-focused learning campus and with consideration for the synergies between programs and the potential to locate entire programs, thereby minimizing the need for students and faculty to travel between campuses.

Planned programming includes three new post-baccalaureate diplomas from the School of Business; **Accounting, Operation Supply Chain Management and Technical Management and Services**. These programs will be launched 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, with several other programs in development for 2019. In addition, an analysis has been completed that concludes that all upper-level business courses including the current 3<sup>rd</sup> and 4<sup>th</sup> year School of Business programming can be accommodated at KPU Civic Plaza in their entirety. In total, the proposed programs are estimated to account for over 80% of planned capacity. Note that the analysis is based on having extended hours of operation, including Sunday's, to maximize the utilization of this campus.

In addition to the School of Business post-baccalaureates, several other programs and activities are being considered for KPU Civic Plaza, with the goal to offer a diversity of programs and activities aligned with the overall vision:

- The Deans are reviewing upper-level undergraduate offerings across all Faculties with the goal to create a series of new post-baccalaureate programs.
- Early discussions are being held with the University of Northern British Columbia (UNBC) related to several opportunities for co-operation, which could include offering UNBC's new International MBA.
- KPU's Continuing and Professional Studies are planning to develop additional non-credit courses.

A cohort program of the **Educational Assistant Program** through the Faculty of Arts is also under consideration.

### ***Testing Centre (Floor 4, Level 11)***

Planning continues for the design, fit-out and launch of the KPU Testing Centre at Civic Plaza. This plan calls for the relocation of current ATS (Assessment and Testing Services) activities from the Surrey campus to KPU Civic Plaza in January, 2018, as well as the implementation of an aggressive growth plan and the addition of several new testing services that will generate incremental revenues for the University. As part of this growth plan, Paragon Testing Enterprises has been identified in the business plan as a key partnership for driving revenue growth, and an

agreement to add Canadian English Language Proficiency Index Program (CELPIP)<sup>1</sup> testing and preparation services has been signed. This agreement includes the rights to offer CELPIP testing in Richmond, which has been assessed as having a significant and unmet demand.

Plans to open a KPU Richmond CELPIP testing centre have been approved and the implementation is currently underway, targeting a June 1st starting date. The testing centre will utilize an existing computer lab at KPU Richmond to offer two sittings, three days per week. In addition to providing the incremental revenue, the Richmond test centre will provide a valuable field-test of operational procedures prior to launching the KPU Testing Centre at Civic Plaza.

### ***Surrey Community Changemaker***

A key component of the Innovation Floor (floor 5, level 13), the proposed Surrey Community Changemaker program is a social innovation lab that will bring together students, City of Surrey staff and the local community to explore and work on meaningful issues within the city. The program is modelled after City Studio Vancouver, but will launch under the Changemaker brand in order to create a unique identity that recognizes the differences in both focus and structure that differentiate it from City Studio Vancouver.

City Studio	Community Changemaker
20 student cohort	35 student cohort
Address issues of a city with dense population.	Address issues of conurbation.
Single program path.	Multiple programs (Policy, Design, Health)
Visible projects (photograph-able)	Multiple project outputs (policy, product)
Limited scope (4 month completion)	Potential for longer term projects (pass from cohort to cohort)

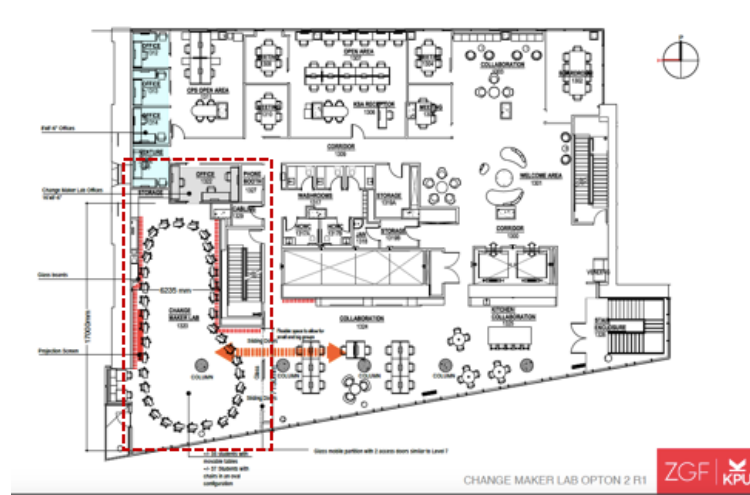
#### ***Program comparisons***

Surrey Community Changemaker is being developed as a partnership between KPU, the City of Surrey and SFU. It is proposed that the partners share a dedicated space on the innovation floor at KPU Civic Plaza, have shared events and share best practices. However, the partnership is structured so that each institution can operate their programming independently. SFU and the City of Surrey are expected to contribute to the cost of the space and any shared resources.

