



## Regular Meeting Agenda

### Board of Governors

**Date:** September 27, 2017

**Time:** 4:00 pm – 5:40 pm

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

**Attending:** Sandra Case, Alan Davis, Gavin Dew, Marc Kampschuur, Natasha Lopes, Michael McAdam, George Melville Hanne Madsen, Suzanne Pearce, Sarbjeet Sarai, Michael Wong

**Excused:** Doug Beaton, Kim Rose

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

**Presenters and Administrative Resources:** Steve Cardwell, Salvador Ferreras, Marlyn Graziano, Jon Harding, Vivian Lee, Maggie MacKenzie, Lori McElroy, Joe Sass, Stefanie Singer, Keri van Gerven

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

<i>Agenda Item</i>	<i>Resource</i>	<i>Action</i>	<i>Time</i>	<i>Page</i>
1. Call to Order & Introductory Remarks	Hanne Madsen		4:00	
Welcome by KPU Elder in Residence	Lekeyten			
2. Approval of Agenda	Hanne Madsen	M	4:05-4:06	
3. Presentation: AVP, Academic	Steve Cardwell	E	4:06-4:16	
4. Consent Agenda	Hanne Madsen	M	4:16-4:18	4
4.1. Minutes of June 28, 2017				5
4.2. HSBC Global Asset Management Investment Compliance Report and Portfolio Review				10
4.3. RBC Dominion Securities Investment Adherence Report and Portfolio Review				39
4.4. Program Concept: Graduate Diploma in Green Business Management and Sustainability (GRMT)				47
4.5. Program Concept: Graduate Diploma in Global Business Management Concentration (IBUS)				107
5. Annual Declaration Form Signing – Code of Conduct for Board Members	Hanne Madsen		4:18-4:21	168
6. Finance Committee Report				
6.1. Committee Chair Report	Doug Beaton	I	4:21-4:23	
6.2. Statement of Financial Information (SOFI) – Public Bodies Report	Joe Sass	M	4:23-4:26	180



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6.3. Five-Year Capital Plan	Joe Sass	M	4:26-4:31	238
6.4. First Quarter Financial Report – Quarter Ending June 30, 2017	Joe Sass	I	4:31-4:34	288
6.5. 2018/19 Budget Development Process	Joe Sass		4:34-4:37	<i>handout</i>
6.6. Major Maintenance and Rehabilitation (MM&R) Capital Projects List	Joe Sass	M	4:37-4:42	290
6.7. Ministry of Advanced Education, Skills and Training Interim Budget Letter 2017/18	Joe Sass	I	4:42-4:44	296
6.8. Changes to Adult Basic Education and English Language Studies Effective September 1, 2017		I	4:44-4:46	301
7. Governance Committee Report				
7.1. Committee Chair Report	Hanne Madsen	I	4:46-4:48	
7.2. Vision 2023	Alan Davis / Lori McElroy	I	4:48-4:53	
8. President's Report				
8.1. Report to the Board	Alan Davis	I	4:53-4:58	
9. Provost's Report				
9.1. Report to the Board	Salvador Ferreras	I	4:58-5:03	
9.2. Academic Plan Annual Report	Salvador Ferreras	I	5:03-5:05	
10. Vice President, Finance & Administration's Report				
10.1. Report to the Board	Jon Harding	I	5:05-5:10	
11. Election of Board Vice Chair	Hanne Madsen	Election	5:10-5:13	305
12. Notice of Election: Board Chair	Sandra Case	I	5:13-5:14	306
13. Appointment of the Board Representative on Senate	Hanne Madsen	M	5:14-5:16	307
14. Appointment of the Student Board Representative on the Search Advisory Committee for the Associate VP, Research	Hanne Madsen	M	5:16-5:18	308



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<b>15. University Secretary's Report</b>				
15.1. Board Budget 2018/2019	Keri van Gerven	M	5:18-5:21	309
15.2. Update on the Board Budget as at September 19 <sup>th</sup> , 2017	Keri van Gerven	I	5:21-5:23	312
15.3. Professional Development	Keri van Gerven	E	5:23-5:26	313
<b>16. Senate Report: June 26, 2017</b>	Alan Davis	I	5:26-5:28	315
<b>17. Issues and Concerns</b>	Hanne Madsen	D	5:28-5:31	
<b>18. Next Meeting Agenda Contribution</b>	Hanne Madsen	D	5:31-5:33	
<b>19. For the Good of the Order</b>	All	D	5:33-5:35	
<b>20. Feedback on the Meeting</b>	All	D	5:35-5:37	
<b>21. Appendix:</b>				
21.1. <a href="#">Report to the Board of Governors</a>	Alan Davis	I	5:37-5:39	
<b>22. Next Meeting</b> Regular Board Meeting Wednesday, November 22, 2017 Langley Campus, Room 1030 4:00 – 7:00 pm	Hanne Madsen	I	5:39-5:40	
<b>23. Adjournment</b>	Hanne Madsen		5:40	



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

**Regular Meeting**  
**#4**  
**September 27, 2017**  
**Hanne Madsen**

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**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
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the following item on the Consent Agenda:</b> <b>4.1 Minutes of June 28, 2017</b> <b>4.2 Program Concept: Graduate Diploma in Green Business Management and Sustainability (GRMT)</b> <b>4.3 Program Concept: Graduate Diploma in Global Business Management Concentration (IBUS)</b>  <b>AND</b>  <b>THAT the Board of Governors receive the following for information:</b> <b>4.4 HSBC Global Asset Management Investment Compliance Report and Portfolio Review</b> <b>4.5 RBC Dominion Securities Investment Adherence Report and Portfolio Review</b>
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- Attachments:**
1. Minutes of the June 28, 2017 Board of Governors Meeting
  2. Program Concept: Graduate Diploma in Green Business Management and Sustainability (GRMT)
  3. Program Concept: Graduate Diploma in Global Business Management Concentration (IBUS)
  4. HSBC Global Asset Management Investment Compliance Report and Portfolio Review
  5. RBC Dominion Securities Investment Adherence Report and Portfolio Review

**Submitted by:**        Maggie MacKenzie

**Date submitted:**     September 20, 2017



**Present Board**

Douglas Beaton  
Gavin Dew  
Alan Davis / President & Vice  
Chancellor  
Marc Kampschuur  
Michael McAdam  
Hanne Madsen / Chair  
Suzanne Pearce  
Kim Rose  
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**

Jane Fee / Vice Provost, Students  
Phil Goulet / Chief Safety Officer  
Vivian Lee / Director, Budgeting, Planning & Payroll  
Maggie MacKenzie / Confidential Assistant, Board of  
Governors  
Lori McElroy / Executive Director, Institutional Analysis &  
Planning  
Joe Sass / Director, Business Performance & Advisory  
Services  
Stefanie Singer / Interim Director, Budget & Financial  
Reporting  
Keri van Gerven / University Secretary & Confidential  
Assistant to the President & Vice Chancellor

**Regrets** Sandra Case  
Allison Gonzalez  
Jamie Kokoska  
George Melville

**1. Call to Order**

The Chair called the meeting to order at 4:02 pm and thanked Student Board members Allison Gonzalez and Eric Wirsching for their contributions over the past year and wished them all the best, as KPU students, and in all their future endeavors.

**2. Approval of Agenda**

**Motion #38-16/17**

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

**3. Presentation: Safety & Security**

Phil Goulet provided an overview of Campus Safety and Security (CSS) which is comprised of Campus Security, Office of Emergency Planning and Occupational Health and Safety. Mr. Goulet highlighted his initial observations, guiding principles, goals and the upcoming launch of KPU Safe, a smartphone safety application. Other initiatives were also highlighted including those currently underway and due for implementation and those planned over the next three years including a “live exercise” with outside agencies including law enforcement.

Discussion followed and it was noted that security has been increased to 24/7 at the Surrey and Langley campuses to address incidents that are anticipated to continue. The Cloverdale Branch is the base for the four Safety and Security staff and an emphasis has been on planning and education with support from other departments. Additionally, Threat Assessment Training is currently underway based on the work of Dr. Stephen White, a consultant used by many police forces and universities.

*Gavin Dew joined the meeting.*

#### **4. Consent Agenda**

##### **Motion #39-16/17**

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

##### **4.1 Minutes of May 24, 2017**

**AND**

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

##### **4.2 Election Rules and Regulations: Working Group Recommendations**

#### **5. Governance Committee Report**

##### ***5.1 Chair Report***

Hanne Madsen advised that the Election Rules and Regulations: Working Group Recommendations were included on the Consent Agenda and that all other items are included on the Regular Agenda.

##### ***5.2 Accountability Plan & Report***

Lori McElroy advised that the final Accountability Plan & Report will be submitted to the Ministry of Advanced Education on July 14, 2017.

Discussion followed regarding the decline in student spaces (FTE) in Adult Basic Education (ABE), English Language Studies (ESL) and Adult Special Education (ASE) development programs and Dr. McElroy confirmed that this is a known issue since the introduction of tuition.

##### **Motion #40-16/17**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Accountability Plan & Report 2016/17 for submission to the Ministry of Advanced Education as recommended by the Board Governance Committee.**

##### ***5.3 Vision 2023 Process***

Alan Davis highlighted the Vision 2023 development process including time frame, plans for internal and external engagement and the timeline for governance review and approval.

##### **Motion #41-16/17**

**MOVED SECONDED AND CARRIED THAT the Board of Governors approve the Vision 2023 Development Process as recommended by the Board Governance Committee.**

## **5.4 Governance Retreat**

Alan Davis thanked Board members who were able to attend the Governance Retreat and have an opportunity to meet members of Senate, Senate Standing Committees and Faculty Councils. The morning sessions with Jan Unwin, Superintendent of Graduation and Student Transitions at Ministry of Education and Ministry of Advanced Education, and Jordan Tinney, Superintendent/CEO of the Surrey School District, were very informative, relevant and provided a broad context. Jordan Tinney was also very encouraging about the opportunities for KPU.

## **6. President's Report**

### **6.1 Report to the Board**

Alan Davis advised that the President's Report is included in the Report to the Board.

Hanne Madsen noted that the Report to the Board provides an excellent overview of what is happening at KPU with reports from all Faculties and departments. Ms. Madsen also advised that hard copies of the Report are available.

### **6.2 FTE Report to AVED for Fiscal Year 2016/17**

Lori McElroy advised that, as stated in the cover note, most of the KPU targets were achieved with the exception of health and developmental FTE targets.

Discussion followed regarding developmental FTEs and it was noted that the Accountability Plan and Report provides commentary on factors contributing to the result and actions being taken to address the situation.

## **7. Provost's Report**

### **7.1 Report to the Board**

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

Dr. Ferreras highlighted the Open Doors: Open Mind Forum which was well attended by students and our partner organizations, provided hands on science labs and featured Dr. John Herrington, retired NASA Astronaut and first Native American to travel to space. Dr. Ferreras also advised that that the forum was made possible by the KPU Foundation and will be funded for the next two years.

Dr. Ferreras also advised that Continuing and Professional Studies (CPS) has been restructured under the leadership of Olen Vanderleeden / AVP, Business Development & Innovation and advised that CPS played a key role in the Squamish Trade Centre's new application for funding from AVED with a wider scope to encompass a broader range of educational areas.

Additionally, Dr. Ferreras advised that an advisory group is working on a proposal for establishing an administrative unit to coordinate graduate studies and that Polytechnics Canada has made a submission to Federal Treasury Board outlining how Polytechnics can deliver the innovation and skills programming the Federal Government is looking for.

## **7.2 Academic Plan Annual Report**

Salvador Ferreras stated that the Academic Plan Annual Report highlights results based on its four goals and 22 strategies and noted that 12 strategies have moved up the scale while nine remain status quo. Additionally, one strategy pertaining to essential skills was abandoned as outcomes are already embedded in other programs and initiatives with a tangible benefit to learners and the community.

Hanne Madsen congratulated Dr. Ferreras on this team effort and on the great progress and success that has been achieved.

## **8. Vice President, Finance & Administration's Report**

### **8.1 Report to the Board**

Jon Harding advised that the Vice President, Finance & Administration's Report is included in the Report to the Board.

### **8.2 Property Update**

Jon Harding stated that development of KPU's properties are progressing as planned.

## **9. Notice of Election: Board Vice Chair**

Hanne Madsen advised that, due to the resignation of Tanya Corbet, an Election of the Board Vice Chair will take place at the next Board meeting. Nominations will be made from the floor and suggested that interested Board members contact her if they would like to discuss the role.

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

### **10.1 Update on the Board Budget as at June 20, 2017**

Keri van Gerven highlighted the Board Budget as at June 20, 2017 and noted that the budget is on track with no unexpected expenses.

## **11. Senate Report: May 29, 2017**

Alan Davis advised that the Senate Report for May 29, 2017 was included in the meeting package.

Dr. Davis advised that Senate held its last meeting before summer on June 26, 2017 and noted that it also marked Jennifer Au's final meeting as Senate Vice Chair. Dr. Davis acknowledged Dr. Au's three years of service as Vice Chair and advised that she will continue to serve as a member of Senate.

Dr. Davis also stated that the Senate Executive Committee will handle routine items on behalf of Senate over the summer.

## **12. Issues and Concerns**

No issues or concerns were identified.



**13. Next Meeting Agenda Contribution**

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

**14. For the Good of the Order**

- The Garden City lands are now being prepared for the new community park with diverse uses including urban agriculture where KPU will play a role.
- Congratulations to KPU's Student Board members and Senators who have all made significant contributions over the past year.
- Eric Wirsching thanked members of the Board and expressed his appreciation for the learning opportunity.

**17. Feedback on the Meeting**

No further feedback was provided.

**18. Appendix:**

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

The Report to the Board of Governors was received.

**19. Next Meeting**

Wednesday, September 27, 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 4:50 pm.

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Board Chair



**Board of Governors**  
**Consent Agenda Item:** 4.2  
**Meeting Date:** September 27, 2017  
**Presenter(s):** Steve Caren

**Agenda Item:** HSBC Global Asset Management Investment Compliance Report and Portfolio Review

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	N/A
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**Board Committee Report:** The Board Finance Committee received and discussed the HSBC Global Asset Management Investment Compliance Report and Portfolio Review at its meeting held on September 18, 2017.

**Context & Background:** The Board of Governors has assigned responsibility for the short and long-term financial health of the University to the Finance Committee. Consistent with its Terms of Reference, the Finance Committee has responsibility for overseeing the investment strategy of the University and will receive reports at least annually.

**Key Messages:** *[maximum of three]* **Steve Caren, Vice President, Institutional Investments at HSBC Global Asset Management to present the HSBC Global Asset Management Investment Compliance Report and Portfolio Review.**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Attachments:**  
1. Letter of Compliance dated July 7, 2017  
2. KPU Quarterly Investment Report

**Submitted by:** Joe Sass / Executive Director, Finance

**Date submitted:** September 19, 2017



# Kwantlen Polytechnic University

## Portfolio Review Meeting

Presented by:

Steve Caren, Vice President, Institutional Investments

Derek Amery, Head of Canadian Fixed Income

September 18, 2017

**HSBC**   
Global Asset Management



# Agenda

- ▶ Performance Review
- ▶ Economic Outlook

# Investment Objectives\*

## Objective

- ▶ Achieve growth of capital equal or greater than the rate of inflation
- ▶ Exceed return of a blend of 50% FTSE TMX Short Term Bond Index (1-5 years) and 50% FTSE TMX Mid Term Bond Index (5-10 years)

## Constraints

- ▶ Minimum Credit Quality of 'BBB' to a maximum of 10% of the portfolio
- ▶ Maximum 10% single issuer except for government issues or guarantees
- ▶ Maximum term of any single investment generally not to exceed 10 years less a day
- ▶ Money Market investments to be rated at least R1(m)
- ▶ Maximum 50% in Corporate issues

\* Investment Policy Statement dated March 2013

# Canadian bond market review – to August 31, 2017

Index	Market Yield	Modified Duration (Yrs)	YTD Return	Federal Issues	Provincial Issues	Corporate Issues
Short Term (1-5 years)	1.72	2.74	0.25	-0.23	0.24	0.94
Mid Term (5-10 years)	2.33	6.52	1.16	0.18	1.19	2.49
Long Term (10+ years)	3.08	14.76	4.43	2.33	4.51	6.19
Universe	2.29	7.41	1.83	0.45	2.63	2.61

YTD returns have been cut following two rate increases by the Bank of Canada on July 12 and September 6

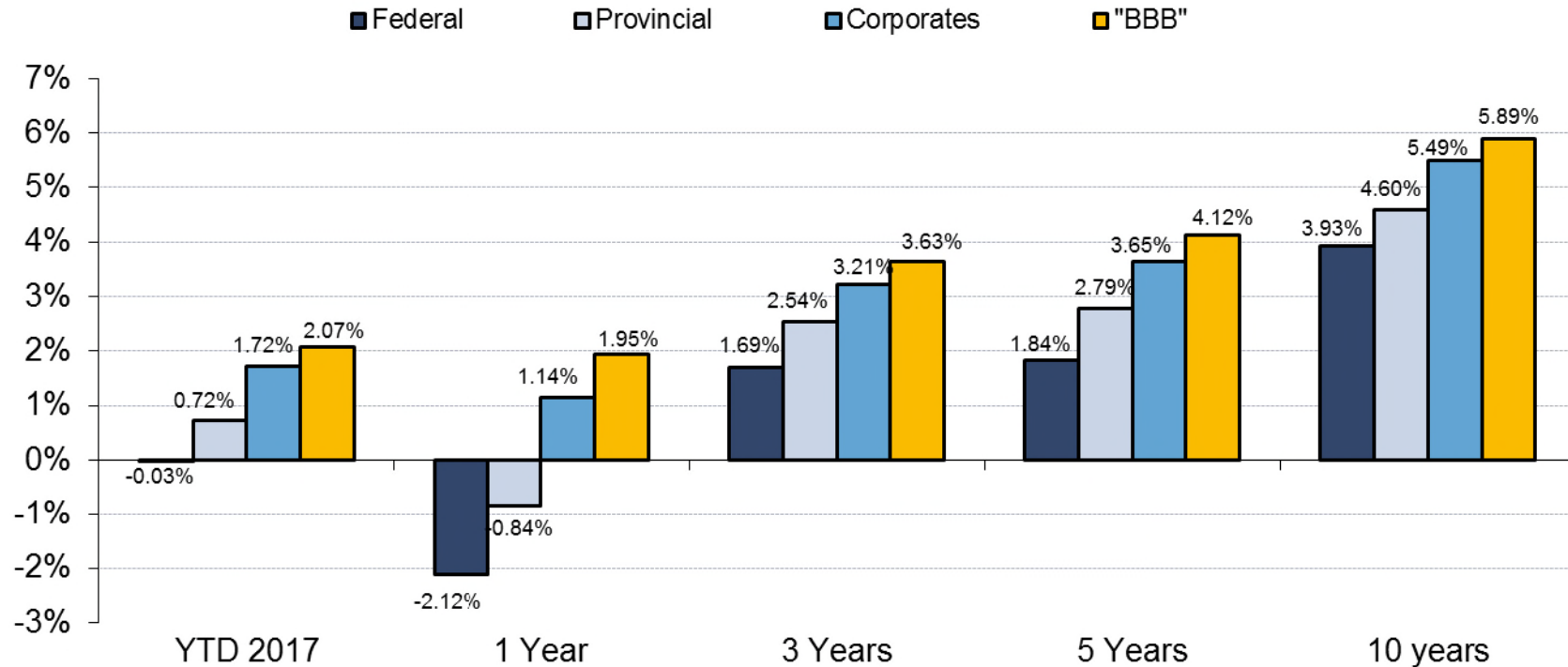
Change in Yields						
	Dec 31 2013	Dec 31 2014	Dec 31 2015	Dec 31 2016	2017 Lows	Aug 31 2017
Bank of Canada Rate	1.00%	1.00%	0.50%	0.50%	0.50%	0.75%
Canadian Prime Rate	3.00%	3.00%	2.70%	2.70%	2.70%	2.95%
2 Year Canadas	1.14%	1.01%	0.48%	0.74%	0.66%	1.27%
5 Year Canadas	1.94%	1.36%	0.73%	1.11%	0.91%	1.53%
10 Year Canadas	2.76%	1.79%	1.39%	1.72%	1.39%	1.85%
30 Year Canadas	3.23%	2.34%	2.15%	2.31%	1.96%	2.26%

Shorter term yields are sharply higher although longer-term yields have found relative support from still-low inflation readings and strong foreign demand

Source: FTSE TMX Global Debt Capital Markets Inc., TD Newcrest, Bloomberg & Bank of Canada

Past performance is not indicative of future returns.

## 50% FTSE TMX Short Term Bond Index and 50% FTSE TMX Mid Term Bond Index Sector Returns to August 31, 2017



Source: FTSE TMX Global Debt Capital Markets Inc.

- ▶ Short-term bonds were negatively impacted by the rising rate environment during the last few months.
- ▶ Over the longer term, as expected, Corporate bonds have outperformed Federal issues.
- ▶ “BBB” issues (the minimum credit quality under the Investment Policy) have outperformed the overall Corporate Index.

# Portfolio investment returns

Performance has been positive for all periods and well above CPI for the longer term

Periods ending August 31, 2017						
	5 Years*	4 Years*	3 Years*	2 Years*	1 Year	Year-to- Date
	%	%	%	%	%	%
<b>Portfolio (Preliminary returns)</b>	<b>3.04</b>	<b>3.48</b>	<b>2.61</b>	<b>1.81</b>	<b>0.09</b>	<b>1.20</b>
Benchmark****	2.67	3.23	2.40	1.29	-0.79	0.71
Core CPI***	1.67	1.77	1.89	1.72	1.40	-
<b>Market Indices**</b>						
FTSE TMX 91 Day T-Bills	0.75	0.68	0.59	0.47	0.50	0.31
FTSE TMX Short Term Bond	1.89	2.01	1.59	0.78	0.01	0.25
FTSE TMX Mid Term Bond Index	3.43	4.45	3.20	1.79	-1.61	1.16

\* Annualized

\*\* Source: FTSE TMX Global Debt Capital Markets Inc.

\*\*\* to July 31, 2017

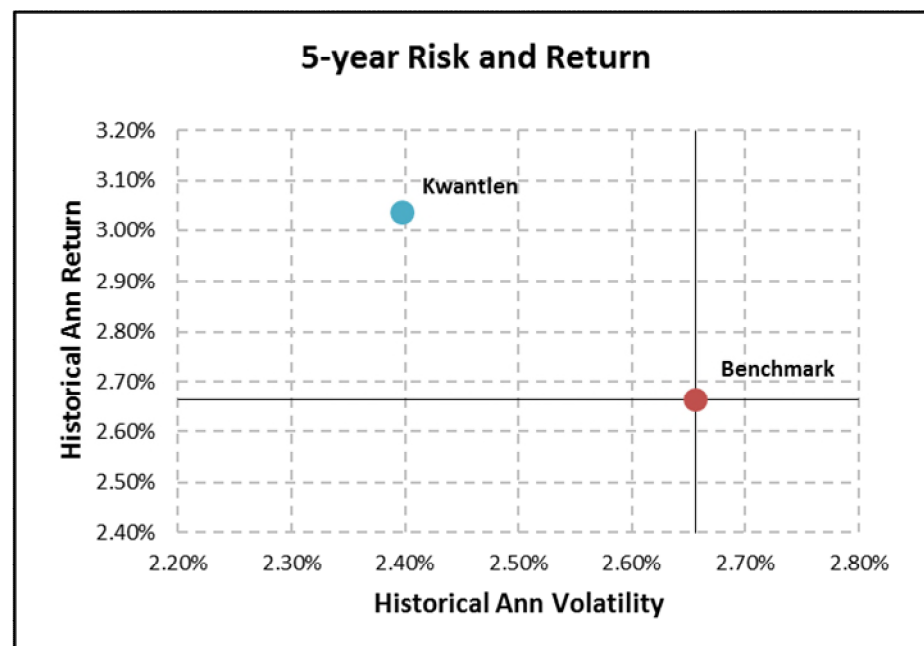
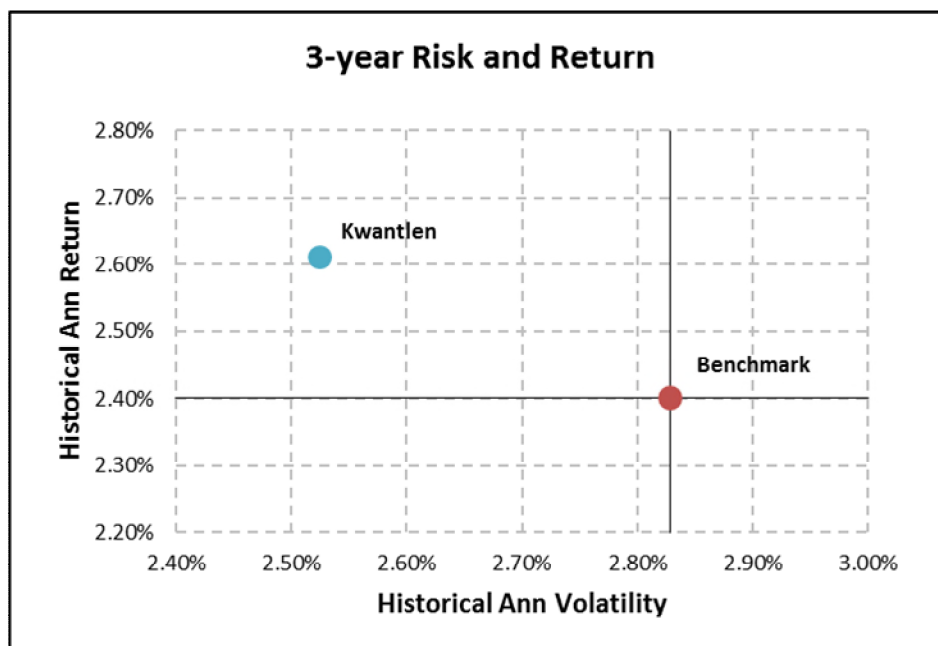
\*\*\*\* 50% FTSE TMX Short Term Bond Index & 50% FTSE TMX Mid Term Bond Index

Past performance is not indicative of future returns.