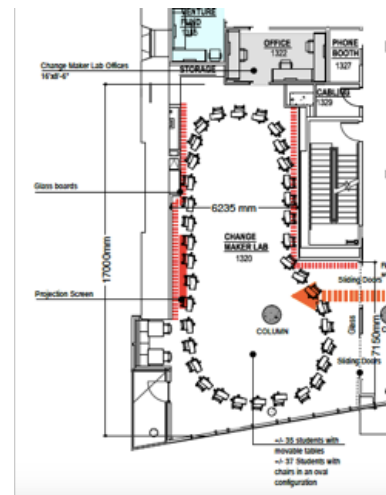
Surrey Community Changemaker is an important element in a strategy that seeks to increase innovation and provide KPU students with differentiated experiential learning opportunities. It is expected that the program will attract significant attention for the University and will positively influence the KPU brand. KPUs Community Changemaker programming is targeting a soft launch in January, 2018 with a 3 credit compressed program, growing to a nine credit cohort program by fall of 2018.

---

<sup>1</sup> CELPIP provides accurate English listening and speaking proficiency assessment for Immigration, Refugees and Citizenship Canada (IRCC)



*Community Changeloger Lab, Innovation Floor 5, Level 13*





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

**Regular Meeting**  
**#13**  
**May 24, 2017**  
**Alan Davis**

---

**Agenda Item:** Senate Report: March 27, 2017 and April 24, 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
--------------------------------	-----

<b>Board Committee Report:</b>	N/A
--------------------------------	-----

**Key Messages:** The Vice Chair of Senate provides meeting notes for the Board of Governors detailing the items approved by Senate at each of its meetings for information.  
*[maximum of three]*

**Attachments**

1. Notes from the Senate Meeting held March 27, 2017.
2. Notes from the Senate Meeting held April 24, 2017.

**Submitted by:** Alan Davis

**Date submitted:** May 10, 2017

## **Notes from the Senate Meeting of March 27, 2017**

**The following items were approved at the March 27, 2017 Senate meeting:**

- Program admission changes to the Diploma in Acupuncture, effective September 1, 2018
- Program changes, effective September 1, 2017
  - Bachelor of Science in Nursing
  - Bachelor of Psychiatric Nursing
  - Certificate in Graduate Nurse, Internationally Educated Re-Entry
  - Bachelor of Science, Major in Applications of Mathematics
  - Minor in Mathematics
  - Minor in Anthropology
  - Bachelor of Design, Graphic Design for Marketing
  - Certificate in Legal Administrative Studies
  - Diplomas in Horticulture Technology
- New course outlines
  - HCAP 1130; ENGL 2341, 2430, 4420
  - GDMA 3140, 4216, 4221
  - OSCM 5100, 5110, 5120, 5130, 5140
- Revised course outlines
  - NRSRG 2121, 2135, 2175, 2266, 2275, 3121, 3175, 3275, 4165, 4175, 4245
  - GNIE 1102, 1104, 1118, 1218, 1328
  - HEAL 1150, 2110, 3101
  - PSYN 2110, 2125, 2130, 2145, 2160, 2230, 2245, 3130, 3145, 3146, 3210, 3211, 3225, 3245, 4110, 4145, 4245
  - GDMA 1121, 1200, 1210, 1220, 1240, 2100, 2110, 2120, 2140, 2200, 2210, 2222, 2230, 3100, 3110, 3122, 3130, 3200, 3210, 3220, 3222, 3230, 4100, 4120, 4130, 4200, 4230, 4240
  - ACUP 1100, 1160, 1180, 1200, 1230, 1260, 1300, 1320, 1330, 1340, 1360, 2100, 2130, 2150, 2160, 2170, 2180, 2200, 2220, 2230, 2240, 2280, 2300, 2320, 2340, 2360, 2380
  - CPSC 2302, MATH 2331, CRIM 3217, MUSI 3602
  - MRKT 2340, 3211
  - INFO 1214, 3225, 3235, 3245
  - ENGQ 1091, 1092, 1099
  - BIOQ 1098, 1099
  - MATQ 1071, 1072, 1073, 1074, 1075, 1076
  - HOPS 2305, 2314, 2315
  - ENGL 2301, 2309, 2315, 2316, 2317, 2320, 2330, 2340, 2350, 3308, 3309, 4300, 4350, 4401, 4409, 4700
  - GEOG 2140, 2310, 2320
  - JAPN 4320; LANC 4320, 1150
- Course outline discontinuance: GEOG 3240
- Changes to the Faculty of Health Bylaws
- Changes to the composition of the Senate Standing Committee on Tributes membership: Addition of the Vice Provost, Teaching and Learning, as a voting member

- Appointments to Senate Standing Committees
  - Senate Standing Committee on Appeals
    - Allison Gonzalez, Student Senator, Faculty of Arts (May 1, 2017 - August 31, 2017)
    - Sherry Wilson, faculty member, Faculty of Science and Horticulture (May 1, 2017 - August 31, 2019)
    - Leeann Waddington, faculty member, Faculty of Health (May 1, 2017 - August 31, 2020)
    - Jennifer Jordan, professional support staff, Office of Student Judicial Affairs (May 1, 2017 - August 31, 2019)
    - Peter Warren, professional support staff, Faculty of Arts (May 1, 2017 - August 31, 2020)
  - Senate Standing Committee on Tributes
    - Takashi Sato, faculty at large (September 1, 2016 - August 31, 2019)
  - Senate Standing Committee on University Budget
    - Diane Purvey, Dean, Faculty of Arts (effective March 27, 2017)
  - Senate Standing Committee on Academic Planning and Priorities
    - David Florkowski, Dean, Faculty of Health (effective March 27, 2017)
  - Senate Executive Committee
    - Elizabeth Worobec, Dean, Faculty of Science and Horticulture (effective March 27, 2017)
- Graduates to March 27, 2017

## **Notes from the Senate Meeting of April 24, 2017**

**The following items were approved at the April 24, 2017 Senate meeting:**

- For recommendation to the Board of Governors
  - Concept paper for an Advanced Manufacturing Technician Diploma to proceed with development of the full program proposal
- 2018/19 budget development process endorsed in principle
- Program name change from Bachelor of Science in Nursing, Post-Baccalaureate to Bachelor of Science in Nursing, Advanced Entry
- Program changes
  - Bachelor of Science in Nursing, Advanced Entry
  - Certificate in Health Unit Coordinator
  - Bachelor of Psychiatric Nursing (declaration requirements)
  - Associate of Arts Degree in English
  - Bachelor of Arts, Major in Asian Studies
  - Bachelor of Science, Major in Physics for Modern Technology
  - Citation, Certificate, and Diploma in Computer Aided Design and Drafting
  - Bachelor of Interior Design
- Time limit for degree completion
  - Bachelor of Psychiatric Nursing
  - Bachelor of Science in Nursing
  - Bachelor of Science in Nursing, Advanced Entry
- Archiving or dispensing with the list of General Liberal Education Electives in the University Calendar
- Changes to the criteria for quantitative courses
- New course outlines
  - CADD 2900, CADA 1900, CADI 1900, CADM 1900, CADS 1900
  - PHYS 1141, 4010, 4199, 4299, 4600, 4700
  - HSCI 4140, 4250; HEAL 3120
  - NRSRG 3500, 3510, 3520, 3530, 3540, 3550, 3610, 3620, 3630, 3640, 3700, 3710, 3740, 4510, 4520, 4530, 4540, 4550, 4610, 4620, 4640, 4650, 4710, 4720, 4810
  - HAUC 1150, 1160, 1190, 1250, 1260, 1270, 1280, 1290
  - OSCM 5150; AGRI 2110; GEOG 3390, 4320
  - HIST 2314, 2390, 3145, 3394
  - MUSI 1120, 1130, 1291, 4602
  - ASIA 3310, 3320; LANC 2120, 2252
- Revised course outlines
  - CADD 1100, 1110, 1150, 1161, 2100, 2160, 2210, 2220, 2250
  - CADA 1201, 1210, 1220, 1250
  - CADS 1200, 1210, 1220, 1251
  - CADM 1200, 1210, 1220
  - GNQU 1301, 1309, 1321
  - HEAL 2150, 2250, 3180; NRSRG 2265, 3165
  - ANTH 3100, GEOG 2140, ENVI 2310, PHYS 1170
  - ELST 0041, 0043, 0183, 0283, 0383



- ELSQ 0021, 0031, 0033
  - ACCT 4320, 4720; CMNS 1140
  - HORT 1102, 1104, 1110, 1155, 1217, 1232
  - CHEM 1210, 2315, 2320; MATH 1120, 1220
- Course outline discontinuances
  - ENGQ 1090; EDUC 4000, 4001
  - ELST 0137, 0167, 0256, 0258
  - MUSI 1100, 1102, 1200
- Amendment to the minimum qualifications for faculty positions in Music
- Renewal of appointment to the Senate Standing Committee on University Budget
  - Elizabeth Worobec, faculty, Faculty of Science and Horticulture (September 1, 2016 - August 31, 2019)
- Graduates to April 24, 2017
- David Burns was acclaimed as Vice Chair of Senate for the term of office from September 1, 2017 to August 31, 2018.