# Portfolio risk vs. return

Periods ending August 31, 2017



	3 Yr	5 Yr	10 Yr
Upside Capture Ratio	96.5	99.2	98.3
Downside Capture Ratio	84.0	81.3	77.2

- ▶ Portfolio is positioned in the optimal upper left-hand quadrant (higher returns, lower risk)
- ▶ Portfolio has offered good downside protection

Past performance is not indicative of future returns.

## Comparison of portfolio to 50% FTSE TMX Short Term Bond Index and 50% FTSE TMX Mid Term Bond Index as at August 31, 2017

	Bond		FTSE TMX Canada Universe Blended Bond Index*	
	%	Duration (Years)	%	Duration (Years)
Federals	19.4	6.9	41.8	4.4
Provincials	28.6	4.8	28.9	5.3
Municipals	2.9	6.6	1.7	4.9
Corporates	47.6	3.4	27.6	4.2
Cash & Short Term	1.4	0.2	-	-
<b>Total</b>	<b>100.0</b>	<b>4.5</b>	<b>100.0</b>	<b>4.6</b>

Note: numbers may not add to 100 due to rounding

\* 50% FTSE TMX Short Term Bond Index & 50% FTSE TMX Mid Term Bond Index

Source: FTSE TMX Global Debt Capital Markets Inc.

- ▶ Portfolio duration has been below the Index.
- ▶ View that Government of Canada bond yields are expected to rise further over the next year.
- ▶ Given the attractive relative yields, continue to be overweight Corporate bonds.

Past performance is not indicative of future returns.

# Canada Macro Outlook

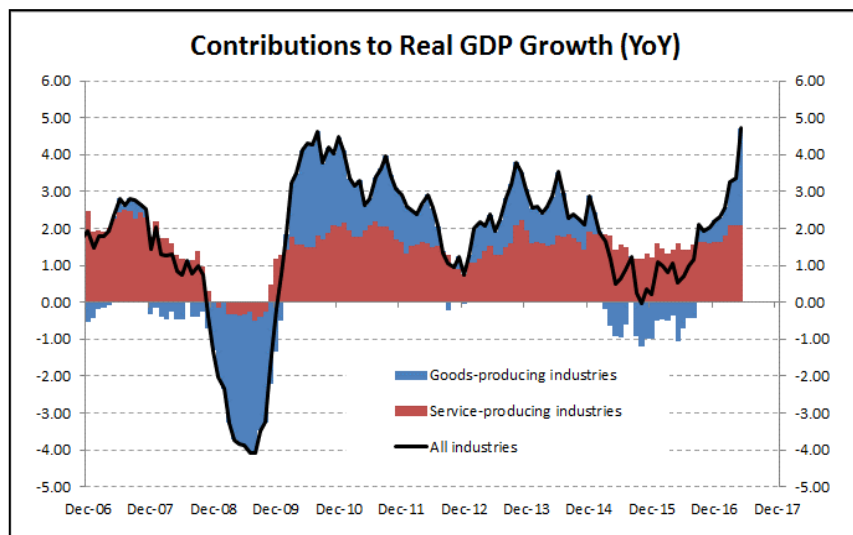
## Oil & gas sectors recovering, leading to a pickup in growth

- Real GDP growth has accelerated in recent months after a lacklustre pace through much of 2015-2016.
- The vast improvement can be partly attributed to the recovery of commodity-related activity following the collapse in oil prices.
- Growth is expected to broaden to other sectors as the economic adjustment to lower energy prices continues.

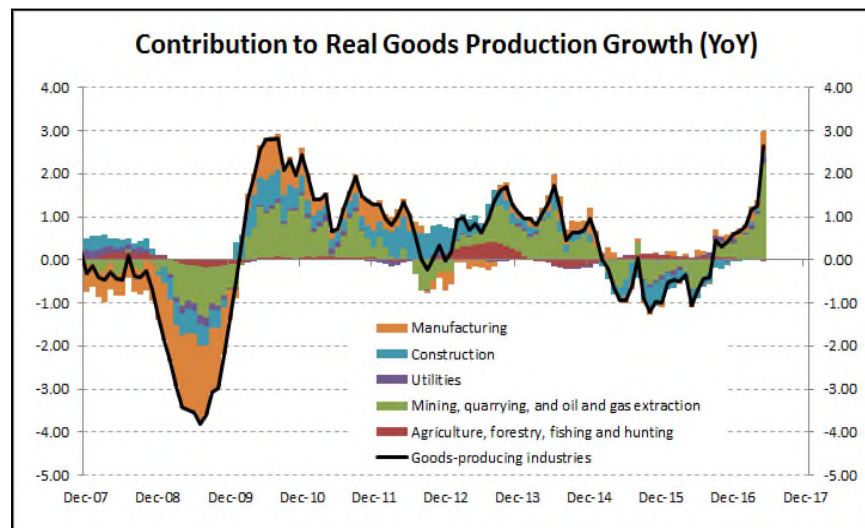
Monthly GDP by Industry growth reached 4.6% y/y in May.



Goods-producing sectors are now adding to growth.



Led by an increase in oil & gas production.



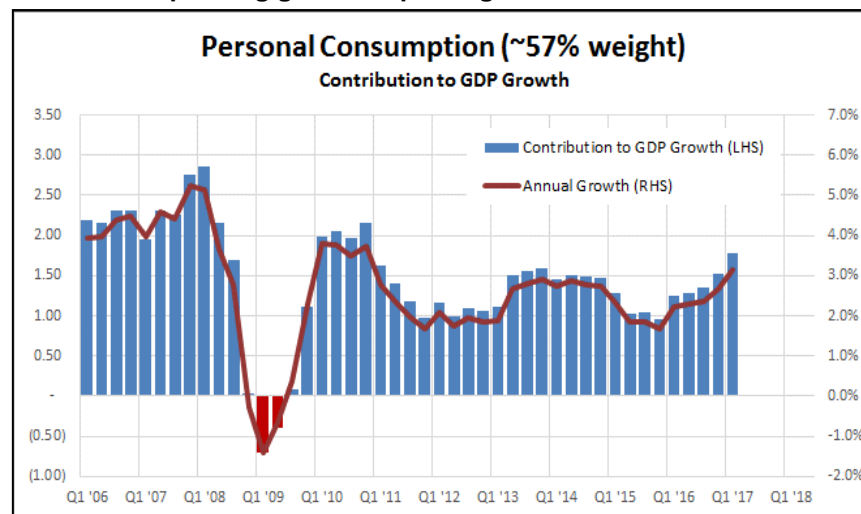
Source: HSBC Global Asset Management; Bloomberg; Statistics Canada; as at July 31, 2017  
Annual Real GDP Growth data as at May 31, 2017  
Past performance is not an indication of future returns.

# Canada Macro Outlook

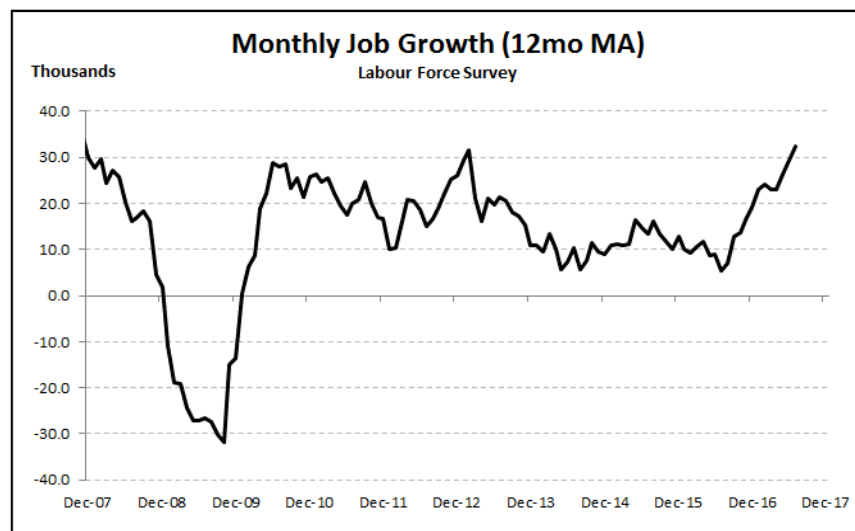
## Solid job growth and consumption remain key pillars

- Consumption remains supported by good fundamentals such as a strong labour market, a housing wealth effect, and low interest rates.
- This provides a strong foundation for consumer spending, which makes up almost 60% of total Canadian GDP.
- But household debt build-up remains an important risk to financial stability.

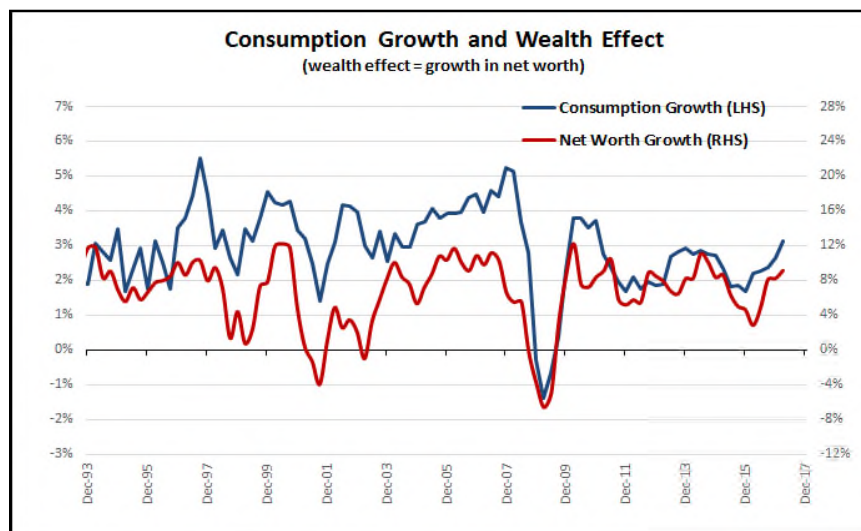
### Household spending growth improving...



### Supported by a healthy job market...



### ...and strong financial and home asset price growth

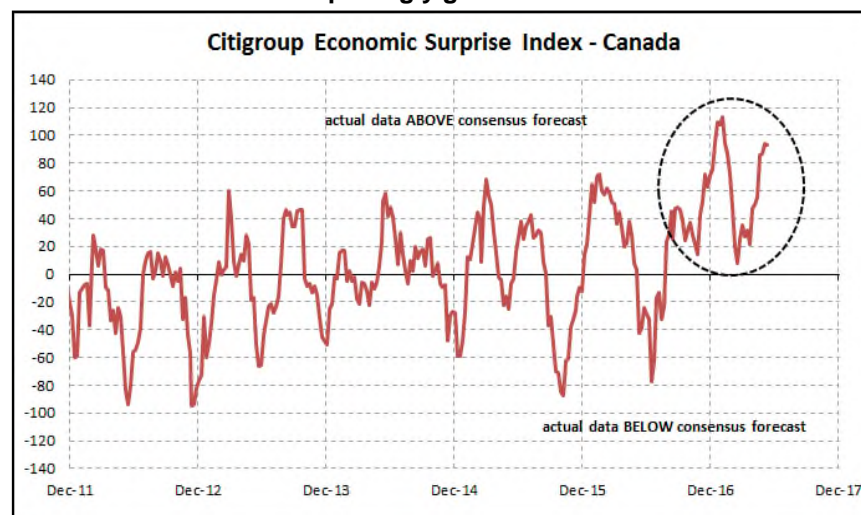


# Canada Macro Outlook

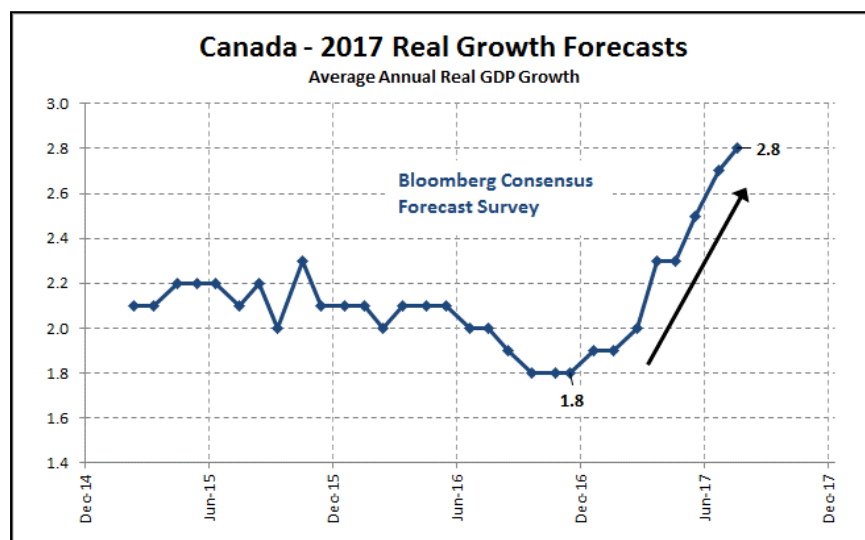
Following a string of better data, growth forecasts continue to climb

- Recent economic data and business surveys have been stronger than median forecasts were predicting.
- Full-year growth estimates have been steadily bumped up 2.8%, from 1.8% just 8 months ago.
- Excess slack in the Canadian economy may be eroding faster than anticipated.

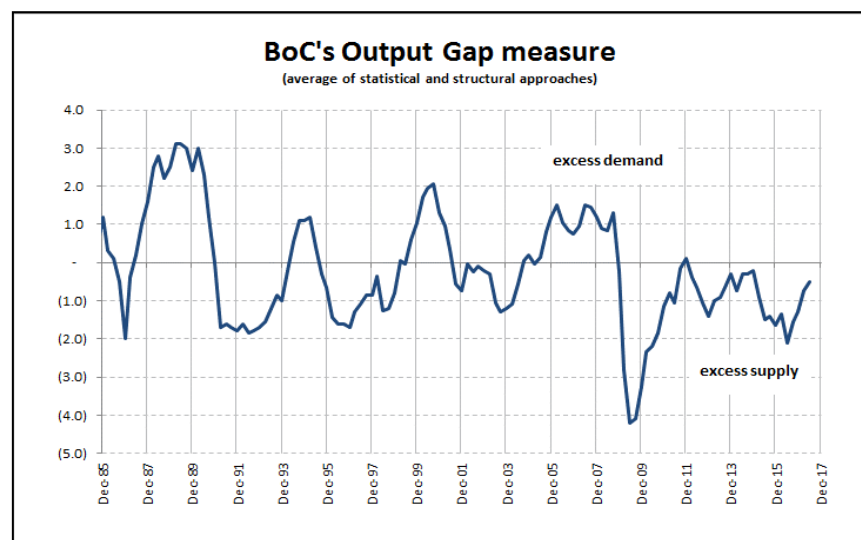
Recent data has been surprisingly good



Estimates for full year growth in 2017 have risen to 2.8% (from 1.8%)



This strong improvement has helped to close the output gap.



Source: HSBC Global Asset Management; Bloomberg; Statistics Canada; as at July 31, 2017  
Past performance is not an indication of future returns.

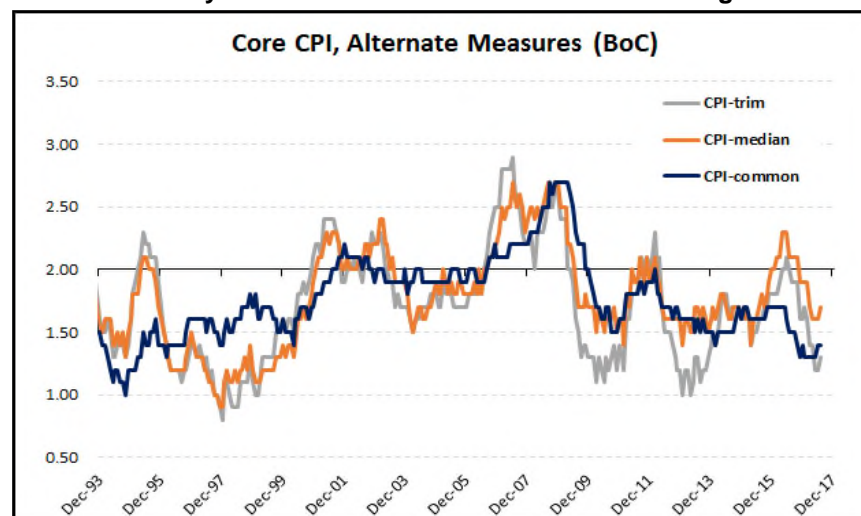


# Canada Macro Outlook

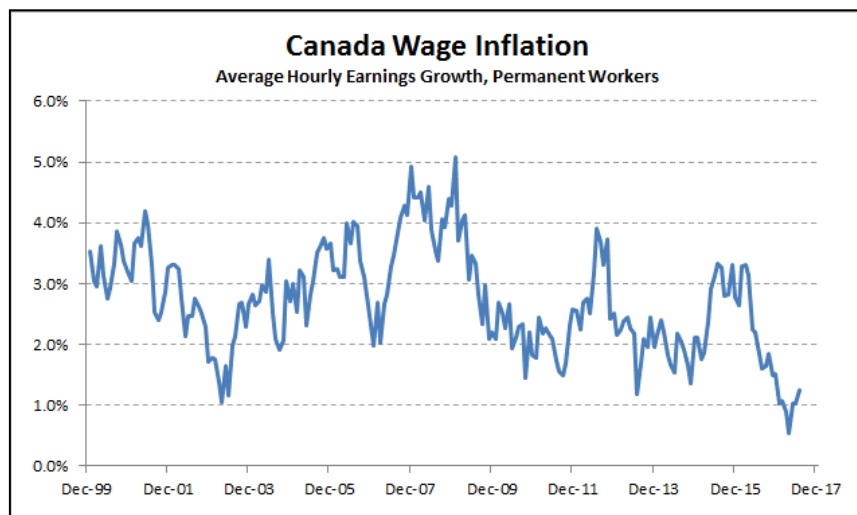
But while growth is hot... inflation is not

- Preferred measures of core inflation have remained generally stable but below the Bank of Canada's 2% target.
- And despite further reductions in labour market slack, wage pressures remain soft.
- Downside pressures are expected to be temporary and the improving trend in the output gap raises the outlook for inflation.
- The Bank of Canada is opting to “slow the car ahead of the red light”.

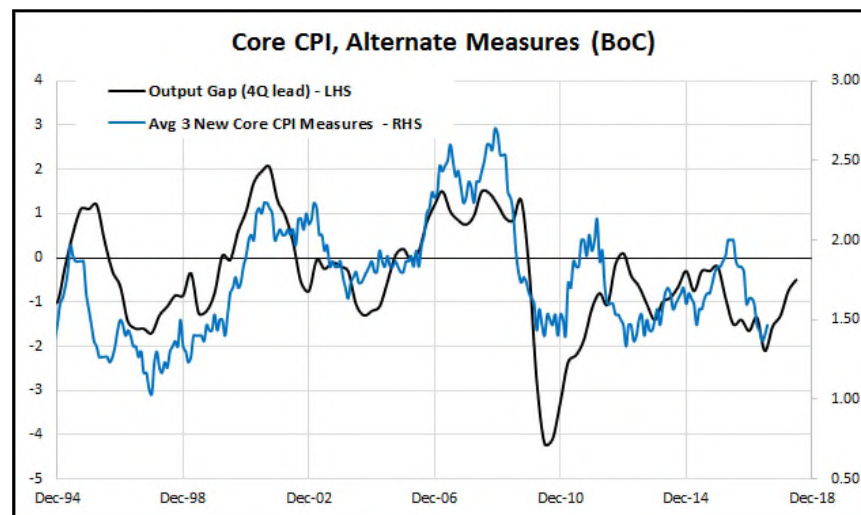
Core inflation by various measures remains below 2% target



Wage inflation remains soft



Reduced spare capacity raises the outlook for inflation



Source: HSBC Global Asset Management; Bloomberg; Statistics Canada; as at July 31, 2017  
Past performance is not an indication of future returns.

# North America

## Monetary Policy

- Following two rate increases in relatively quick succession, on July 12 and September 6, the Bank of Canada has now raised its target overnight rate to 1.00%.
- We anticipate up to two more rate hikes within the next 6-8 months.

Bank of Canada								
Current Policy Rate		1.00%						
Meeting Date	Implied Rate (%)	Cumulative Implied chg (bp)	Probabilities for cumulative implied change					
			-25bp	+25bp	+50bp	+75bp	+100bp	+125bp
25-Oct-17	1.105	10.5	0.0%	42.0%	0.0%	0.0%	0.0%	0.0%
6-Dec-17	1.180	18.0	0.0%	72.0%	0.0%	0.0%	0.0%	0.0%
17-Jan-18	1.310	31.0	0.0%	100.0%	24.0%	0.0%	0.0%	0.0%
7-Mar-18	1.395	39.5	0.0%	100.0%	58.0%	0.0%	0.0%	0.0%
18-Apr-18	1.460	46.0	0.0%	100.0%	84.0%	0.0%	0.0%	0.0%
30-May-18	1.480	48.0	0.0%	100.0%	92.0%	0.0%	0.0%	0.0%
11-Jul-18	1.490	49.0	0.0%	100.0%	96.0%	0.0%	0.0%	0.0%
5-Sep-18	1.495	49.5	0.0%	100.0%	98.0%	0.0%	0.0%	0.0%
24-Oct-18	1.500	50.0	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%
5-Dec-18	1.510	51.0	0.0%	100.0%	100.0%	4.0%	0.0%	0.0%
16-Jan-19	1.525	52.5	0.0%	100.0%	100.0%	10.0%	0.0%	0.0%
6-Mar-19	1.540	54.0	0.0%	100.0%	100.0%	16.0%	0.0%	0.0%
17-Apr-19	1.560	56.0	0.0%	100.0%	100.0%	24.0%	0.0%	0.0%
29-May-19	1.580	58.0	0.0%	100.0%	100.0%	32.0%	0.0%	0.0%
10-Jul-19	1.600	60.0	0.0%	100.0%	100.0%	40.0%	0.0%	0.0%
4-Sep-19	1.620	62.0	0.0%	100.0%	100.0%	48.0%	0.0%	0.0%

Source: HSBC Global Asset Management, September 7, 2017

Any forecast, projection or target contained in this presentation is for information purposes only and is not guaranteed in any way. HSBC accepts no liability for any failure to meet such forecasts, projections or targets.

# North America

## Monetary Policy

- The market continues to underprice policy rate tightening relative to the FOMC members median forecast.
- At this point, the market is not expecting any further action from the Federal Reserve this year.

### U.S. Federal Reserve

Current Policy Rate	1.00% - 1.25% band
Current Eff. Fed Funds Rate	1.15%

Meeting Date	Implied Rate (%)	Cumulative Implied chg (bp)	Probabilities for cumulative implied change					
			-25bp	+25bp	+50bp	+75bp	+100bp	+125bp
20-Sep-17	1.152	0.2	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%
1-Nov-17	1.158	0.8	0.0%	3.2%	0.0%	0.0%	0.0%	0.0%
13-Dec-17	1.215	6.5	0.0%	26.0%	0.0%	0.0%	0.0%	0.0%
31-Jan-18	1.225	7.5	0.0%	30.0%	0.0%	0.0%	0.0%	0.0%
21-Mar-18	1.240	9.0	0.0%	36.0%	0.0%	0.0%	0.0%	0.0%
2-May-18	1.255	10.5	0.0%	42.0%	0.0%	0.0%	0.0%	0.0%
13-Jun-18	1.265	11.5	0.0%	46.0%	0.0%	0.0%	0.0%	0.0%
1-Aug-18	1.280	13.0	0.0%	52.0%	0.0%	0.0%	0.0%	0.0%
26-Sep-18	1.290	14.0	0.0%	56.0%	0.0%	0.0%	0.0%	0.0%
8-Nov-18	1.300	15.0	0.0%	60.0%	0.0%	0.0%	0.0%	0.0%
19-Dec-18	1.310	16.0	0.0%	64.0%	0.0%	0.0%	0.0%	0.0%
30-Jan-19	1.320	17.0	0.0%	68.0%	0.0%	0.0%	0.0%	0.0%
20-Mar-19	1.330	18.0	0.0%	72.0%	0.0%	0.0%	0.0%	0.0%
1-May-19	1.345	19.5	0.0%	78.0%	0.0%	0.0%	0.0%	0.0%
12-Jun-19	1.360	21.0	0.0%	84.0%	0.0%	0.0%	0.0%	0.0%
31-Jul-19	1.380	23.0	0.0%	92.0%	0.0%	0.0%	0.0%	0.0%

Source: HSBC Global Asset Management, September 7, 2017

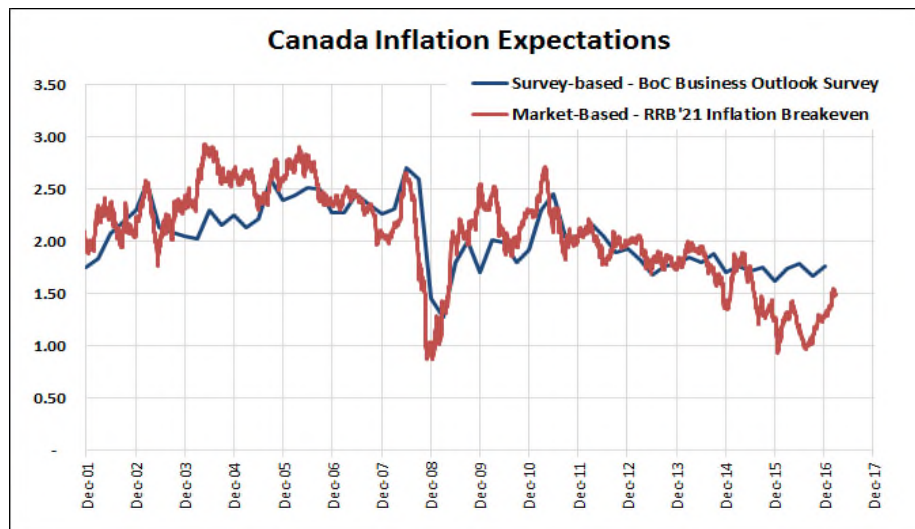
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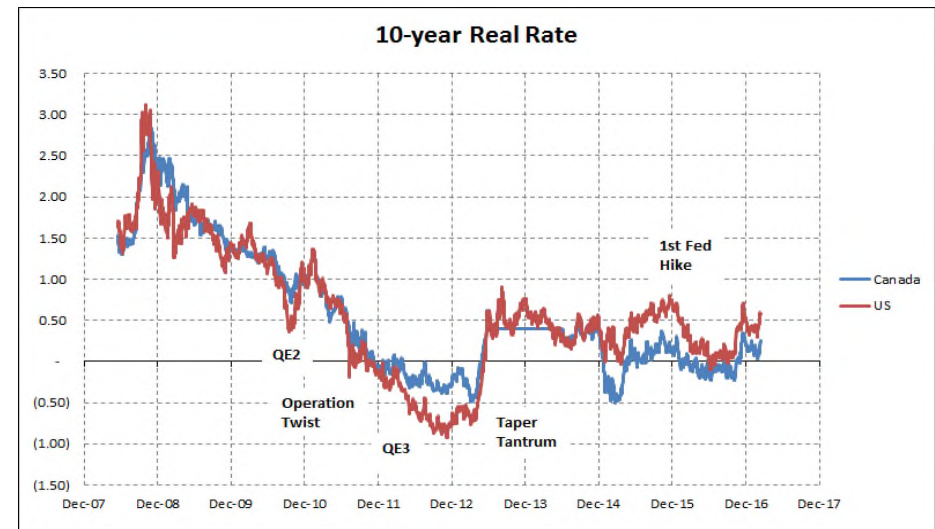
## Fixed Income market outlook – 2017

Rates offer better value than mid-2016 but still expected to rise further; credit looks attractive

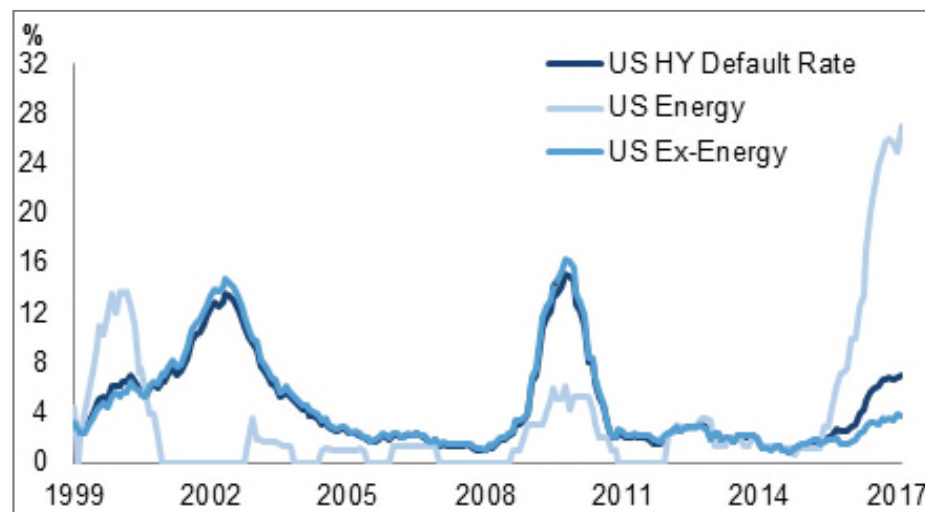
### Inflation expectations have risen slightly



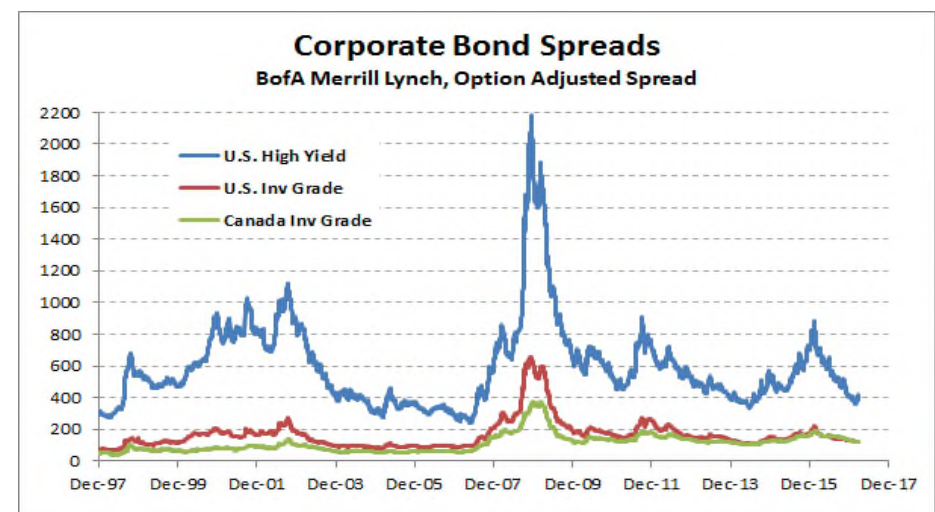
### Real yields now slightly positive but below historical avg



### Default rates outside of Energy remain low



### Yield spreads have narrowed, still historically attractive





# HSBC Global Asset Management

## “House Views” Summary

- Valuations are more attractive following the recent run-up in yields, but the economic environment is clearly much less bond friendly today and we still expect a gradual rise in longer-term interest rates in Canada over time.
- After significantly outperforming government bonds, investment grade and high yield credit valuations have become more expensive. However, we still believe valuations to be attractive and expect corporate bonds to continue to outperform and thus remain overweight.
- Globally, monetary policies continue to diverge. This is manifesting itself in extreme moves in FX and wide country bond spreads. The gap between Bunds and Treasuries is the widest since the 1980s. Monetary policy rates in Canada and the US are now expected to converge more quickly than previously anticipated. This has provided a significant boost to the Canadian dollar.

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Gross performance information - Performance data is calculated gross of fees and assumes the reinvestment of dividends, income and any capital gains and is net of transaction costs. The results are shown before the deduction of investment advisory fees and other expenses, which would reduce a return. Past performance is not indicative of future performance.

All investments involve risk including the loss of principal.

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July 7, 2017

Ms. Hanne Madsen  
Chairman, Finance and Audit Committee  
Kwantlen Polytechnic University  
Langley Campus, Office 2527  
20901 Langley By-Pass  
Langley, BC  
V3A 8G9

Dear Ms. Madsen,

Re: 2017 Semi-Annual Compliance Certificate – Kwantlen Polytechnic University

Please be advised that for the six month period ended June 30, 2017, the portfolio of Kwantlen Polytechnic University was managed in compliance with the Investment Policy Statement dated March, 2013.

Please kindly notify us if there are any changes to the Investment Policy of Kwantlen Polytechnic University and provide copies of the revisions. Feel free to contact us if you have any questions or comments.

Yours truly,

**HSBC Global Asset Management (Canada) Limited**



Jim Huggan  
Chief Investment Officer



Danny Chan  
Chief Compliance Officer

## **KWANTLEN UNIVERSITY COLLEGE**

Quarterly Investment Report  
30 June 2017

### **HSBC Global Asset Management (Canada) Limited**

George Popov - VP, Institutional Investments  
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V6C 3E9  
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30 June 2017

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30 June 2017

## Portfolio Snapshot

### Investment Objective

The investment objective of this portfolio is to outperform the comparison benchmark

Portfolio value at the end of the quarter: CAD \$35,352,759

### Historical Performance - Gross of Fees

	Three Months	Year to Date	One Year	Two Years	Three Years	Four Years	Five Years
Portfolio	(0.27)	1.15	0.64	1.92	2.88	3.50	3.16
Benchmark	(0.27)	0.80	(0.36)	1.63	2.76	3.26	2.77

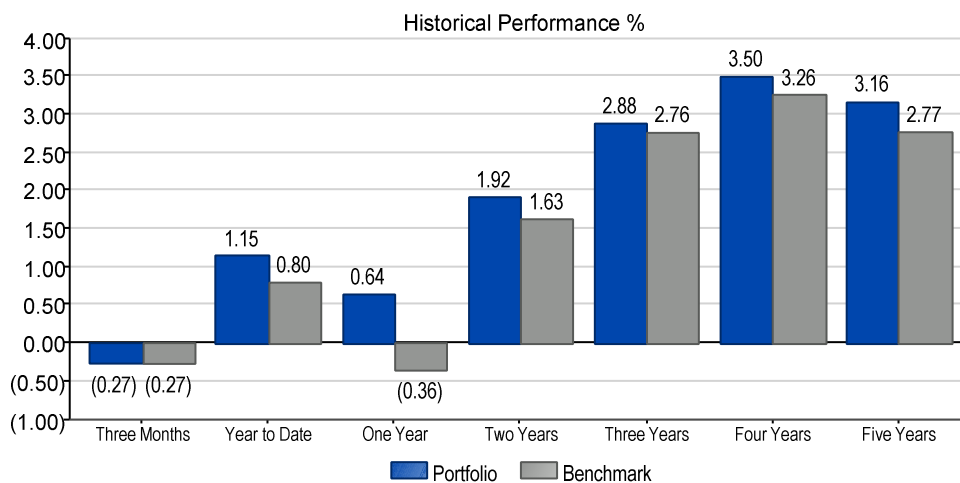
Comparison benchmark is the 50% FTSE TMX ST Bond, 50% FTSE TMX MT Bond eff 01 November 2008

Periods greater than one year are annualized.

### Asset Class Performance

	Three Months	Year to Date	One Year	Two Years	Three Years	Four Years	Five Years
Short Term Notes	0.09	0.20	0.44	0.44	0.56	0.66	0.71
Bonds	(0.26)	1.17	0.65	1.93	2.94	3.56	3.21

### Performance History



Performance start date: 31 Aug 2005

Source: HSBC Global Asset Management (Canada) Limited

## Portfolio Snapshot (Cont.)

30 June 2017

## Top Ten Holdings

	Ending Market Value	% of Total
CANADA HOUSING TRUST 2.55% 15-03-2025 REG	3,963,754.60	11.21
ONTARIO(PROV OF) 3.5% 02/06/2024	2,738,230.03	7.75
NEW BRUNSWICK(PROV 4.4% DEB 03/06/2019 CAD1000	1,937,055.23	5.48
CANADA HOUSING TST BDS 2.25% 15/12/25 CAD5000	1,810,117.07	5.12
QUEBEC(PROV OF) 4.25% NTS 01/12/21 CAD1000	1,459,878.43	4.13
ALBERTA(PROV OF) 2.2% BDS 01/06/26 CAD1000	1,079,181.26	3.05
NEWFOUNDLAND(PROV) 1.95% BDS 02/06/2022 CAD	899,000.94	2.54
ALBERTA(PROV OF) 2.55% MTN 15/12/22 CAD1000	771,305.71	2.18
CMNWLTH BK OF AUST 5.15% SR NT 09/04/2020 CAD	624,851.72	1.77
TORONTO ONT CDA DEB 2.4% 07/06/2027	592,659.11	1.68
<b>Total %</b>		<b>44.91</b>

Source: HSBC Global Asset Management (Canada) Limited



30 June 2017

## Portfolio Composition

## Top 5 Contributors by Holding 01 Apr 2017 - 30 Jun 2017

	Weight %	Return %	Contribution
TORONTO(MUN OF) 2.4% BDS 24/06/2026 CAD	0.00	3.21	0.05
BK OF AMERICA CORP FRN 5.29% 30/05/2022	1.47	1.30	0.02
ALBERTA(PROV OF) 2.2% BDS 01/06/26	3.05	0.31	0.01
JPMORGAN CHASE & CO FRN SUB 22/02/2021	0.91	0.90	0.01
CANADIAN IMPERIAL BANK 3.42%	0.33	0.50	0.01

## Top 3 Contributors by Sector 01 Apr 2017 - 30 Jun 2017

	Weight %	Return %	Contribution
Municipal	1.21	0.98	0.05
Financial	0.36	0.43	0.00
Mortgage-backed	7.28	(0.08)	(0.01)

## Bottom 5 Contributors by Holding 01 Apr 2017 - 30 Jun 2017

	Weight %	Return %	Contribution
HOME TRUST CO 3.4% BDS 10/12/18 CAD1000	0.00	--	(0.13)
TORONTO ONT CDA DEB 2.4% 07/06/2027	1.68	--	(0.04)
CANADA HOUSING TRUST 2.55% 15-03-2025 REG	11.21	(0.19)	(0.02)
CANADA HOUSING TST BDS 2.25% 15/12/25	5.12	(0.04)	(0.02)
QUEBEC(PROV OF) 4.25% NTS 01/12/21	4.13	(0.47)	(0.02)

## Bottom 3 Contributors by Sector 01 Apr 2017 - 30 Jun 2017

	Weight %	Return %	Contribution
Corporate	44.96	(0.44)	(0.20)
Provincial	28.61	(0.15)	(0.08)
Federal	17.01	(0.15)	(0.04)

Source: HSBC Global Asset Management (Canada) Limited

30 June 2017

## Periods ending June 30, 2017

	5 Years <sup>1</sup>	4 Years <sup>1</sup>	3 Years <sup>1</sup>	2 Years <sup>1</sup>	1 Year	Year-to-Date	Q2, 2017
	%	%	%	%	%	%	%
<b>Market Indices</b>							
FTSE TMX 91-Day T-Bills Index	0.76	0.69	0.60	0.47	0.45	0.19	0.09
FTSE TMX Short Term Bond Index	1.94	2.09	1.72	0.88	0.20	0.25	-0.42
FTSE TMX Mid Term Bond Index	3.58	4.43	3.79	2.37	-0.93	1.34	-0.13
FTSE TMX Canada Universe Bond Index	3.29	4.18	3.79	2.58	0.02	2.36	1.11

(1) Annualized

Source: FTSE TMX Global Debt Capital Markets Inc.

Past performance is not indicative of future performance.

30 June 2017

## Economic Review and Outlook

On balance, the economic and market environment we describe appears to be a lot more favourable than it was 12 months ago. Gone, at least for now, are fears of secular stagnation and of a return to recession. Instead, our Nowcasts, which take the temperature of the world economy by modelling today's 'hard' and 'soft' economic data and converting it into a measure of current Gross National Product (GNP), confirm that in most countries economic growth is now running at or above trend.

The behaviour of equity and fixed income markets in recent months has reflected this more favourable economic performance, but despite this the investment environment is still fraught with difficulties and a number of key risks continue to concern investors. Unfortunately, we are still navigating very difficult waters.

As we see it, investors face three broad issues. First, with real interest rates still at extraordinary low levels the prospective returns on all assets are very low by historical standards. Some analysts believe this means that risk assets, i.e. equities and corporate bonds, for example, are expensive and likely to correct at some stage. We disagree. Based on our models, risk premia are around 'normal' today so that global equity markets, for example, represent 'fair value' overall.

Second, there is a possibility that rapid increases in interest rates, which might happen if the Federal Reserve (Fed) were to tighten policy aggressively, for example, could undermine those 'fair values' and hence lead to a meaningful correction. In our view this is a real risk and one that has become more present given the much improved cyclical position of most economies. It is somewhat ironic that even better economic news may not be good for markets. However, even on this count we remain sanguine, at least for now. Notwithstanding the length of the US economic cycle and that economy's recent performance, wage and inflation pressures remain very subdued. It still seems likely that the interest rate cycle will be 'slow and low' and that augurs relatively well for markets.

However, the anaemic growth in wages we are witnessing in the world's major economies is directly related to the third key market risk. And that is the rise of populism and its potential impact on the political scene in the western democracies. Indeed, it was this very risk which many commentators, wrongly as it turned out, were very focused on at the beginning of the year and which they argued would lead to bouts of significant market volatility. However, despite favourable market performance year to date, the risk of political developments which surprise markets is not going away, as we witnessed in the UK's general election. The key to managing this risk, as and when it appears, will be to distinguish between the political 'bark' and the real-world 'bite' of its impact on economic policy. Political noise often makes the headlines, but it is economic policy and the outlook for growth, inflation and rates which moves markets.

30 June 2017

# Canadian Fixed Income

## Review

While economic growth in Canada started the year quite strongly, the data in the US in Q2 was notably softer than the previous two quarters. This, coupled with ongoing concerns surrounding the ability of the Trump administration to deliver on its pro-growth and reflation agenda, put downward pressure on North American bond yields through most of the quarter. In June however, many key central banks including the Fed, the Bank of England and even the European Central Bank began to signal that global policy rates were likely to be moving higher in concert following years of aggressive, coordinated monetary stimulus. The messaging from the Bank of Canada took an abrupt about face, moving from an easing to a tightening bias in only a few weeks. This shift in tone from the global central banks sent bond yields sharply higher into quarter end. Overall, the increasing evidence of a more universal global expansion continues to provide a positive backdrop for equity markets and challenging outlook for fixed income assets going forward. For global fixed income markets this resulted in mixed returns across different sectors and terms. The 10-year Government of Canada bond yield, commonly looked at as a proxy for the broad market, which spiked 72 basis points to 1.72% in Q4, 2016 and finished Q1 at 1.63%, ended the first half of 2017 at 1.76% -after trading as low as 1.39% in early June. On the quarter the overall yield in the Canadian bond market rose from 2.06% to 2.17% - essentially back to where it started the year. This generated total returns for the broad Canadian bond market of 1.11% in Q2, driven by long-term bonds (+4.11% in Q2) which strongly outperformed both short (-0.42%) and mid-term (-0.13%) bonds on the quarter. There also continued to be significant divergence in the performance of the different sectors of the market in Q2. Provincial bonds (2.12%) were the best performing sector of the market due to their longer average term, outperforming both Government of Canada bonds (0.20%) and Corporate bonds (1.02%). Over the past year Corporate bonds (+2.59%) have been the best performing sector, followed by Provincial bonds (+0.02%) and Government of Canada bonds (-1.92%). The shape of the yield curve flattened in Q2 with the difference between two year and 30 year Government of Canada yields ending the quarter 47 basis points lower at 105 bps versus 152 at the end of Q1.

## Strategy

While pro-growth policy initiatives (tax cuts, deregulation and infrastructure spending among others) in the US are expected to boost not only US but global growth in the next few years, the challenges of the legislative process have tempered expectations in recent months. The resumption of the Fed's tightening of monetary policy, and likely rate hikes in Canada and the UK later this year, may also dampen expectations somewhat, but this global tightening cycle is expected to see rates raised at a measured pace. In addition, while global monetary policy appears set to move in a similar direction, central banks will stand ready to provide renewed support to their economies if need be. Expansionary Fiscal Policy which has been mostly absent in recent years is also now expected to support a number of economies around the world, Canada included as the Liberal government's spending program picks up pace. The consumer is less likely to add significantly to growth in 2017 while net exports and fiscal stimulus should be positive. The Bank of Canada is now expected to begin to tighten monetary policy in the second half of the year. They have quickly moved from an easing to a tightening bias, stating that the two rate cuts initiated in 2015 to help alleviate the economic impact of the oil price correction at largely done their job. Additionally, they have highlighted the time lag associated with monetary policy changes and the need to proactively deal with inflationary pressures. Thus, two rate hikes are now expected by the markets by early 2018. At this point, with longer term yields expected to rise modestly over the next year, the objective will be to maintain the portfolio's interest rate exposure at or slightly below the benchmark in the near term. With yields at the short end of the yield curve now discounting two rate hikes, we would expect that upward pressure on longer term yields will lead to a steepening of the yield curve. We feel that the corporate sector remains fundamentally sound with improving earnings growth and defensively positioned balance sheets. Despite valuations in credit markets having deteriorated over

30 June 2017

the past few quarters we continue to prefer provincial and corporate bonds over Government of Canada bonds and will look to remain overweight these sectors.

## Important Disclosure

### PLEASE REVIEW THIS STATEMENT

Please examine each entry and balance on this statement and report any discrepancies to your account manager. If we are not notified of any errors, omissions, or irregularities in this statement within thirty (30) days after receiving or being deemed to have received this statement, this statement will be considered accurate.

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

**Regular Meeting**  
**4.3**  
**September 27, 2017**  
**Jerry Basran**

**Agenda Item:** RBC Dominion Securities Investment Adherence Report and Portfolio Report

<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:** The Board Finance Committee received and discussed the RBC Dominion Securities Adherence Report and Portfolio Review at its meeting held on September 18, 2017.

**Context & Background:** The Board of Governors has assigned responsibility for the short and long-term financial health of the University to the Finance Committee. Consistent with its Terms of Reference, the Finance Committee has responsibility for overseeing the investment strategy of the University and will receive reports at least annually.

**Key Messages:** *[maximum of three]* **Jerry Basran, Investment & Wealth Advisor of the Basran Wealth Management Group will present the RBC Dominion Securities Investment Adherence Report and Portfolio Report.**

**Resource Requirements:** The Board of Governors has assigned responsibility for the short and long-term financial health of the University to the Finance Committee. Consistent with its Terms of Reference, the Finance Committee has responsibility for overseeing the investment strategy of the University and will receive reports at least annually.

**Implications / Risks:** N/A

**Consultations:** The Board of Governors has assigned responsibility for the short and long-term financial health of the University to the Finance Committee. Consistent with its Terms of Reference, the Finance Committee has responsibility for overseeing the investment strategy of the University and will receive reports at least annually.

**Attachments:**  
1. KPU Portfolio Summary & Letter of Adherence dated July 31, 2017  
2. KPU Portfolio Review as at June 30, 2017

**Submitted by:** Joe Sass, Executive Director, Finance

**Date submitted:** September 19, 2017



**RBC Wealth Management**  
Dominion Securities

July 31, 2017

**RBC Dominion Securities Inc.**

2626 Croydon Drive, Suite 400  
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**Kwantlen Polytechnic University Semi-annual Summary and Adherence (to Jun 30, 2017)**

To: KPU Finance and Audit Committee of the Board of Governors  
From: Jerry S. Basran, Vice-President, Investment and Wealth Advisor  
Subject: Portfolio Summary and Adherence

**I. Purpose**

Kwantlen Polytechnic University and its authorized officers have provided the investment framework by which the assets of the University's portfolio have been managed by The Basran Wealth Management Group and RBC Dominion Securities Inc.

Within that framework, this will confirm that we have responsibly managed and have adhered to the investment principles set out in the Investment Policy Statement provided by the Board of Governors. We will continue to make recommendations in keeping with the principals set out and act only in the interest of Kwantlen Polytechnic University.

**II. Reporting**

**360-29885 (Investment Account)** We have included a summary of returns in the portfolio at 6 months, 1 year, and 5 years respectively.

**810-18304 (Short-term Account)** Account was inceptioned in April 2013 under # 360-79615 and transferred to # 810-18304 in Oct 2014. We have included a summary of returns at 6 months, 1 year, and since inception respectively.

We are committed and will continue to provide the best possible service to your portfolio. We value the relationship we have built and welcome you to contact us if you have any questions or concerns.

Sincerely,  
RBC Dominion Securities

**Jerry S. Basran, BBA, CSWP, CIWM, FCSI**  
Vice President, Investment and Wealth Advisor



# Portfolio Review

**Merge Number:** 36079615-000-M **IA Code:** TT3 **Period From:** Jan. 01, 2017 - June 30, 2017

**Merge Name:** KWANTLEN SHORT TERM CONSOL. **Currency:** CANADIAN DOLLARS

Short-term Account (6 Months ending Jun. 30, 2017)

## Investment Return

### Period From :

Jan. 01, 2017 - June 30, 2017

Interest	0.00
Dividends	0.00
Managed Fund Distribution	0.00
Other Distributions	0.00
Change in Market Value	13,145.98
<b>Total Investment Return</b>	<b>13,145.98</b>
<b>Rate of Return %</b>	<b>0.47%</b>

## Capital Review


### Period From :

Jan. 01, 2017 - June 30, 2017

Beginning Portfolio Value	2,782,608.31
Deposits/Transfer Ins	0.00
Withdrawals/Transfer Outs	0.00
Total Investment Return	13,145.98
<b>Ending Portfolio Value</b>	<b>2,795,754.29</b>

### For the current period:

Your Beginning Portfolio Value includes accrued interest of	6,861.90
Your Ending Portfolio Value includes accrued interest of	20,007.88

 This statement should not be used for income tax reporting purposes.

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# Portfolio Review

**Merge Number:** 36079615-000-M **IA Code:** TT3 **Period From:** July 01, 2016 - June 30, 2017

**Merge Name:** KWANTLEN SHORT TERM CONSOL. **Currency:** CANADIAN DOLLARS  
 Short-term Account (1 Year ending Jun. 30, 2017)

## Investment Return

### Period From :

July 01, 2016 - June 30, 2017

Interest	26,702.08
Dividends	0.00
Managed Fund Distribution	0.00
Other Distributions	0.00
Change in Market Value	-1,098.32
<b>Total Investment Return</b>	<b>25,603.76</b>
<b>Rate of Return %</b>	<b>0.92%</b>

## Capital Review


### Period From :

July 01, 2016 - June 30, 2017

Beginning Portfolio Value	2,770,150.53
Deposits/Transfer Ins	0.00
Withdrawals/Transfer Outs	0.00
Total Investment Return	25,603.76
<b>Ending Portfolio Value</b>	<b>2,795,754.29</b>

### For the current period:

Your Beginning Portfolio Value includes accrued interest of	21,106.20
Your Ending Portfolio Value includes accrued interest of	20,007.88

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# Portfolio Review

**Merge Number:** 36079615-000-M **IA Code:** TT3 **Period From:** Apr. 01, 2013 - June 30, 2017

**Merge Name:** KWANTLEN SHORT TERM CONSOL. **Currency:** CANADIAN DOLLARS

Short-term Account (Since inception - Apr. 1, 2013 to Jun 30, 2017)

Investment Return	Period From :
	Apr. 01, 2013 - June 30, 2017


Interest	114,278.61
Dividends	0.00
Managed Fund Distribution	68,411.10
Other Distributions	0.00
Change in Market Value	1,564.58
<b>Total Investment Return</b>	<b>184,254.29</b>
<b>Rate of Return %</b>	<b>1.24%</b>

Capital Review	Period From :
	Apr. 01, 2013 - June 30, 2017

Beginning Portfolio Value	4,611,500.00
Deposits/Transfer Ins	2,725,199.67
Withdrawals/Transfer Outs	-4,725,199.67
Total Investment Return	184,254.29
<b>Ending Portfolio Value</b>	<b>2,795,754.29</b>

**For the current period:**

Your Ending Portfolio Value includes accrued interest of	20,007.88
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# Portfolio Review

**Merge Number:** 36029885-000-M **IA Code:** TT3 **Period From:** Jan. 01, 2017 - June 30, 2017

**Merge Name:** KWANTLEN INVESTMENT CONSOL **Currency:** CANADIAN DOLLARS  
**Investment Account (6 Months ending Jun. 30, 2017)**

## Investment Return

### Period From :

Jan. 01, 2017 - June 30, 2017

Interest	56,036.21
Dividends	0.00
Managed Fund Distribution	8,447.08
Other Distributions	0.00
Change in Market Value	-2,326.69
<b>Total Investment Return</b>	<b>62,156.60</b>
<b>Rate of Return %</b>	<b>0.82%</b>

## Capital Review

### Period From :

Jan. 01, 2017 - June 30, 2017

Beginning Portfolio Value	7,611,040.45
Deposits/Transfer Ins	0.00
Withdrawals/Transfer Outs	0.00
Total Investment Return	62,156.60
<b>Ending Portfolio Value</b>	<b>7,673,197.05</b>

### For the current period:

Your Beginning Portfolio Value includes accrued interest of	12,491.39
Your Ending Portfolio Value includes accrued interest of	12,436.55

**T** This statement should not be used for income tax reporting purposes.

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# Portfolio Review

**Merge Number:** 36029885-000-M **IA Code:** TT3 **Period From:** July 01, 2016 - June 30, 2017

**Merge Name:** KWANTLEN INVESTMENT CONSOL **Currency:** CANADIAN DOLLARS  
**Investment Account (1 Year ending Jun. 30, 2017)**

## Investment Return

### Period From :

July 01, 2016 - June 30, 2017

Interest	118,307.98
Dividends	0.00
Managed Fund Distribution	38,277.77
Other Distributions	0.00
Change in Market Value	-96,055.13
<b>Total Investment Return</b>	<b>60,530.62</b>
<b>Rate of Return %</b>	<b>0.79%</b>

## Capital Review


### Period From :

July 01, 2016 - June 30, 2017

Beginning Portfolio Value	7,612,666.43
Deposits/Transfer Ins	0.00
Withdrawals/Transfer Outs	0.00
Total Investment Return	60,530.62
<b>Ending Portfolio Value</b>	<b>7,673,197.05</b>

### For the current period:

Your Beginning Portfolio Value includes accrued interest of	13,846.56
Your Ending Portfolio Value includes accrued interest of	12,436.55

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# Portfolio Review

**Merge Number:** 36029885-000-M **IA Code:** TT3 **Period From:** July 01, 2012 - June 30, 2017

**Merge Name:** KWANTLEN INVESTMENT CONSOL **Currency:** CANADIAN DOLLARS

Investment Account (5 Years ending Jun. 30, 2017)

## Investment Return

### Period From :

July 01, 2012 - June 30, 2017

Interest	875,420.25
Dividends	0.00
Managed Fund Distribution	171,744.23
Other Distributions	0.00
Change in Market Value	-235,431.59
<b>Total Investment Return</b>	<b>811,732.89</b>
<b>Rate of Return %</b>	<b>1.81%</b>

## Capital Review


### Period From :

July 01, 2012 - June 30, 2017

Beginning Portfolio Value	6,986,663.83
Deposits/Transfer Ins	9,211,500.00
Withdrawals/Transfer Outs	-9,336,699.67
Total Investment Return	811,732.89
<b>Ending Portfolio Value</b>	<b>7,673,197.05</b>

### For the current period:

Your Beginning Portfolio Value includes accrued interest of	37,125.85
Your Ending Portfolio Value includes accrued interest of	12,436.55

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

**Regular Meeting**  
**#4.4**  
**September 27, 2017**  
**Wayne Tebb**

**Agenda Item:** Program Concept: Graduate Diploma in Green Business Management and Sustainability (GRMT)

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the Program Concept for the Graduate Diploma in Green Business Management and Sustainability (GRMT) effective September 1, 2018 as recommended by the Board Governance &amp; Board Finance Committees.</b>
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**Board Committee Report:** The Board Governance and Board Finance Committees reviewed the Program Concept for the Graduate Diploma in Green Business Management and Sustainability (GRMT) at meetings held on September 6, 2017 and September 18, 2017 respectively and recommended it to the Board of Governors for approval.

**Context & Background:** On May 12, 2017, the School of Business Faculty Council endorsed the program concept for the Graduate Diploma in Business Administration – Green Business Management & Sustainability Concentration (GRMT).

On May 18, 2017, the Provost approved the concept paper for the Graduate Diploma in Business Administration – Green Business Management & Sustainability Concentration (GRMT).

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

- 1. Self-Funded new programming to support the 5% FTE annual growth, that is designed to meet the time availability requirements of emerging professionals and aligns with the utilization of new KPU infrastructure**
- 2. Distinctive program that provides graduates with the skills needed to make business decision in a domestic and global context**
- 3. Program courses will be developed at the graduate (6000-level) to allow for articulation into MBAs**

**Resource Requirements:** Self-Funded program designed to be eventually offered out of KPU Civic Plaza

**Implications / Risks:** Current brand recognition is a risk to the recruitment and the management of international enrollment (the right international student being recruited.)

**Consultations:**

- Senate endorsed for recommendation to the Board of Governors on June 26, 2017
- Senate Standing Committee on University Budget on June 16, 2017



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

**Regular Meeting**  
**#4.4**  
**September 27, 2017**  
**Wayne Tebb**

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- Senate Standing Committee on Academic Planning & Priorities June 9, 2017
- Polytechnic University Executives on June 6, 2017
- School of Business Faculty Council on May 12, 2017
- School of Business Curriculum Committee on May 5, 2017

**Attachments:** Program Concept: Graduate Diploma in Business Administration – Green Business Management and Sustainability (GRMT)

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

**Date submitted:** September 19, 2017



This form is to be used for all proposed non-degree programs that are going to Senate for approval. Please submit the completed concept form, including all supplementary documentation, to Senate Office at [Senate@kpu.ca](mailto:Senate@kpu.ca) at least two weeks before the next meeting of the Senate Standing Committee on Academic Planning and Priorities. For more information on how to complete this concept form, or to submit a completed concept paper for approval by Senate and the Board, please contact the Vice Chair of Senate.

**Please include the following completed documents:**

- ☒ 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:	School of Business		
Department:	N/A		
Developer:	Luis Villalba, Ph.D., Ed.D.	Phone:	604.599.3438
		Email:	luisfernando.villalba@kpu.ca
Dean:	Wayne Tebb, MBA	Phone:	604.599.3252
		Email:	Wayne.Tebb@kpu.ca

## PROGRAM INFORMATION

Name of proposed program ( <i>include all related programs, such as minors</i> ):	Graduate Diploma in Business Administration – Green Business Management & Sustainability Concentration
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## SUMMARY OF THE PROPOSED PROGRAM

**Please provide a brief summary of the proposed program (250 words max):**

The Green Business Management and Sustainability program is for those professionals interested in venturing into the growing and evolving business movement of managing companies and organizations that are Green or Greening themselves. It is also for professionals that have an interest in agriculture, energy, trade, and political science who want to develop a career in business, in particular, Green Business. The Green Business program has many elements of a traditional business management program at the same time it provides professionals with the knowledge, skills and tools to direct companies and organizations towards environmental and economic sustainability.

This program combines the concepts of management and business administration within the context of managing Green products and services, Green IP, Green and Clean Tech, as well as concepts and applications related to Ecological Economics. The Graduate Diploma in Business Administration – Green Business Management & Sustainability program consists of five (15 credits) general management courses that will allow students to develop business-related critical thinking and analysis skills, communication skills, teamwork and interpersonal skills, and attain a solid understanding of how to interpret and synthesize core business, financial and performance data to make informed decisions in a competitive and ever-more regulated business environment including eco-sustainability. Following this, students complete six (18 credits) courses of focused GRMT courses. The six GRMT courses develop

students' ability to apply best-in-practice processes and tools to a wide range of business and management issues and opportunities to support informed decision making in technical business situations / environments.

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

Please provide evidence of how the proposed program aligns with KPU's Mission and Mandate, Strategic Plan, and Academic Plan (250 words max):

### KPU Strategic and Academic Plan

- **KPU Research Plan:** KPU is emerging as a leader in British Columbia in promoting a range of sustainability initiatives in agriculture, horticulture, food systems, environmental protection technology and public policy aimed at reducing unsustainable practices (KPU Research Plan pg.9). To this we add this new initiative of Green and Clean Business Management and Sustainability. Elements of sustainability have been intrinsically woven as part of every course taught. This includes the concept of "Purposeful Innovation" also indicated in KPU's Research Plan (pg.10).
- **Encourage the renewal and innovation in the approaches to teaching and learning:** In the case of the program proposed, "Green Marketing" looks at the design of products and services for sustainability. We will be teaching professionals that will conceptualize products that will use inputs that do not harm the environment and that will be re-used and recycled once its life-cycle is finished (e.g. cradle-to-cradle). In the Green and Clean Technologies course, professionals will learn about technologies that have been designed for sustainability. During the Capstone course, professionals will have the opportunity to "design" purposeful innovation and also incorporate applied research.
- **Increasing Experiential Learning Opportunities:** The Academic Plan encourages scholarly activity to advance teaching through expanded knowledge, content engagement and knowledge mobilization. Launch faculty/ student research projects. As an option for expanded learning, this proposed program will offer a work-term where professionals will get industry experience or work on a Launchpad environment where they will be working on inventions or innovations individually or in groups. We are also exploring the possibility of students taking on applied industry or company analysis.
- **On Defining learning Outcomes and Methods of Demonstrating Student Capability:** Ensure KPU's programs and courses focus on the cultivation of specific core competencies - among them: Creative and critical thinking, Scientific and technological capabilities, Global Perspectives, Environmental stewardship, Social and economic entrepreneurship.
- **Self-Funded new programming to support the 5% FTE annual growth**
- **Program curriculum continue to enhance KPU's industry standing as it will leverage industry partnerships and relationship for experiential learning and applied projects / research.** Will allow the School of Business to expand its support of applied project partnerships with the region's economic development bodies and agencies (City Gov't, Boards of Trade, Industry Associations, Professional Associations, Incubators)
- **The Program also has well-defined learning outcomes and will follow ACBSP on-going learning outcome assessments from the beginning of its deployment.** The program offers several opportunities for experiential learning: from one-semester work term, working on a Launchpad organization to working on applied research on Industry or Company analysis.

**PROPOSED IMPLEMENTATION SCHEDULE**

Please provide the intended implementation schedule for the new program. Please include evidence of the appropriateness of the schedule, given the timing of the proposal and readiness of the institution to offer the program. (250 words max)

**Program Concept Development**

- March 2017 – September 2017
  - KPU Approvals
    - May 5 – Curriculum Council
    - May 12 – Faculty Council
    - May 18 – Provost Approval
    - June 6 – PUE Approval
    - June 9 – SSCAPP Approval
    - June 16 – SSCUB Approval
    - June 26 – Senate Approval
    - Sept 12 – Governance Approval
    - Sept 19 – Finance & Audit Approval
    - Sept 28 – Board Approval

**Full Program Development**

- June 2017 – March 2018
  - KPU Approvals
    - Sept/Oct – Provost Alignment Approval
    - Oct 2 – Curriculum Council
    - Oct 9 – Faculty Council
    - Nov 1 – SSCC Approval
    - Nov 10 – SSCAPP Approval
    - Nov 27 – Senate Approval
    - TBA – Governance Approval
    - Feb 7 – Board Approval
  - PSIPS Review – Mar 2018

**Course & Curriculum Development**

- March 2017 – March 2018
  - Course Outline Development
    - Outlines will be approved as the program is being approved
- May 2018 – August 2018
  - Course Presentation Development
    - This is the responsibility of the vetted faculty to prepare

**Operation Development**

- September 2017 – December 2017
  - Admission Process Development
    - This would need to be developed with Admissions. Part of this process is already developed for the existing post baccalaureate programs
- December 2017 – January 2018
  - First Intake Coordination

- This process is already developed for the current post baccalaureate programs and will need to be modified
- March 2018 – May 2018
  - Vetting for Instructors
    - This process will need to be developed as there is no process/committee. It may fall under the same committee as the Post Baccalaureate Program committee that is being developed

**Marketing & Recruitment**

- February 2018 - March 2018
  - Marketing Materials Development
    - Concepts and general design have already been determined from the existing post baccalaureate programs
- March 2018 – September 2018
  - Recruiting Students for Program
    - Action plan and tactics will be modified from learnings from the recruitment for the existing post baccalaureate programs.

**Program Launch**

- August 2018
  - Orientation for Faculty
    - Orientation will already be developed for Faculty from the existing post baccalaureate programs
- September 2018
  - First Intake of Students
- September 2018
  - Orientation for New Students
    - Orientation will already be developed for Students from the existing post baccalaureate programs

# Program Proposal Feasibility Assessment Request Form

Please note this request form, when completed, will be part of the Concept document submitted to Senate, and part of the submission to the Ministry of Advanced Education (AVED).

Please complete each cell in the right hand column. If you have any questions, please contact IAP at <iap@kpu.ca>.

When completed, please email a copy to <[iap@kpu.ca](mailto:iap@kpu.ca)> & <lori.mcelroy@kpu.ca>.

<b>Date assessment required</b> <i>Note: IAP generally needs at least a month notice to do a feasibility assessment.</i>	Feb 28 <sup>th</sup> , 2017
<b>Name of person to contact for additional information</b>	Travis Higo, <a href="mailto:travis.higo@kpu.ca">travis.higo@kpu.ca</a> , 778-939-7062
<b>OVERVIEW</b>	
<b>Academic unit offering proposed program</b> <i>Specify Faculty and department or unit within the Faculty that will deliver the program</i>	School of Business, N/A
<b>Name of proposed program</b> <i>(include all related programs, such as minors)</i>	Graduate Diploma in Green Business Management & Sustainability
<b>Classification of Instructional Program (CIP)</b> <a href="http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPPage1&amp;db=imdb&amp;dis=2&amp;adm=8&amp;TV=127939">http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPPage1&amp;db=imdb&amp;dis=2&amp;adm=8&amp;TV=127939</a> <i>(Please provide a 6-digit number. Contact IAP for assistance if required)</i>	52.0201, Business administration and management, general
<b>Program development/revision status</b> <i>Indicate whether this is a new program or a revision of an existing program</i>	New Program

## PROGRAM DESCRIPTION & STRUCTURE

### Description of discipline

*In two or three sentences, provide an overview of the discipline.*

A Green and Sustainable Business is any organization that participates in environmentally friendly or green activities, processes, products, manufacturing and distribution. Green and Sustainable Businesses have minimal negative impact on the local or global environment, community, society and economy and strive to meet the triple bottom line (economy, business and the environment). Often, Green and Sustainable Businesses have progressive environmental and human rights policies. A Green and Sustainable Business usually matches the following criteria: 1) It incorporates principles of sustainability into each of its business decisions, 2) It supplies environmentally friendly products that replaces demand for non-green products and services, 3) It is greener than the traditional competition, 4) It has made an enduring commitment to environmental principles.

### Program description

*In approximately 300-500 words, provide an overview of the proposed program, including:*

- *its relationship to the discipline (i.e. focus of program),*
- *program objectives (list 3-5), and*
- *key learning outcomes (list 3-5)*

*Please be specific.*

The Green Business Management and Sustainability (GRMT) program is for those professionals interested in venturing into the growing and evolving business movement of managing companies and organizations that are Green or Greening themselves. The Green Business program has many elements of a traditional business management program but at the same time it provides professionals with the knowledge, skills and tools to direct companies and organizations towards environmental and economic sustainability.

This program combines the concepts of management and business administration within the context of managing Green products and services, Green IP, Green and Clean Tech, as well as concepts related to Ecological Economics. With completion of the GRMT program graduates will have attained a strong applied management knowledge base, be able to demonstrate their ability in applying business and management processes, tools and strategies as part of seeking or maintaining (via professional development credits) their professional accreditation or designation.

Graduates will also be able to apply Green and Greening business concepts to different areas of operations from marketing, finance to Green IP and Knowledge Management and Sustainability in a domestic and international context.

The program will prepare graduates to:

- Graduates will leave the program with the ability to integrate the study of management and the interdependence and co-evolution of human economies and natural ecosystems. This comes from analysis at the inter, intra and transdisciplinary levels. Students will create business plans, projects, marketing plans or sustainability reports to prove such knowledge.
- Graduates will define and analyze value chain activities, relating to product cycles and be able to integrate sustainability initiatives of the value chain. Learners will be able to measure, account and report sustainability initiatives as a means of driving their success.
- Graduates will be able to understand and be able to make management-based decisions on renewable energies such as solar, wind, ocean, geothermal, biofuel as they related to organizational cost-

	<p>savings, business opportunities or innovation. They should be able to contribute to policy discussions on renewable energies at the local, regional and extra-regional level, in addition to topics related to waste-management and water.</p> <ul style="list-style-type: none"> <li>• Graduates will be able to make marketing-based decisions on production of goods and/or services that are green or greening in nature. They will be able to utilize concepts such as cradle-to-cradle, mimicry among others to find consumer solutions and respond to system-wide sustainability concerns.</li> <li>• Graduates are able to deploy, use, recommend, &amp; advocate sustainability strategies as well as measure, report, monitor, the consequences of those decisions.</li> </ul>
<p><b>Program concentrations</b></p> <p><i>Provide an overview of the number of credits in the subject concentration(s) that will be included in the program.</i></p> <p><b>Total</b> number of credits in the subject concentration (s) – please specify the subject concentration(s)</p> <ul style="list-style-type: none"> <li>• Number of credits in the subject concentration(s) that will be taken at the lower levels (<b>level 1 &amp; 2</b>)</li> <li>• Number of credits in the subject concentration(s) that will be taken at the upper levels (<b>level 3 &amp; 4</b>)</li> </ul> <p><i>Note: A program may have more than one subject concentration – for example, an equal number of general management/ leadership courses and supply chain management courses.</i></p> <p><b>Optional:</b> If available, a list of required and elective courses for the program may be included.</p>	<p>Total program credits: 36 credits of BUSM &amp; GRMT courses.</p> <ul style="list-style-type: none"> <li>• Program credits in Business Management (BUSM): 15 credits</li> <li>• Program credits in Green Business Management &amp; Sustainability (GRMT): 21 credits</li> </ul>
<b>PROGRAM INFORMATION</b>	
<b>Proposed credential(s) to be granted</b>	Graduate Diploma in Green Business Management & Sustainability
<b>Expected time to complete (in terms)</b>	3 semesters (1 year full time)
<b>Total number of credits required</b>	36 credits



<b>Type of intake</b> <i>Open intake (Faculty admission) or Limited intake (Program/cohort admission)</i>	This is an open intake program.
<b>Entry options</b> <i>Are there alternate ways to enter the program, such as bridging, PLAR? Y/N. If yes, please specify.</i>	Prior Learning Assessment & Recognition (PLAR) is possible for students with appropriate prior learning and/or work experience. Transfer credit
<b>Laddering options</b> <i>Does this program ladder from, or to, other KPU programs? Y/N. If yes, please specify.</i>	No
<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: Students can take all of this program credential part time.
Evening/weekend delivery	Yes: Courses will be offered during the evening and Saturdays.
Online delivery (complete or partial)	Partial
Other alternate delivery	No
<b>Co-op education program / practicum / clinical practice, etc. available?</b> <i>Y/N. If yes, please specify.</i>	No
<b>Community engagement / experiential learning opportunities for students?</b> <i>Y/N. If yes, please specify.</i>	Yes: Student will be required to work with the community and businesses when doing group and individual projects.
<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>	No
<b>Cost-recovery program?</b> <i>Y/N. If yes, provide proposed tuition for domestic and international students.</i> <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>	Yes. Domestic: New Tuition Category for Graduate programs. International: Same as International rate.

## INFORMATION FOR COMPETITIVE ASSESSMENT

*(Please note the information provided in this section will be used by IAP in the assessment of the proposed program.)*

### Related programs at other postsecondary institutions

*Please provide the name(s) of related/most closely related program(s) and institution(s)*

TRU – Bachelor of Business Administration with a minor in Environmental Economics and Sustainable Development  
BCIT – Advanced Certificate in Sustainable Business Leadership  
BCIT – Advanced Certificate in Sustainable Energy Management  
NYIT – Energy Management Masters (Bringing to Vancouver)  
SFU – Development & Sustainability Graduate Certificate  
University of Guelph – Business & Sustainable Commerce Masters  
Conestoga College – Sustainable Business Management Graduate Certificate  
RRU – Graduate Certificate in Sustainable Community Development  
RRU – Bachelor of Arts and Bachelor of Science in Environmental Practice

### Unique aspects of the program/ program strengths

*Describe the unique aspects of the program (in terms of curriculum, unique experiential learning options, delivery, etc.). Why would potential students want to take the program at KPU? Please be specific.*

The KPU program will offer courses at the graduate level. Most institutions are offering post baccalaureate programs and bundling undergraduate courses in these programs. Also, the programs from competitors are specialized and limited in scope. Students will also be able to finish the program in a year under an accelerated full time format. The program will provide students with substantial hands on experience to reinforce the learning in the classroom. Students will work closely with businesses in the community to help find opportunities and solve business problems.

## INFORMATION FOR STUDENT DEMAND ASSESSMENT

*(Please note the information provided in this section will be used by IAP in the assessment of the proposed program.)*

### 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?*

Yes.  
BBA in ENTR – Already have an interest in business.  
BBA in Marketing – Already have an interest in business.  
BBA in Accounting – Already have an interest in business.  
BA in Applied Science: Sustainable Agriculture – Already interested in sustainability and may want to learn more of the business side of it.  
BA In Policy Studies – Already interested in social responsibility. This program would help them apply those policies into an organization

<p><b>Related programs at KPU</b></p> <p><i>Provide the name(s) of related program(s) offered at KPU (regardless of credential), even those that the proposed program will replace.</i></p>	<p>BA in Applied Science: Sustainable Agriculture – minute overlap but the new program is more broad and focuses on business applications.</p> <p>BA In Policy Studies – this program focuses on policy and social responsibility but doesn't touch on the business applications.</p>
<p><b>Programs that could articulate with proposed program</b></p> <p><i>List programs (and institution) that you anticipate could articulate with the proposed program</i></p>	<p>We already have the possibility of developing a joint Green Business Professional Designation with the University of Barcelona. Current exploration also shows that it is possible laddering into MBA programs. More realistic negotiations can take place once the current proposal is approved.</p>

## INFORMATION FOR LABOUR MARKET ASSESSMENT

*(Please note the information provided in this section will be used by IAP in the assessment of the proposed program.)*

<p><b>Main skills graduates will have upon completion of the program (be specific)</b></p>	<p>Graduates will leave the program with the ability to:</p> <ul style="list-style-type: none"> <li>• integrate the study of management and the interdependence and co-evolution of human economies and natural ecosystems. This comes from analysis at the inter, intra and transdisciplinary levels. Students will create business plans, projects, marketing plans or sustainability reports to prove such knowledge.</li> <li>• define and analyze value chain activities, relating to product cycles and be able to integrate sustainability initiatives of the value chain. Learners will be able to measure, account and report sustainability initiatives as a means of driving their success.</li> <li>• understand and be able to make management-based decisions on renewable energies such as solar, wind, ocean, geothermal, biofuel as they related to organizational cost-savings, business opportunities or innovation. They should be able to contribute to policy discussions on renewable energies at the local, regional and extra-regional level, in addition to topics related to waste-management and water.</li> <li>• make marketing-based decisions on production of goods and/or services that are green or greening in nature. They will be able to utilize concepts such as cradle-to-cradle, mimicry among others to find consumer solutions and respond to system-wide sustainability concerns.</li> <li>• deploy, use, recommend, &amp; advocate sustainability strategies as well as measure, report, monitor, the consequences of those decisions.</li> </ul>
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<p><b>Sectors/ types of employers that would <u>most likely</u> hire new graduates</b> <i>(list at least 3 and please be specific – e.g. municipal government, biotechnology firms, conservation agencies, etc.)</i></p>	<ul style="list-style-type: none"> <li>• Government (Municipal, Provincial, or Federal)</li> <li>• Non-Profit (Green, sustainability)</li> <li>• Energy</li> <li>• Waste management</li> <li>• Any business who has sustainability as a social responsibility</li> </ul>
<p><b>Occupations and job titles for which <u>new graduates</u> of the program would be qualified</b> <i>(What jobs are the program preparing students for? Please list 5-10 specific occupations).</i></p>	<ul style="list-style-type: none"> <li>• Managers of Canadian companies wishing to Green their organizations.</li> <li>• Business Managers of Canadian companies commercializing goods and services from other countries including Green goods and Services (e.g solar panels, electric cars, environmentally friendly inputs, etc.)</li> <li>• Business Consultant</li> <li>• Business Development Officer</li> <li>• Professional Business Manager for a Multinational Company with multiple sustainability solutions in their value chain.</li> <li>• Campus Sustainability Staff</li> <li>• Green Services Manager</li> <li>• General Business managers with and interest and a vision for more sustainable companies/ organizations.</li> <li>• Government positions at the Provincial level that require business/environmental/ sustainability planning knowledge</li> <li>• Government positions at the Federal level that require business knowledge and their relationship to society and the environment.</li> <li>• Canadian or International Business Entrepreneur</li> <li>• Not-for-Profits Business Manager (Global Mindset)</li> <li>• Green Project Manager</li> <li>• Strategic Planning Director</li> <li>• Green Marketer</li> <li>• Manager of Environmental Partnerships</li> </ul>

# Feasibility Assessment for the Proposed Green Business Management & Sustainability Graduate Diploma

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Prepared by the Office of Institutional Analysis & Planning  
Kwantlen Polytechnic University  
Final: June 9, 2017

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## Summary of Assessment

The purpose of this report is to assess the labour market need, competitive environment, and student demand for the proposed Green Business Management & Sustainability Graduate Diploma program. Conclusions provided at the end of each chapter are duplicated below.

## Description of KPU's Proposed Program

The proposed Green Business Management & Sustainability Graduate Diploma program is designed for individuals who have completed a Bachelor degree and are interested in venturing into the growing and evolving business movement of companies and organizations that are Green or Greening themselves. The proposed program combines the concepts of management and business administration with the context of managing Green products and services, Green IP, Green and Clean Tech, as well as concepts related to Ecological Economics.

The proposed Green Business Management & Sustainability Graduate Diploma program consists of eleven courses (36 credits) that will provide graduates with the knowledge, skills, and tools to direct companies and organizations towards environmental and economic sustainability. Graduates of the program will also be able to apply Green and Greening business concepts to different areas of operations from marketing, finance to Green IP and knowledge management and sustainability in a domestic and international context.

As the program may be taken accelerated full-time (completed in 12 months), full-time (completed in 16 months) or part-time,<sup>1</sup> the program is suitable for new degree graduates or working professionals. The proposed degree also accepts PLAR (Prior Learning Assessment and Recognition) to give recognition to work experience and/or non-traditional educational experiences and transfer credit.

## Labour Market Demand Assessment

Measuring jobs linked to a green economy is challenging because industrial, occupational, and product classification systems do not consistently indicate whether a product, service, or process has an environmental benefit. According to a 2010 report published by ECO Canada, a green economy impacts the labour force mainly through jobs being “adapted or reallocated, with existing workers having to learn new skills and/or broaden their pre-existing skill sets.”<sup>2</sup>

KPU's proposed program will prepare graduates for the following five occupational categories, of which two (NOC 1122 and NOC 1123) are high opportunity occupations identified by the BC government in the Skills for Jobs Blueprint:<sup>3</sup>

- NOC 4163 - Business development officers and marketing research and consultants

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<sup>1</sup> Courses are offered in the evenings and Saturdays.

<sup>2</sup> ECO Canada (2010) Defining the Green Economy: Labour Market Research Study

<sup>3</sup>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.

- NOC 0412 - Government managers – economic analysis, policy development and program administration
- NOC 1122 - Professional occupations in business management consulting
- NOC 1123 - Professional occupations in advertising, marketing, and public relations
- NOC 4161 - Natural and applied science policy researchers, consultants, and program officers<sup>4</sup>

A total of 12,250 job openings across the five occupational groups are expected to be created between 2015 and 2025 in BC (of which 9,220 openings are expected in the Mainland/Southwest region). The two high opportunity occupations account for 62% of the 12,250 job openings in BC (7,620 jobs) and 65% of the 9,220 job openings in the Mainland/Southwest region (6,000 jobs). Over a ten-year period to 2025, demand for workers is expected to increase, in both BC and the Mainland/Southwest region, for all occupational groups listed above.

The transition to a greener Canadian economy is a highly dynamic process, and as a result, companies will increasingly need skilled professionals who can help them make the most of this phase of opportunity and growth. Environmental skills are quickly becoming more important across the workforce and within every industry. Moreover, “while highly technical roles are still important, a growing number of green businesses are expected to be looking for employees who could bridge the gap between environmental expertise and business savvy.”<sup>5</sup>

Overall, the information suggests graduates from KPU’s proposed Green Business Management & Sustainability Graduate Diploma program will have very good employment prospects upon graduation.

## **Competitive Assessment**

Five public postsecondary institutions in BC offer 13 certificate, post-degree certificate/diploma programs and master’s programs in Sustainability Management. Of the 13 programs, two are certificate programs, one is a post-degree certificate program, one is a post-degree diploma program, two are graduate certificate programs and seven are master’s programs. Of the 13 programs, three are offered in the Lower Mainland (two certificate programs from BCIT and one master’s program from SFU<sup>6</sup>). A great majority of the programs reviewed offer courses that integrate business and economics with the environmental, social and cultural aspects of sustainability. The two exceptions are the Sustainable Energy Management Certificate program at BCIT and the Masters in Resource Planning degree at SFU. These two programs are not business programs; however, both programs offer several business courses in sustainability management.

KPU’s program is fairly unique in that:

- It will be the only graduate diploma program in Sustainability Management in the Lower Mainland.
- KPU’s proposed Graduate Diploma program is considerably less expensive than either RRU’s Master of Arts/Master of Science in Environmental Practice programs<sup>7</sup> or BCIT’s Certificate in

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<sup>4</sup> Working professionals with a background in science who want to progress into positions in natural and applied sciences policy research and consultancy may benefit from KPU’s proposed program.

<sup>5</sup> ECO Canada (2012) The Green Jobs Map: Tracking Employment Through Canada’s Green Economy

<sup>6</sup> SFU’s Development & Sustainability Graduate Certificate is excluded because the program is only available to SFU graduate students.

<sup>7</sup> These two programs are offered fully online and require less credits to complete than KPU’s proposed program.



Sustainable Business Leadership.<sup>8</sup> RRU's programs (30 credits) will cost domestic students \$22,500 and cost international students \$28,700. The proposed tuition for KPU's program (36 credits) - \$12,600 for domestic students and \$20,196 for international students – is much more affordable. KPU's proposed program is also more affordable than BCIT's Certificate in Sustainable Business Leadership program for international students, which costs \$22,400.

- Compared to the master's programs of RRU,<sup>9</sup> SFU, and TRU, KPU's proposed program (36 credits) can be completed in the shortest amount of time, which will appeal to some working professionals.
- New degree graduates without relevant work experience are unlikely to be admitted into SFU's or RRU's master's programs.<sup>10</sup> KPU's proposed program would serve them. KPU's proposed program can be completed in 12 months, at accelerated full-time, which may be attractive to new graduates.

The domestic tuition for KPU's proposed program is \$12,600. On a program basis, KPU's domestic tuition falls within the middle range of tuition charged by other institutions (\$4,611 to \$28,700). At the lower end of the range are certificate and post-degree programs (\$4,611 to \$7,729). At the middle of the range is SFU's master's program in Resource Management (Planning) (estimated to cost around \$10,800) and at the upper end are other master's programs (\$22,500 to \$28,700). KPU's proposed program is more similar to the master's programs than the post-degree programs reviewed;<sup>11</sup> therefore, comparing the domestic tuition for master's programs and KPU's proposed program, KPU's proposed Post-Baccalaureate is slightly more expensive than SFU's Master in Resource Management (Planning) program but is a lot more affordable than the rest of the master's programs.

The international tuition for KPU's proposed program is \$20,196. Certificate and post-degree programs range from \$7,188<sup>12</sup> to \$26,000. International tuition for master's programs range from \$10,800 to \$44,570. Note that the international tuition range includes the Master of Resource Management (Planning) program from SFU where the tuition for international and domestic students is the same. Excluding the Master of Resource Management program, the cost of the master's programs for international students is between \$28,700 and \$44,350, making KPU's proposed program very competitive given lower tuition and faster completion time.

## **Student Demand Assessment**

KPU's Business degree graduates are a likely target audience for the proposed Green Business Management & Sustainability Graduate Diploma. Graduates of those programs may want to return to KPU, an institution where they completed their degree, to further their education. Between 2011/12

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<sup>8</sup> A bachelor's degree is not required for admission into BCIT's Certificate in Sustainable Business Leadership Program. This program is more likely to attract working professionals with an associate degree or diploma.

<sup>9</sup> The Master of Arts/Master of Science in Environmental Practice programs are excluded. These two programs are 30 credits in length whereas KPU's proposed program is 36 credits in length.

<sup>10</sup> Master's programs offered by RRU require at least two years of work or volunteer experience and SFU's Masters in Resource Management (Planning) degree requires work experience in public organizations or public agencies dealing with natural resources and the environment.

<sup>11</sup> In general, graduate diploma and master's programs have a higher academic content, 5000-level and higher, than post-degree/post-baccalaureate programs. KPU's proposed graduate diploma program will offer courses at the 6000-level.

<sup>12</sup> International tuition fee for BCIT's Advanced Certificate in Sustainable Energy Management, which is delivered fully online.

and 2014/15 (the most recent year for which comparable data is available),<sup>13</sup> FTEs in KPU's School of Business increased by 7%. The greatest increase in the number of FTEs was for Bachelor degrees (up 498 FTE, an increase of 28% over the four year period).

There are a limited number of post-degree programs in BC in Sustainability Management and KPU's proposed program will be the only graduate diploma program in Sustainability Management in the Lower Mainland. Overall, the demand for programs in Sustainability Management in BC has been increasing. Most of the increase (67%) in FTE enrolments in Sustainability Management programs is due to an increase in enrolments in Royal Roads University's Master of Arts in Environment and Management and Master of Arts/Master of Science in Environmental Practice programs.

According to Globe Foundation (2010), the green elements of BC's economy are growing faster than the province's economy as a whole and are expected to continue to do so over the next decade.<sup>14</sup> One of the most important findings of a 2012 study of environmental sector employment by ECO Canada was the high value many green companies placed on competencies associated with applying environmental knowledge to corporate planning and business development. Out of the 835 green job postings analyzed<sup>15</sup>, 32% of them listed corporate environmental program planning and implementation as a required competency, while 31% of the listings mentioned a requirement for proficiency in environmental business, technology and product development. "While specialized and highly technical roles may still be important, a growing number of green companies were clearly looking for staff who could also bridge the gap between environmental expertise and business savvy."<sup>16</sup> 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. Therefore, KPU's proposed program is also likely to attract professionals who needs to learn new skills and/or broaden their pre-existing skill sets in business sustainability.

Overall, the data examined suggests there will be very good demand for KPU's proposed Green Business Management & Sustainability Graduate Diploma program.

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<sup>13</sup> 2015/16 enrolment data is excluded. KPU has been admitting new students into a Faculty rather than a program since September 2015 and these new students are being reported under the category 'undeclared' until they meet program declaration requirements.

<sup>14</sup> Globe Foundation (2010) British Columbia's Green Economy: Securing the Workforce of Tomorrow

<sup>15</sup> The research is based on an analysis of 10,000 job vacancy advertisements that were posted online across Canada between March and May 2012. Out of 10,000 job postings, 835 postings with a reference to environmental skills within the requirements for the job were selected. Out of 835 job postings, 280 occupations were identified. The most common occupations were managers, engineers, technicians/trades workers, scientists, and planners.

<sup>16</sup> ECO Canada(2012) The Green Jobs Map: Tracking Employment Through Canada's Green Economy

## **1. Labour Market Demand**

This section provides an overview of the environmental employment in Canada and an informed view of the labour market trends in BC for occupations related to the proposed Green Business Management & Sustainability Graduate Diploma program.

Sustainability concepts and practices are relevant to all facets of human life and communities and organizations across the globe are actively adopting sustainable practices; therefore, graduates of the proposed program will be employable in many seemingly unrelated areas in both the public and private sector. Potential jobs titles include:<sup>17</sup>

- Brand Manager
- Business Development Manager
- Business Development Officer
- Business Methods Analyst
- Campus Sustainability Staff
- Community Development Consultant
- Community Engagement Facilitator
- Corporate Responsibility Manager
- Director of Sustainability
- Environmental Account Manager
- Environmental Advisor
- Environmental Impact Analyst
- Environmental Issues Lobbyist
- Environmental Organization Program Coordinator
- Environmental Program Development Supervisor
- Environmental Program Manager
- Environmental Public Relations Specialist
- Green Marketer
- Green Operations Manager
- Green Policy Analyst
- Green Project Manager
- Green Services Manager
- Independent Sustainability Contractor
- International Green Project Manager
- Manager of Environmental Partnerships
- Natural Resources Planner
- Strategic Planning Director
- Sustainability Analyst
- Sustainability Coordinator
- Sustainability Consultant
- Sustainability Manager
- Waste Reduction Program Coordinator

The above list is not exhaustive. Some positions may require additional education or experience.

### **2013 Profile of Canadian Environmental Employment<sup>18</sup>**

- Over 1.8 million professionals in Canada spend at least some of their work time performing environmental activities, which represents 10% of the total Canadian work force.
- The greatest number of environmental employees can be found in Ontario and Quebec, followed by British Columbia and Alberta.

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<sup>17</sup> Sources: <http://www.bcit.ca/study/programs/5090ascert#graduating>, <http://www.bentley.edu/offices/sustainability/green-career-options-business-students>, National Occupational Classification for Statistics (NOC-S) 2006, and Program Proposal Feasibility Assessment Request Form.

<sup>18</sup> ECO Canada's 2013 Profile of Canadian Environmental Employment provides the most comprehensive estimate to date of environment employment and the use of environmental skills in Canada. The study is a longitudinal study that takes place every three years. Environmental employment includes all employees who perform work activities in environmental protection, resource management, and/or environmental sustainability.

- The industry groups<sup>19</sup> with the highest proportion of environmental employees are administrative and support, waste management and remediation services (25%), professional, scientific, and technical services (22%), wholesale trade and retail trade (14%), other services (14%), and manufacturing (14%).
- Canadian environmental employees frequently perform tasks related to the following environmental sub-sectors: environmental health and safety (37%), waste management (34%), communication and public awareness (31%), sustainability (22%), policy and legislation (15%).
- An estimated 460,000 (20%) Canadian establishments employ at least one environmental employee. In 2010, that proportion was 17% of all Canadian establishments. The industry groups that are the most likely to have environmental establishments are administrative and support, waste management and remediation services (42%<sup>20</sup>), public administration (41%), professional, scientific and technical services (37%), and wholesale trade and retail trade (34%).
- Almost half of the environmental employees are self-employed or work for establishments with less than 20 employees. A great majority (90%) of the environmental employees work in the private sector, including not-for-profit and charitable organizations.
- The environmental workforce is slightly younger than the overall Canadian workforce. Two-third of the environmental employees are between the ages of 30 and 54 and 65% are male.
- The environmental workforce is more educated than the overall Canadian workforce. More than one third (37%) of the environmental employees hold at least a bachelor's degree compared to 27% of the overall workforce. More than one third of the environmental workforce hold managerial roles while only 25% is employed in entry or junior-level<sup>21</sup> positions.

## **Employment Outlook<sup>22</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 2025, 934,000 job openings are expected to be created in BC;<sup>23</sup> 69% 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, reflecting a robust and diverse economy. More than three-quarters of job openings projected to 2025 will require some postsecondary education and training. Over a third (36%) of job openings will require a bachelor's, graduate or first professional degree,<sup>24</sup> 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.

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<sup>19</sup> Based on NAICS (North American Industry Classification System) Codes.

<sup>20</sup> The number represents the proportion of establishments in the administrative and support, waste management and remediation services industry group with at least one environmental employee.

<sup>21</sup> Entry or junior-level employee is defined as an employee with up to three years of on-the-job experience.

<sup>22</sup> See Appendix A for information on labour market sources and the terminology used in this section.

<sup>23</sup> The forecast does not include the impact of potential future LNG investments.

<sup>24</sup> Educational skill level descriptions in BC Labour Market Outlook report were recently changed to align with the terminology used in the postsecondary education system. The skill level "usually requiring a university degree" was changed to "usually requiring a bachelor's, graduate, or first professional degree" and the skill level "usually requiring a college education or apprenticeship training" was changed to "usually requiring diploma, certificate, or apprenticeship training."

## ***Occupational Groups Related to Green Business Management & Sustainability***

Measuring jobs linked to a green economy is challenging because industrial, occupational, and product classification systems do not consistently indicate whether a product, service, or process has an environmental benefit. According to a 2010 report published by ECO Canada, a green economy impacts the labour force mainly through jobs being “adapted or reallocated, with existing workers having to learn new skills and/or broaden their pre-existing skill sets.”<sup>25</sup>

With respect to the proposed Green Business Management & Sustainability Post-Baccalaureate Diploma program, there are two occupational categories that are the most relevant:

- NOC 4163 - Business development officers and marketing research and consultants
- NOC 0412 - Government managers – economic analysis, policy development and program administration

KPU’s proposed program also aligns with two of the top 100 high-opportunity occupations identified by government.<sup>26</sup>

- NOC 1122 - Professional occupations in business management consulting
- NOC 1123 - Professional occupations in advertising, marketing, and public relations

In addition to the employment opportunities in the four occupational categories listed above, KPU’s proposed program aligns with one more occupational category:

- NOC 4161 - Natural and applied science policy researchers, consultants, and program officers<sup>27</sup>

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

### ***NOC 4163 - Business Development Officers and Marketing Research and Consultants***

*“Business development officers and marketing researchers and consultants conduct research, formulate policies and manage programs to stimulate industrial and commercial business investment or tourism in urban and rural areas, or to promote commercial or industrial products and services. They are employed by government departments, international organizations, marketing firms and business associations or may be self-employed.”<sup>28</sup>*

Job titles specific to this subgroup include, but not limited to, business development officer, community economic development consultant, economic development officer, market researcher, market analyst, marketing consultant, regional development analyst, tourism industry consultant, and international marketing specialist.

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<sup>25</sup> ECO Canada (2010) Defining the Green Economy: Labour Market Research Study

<sup>26</sup> 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. 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.

<sup>27</sup> Working professionals with a background in science who want to progress into positions in natural and applied sciences policy research and consultancy may benefit from KPU’s proposed program.

<sup>28</sup> Statistics Canada: National Occupational Classification 2011

In 2015, the top industries employing business development officers and marketing research and consultants in BC were:<sup>29</sup>

- Other professional, scientific, and technical services (10% in the NOC 4163 occupational category were employed in this industry)
- Management, scientific and technical consulting services (6% of occupational group)
- Employment services (4% of occupational group)
- Travel arrangement and reservation services (3% of occupational group)
- Advertising, public relations, and related services (3% of occupational group)

The employment outlook for this category follows:<sup>30</sup>

- Approximately 2,600 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.4%. Of these job openings, 65% will be due to replacement demand as a result of retiring workers and deaths, and 35% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 2,150 job openings are projected by 2025. This represents an annual demand growth rate of 1.5%. Of these job openings, 64% will be due to replacement demand and 36% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 53% were male and 53% were working mostly full-time.<sup>31</sup>
- 35% of the workforce was between the ages 45 and 64, and 55% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$64,000 in 2015.

#### ***NOC 0412 - Government Managers – Economic Analysis, Policy Development and Program Administration***

*“Government managers in this unit group plan, organize, direct, control and evaluate economic policy, research and programs in areas of government activity such as taxation, international trade, labour markets, transportation or agriculture. They also plan and direct policies and programs to promote industrial and commercial business development in urban and rural areas. They are employed in government departments and agencies.”<sup>32</sup>*

Job titles specific to this subgroup include, but not limited to, business development director, agricultural programs manager, community economic development director, economic development director, economic and trade analysis director, energy market analysis director, industrial development director, trade and technology director, market development director, and natural resources policy director.

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<sup>29</sup> EMSI data (February 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

<sup>30</sup> WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/4163> (February 2017).

<sup>31</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/4163>

<sup>32</sup> Statistics Canada: National Occupational Classification 2011



In 2015, the top industries employing government managers in economic analysis, policy development and program administration in BC were:<sup>33</sup>

- Provincial and territorial public administration (39% in the NOC 0412 occupational category were employed in this industry)
- Other federal services (21% of occupational group)
- Local, municipal, and regional public administration (13% of occupational group)
- Aboriginal public administration (5% of occupational group)
- Travel arrangement and reservation services (2% of occupational group)

The employment outlook for this category follows:<sup>34</sup>

- Approximately 470 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 0.9%. Of these job openings, 82% will be due to replacement demand as a result of retiring workers and deaths, and 18% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 220 job openings are projected by 2025. This represents an annual demand growth rate of 1%. Of these job openings, 80% will be due to replacement demand and 20% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 61% were male and 81% were working mostly full-time.<sup>35</sup>
- 62% of the workforce was between the ages 45 and 64, and 35% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$87,000 in 2015.

### ***NOC 1122 - Professional Occupations in Business Management Consulting***

*“This unit group includes those who provide services to management such as analyzing the structure, operations, managerial methods or functions of an organization in order to propose, plan and implement improvements. They are employed by management consulting firms and throughout the public and private sectors or are self-employed.”<sup>36</sup>*

Job titles specific to this subgroup include, but not limited to, corporate development planning adviser, business management analyst, methods and procedures analyst, business consultant, business methods analyst, corporate planner, trade consultant, organization and methods researcher, quality auditor, supply change process analyst, and standards coordinator.

In 2015, the top industries employing professionals in business management consulting in BC were:<sup>37</sup>

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<sup>33</sup> EMSI data (February 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

<sup>34</sup> WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/0412> (February 2017).

<sup>35</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/0412>

<sup>36</sup> Statistics Canada: National Occupational Classification 2011

<sup>37</sup> EMSI data (February 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

- Management, scientific, and technical consulting services (22% in the NOC 1122 occupational category were employed in this industry)
- Employment services (4% of occupational group)
- Computer systems design and related services (3% of occupational group)
- Management of companies and enterprises (3% of occupational group)
- Office administrative services (3% of occupational group)

The employment outlook for this category follows:<sup>38</sup>

- Approximately 4,250 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.7%. Of these job openings, 64% will be due to replacement demand as a result of retiring workers and deaths, and 36% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 3,320 job openings are projected by 2025. This represents an annual demand growth rate of 2%. Of these job openings, 61% will be due to replacement demand and 39% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 60% were male and 51% were working mostly full-time.<sup>39</sup>
- 52% of the workforce was between the ages 45 and 64, and 40% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$60,170 in 2015.

### ***NOC 1123 - Professional Occupations in Advertising, Marketing, and Public Relations***

*“This unit group includes specialists in advertising, marketing and public relations who analyse, develop and implement communication and promotion strategies and information programs, analyse advertising needs and develop appropriate advertising and marketing plans, publicize activities and events, and maintain media relations on behalf of businesses, governments and other organizations, and for performers, athletes, writers and other talented individuals. They are employed by consulting firms, advertising agencies, corporations, associations, government, social agencies, museums, galleries, public interest groups, and cultural and other organizations, or they may be self-employed. Agents such as entertainment, literary and sports agents are included in this unit group.”<sup>40</sup>*

Job titles specific to this subgroup include, but not limited to, advertising consultant, communications specialist, community information officer, media coordinator, media relations officer, public relations consultant/specialist, fundraising consultant, marketing specialist – advertising, advertising campaign organizer, e-media advertising specialist, and publicity agent.

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<sup>38</sup> Work BC Career Profiles <https://www.workbc.ca/Jobs-Careers/Explore-Careers/Browse-Career-Profile/1122> (February 2017)

<sup>39</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/Job-Seekers/Career-Profiles/1122> (February 2017).

<sup>40</sup> Statistics Canada: National Occupational Classification 2011



In 2015, the top industries employing professionals in advertising, marketing, and public relations in BC were:<sup>41</sup>

- Advertising, public relations and related services: (9% in the NOC 1123 occupational category were employed in this industry)
- Grant-making and giving services (7% of occupational group)
- Universities (5% of occupational group)
- Provincial and territorial public administration (4% of occupational group)
- Management, scientific, and technical consulting services (4% of occupational group)

The employment outlook for this category follows:<sup>42</sup>

- Approximately 3,370 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.3%. Of these job openings, 59% will be due to replacement demand as a result of retiring workers and deaths, and 41% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 2,680 job openings are projected by 2025. This represents an annual demand growth rate of 1.4%. Of these job openings, 42% will be due to replacement demand and 58% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 35% were male and 54% were working mostly full-time.<sup>43</sup>
- 28% of the workforce was between the ages 45 and 64, and 60% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$67,000 in 2015.

#### ***NOC 4161 - Natural and Applied Science Policy Researchers, Consultants, and Program Officers<sup>44</sup>***

*“Natural and applied science policy researchers, consultants and program officers conduct research, prepare reports, provide consultation and advice and administer programs in a variety of areas related to the natural and applied sciences. They are employed by federal, provincial and municipal governments, computer and office furniture manufacturers, educational institutions, research organizations, consulting firms, environmental and conservation organizations, or they may be self-employed.”<sup>45</sup>*

Job titles specific to this subgroup include, but not limited to, agricultural issues lobbyist, communications policy researcher, natural and applied sciences consultant, waste management program coordinator, energy program officer, environmental advisor (except engineer), environmental consultant (except engineer), environmental education consultant, environmental impact analyst,

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<sup>41</sup> EMSI data (February 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

<sup>42</sup> Work BC Career Profiles <https://www.workbc.ca/Jobs-Careers/Explore-Careers/Browse-Career-Profile/1123> (February 2017)

<sup>43</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/Jobs-Careers/Explore-Careers/Browse-Career-Profile/1123> (February 2017)

<sup>44</sup> Working professionals with a background in science who want to progress into positions in natural and applied sciences policy research and consultancy may benefit from KPU's proposed program.

<sup>45</sup> Statistics Canada: National Occupational Classification 2011

environmental issues lobbyist, environmental program development coordinator, and natural resources planner.<sup>46</sup>

In 2015, the top industries employing natural and applied science policy researchers, consultants, and program officers in BC were:<sup>47</sup>

- Management, scientific, and technical consulting services (26% in the NOC 4161 occupational category were employed in this industry)
- Provincial and territorial public administration (16% of occupational group)
- Architectural, engineering, and related services (9% of occupational group)
- Other federal services (6% of occupational group)
- Local, municipal, and regional public administration (5% of occupational group)

The employment outlook for this category follows:<sup>48</sup>

- Approximately 1,560 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.3%. 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, 850 job openings are projected by 2025. This represents an annual demand growth rate of 1.5%. Of these job openings, 68% will be due to replacement demand and 32% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 61% were male and 55% were working mostly full-time.<sup>49</sup>
- 49% of the workforce was between the ages 25 and 44, and 44% was between 45 and 64.
- The provincial median salary for occupations that fall under this occupational group was \$75,000 in 2015.

## **Labour Market Demand Assessment**

Measuring jobs linked to a green economy is challenging because industrial, occupational, and product classification systems do not consistently indicate whether a product, service, or process has an environmental benefit. According to a 2010 report published by ECO Canada, a green economy impacts the labour force mainly through jobs being “adapted or reallocated, with existing workers having to learn new skills and/or broaden their pre-existing skill sets.”<sup>50</sup>

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<sup>46</sup> Please refer to Appendix B for a full list of common job titles that belong to the grouping: NOC 4161/ NOC-S E031 – Natural and Applied Science Policy Researchers, Consultants, and Program Officers. This occupational group includes the most number of job titles in environmental protection and sustainability.

<sup>47</sup> EMSI data (February 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

<sup>48</sup> WorkBC, Career Profiles. <https://www.workbc.ca/careers/4161> (February 2017).

<sup>49</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/careers/4161>

<sup>50</sup> ECO Canada (2010) Defining the Green Economy: Labour Market Research Study

KPU's proposed program will prepare graduates for the following five occupational categories, of which two (NOC 1122 and NOC 1123) are high opportunity occupations identified by the BC government in the Skills for Jobs Blueprint:<sup>51</sup>

- NOC 4163 - Business development officers and marketing research and consultants
- NOC 0412 - Government managers – economic analysis, policy development and program administration
- NOC 1122 - Professional occupations in business management consulting
- NOC 1123 - Professional occupations in advertising, marketing, and public relations
- NOC 4161 - Natural and applied science policy researchers, consultants, and program officers<sup>52</sup>

A total of 12,250 job openings across the five occupational groups are expected to be created between 2015 and 2025 in BC (of which 9,220 openings are expected in the Mainland/Southwest region). The two high opportunity occupations account for 62% of the 12,250 job openings in BC (7,620 jobs) and 65% of the 9,220 job openings in the Mainland/Southwest region (6,000 jobs). Over a ten-year period to 2025, demand for workers is expected to increase, in both BC and the Mainland/Southwest region, for all occupational groups listed above.

The transition to a greener Canadian economy is a highly dynamic process, and as a result, companies will increasingly need skilled professionals who can help them make the most of this phase of opportunity and growth. Environmental skills are quickly becoming more important across the workforce and within every industry. Moreover, “while highly technical roles are still important, a growing number of green businesses are expected to be looking for employees who could bridge the gap between environmental expertise and business savvy.”<sup>53</sup>

Overall, the information suggests graduates from KPU's proposed Green Business Management & Sustainability Graduate Diploma program will have very good employment prospects upon graduation.

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<sup>51</sup>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.

<sup>52</sup> Working professionals with a background in science who want to progress into positions in natural and applied sciences policy research and consultancy may benefit from KPU's proposed program.

<sup>53</sup> ECO Canada (2012) The Green Jobs Map: Tracking Employment Through Canada's Green Economy

## **2. 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 Green Business Management & Sustainability Graduate Diploma program.

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

Exhibit 2.1 provides a list of related certificate, post-degree certificate/diploma programs and master's programs offered by BC public postsecondary institutions. Five public postsecondary institutions in BC offer certificate, post-degree certificate/diploma programs and master's programs in Sustainability Management. Of the 13 programs, two are certificate programs, two are post-degree certificate programs, one is a post-degree diploma program, and seven are master's programs.<sup>54</sup> In addition, Royal Roads University offers three fully online undergraduate degree completion programs in Environmental Practice and Environmental Management, as shown in Exhibit 2.2.<sup>55</sup> A great majority of the programs reviewed offer courses that integrate business and economics with the environmental, social and cultural aspects of sustainability. The two exceptions are the Sustainable Energy Management Certificate program at BCIT and the Masters in Resource Planning degree at SFU. These two programs are not business programs; however, both programs offer several business courses in sustainability management.

Most programs may be completed on a full-time or part-time basis.<sup>56</sup> All programs may be completed within 2 years. Three of the programs, BCIT's Certificate in Sustainable Energy Management, Royal Roads University's Master of Arts/Master of Science in Environment and Management, are delivered fully online.

Domestic student tuition for certificate, post-degree certificate/diploma, and graduate certificate programs listed range from \$4,611 to \$7,729. International student tuition for certificate, post-degree certificate/diploma, and graduate certificate programs listed range from \$7,188 to \$26,000.

Domestic tuition for the master's programs listed range from \$10,800 to \$28,700. International student tuition for master's programs listed range from \$10,800 to \$44,570. Note that the international tuition range includes the Master of Resource Management (Planning) program from SFU where the tuition for international and domestic students is the same. Excluding the Master of Resource Management (Planning) program, the cost of the programs for international students is between \$28,700 and \$44,350.

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<sup>54</sup> SFU's Development & Sustainability Graduate Certificate is excluded because the program is only available to SFU graduate students.

<sup>55</sup> These programs are included because the curriculum of each program aligns with established environmental career paths and fulfils the academic requirements for ECO Canada's Environmental Professional Certification consistent with National Occupational Standards.

<sup>56</sup> RRU's Graduate Certificate in Sustainable Community Development program is offered full-time only. COTR website does not specify whether the post-degree certificates and diplomas may be completed on a full-time or part-time basis. BCIT's Certificate in Sustainable Energy Management is offered part-time only.

**Exhibit 2.1: Environmental Practice and Sustainability Management Certificate, Post-Degree Certificate/Diploma, Graduate Certificate, and Master's Programs at BC Public Postsecondary Institutions**

Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
BCIT	Certificate	9 months to 2 years, full-time or part-time (39 credits)	Domestic: \$6,900 International: \$22,400	Sustainable Business Leadership	Offers 8-week industry placement Recognized by the Association for the Advancement of Sustainability in Higher Education (AASHE).
BCIT	Certificate	1 ½ - 2 ½ years, part-time (24 credits)	Domestic: \$5,750 <sup>1</sup> International: \$7,188 <sup>2</sup>	Sustainable Energy Management	Delivered fully online. <b>Compared to KPU's proposed program, this program is more specialized, with a focus on energy management.</b>
COTR	Post-Degree Certificate	1 year, full-time (30 credits)	Domestic: \$4,611 International: \$13,000	Sustainable Business Practices	
COTR	Post-Degree Diploma	2 years, full-time (60 credits)	Domestic: \$7,729 International: \$26,000	Sustainable Business Practices	
RRU	Graduate Certificate	6 months, full-time (9 credits)	Domestic: \$6,170 International: \$7,720	Sustainable Community Development	Delivered through blended learning (8-day residency preceded by one online course and followed by another online course).
RRU	Master of Arts	2 years (42 credits)	Domestic: \$24,340 International: \$30,540	Environment and Management	Delivered through blended learning (seven on campus and three online courses and three 3-week on campus residencies).
RRU	Master Science	2 years (42 credits)	Domestic: \$24,340 International: \$30,540	Environment and Management	Delivered through blended learning (seven on campus and three online courses and three 3-week on campus residencies).
RRU	Master of Arts	3+ years (30 credits)	Domestic: \$22,500 International: \$28,700	Environmental Practice	Delivered fully online.
RRU	Master of Science	3+ years (30 credits)	Domestic: \$22,500 International: \$28,700	Environmental Practice	Delivered fully online.
SFU	Graduate Certificate	SFU graduate students have to complete four courses (20 credits) for	Not listed.	Development & Sustainability	Only students enrolled in a graduate program at SFU can participate in the certificate but SFU plans to offer this program to non-SFU graduate students in the near future.

Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
		this certificate.			
SFU	Master's	24 months, full-time <sup>3</sup> (61 credits)	Domestic: \$10,800 <sup>4</sup> International: \$10,800 <sup>4</sup>	Resource Management	Some courses are scheduled in the evenings or for week-long blocks. <b>Compared to KPU's proposed program, this program is more specialized, with a focus on the biological, physical, social, economic, and institutional implications of resource decisions.</b>
SFU	Master's	24 months, full-time <sup>3</sup> (61 credits)	Domestic: \$10,800 <sup>4</sup> International: \$10,800 <sup>4</sup>	Resource Management (Planning)	Accredited by the Canadian Institute of Planners (CIP) and the Planning Institute of British Columbia. <b>Compared to KPU's proposed program, this program is more specialized, with a focus on the strategies and techniques of natural resource and environmental planning and management.</b>
TRU	Master's	2 years, full-time 5 years, part-time (54 credits)	Domestic: \$28,700 <sup>5</sup> (2 <sup>nd</sup> year: \$21,000) International: \$44,570 <sup>5</sup> (2 <sup>nd</sup> year: 30,500)	Environmental Economics and Management	<b>NEW</b> – Starts in September 2017. Applicants with a four-year business degree from an acceptable institution may be eligible to proceed directly to the second year of the program.
TRU	Master of Science	2 years, full-time 5 years, part-time (54 credits)	Domestic: \$28,700 <sup>5</sup> (2 <sup>nd</sup> year: \$21,000) International: \$44,570 <sup>5</sup> (2 <sup>nd</sup> year: 30,500)	Environmental Economics and Management	<b>NEW</b> Starts in September 2017. Applicants with a four-year business degree from an acceptable institution may be eligible to proceed directly to the second year of the program.

Source: Institutional Websites (February 2017)

Notes:

<sup>1</sup>The total cost of the program in 2016 was approximately \$5,750 including the cost of text books.

<sup>2</sup>Estimated. International tuition fees for distance & online learning courses are 1.25 times the published domestic rate.  
<http://www.bcit.ca/international/programs/fees.shtml>.

<sup>3</sup>Students of the program pay tuition as full-time students each semester (3 times per year) even if they want to study part-time.

<sup>4</sup>Estimated based on the information published on SFU Graduate Studies website: Fee for graduate research programs is approximately \$5,396 per year.

<sup>5</sup>Estimated based on tuition fee information published on TRU website. Year 1 (18 credits): The tuition fee is \$424.48/credit for domestic students and \$777.77/credit for international students. Year 2 (36 credits): The tuition fee is \$583.79/credit for domestic students and \$849.49/credit for international students.

**Exhibit 2.2: Environmental Practice and Environmental Management Undergraduate Degree Completion Programs at Royal Roads University**

Institution	Credential	Length of Program	Tuition Estimate of Program <sup>1</sup>	Program Name	Program Notes
RRU	Bachelor of Arts (3 <sup>rd</sup> & 4 <sup>th</sup> Years)	2.5 years, full-time (60 credits)	Domestic: \$15,980 International: \$38,400	Environmental Practice	Delivered fully online.
RRU	Bachelor of Science (3 <sup>rd</sup> & 4 <sup>th</sup> Years)	2.5 years, full-time (60 credits)	Domestic: \$15,980 International: \$38,400	Environmental Practice	Delivered fully online.
RRU	Bachelor of Science (3 <sup>rd</sup> & 4 <sup>th</sup> Years)	2 years, full-time (60 credits)	Domestic: \$16,890 International: \$38,400	Environmental Management	Delivered through blended learning (three 3-week on campus residencies and online courses).

Source: Royal Roads University website (February 2017)

Note:

<sup>1</sup>Estimated based on \$1,920 per 3 credit course for international students (<http://www.royalroads.ca/prospective-students/tuition-and-fees/international-tuition>) and \$799 per 3 credit course for domestic students (<http://www.royalroads.ca/prospective-students/tuition-and-fees>).

An overview of each program follows.

**BCIT's Sustainable Business Leadership Certificate** program is 39 credits in length and may be completed on a full-time or part-time basis. The program is designed for individuals with an associate degree, diploma, or bachelor's degree and prepares students to manage a variety of companies and organizations interested in sustainable methods of doing business. In addition to in-class studies, the program offers a business consulting capstone project and an eight-week industry placement.

**BCIT's part-time Sustainable Energy Management Certificate** program may be completed in either 1 ½ years or 2 ½ years. The program is designed for individuals who are interested in expanding their knowledge and initiatives into sustainable energy management or changing careers. The program is open to individuals with a diploma or degree in a related field, an Interprovincial Red Seal in a related trade, or twenty years of work experience in a related field. The program is aimed mainly at filling BC Hydro's need for Energy Managers and Fortis BC's need for Energy Specialists.

**COTR's one-year Sustainable Business Practices Post-Degree Certificate** program is 30 credits in length and is designed for individuals with a bachelor degree in business administration or tourism. The program is designed to help students develop expertise in sustainable business practices.

**COTR's two-year Sustainable Business Practices Post-Degree Diploma** program is 60 credits in length and is designed for individuals with a bachelor degree in a non-business related field. The first year of the program provides a foundation in business administration and the second year focuses on developing the necessary skills to implement and promote sustainability initiatives in the business environment.



**RRU's** Sustainable Community Development Graduate Certificate program is designed for working professionals with a bachelor degree in a related field and relevant, full-time work experience and it may be completed in six months. It allows working professionals to improve their experience, skills, and knowledge in sustainable community development through new strategies and solutions. The program consists of an eight-day residency, preceded by one online course and followed by another online course.

**RRU's** Master of Arts in Environment and Management and Master of Science in Environment and Management programs are 2-year interdisciplinary programs designed for individuals from all levels of government, business, industry, consulting and non-governmental organizations who want to gain skills and credentials as leaders and managers to advance their current career or launch a new one. Graduates of this program will have developed leadership and management skills in the context of environmental sustainability. Students will be admitted to either the Master of Arts or Master of Science program based on previous academic history and work experience.

**RRU's** Master of Arts in Environmental Practice and Master of Science in Environmental Practice programs are 30-credit fully online programs designed for individuals seeking a program that is professionally focused and has content related to professional environmental certification. Graduates of this program will possess leadership skills and be able to make decisions that require a broad understanding of environmental knowledge, policy, and regulation. Students will be admitted to either the Master of Arts or Master of Science program based on previous academic history and work experience.

**SFU's** Graduate Certificate in Development & Sustainability program is not a stand-alone program. It is designed to be complementary to any graduate degree offered by SFU. Therefore, only students enrolled in a graduate program at SFU can participate in the certificate program. The program links faculty teaching in three faculties in the university, and enables students to coordinate their graduate studies so as to concentrate on the tensions between development and sustainability, using a multidisciplinary approach.

**SFU's** Masters in Resource Management program is designed for recent graduates from a range of disciplines and for individuals with experience in private organizations or public agencies dealing with natural resources and the environment. The aim of the program is to increase familiarity and competence in understanding the dynamics of natural resources, the strategies and techniques of natural resource and environmental planning and management, and the biological, physical, social, economic and institutional implications of resource decisions.

**SFU's** Master in Resource Management program students have the option of completing the Resource and Environmental Planning Program. The program is accredited by the Canadian Institute of Planners (CIP) and the Planning Institute of B.C. (PIBC). Students who complete the planning program, receive the degree of Master of Resource Management (Planning) and are eligible to apply for candidate membership in the Canadian Institute of Planners and the Planning Institute of B.C. to become certified professional planners.

**TRU's** Master in Environmental Economics and Management program is designed to provide students with a broad understanding of the business environment, advanced management skills, and specialized knowledge in the area of sustainability.



**TRU's** Master of Science in Environmental Economics and Management program is designed to provide students with a broad understanding of the business environment, advanced management skills, and specialized knowledge in the area of sustainability as well as important applied research expertise through a graduate thesis or project, which can serve as a stepping stone to a PhD program.

**RRU's** Bachelor of Arts in Environmental Practice program is an undergraduate degree-completion program for students who have already completed a minimum of 60 credits of post-secondary education. The program is designed to prepare graduates to inspire and implement effective change in environmental policy, community development, and more and includes a 75-hour Environmental Practice practicum or major research paper. Graduates are eligible for certification as an Environmental Professional in-training (EPt) through ECO Canada.

**RRU's** Bachelor of Science in Environmental Practice program is an undergraduate degree-completion program for students who have already completed a minimum of 60 credits of post-secondary education. The program is designed for individuals with a strong scientific background, who are interested in environmental regulation, remediation, sustainable energy management, and more and includes a 75-hour Environmental Practice practicum or major research paper. Graduates are eligible for certification as an Environmental Professional in-training (EPt) through ECO Canada.

**RRU's** Bachelor of Science in Environmental Management program is an undergraduate degree-completion program for students who have already completed a minimum of 60 credits of post-secondary education or professionals who want to pursue further education while continuing the work full-time. It is an integrated, interdisciplinary program that provides the skills, knowledge and tools to identify and assess the qualitative, scientific, and technical components of environmental issues.

## **Competitive Assessment**

Five public postsecondary institutions in BC offer 13 certificate, post-degree certificate/diploma programs and master's programs in Sustainability Management. Of the 13 programs, two are certificate programs, one is a post-degree certificate program, one is a post-degree diploma program, two are graduate certificate programs and seven are master's programs. Of the 13 programs, three are offered in the Lower Mainland (two certificate programs from BCIT and one master's program from SFU<sup>57</sup>). A great majority of the programs reviewed offer courses that integrate business and economics with the environmental, social and cultural aspects of sustainability. The two exceptions are the Sustainable Energy Management Certificate program at BCIT and the Masters in Resource Planning degree at SFU. These two programs are not business programs; however, both programs offer several business courses in sustainability management.

KPU's program is fairly unique in that:

- It will be the only graduate diploma program in Sustainability Management in the Lower Mainland.
- KPU's proposed Graduate Diploma program is considerably less expensive than either RRU's Master of Arts/Master of Science in Environmental Practice programs<sup>58</sup> or BCIT's Certificate in

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<sup>57</sup> SFU's Development & Sustainability Graduate Certificate is excluded because the program is only available to SFU graduate students.

<sup>58</sup> These two programs are offered fully online and require less credits to complete than the KPU's proposed program.

Sustainable Business Leadership.<sup>59</sup> RRU's programs (30 credits) will cost domestic students \$22,500 and cost international students \$28,700. The proposed tuition for KPU's program (36 credits) - \$12,600 for domestic students and \$20,196 for international students – is much more affordable. KPU's proposed program is also more affordable than BCIT's Certificate in Sustainable Business Leadership program for international students, which costs \$22,400.

- Compared to the master's programs of RRU,<sup>60</sup> SFU, and TRU, KPU's proposed program (36 credits) can be completed in the shortest amount of time, which will appeal to some working professionals.
- New degree graduates without relevant work experience are unlikely to be admitted into SFU's or RRU's master's programs.<sup>61</sup> KPU's proposed program would serve them. KPU's proposed program can be completed in 12 months, at accelerated full-time, which may be attractive to new graduates.

The domestic tuition for KPU's proposed program is \$12,600. On a program basis, KPU's domestic tuition falls within the middle range of tuition charged by other institutions (\$4,611 to \$28,700). At the lower end of the range are certificate and post-degree programs (\$4,611 to \$7,729). At the middle of the range is SFU's master's program in Resource Management (Planning) (estimated to cost around \$10,800) and at the upper end are other master's programs (\$22,500 to \$28,700). KPU's proposed program is more similar to the master's programs than the post-degree programs reviewed;<sup>62</sup> therefore, comparing the domestic tuition for master's programs and KPU's proposed program, KPU's proposed graduate diploma is slightly more expensive than SFU's Master in Resource Management (Planning) program but is a lot more affordable than the rest of the master's programs.

The international tuition for KPU's proposed program is \$20,196. Certificate and post-degree programs range from \$7,188<sup>63</sup> to \$26,000. International tuition for master's programs range from \$10,800 to \$44,570. Note that the international tuition range includes the Master of Resource Management (Planning) program from SFU where the tuition for international and domestic students is the same. Excluding the Master of Resource Management program, the cost of the master's programs for international students is between \$28,700 and \$44,350, making KPU's proposed program very competitive given lower tuition and faster completion time.

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<sup>59</sup> A bachelor's degree is not required for admission into BCIT's Certificate in Sustainable Business Leadership Program. This program is more likely to attract working professionals with an associate degree or diploma.

<sup>60</sup> The Master of Arts/Master of Science in Environmental Practice programs are excluded. These two programs are 30 credits in length whereas KPU's proposed program is 36 credits in length.

<sup>61</sup> Master's programs offered by RRU require at least two years of work or volunteer experience and SFU's Masters in Resource Management (Planning) degree requires work experience in public organizations or public agencies dealing with natural resources and the environment.

<sup>62</sup> In general, graduate diploma and master's programs have a higher academic content, 5000-level and higher, than post-degree/post-baccalaureate programs. KPU's proposed graduate diploma program will offer 6000-level courses.

<sup>63</sup> International tuition fee for BCIT's Advanced Certificate in Sustainable Energy Management, which is delivered fully online.

### 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. Demand is explored in terms of headcounts and Full-Time Equivalent counts. **Headcount** is the number of unique students enrolled in the program. **FTE counts** are the equivalent to the number of students taking a full-course load. A full-course load is the number of credits required to complete the program in the standard time allotted. For example, for a 4-year degree program with 120-credit requirement, a full-course load would be 30 credits each year.

## Enrolments

### *KPU School of Business Enrolments*

#### *School of Business Headcounts*

Headcounts in KPU's School of Business increased by 4% over the five-year period from 2011/12 to 2015/16 academic years, as shown in Exhibit 3.1.

**Exhibit 3.1: KPU School of Business Headcounts by Credential Level, 2011/12 to 2015/16**

Credential Type <sup>1</sup>	Academic Year				
	2011/12	2012/12	2013/14	2014/15	2015/16 <sup>2</sup>
Baccalaureate degree	2,936	3,358	3,663	3,789	3,064
Associate degree	92	96	106	104	48
Diploma	2,853	2,735	2,596	2,475	203
Certificate	514	447	412	392	1,337
Post Baccalaureate Diploma	74	63	73	77	62
Undeclared	NA	NA	NA	NA	2,063
<b>Total Unduplicated Headcount<sup>3</sup></b>	<b>6,231</b>	<b>6,466</b>	<b>6,629</b>	<b>6,643</b>	<b>6,496</b>

Source: KPU Enrolment Dashboard (February 2017).

Notes:

<sup>1</sup>Headcounts are unduplicated within each credential level. A student may be counted across more than one credential level.

<sup>2</sup>The drop in headcounts in 2015/16 academic year is due to the new admissions framework implemented by KPU, which is effective September 2015 and onwards for all applicants. KPU now admits new students to a Faculty instead of a program and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program)

<sup>3</sup>Total number of individual students enrolled in the School of Business.

Due to the introduction of KPU's new admissions policy in which students are generally admitted as undeclared, 2015/16 data is not comparable with data from previous years as new students have not yet declared their major. Between 2011/12 and 2014/15, headcounts in KPU's School of Business increased by 7%. Headcounts in Bachelor degree programs, the most popular choice of programs among the School of Business students, have increased by 29% between 2011/12 and 2014/15 academic years. Headcounts in the Post-Baccalaureate Diploma programs have been fairly steady during the same period. As enrolment in degree programs has been growing, enrolment in diploma and certificate programs has been declining.

**School of Business FTEs**

FTE counts in KPU's School of Business increased by 8% over the five year period from 2011/12 to 2015/16 academic years, as shown in Exhibit 3.2.

Between 2011/12 and 2014/15 (the most recent year for which comparable data is available), FTEs in KPU's School of Business increased by 7%. The greatest increase in the number of FTEs was for Bachelor degrees (up 498 FTE, an increase of 28% over the four year period). At the same time, there was a decline in the number of FTEs for Certificate programs (down by 83 FTE, a decline of 32% between 2011/12 and 2014/15) and Diploma programs (down by 174 FTE, a decline of 12%).

**Exhibit 3.2: KPU School of Business FTEs by Credential Level, 2011/12 to 2015/16**

Credential Type	Academic Year				
	2011/12	2012/12	2013/14	2014/15	2015/16 <sup>1</sup>
Baccalaureate degree	1,776	2,020	2,243	2,274	1,954
Associate degree	49	52	51	50	27
Diploma	1,410	1,347	1,293	1,236	677
Certificate	257	201	177	174	99
Post Baccalaureate Diploma	25	27	25	26	24
Undeclared	-	-	-	-	1034
<b>Total</b>	<b>3,517</b>	<b>3,646</b>	<b>3,789</b>	<b>3,760</b>	<b>3,813</b>

Source: KPU Enrolment Dashboard (February 2017).

Notes:

<sup>1</sup>The drop in FTEs in 2015/16 academic year is due to the new admissions framework implemented by KPU, which is effective September 2015 and onwards for all applicants. KPU now admits new students to a Faculty instead of a program and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program)

The following section discusses the headcounts and FTEs of bachelor degree programs in the School of Business.

**Headcounts of Bachelor Programs in the School of Business**

KPU's Business degree graduates are a likely target for the proposed Green Business Management & Sustainability Post-Baccalaureate Diploma program. Graduates of those programs may want to return to KPU, an institution where they completed their degree, to further their education.

Exhibit 3.3 shows headcounts in Bachelor degree programs in the School of Business for the past five academic years. Due to the introduction of KPU's new admissions policy in which student are generally admitted as undeclared, 2015/16 data is not comparable with data from previous years. Headcounts in 4 of the 5 programs (Accounting, Human Resources Management, Marketing Management and Information Technology) have increased between 2011/12 and 2014/15 academic years. Headcounts in Entrepreneurial Leadership have remained stable between 2011/2012 and 2014/2015 academic years.

**Exhibit 3.3: KPU School of Business Headcounts by Bachelor Degree Programs, 2011/12 to 2015/16**

Program <sup>1</sup>	Academic Year				
	2011/12	2012/13	2013/14	2014/15	2015/16 <sup>2</sup>
Bachelor of Business Administration in Accounting*	1,271	1,400	1,484	1,513	1,214
Bachelor of Business Administration in Entrepreneurial Leadership*	605	609	599	594	466
Bachelor of Business Administration in Human Resources Management*	630	718	758	768	633
Bachelor of Business Administration in Marketing Management*	365	474	596	656	500
Bachelor of Technology in Information Technology*	82	187	261	296	280

Source: KPU Enrolment Dashboard (February 2017).

Notes:

<sup>1</sup>Headcounts are unduplicated within each program. A student may be counted across more than one program.

<sup>2</sup>The drop in headcounts in 2015/16 academic year is due to the new admissions framework implemented by KPU, which is effective September 2015 and onwards for all applicants. KPU now admits new students to a Faculty instead of a program and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

\* denotes inclusion of Co-Op Education Option enrolments.

**FTE Counts of Bachelor Degree Programs in the School of Business**

Exhibit 3.4 shows FTE counts in Bachelor degree programs in the School of Business for the past five academic years.

**Exhibit 3.4: KPU School of Business FTEs by Bachelor Degree Programs, 2011/12 to 2015/16**

Program	Academic Year				
	2011/12	2012/13	2013/14	2014/15	2015/16 <sup>1</sup>
Bachelor of Business Administration in Accounting*	778	866	930	928	795
Bachelor of Business Administration in Entrepreneurial Leadership*	363	337	336	324	274
Bachelor of Business Administration in Human Resources Management*	377	422	446	448	386
Bachelor of Business Administration in Marketing Management*	205	276	347	382	307
Bachelor of Technology in Information Technology*	43	106	166	182	188

Source: KPU Enrolment Dashboard (February 2017).

Notes:

<sup>1</sup>The drop in FTEs in 2015/16 academic year is due to the new admissions framework implemented by KPU, which is effective September 2015 and onwards for all applicants. KPU now admits new students to a Faculty instead of a program and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

\* denotes inclusion of Co-Op Education Option enrolments.

Due to the introduction of KPU's new admissions policy in which students are generally admitted as undeclared, 2015/16 data is not comparable with data from previous years. The greatest increase in the

number of FTEs is in the BBA in Marketing Management program (up 291 FTE, an increase of 86% between 2011/12 and 2014/15) and Bachelor of Technology in Information Technology program (up 214 FTE, an increase of 323%). FTEs of the BBA in Accounting and BBA in Human Resources Management programs increased by 19% each, an increase of 150 FTEs and 138 FTEs, respectively. The only decline in the number of FTEs was in the BBA in Entrepreneurial Leadership program (down by 39 FTEs, a decline of 11%).

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

Full Time Equivalent (FTE) enrolments for 2011/12 to 2015/16 for related programs currently offered at other institutions in BC are shown in Exhibit 3.5. Overall, the FTE enrolments in the listed programs exhibit an upward trend, increasing from 148 in 2011/12 to 245 in 2015/16 (an increase of 67%). Most of the increase is due to an increase in FTE enrolments in Royal Roads University's Master of Arts in Environment and Management and Master of Arts/Master of Science in Environmental Practice<sup>64</sup> programs.

***Exhibit 3.5: FTEs in Related Programs at other Public Institutions, 2011/12 to 2015/16***

<b>Program Name</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
BCIT Certificate in Sustainable Business Leadership	12	19	23	21	8
BCIT: Certificate in Sustainable Energy Management	32	25	14	18	23
COTR: Post-Degree Certificate in Sustainable Business Practices	-	-	-	-	2
COTR: Post-Degree Diploma in Sustainable Business Practices	-	-	-	2	4
RRU: Graduate Certificate in Sustainable Community Development*	1	2	2	2	1
RRU: MA in Environment and Management*	27	43	78	35	127
RRU: MSc in Environment and Management*	55	43	44	37	32
RRU: MA in Environmental Practice*	6	8	9	8	12
RRU: MSc in Environmental Practice*	15	23	22	29	36
SFU: Development & Sustainability Graduate Certificate**	-	-	-	-	-
SFU: Masters in Resource Management**	-	-	-	-	-
SFU: Masters in Resource Management (Planning)**	-	-	-	-	-

Source: BC's Central Data Warehouse and BC Headset.

\*Estimated. These are not the actual FTEs RRU reported to the Ministry of Advanced Education as part of their Accountability Plan and Report.

\*\* Data for SFU's programs are not available.

<sup>64</sup> Please note that these two programs are 30 credits in length and delivered fully online.



Exhibit 3.6 presents the FTE enrolments for 2011/12 to 2015/16 for the degree completion programs in Environmental Practice and Environmental Management offered at Royal Roads University. The fully online Bachelor of Arts/Bachelor of Science in Environmental Practice programs exhibit an upward trend, increasing from 1 in 2010/11 to 16 in 2015/16. FTE's in RRU's BSc in Environmental Management program decreased from 31 FTEs in 2011/12 to 18 FTEs in 2015/16.

**Exhibit 3.6: FTEs in Royal Roads University's Degree Completion Programs in Environmental Practice and Environmental Management, 2011/12 to 2015/16**

Program Name	2011/12	2012/13	2013/14	2014/15	2015/16
RRU: BA in Environmental Practice	0	1	2	3	5
RRU: BSc in Environmental Practice	1	4	5	5	11
RRU: BSc in Environmental Management	31	39	23	32	18

Source: BC Headset.

## Student Demand Assessment

KPU's Business degree graduates are a likely target audience for the proposed Green Business Management & Sustainability Graduate Diploma. Graduates of those programs may want to return to KPU, an institution where they completed their degree, to further their education. Between 2011/12 and 2014/15 (the most recent year for which comparable data is available), FTEs in KPU's School of Business increased by 7%. The greatest increase in the number of FTEs was for Bachelor degrees (up 498 FTE, an increase of 28% over the four year period).

There are a limited number of post-degree programs in BC in Sustainability Management and KPU's proposed program will be the only graduate diploma program in Sustainability Management in the Lower Mainland. Overall, the demand for programs in Sustainability Management in BC has been increasing. Most of the increase (67%) in FTE enrolments in Sustainability Management programs is due to an increase in enrolments in Royal Roads University's Master of Arts in Environment and Management and Master of Arts/Master of Science in Environmental Practice programs.

According to Globe Foundation (2010), the green elements of BC's economy are growing faster than the province's economy as a whole and are expected to continue to do so over the next decade.<sup>65</sup> One of the most important findings of a 2012 study of environmental sector employment by ECO Canada was the high value many green companies placed on competencies associated with applying environmental knowledge to corporate planning and business development. Out of the 835 green job postings analyzed<sup>66</sup>, 32% of them listed corporate environmental program planning and implementation as a required competency, while 31% of the listings mentioned a requirement for proficiency in environmental business, technology and product development. "While specialized and highly technical roles may still be important, a growing number of green companies were clearly looking for staff who could also bridge the gap between environmental expertise and business savvy."<sup>67</sup> This indicates an

<sup>65</sup> Globe Foundation (2010) British Columbia's Green Economy: Securing the Workforce of Tomorrow

<sup>66</sup> The research is based on an analysis of 10,000 job vacancy advertisements that were posted online across Canada between March and May 2012. Out of 10,000 job postings, 835 postings with a reference to environmental skills within the requirements for the job were selected. Out of 835 job postings, 280 occupations were identified. The most common occupations were managers, engineers, technicians/trades workers, scientists, and planners.

<sup>67</sup> ECO Canada(2012) The Green Jobs Map: Tracking Employment Through Canada's Green Economy

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. Therefore, KPU's proposed program is also likely to attract professionals who needs to learn new skills and/or broaden their pre-existing skill sets in business sustainability.

Overall, the data examined suggests there will be very good demand for KPU's proposed Green Business Management & Sustainability Graduate Diploma program.



## **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 2025 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. Related, is the National Occupational Classification for Statistics (NOC-S) which was designed to classify occupational information from statistical surveys. Statistics Canada provides a concordance which matches NOC codes to NOC-S codes.

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.

## **Appendix B: List of Common Job Titles for NOC 4161- Natural and Applied Science Policy Researchers, Consultants, and Program Officers**

- agricultural association analyst
- agricultural issues lobbyist
- analyst, agricultural association
- certified ergonomist
- certified industrial hygienist
- communications policy researcher
- consultant, natural and applied sciences
- co-ordinator, municipal recycling program
- co-ordinator, waste management program
- disaster emergency response planner
- emergency management analyst
- emergency preparedness planner
- energy policy analyst
- energy program officer
- environmental advisor (except engineer)
- environmental consultant (except engineer)
- environmental education consultant
- environmental impact analyst
- environmental issues lobbyist
- environmental lobbyist
- environmental program co-ordinator
- environmental program development supervisor
- environmental program manager
- ergonomics consultant
- ergonomics specialist
- ergonomist
- fisheries analyst
- fisheries program officer
- human factors engineer
- human factors specialist (except engineer)
- industrial hygienist
- industrial waste reduction program co-ordinator
- interface ergonomist
- lobbyist, agricultural issues
- lobbyist, environmental issues
- multimedia ergonomist
- municipal recycling program co-ordinator
- natural and applied sciences consultant
- natural and applied sciences policy advisor
- natural and applied sciences policy analyst
- natural and applied sciences program officer
- natural and applied sciences researcher
- natural resources planner
- natural resources policy analyst
- occupational hygiene officer
- occupational hygienist
- patent agent
- patent agent, registered
- patent searcher
- policy analyst, natural and applied sciences
- program co-ordinator - environmental organization
- program co-ordinator, solid waste
- program manager, solid waste
- program officer, energy
- program officer, fisheries
- program officer, natural and applied sciences
- recycling co-ordinator - residuals management
- recycling program co-ordinator
- regional recycling and waste reduction program co-ordinator
- registered occupational hygienist
- registered patent agent
- researcher, natural and applied sciences
- scientific consultant
- solid waste program co-ordinator
- solid waste program manager
- supervisor, environmental program development
- technology transfer officer
- transportation program analyst
- transportation safety analyst
- waste diversion consultant
- waste diversion program co-ordinator
- waste diversion program manager
- waste management program co-ordinator
- waste reduction and recycling officer
- waste reduction education program officer
- waste reduction program co-ordinator
- wind energy analyst
- work site analyst
- work site auditor



## Budgetary Impact of Curriculum Proposals

From: Travis Higo

Date: April 19, 2017

Dept./Program: Post Baccalaureate Programs	Faculty: School of Business
Phone: 778-939-7062	E-mail: travis.higo@kpu.ca

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

Graduate Diploma in Business Administration – Green Business Management & Sustainability Concentration

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.)

Refer to Cost & Revenue Form for breakdown.

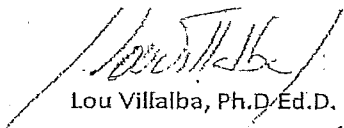
New costs that would require a budget impact are:

- Admin Support & Success Coach salaries
- Program development costs
- Riipen & Simulation Costs from 3<sup>rd</sup> Parties for courses
- Launchpad cost for capstone course
- Travel costs for conventions as part of program development and continuous improvement
- New library resources
- Marketing budget to promote program
- Faculty salaries
- Masters articulation costs
- Faculty professional development in Green Business area

Select from one of the following two choices:

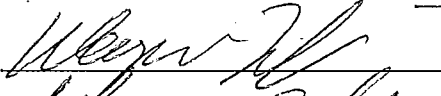
- ☐ NO. The Faculty does NOT require additional budget to implement the proposed curriculum changes.
- ☒ YES. Additional budget IS required to implement this curriculum change. A brief explanation is requested.
- ☒ Additional budget is required by the proposing Faculty.
- ☐ Additional budget is required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

Signature of Department Chair:

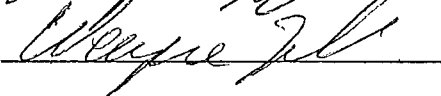
  
Lou Villalba, Ph.D./Ed.D.

Date: Jun 5, 2017

Signature of Faculty Council Chair:

  
Date: Jun 5, 2017

Signature of Faculty Dean:

  
Date: Jun 5, 2017

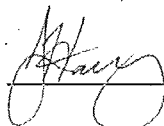
Signature of Deans Offering Service Courses: N/A Date: \_\_\_\_\_

Signature of University Librarian

Please see the attached Library Impact form; Todd Mundle  
Dated: April 26, 2017

(If additional library resources required)

Signature from Financial Services:



Date: June 6, 2017

Signature of Provost:

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

Date: \_\_\_\_\_

Signature from Polytechnic

University Executive:

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



Date: June 7, 2017

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

# Financial Impact Form Summary Financial Information

Course/Program Name:

GRMT

Completion Notes

Total Credits	Year 1	Year 2	Year 3	Year 4	Stable State
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## Student Mix Expectations per year

### Full-Time Delivery

Domestic Students	36	48	48	48	48	48
International Students	36	22	22	22	22	22

### Part- Time Delivery

Domestic Students	36	0	0	0	0	0
International Students	36	0	0	0	0	0
Total Students per year		70	70	70	70	70

## Number of Intended Intakes

## Number of Intended Cohorts per intake

## Revenues:

## Operating

## One-time Only/Start-up

## Total Revenues:

1,057,982	1,057,982	1,057,982	1,057,982	1,057,982	1,057,982
-	-	-	-	-	-
1,057,982	1,057,982	1,057,982	1,057,982	1,057,982	1,057,982

## Expenses:

## One-time Only/Start-up Operating

## One-time Only/Start-up Capital

## Ongoing Operating Costs

## Total Expenses:

65,609	24,609	19,609	19,609	19,609	
-	-	-	-	-	
445,925	475,925	470,925	470,925	470,925	470,925
511,534	500,534	490,534	490,534	490,534	470,925

40%

## Overhead

204,614	200,214	196,214	196,214	196,214	188,370
---------	---------	---------	---------	---------	---------

## Net Income/(Loss)

341,834	357,234	371,234	371,234	371,234	398,687
---------	---------	---------	---------	---------	---------

## Budget required

## Operating Budget

## Capital Budget

## Total Budget Required

511,534	500,534	490,534	490,534	490,534	470,925
511,534	500,534	490,534	490,534	490,534	470,925

What fiscal year will budget be required? If broken across multiple years please identify:

Please see above

Total Investment/Start-up Costs  
Stable State Net Income

129,438
398,687

Payback Period (in stable  
state years)

0.33

\*assumes a 2% inflation

Financial Services sign-off:

Executive Director, Financial Services

Jon Harding

VP, Finance and Admin

Date:

Date: June 6, 2017

Is program/course profitable?

If no, please provide rationale of why the program should be financially supported by the University

Yes

Faculty Sign-off:

Travis Higo

Date: 5-Jun

Course/Program Developer

Wayne Tebb

Date: 5-Jun

Dean

**Financial Impact Form**  
**Summary Financial Information**

Course/Program Name: GRMT

Completion Notes

Instruction Notes

Total Credits		Year 1	Year 2	Year 3	Year 4	Stable State
<b>Student Mix Expectations per year</b>						
Full-Time Delivery						
Domestic Students	36	48	48	48	48	48
International Students	36	22	22	22	22	22
Part-Time Delivery						
Domestic Students	36	0	0	0	0	0
International Students	36	0	0	0	0	0
<b>Total Students per year</b>		<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
Number of Intended Intakes		2	2	2	2	2
Number of Intended Cohorts per intake		1	1	1	1	1
<b>Revenues:</b>						
Operating	1,057,982	1,057,982	1,057,982	1,057,982	1,057,982	1,057,982
One-time Only/Start-up	-	-	-	-	-	-
<b>Total Revenues:</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>
<b>Expenses:</b>						
One-time Only/Start-up Operating	65,609	24,609	19,609	19,609		
One-time Only/Start-up Capital	-	-	-	-		
Ongoing Operating Costs	445,925	475,925	470,925	470,925	470,925	470,925
<b>Total Expenses:</b>	<b>511,534</b>	<b>500,534</b>	<b>490,534</b>	<b>490,534</b>	<b>470,925</b>	
40% Overhead	204,614	200,214	196,214	196,214	188,370	
<b>Net Income/(Loss)</b>	<b>341,834</b>	<b>357,234</b>	<b>371,234</b>	<b>371,234</b>	<b>398,687</b>	
<b>Budget required</b>						
Operating Budget	511,534	500,534	490,534	490,534	470,925	
Capital Budget						
<b>Total Budget Required</b>	<b>511,534</b>	<b>500,534</b>	<b>490,534</b>	<b>490,534</b>	<b>470,925</b>	

\* if stable state is reached sooner than Year 5 please leave applicable years blank  
 If there are assumptions about cohort size or number of cohorts changing over time please include  
 Should capture grant or donation income/items

Start-up costs (course development, or capital).

Should reflect University budget required to cover identified costs less any donation or external one-time only grant revenues  
 \* if the expectation is that program needs can be met with existing resources please include this assumption in comments

What fiscal year will budget be required? If broken across multiple years please identify:

Please see above

Total Investment/Start-up Costs

129,438

Stable State Net Income

398,687

Represents Capital and Operational start-up/one time only costs from above

Payback Period (in stable  
state years)

0.33

\*assumes a 2% inflation

Financial Services sign-off:

\_\_\_\_\_  
Executive Director, Financial Services

Date: \_\_\_\_\_

\_\_\_\_\_  
VP, Finance and Admin

Date: \_\_\_\_\_

Is program/course profitable?

Yes

If no, please provide rationale of why the program should be financially supported by the University

Faculty Sign-off:

\_\_\_\_\_  
Course/Program Developer

Date: \_\_\_\_\_

\_\_\_\_\_  
Dean

Date: \_\_\_\_\_



Step 1. Student Mix Expectations and Course Summary Information

Student Mix Expectations per intake

		Year 1	Year 2	Year 3	Year 4	Stable State	Comments (where relevant or helpful please include notes about what is included in revenues)
Full-Time Delivery							
	Domestic Students	24	24	24	24	24	
	International Students	11	11	11	11	11	
Part-Time Delivery							
	Domestic Students						
	International Students						
Total Students per Intake		35	35	35	35	35	
Number of Intended Intakes		2	2	2	2	2	
Total Cohorts per intake		1	1	1	1	1	

Faculty Delivery Mix Expectations

		Year 1	Year 2	Year 3	Year 4	Stable State	Comments (where relevant or helpful please include notes about what is included in revenues)
Full-Time Delivery							
	% of courses delivered by Regular/NR2	100%	100%	100%	100%	100%	
	% of courses delivered by NR1						
Part-Time Delivery							
	% of courses delivered by Regular/NR2						
	% of courses delivered by NR1						

Course Summary information

New/ Existing	Delivering Faculty	Subject Code	Course Number	Course title	Full Time: Year of Program course offered	Part Time: Year of Program course offered	# of Credits (b)	Class Size Maximum	Fee Category (Drop down list)*	Domestic Fee Rate at time of development	Other Fees (e.g. Material Fees)	Mode	Faculty FTE Required per section	# of Sections required per cohort
New	Business	BUSM	6100	BUSM 6100 - Accounting and Financial Management for Managers	1		3	35	NEW	350	0	16	0.125	1
New	Business	BUSM	6110	BUSM 6110 - Business & Economic Decision Making	1		3	35	NEW	350	0	16	0.125	1
New	Business	BUSM	6120	BUSM 6120 - Project Management	1		3	35	NEW	350	0	16	0.125	1
New	Business	BUSM	6130	BUSM 6130 - Change Management	1		3	35	NEW	350	0	16	0.125	1
New	Business	BUSM	6140	BUSM 6140 - Digital Transformation & Value Creation	1		3	35	NEW	350	0	16	0.125	1
New	Business	GRMT	6100	GRMT 6100 - Sustainability and Business Administration	1		3	35	NEW	350	0	16	0.125	1
New	Business	GRMT	6110	GRMT 6110 - Green Marketing Management	1		3	35	NEW	350	0	16	0.125	1
New	Business	GRMT	6120	GRMT 6120 - Ecological Economics for Organizations	1		3	35	NEW	350	0	16	0.125	1
New	Business	GRMT	6130	GRMT 6130 - Principles of Green and Clean Technologies for Business and Society's Sustainability	1		3	35	NEW	350	0	16	0.125	1
New	Business	GRMT	6140	GRMT 6140 - Managing Innovations in Domestic and Global Contexts	1		3	35	NEW	350	0	16	0.125	1
New	Business	GRMT	6150	GRMT 6150 - Green Business Management Capstone	1		6	35	NEW	350	0	16	0.25	1
											-			
											-			
											-			

[illegible]



(insert lines as necessary- to insert please insert rows before "total" ensuring that all rows are included in the sum function

\* Please use the 'Fee Category' to establish the appropriate category for each course noting that the \$ value associated at the time of development is to support discussion only. Subject to approvals the course tuition fee would be set using the category fee identified

\* Please use the 'Fee Category' to establish the appropriate category for each course noting that the \$ value associated at the time of development is to support discussion only. Subject to approvals the course tuition fee would be set using the category fee identified

Financial Impact Form  
Step 3. Projected Expenses

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

One-time Only/Start-up Operating						Comments (where relevant or helpful please include notes about what is included in costs)
Item	Year 1	Year 2	Year 3	Year 4		
Program Development	14,609	14,609	14,609	14,609		
Curriculum Development (can be costs related to externally or internally developed materials)						
Staff- PD/Enrichment	10,000	5,000	5,000	5,000		
Marketing - Start-up	35,000	-	-	-		
Masters Articulation	6,000	5,000				
Sub-total	65,609	24,609	19,609	19,609		

Capital Costs (Equipment and Renovations)						Comments
Item	Year 1	Year 2	Year 3	Year 4		
Sub-total	-	-	-	-		

Total Non-recurring Costs						Comments
Item	Year 1	Year 2	Year 3	Year 4		
One-time Only/Start-up Operating	65,609	24,609	19,609	19,609	-	
One-time Only/Start-up Capital	-	-	-	-	-	
Total Non-recurring Costs	65,609	24,609	19,609	19,609		

On-going Operating Costs

Faculty Delivery Mix Expectations

Full-Time Delivery

	Year 1	Year 2	Year 3	Year 4	Stable State	Comments
% of courses delivered by NR1	0.0%	0.0%	0.0%	0.0%	0.0%	
% of courses delivered by Regular/NR2	100.0%	100.0%	100.0%	100.0%	100.0%	

Part-Time Delivery

% of courses delivered by NR1	0.0%	0.0%	0.0%	0.0%	0.0%	
% of courses delivered by Regular/NR2	0.0%	0.0%	0.0%	0.0%	0.0%	

	Year 1	Year 2	Year 3	Year 4	Stable State	Comments
Number of Intended Intakes	2	2	2	2	2	
Total Cohorts per intake	1	1	1	1	1	
Total Cohorts	2	2	2	2	2	

Operating Costs - Variable and Fixed Costs						Comments
Item	Year 1	Year 2	Year 3	Year 4	Stable State	

Faculty	<b>Direct Program Costs</b>					
	NR1 Salaries and Benefits	-	-	-	-	
	Regular/NR2 Salaries and Benefits	343,500	343,500	343,500	343,500	343,500
	Total Faculty Salaries and Benefits	343,500	343,500	343,500	343,500	343,500
	Advisor	25,000	25,000	25,000	25,000	25,000
	Lab Operating Salary and Benefits (Program specific)					Success Coach
	Ongoing Research Costs					
	Travel	12,000	12,000	12,000	12,000	12,000
	Professional Development					Conferences
	Supplies	5,000	5,000	5,000	5,000	5,000
	Orientation	5,000	5,000	5,000	5,000	5,000
	Launch Pad/ Incubator/ Hackathon	10,000	10,000	10,000	10,000	10,000
	Riipen	1,500	1,500	1,500	1,500	1,500
	Suimulation Cost	1,925	1,925	1,925	1,925	1,925
	<b>Administrative Support (Program Specific)</b>					
	* if the expectation is that program needs can be met with existing resources please include this assumption in comments					
	Lab Operating Costs -Salary					
	Lab Operating Costs -Non-Salary					
	Specialized IT (software/hardware)					
	Specialized IT Support					
	Library (see Library Assessment Template -Appendix B)	17,000	17,000	17,000	17,000	17,000
	Marketing - Ongoing specific to Program					
	Other					
	Capital					
	Marketing - Ongoing specific to Program		30,000	25,000	25,000	25,000
	Admin Support Staff	25,000	25,000	25,000	25,000	25,000
	<b>Total Ongoing Operating Costs</b>	<b>445,925</b>	<b>475,925</b>	<b>470,925</b>	<b>470,925</b>	<b>470,925</b>

Labour Cost Breakdown by Course

Full-time Method Delivery - Faculty Instruction Cost per course

							Annual Salaries and Benefits:		Year 1		Year 2		Year 3		Year 4	
									114,500	60,000	114,500	60,000	114,500	60,000	114,500	60,000
Subject Code	Course Number	Course title	Year of Program course offered	Mode Course is taught at	Faculty FTE Required per section *	# of Sections offered per cohort			NR2/ Regular	NR1	NR2/ Regular	NR1	NR2/ Regular	NR1	NR2/ Regular	NR1
BUSM 6100 - Accounting and Financial Management for Managers									14,313	7,500	-	-	-	-	-	-
BUSM	6110	BUSM 6110 - Business & Economic Decision Making	1	16	0.125	1			14,313	7,500	-	-	-	-	-	-
BUSM	6120	BUSM 6120 - Project Management	1	16	0.125	1			14,313	7,500	-	-	-	-	-	-
BUSM	6130	BUSM 6130 - Change Management	1	16	0.125	1			14,313	7,500	-	-	-	-	-	-
BUSM	6140	BUSM 6140 - Digital Transformation & Value Creation	1	16	0.125	1			14,313	7,500	-	-	-	-	-	-
GRMT 6100 - Sustainability and Business Administration									14,313	7,500	-	-	-	-	-	-
GRMT	6110	GRMT 6110 - Green Marketing Management	1	16	0.125	1			14,313	7,500	-	-	-	-	-	-
GRMT	6120	GRMT 6120 - Ecological Economics for Organizations	1	16	0.125	1			14,313	7,500	-	-	-	-	-	-

\* Faculty FTE Calculation example: At Mode 16 a 3 credit course represents 0.125 of an annual FTE (3 credits for course /24 credits per year = 0.125 FTE)

0.125

### Annual Salaries and Benefits:

[illegible]



Please attach this form to the concept paper.

Kwantlen Polytechnic University

Library Impact Assessment  
Support for Program Proposal/Change

**Name of Program**

Graduate Diploma in Business Administration - Green  
Business Management & Sustainability Concentration

**Date**

April 11, 2017

The Library supports the development of this program. It is anticipated that current Library resources will be sufficient, although acquisition of *SimplyMap* would be beneficial. In general, the library collection is well developed in the areas students enrolled in this program will require. However, as this is a cost-recovery program, any funding for research material that becomes necessary will have to be borne by the School of Business.

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

Total Estimated Start-up Costs (one time):

Reference Materials

Monographs

Audio-visual Materials

Subtotal:

Total Estimated Annual Costs (on-going):


Periodicals

Databases and Indexes \$17,023

Subtotal: \$17,023

TOTAL: \$17,023

**Assessment Prepared by:**



SSCC Liaison Librarian

April 26, 2017

Date

**Assessment Reviewed by:**



University Librarian

April 26, 2017

Date

Please attach this form to the concept paper.

I support this collection assessment:      Yes ☒      No ☐\*

**Program Developer:**

Luis Villalba

**Name/Title**

April 27, 2017

**Date**

*\*Please provide reasons for non-support of assessment*



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

**Regular Meeting**  
**#4.5**  
**September 27, 2017**  
**Wayne Tebb**

**Agenda Item:** Program Concept: Graduate Diploma in Global Business Management Concentration (IBUS)

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the Program Concept for the Graduate Diploma in Global Business Management Concentration (IBUS) effective September 1, 2018 as recommended by the Board Governance and Board Finance Committees.</b>
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**Board Committee Report:** The Board Governance and Board Finance Committees reviewed the Program Concept for the Graduate Diploma in Global Business Management Concentration (IBUS) at meetings held on September 6, 2017 and September 18, 2017 respectively and recommended it to the Board of Governors for approval.

**Context & Background:** On May 12, 2017, the School of Business Faculty Council endorsed the program concept for the Graduate Diploma in Business Administration – Global Business Management Concentration (IBUS)

On May 18, 2017, the Provost approved the concept paper for the Graduate Diploma in Business Administration – Global Business Management Concentration (IBUS).

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

1. Self-Funded new programming to support the 5% FTE annual growth, that is designed to meet the time availability requirements of emerging professionals and aligns with the utilization of new KPU infrastructure
2. Distinctive program that provides graduates with the skills needed to make business decision in a domestic and global context
3. Program courses will be developed at the graduate (6000-level) to allow for articulation into MBAs

**Resource Requirements:** Self-Funded program designed to be eventually offered out of KPU Civic Plaza

**Implications / Risks:** Current brand recognition is a risk to the recruitment and the management of international enrollment (the right international student being recruited.)

**Consultations:**

- Senate endorsed for recommendation to the Board of Governors on June 26, 2017
- Senate Standing Committee on University Budget on June 16, 2017



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

**Regular Meeting**  
**#4.5**  
**September 27, 2017**  
**Wayne Tebb**

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- Senate Standing Committee on Academic Planning & Priorities June 9, 2017
- Polytechnic University Executives on June 6, 2017
- School of Business Faculty Council on May 12, 2017
- School of Business Curriculum Committee on May 5, 2017

**Attachments:** Program Concept: Graduate Diploma in Business Administration – Global Business Management (IBUS)

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

**Date submitted:** September 19, 2017

## Graduate Diploma in Business Administration – Global Business Management Concentration

This form is to be used for all proposed non-degree programs that are going to Senate for approval. Please submit the completed concept form, including all supplementary documentation, to Senate Office at [Senate@kpu.ca](mailto:Senate@kpu.ca) at least two weeks before the next meeting of the Senate Standing Committee on Academic Planning and Priorities. For more information on how to complete this concept form, or to submit a completed concept paper for approval by Senate and the Board, please contact the Vice Chair of Senate.

### Please include the following completed documents:

- ☒ 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:	School of Business		
Department:	N/A		
Developer:	Luis Villalba, Ph.D., Ed.D.	Phone:	604.599.3438
		Email:	luisfernando.villalba@kpu.ca
Dean:	Wayne Tebb, MBA	Phone:	604.599.3252
		Email:	Wayne.Tebb@kpu.ca

## PROGRAM INFORMATION

Name of proposed program ( <i>include all related programs, such as minors</i> ):	Graduate Diploma in Business Administration – Global Business Management Concentration
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## SUMMARY OF THE PROPOSED PROGRAM

### Please provide a brief summary of the proposed program (250 words max):

Global Business Management program is designed for a participant base that has completed a bachelor degree in general business management, tourism and hospitality management or government management. It is also for professionals and the technical fields of engineering and other similar areas that want to develop a career interest in business.

Whether the participants have industry experience or are starting their career in industry the program is designed to prepare the participants to successfully address supervisory and managerial needs in a business environment. The participants will be trained to develop a domestic and/or international business strategy, analyze entry into markets, develop innovation for domestic or global markets, interpret financial and accounting data, negotiate among stakeholders, and understand and make business decisions based on macroeconomic and industry information (domestic and internationally) as well as to develop the ability to communicate interculturallly.

The Global Business Management program consists of five (15 credits) general management courses that will allow students to develop business-related critical thinking and analysis skills, communication skills, teamwork and

interpersonal skills, and attain a solid understanding of how to interpret and synthesize core business, financial and performance data to make informed decisions in a domestic as well as a global business environment. Following this, students complete six (21 credits) courses of focused Global Business Management subject content.

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

Please provide evidence of how the proposed program aligns with KPU's Mission and Mandate, Strategic Plan, and Academic Plan (250 words max):

### KPU Strategic and Academic Plan

The Vision 2018 Strategic Plan declares a commitment to internationalization; an emphasis on intercultural understanding and the development of successful global citizens.

The proposed program is the first full International Business program at Kwantlen Polytechnic University. Approval of the program will reinforce the commitment of the University to Internationalization of content from a Global as well as a Canadian perspective. There is a specific course on intercultural communication and global citizen's perspective.

- Self-Funded new programming to support the 5% FTE annual growth
- Distinctive program aligned to industry and labour market, designed to support emerging professionals in key regional and provincial economic development regions
- Program designed to meet the time availability requirements of emerging professionals and aligns with the utilization of new KPU infrastructure
- The university is in the process of developing a framework of global competencies for students/faculty. This program supports that initiative
- Global innovation will be a focus in this program curriculum which will meet the strategic imperative of "To Increase Experiential Learning Opportunities". Innovation and other components of the program will be key in the industry project or research paper in the capstone of the program.
- Program curriculum continues to enhance KPU's industry standing as it will leverage industry partnerships and relationship for experiential learning and applied projects / research. Will allow the School of Business to expand its support of applied project partnerships with the region's economic development bodies and agencies (City Gov't, Boards of Trade, Industry Associations, Professional Associations)
- Program curriculum is designed to build strong international student interest in regions where there are and growing international trade, commercial and investment links: South America, Asia and parts of Africa.
- This program also builds on other post-baccalaureate/graduate diploma offerings that will help build the KPU graduate brand, by keeping academic levels at graduate level, hiring professionals with high/ highest academic credentials and solid work experience. The program is also designed to maximize student-to-student interaction as well as student-to-instructor interaction. This will be done through special projects with industry, work-term, Launchpad professional experience, intercultural communication exercises and activities as well as industry and international company reports.

## PROPOSED IMPLEMENTATION SCHEDULE

Please provide the intended implementation schedule for the new program. Please include evidence of the appropriateness of the schedule, given the timing of the proposal and readiness of the institution to offer the program. (250 words max)

### Program Concept Development

- March 2017 – September 2017

- KPU Approvals
  - May 5 – Curriculum Council
  - May 12 – Faculty Council
  - May 18 – Provost Approval
  - June 6 – PUE Approval
  - June 9 – SSCAPP Approval
  - June 16 – SSCUB Approval
  - June 26 – Senate Approval
  - Sept 12 – Governance Approval
  - Sept 19 – Finance & Audit Approval
  - Sept 28 – Board Approval

**Full Program Development**

- June 2017 – March 2018
  - KPU Approvals
    - Sept/Oct – Provost Alignment Approval
    - Oct 2 – Curriculum Council
    - Oct 9 – Faculty Council
    - Nov 1 – SSCC Approval
    - Nov 10 – SSCAPP Approval
    - Nov 27 – Senate Approval
    - TBA – Governance Approval
    - Feb 7 – Board Approval
  - PSIPS Review – Mar 2018

**Course & Curriculum Development**

- March 2017 – March 2018
  - Course Outline Development
    - Outlines will be approved as the program is being approved
- May 2018 – August 2018
  - Course Presentation Development
    - This is the responsibility of the vetted faculty to prepare

**Operation Development**

- September 2017 – December 2017
  - Admission Process Development
    - This would need to be developed with Admissions. Part of this process is already developed for the existing post baccalaureate programs
- December 2017 – January 2018
  - First Intake Coordination
    - This process is already developed for the current post baccalaureate programs and will need to be modified
- March 2018 – May 2018
  - Vetting for Instructors
    - This process will need to be developed as there is no process/committee. It may fall under the same committee as the Post Baccalaureate Program committee that is being developed

**Marketing & Recruitment**

- February 2018 - March 2018
  - Marketing Materials Development
    - Concepts and general design have already been determined from the existing post baccalaureate programs
- March 2018 – September 2018
  - Recruiting Students for Program
    - Action plan and tactics will be modified from learnings from the recruitment for the existing post baccalaureate programs.

**Program Launch**

- August 2018
  - Orientation for Faculty
    - Orientation will already be developed for Faculty from the existing post baccalaureate programs
- September 2018
  - First Intake of Students
- September 2018
  - Orientation for New Students
    - Orientation will already be developed for Students from the existing post baccalaureate programs



# Program Proposal Feasibility Assessment Request Form

Please note this request form, when completed, will be part of the Concept document submitted to Senate, and part of the submission to the Ministry of Advanced Education (AVED).

Please complete each cell in the right hand column. If you have any questions, please contact IAP at <iap@kpu.ca>.

When completed, please email a copy to <iap@kpu.ca> & <lori.mcelroy@kpu.ca>.

<b>Date assessment required</b> <i>Note: IAP generally needs at least a month notice to do a feasibility assessment.</i>	Feb 28 <sup>th</sup> , 2017
<b>Name of person to contact for additional information</b>	Travis Higo, <a href="mailto:travis.higo@kpu.ca">travis.higo@kpu.ca</a> , 778-939-7062
<b>OVERVIEW</b>	
<b>Academic unit offering proposed program</b> <i>Specify Faculty and department or unit within the Faculty that will deliver the program</i>	School of Business, N/A
<b>Name of proposed program</b> <i>(include all related programs, such as minors)</i>	Graduate Diploma in Global Business Management
<b>Classification of Instructional Program (CIP)</b> <a href="http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPPage1&amp;db=imdb&amp;dis=2&amp;adm=8&amp;TV=127939">http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPPage1&amp;db=imdb&amp;dis=2&amp;adm=8&amp;TV=127939</a> <i>(Please provide a 6-digit number. Contact IAP for assistance if required)</i>	52.1101, International business/trade/commerce
<b>Program development/revision status</b> <i>Indicate whether this is a new program or a revision of an existing program</i>	New Program
<b>PROGRAM DESCRIPTION &amp; STRUCTURE</b>	
<b>Description of discipline</b> <i>In two or three sentences, provide an overview of the discipline.</i>	International and Global Management is concerned with the techniques and practices that are involved in directing and controlling international organizations. Thus, it covers all the issues that arise as a consequence of international and global strategies. <sup>1</sup>

<sup>1</sup> <http://www.global-strategy.net/what-is-global-management/>

### Program description

*In approximately 300-500 words, provide an overview of the proposed program, including:*

- *its relationship to the discipline (i.e. focus of program),*
- *program objectives (list 3-5), and*
- *key learning outcomes (list 3-5)*

*Please be specific.*

Global Business Management program is designed for a participant base that has completed a bachelor degree in general business management, tourism and hospitality management or government management. It is also for professionals and the technical fields of engineering and other similar areas that want to develop a career interest in business.

Whether the participants have industry experience or are starting their career in industry the program is designed to prepare the participants to successfully address supervisory and managerial needs in a business environment. The participants will be trained to develop a domestic and/or international business strategy, analyze entry into markets, develop innovation for domestic or global markets, interpret financial and accounting data, negotiate among stakeholders, and understand and make business decisions based on macroeconomic and industry information (domestic and internationally) as well as to develop the ability to communicate interculturallly.

The Global Business Management program consists of five (15 credits) general management courses that will allow students to develop business-related critical thinking and analysis skills, communication skills, teamwork and interpersonal skills, and attain a solid understanding of how to interpret and synthesize core business, financial and performance data to make informed decisions in a domestic as well as a global business environment. Following this, students complete six (21 credits) courses of focused Global Business Management subject content.

The Global Business Management Content Learning Outcomes: Graduates will be able to:

- Demonstrate the ability to manage innovation for an entrepreneurial or already-established company setting.
- Demonstrate the ability to communicate interculturallly in domestic as well as global settings.
- Exercise their responsibilities in the management of entry strategy in domestic or international markets for products or services or investment projects, product development while participating in interdisciplinary teams.
- Apply an ethical understanding and perspective to business situations both locally and globally, and

	<p>apply the newest theoretical and practical approaches with respect to social responsibility and sustainability.</p> <ul style="list-style-type: none"> <li>Analyze the performance of their organization (financial, products, services, practices and systems) to identify the ways to improve the performance of organizations and help them meet marketplace needs.</li> <li>Be able to deploy specific skills for import and export transactions in global markets.</li> <li>Assess macroeconomic environments domestically and internationally in order to assess commercial and financial impacts for a business venture.</li> </ul>
<p><b>Program concentrations</b></p> <p><i>Provide an overview of the number of credits in the subject concentration(s) that will be included in the program.</i></p> <p><b>Total</b> number of credits in the subject concentration (s) – please specify the subject concentration(s)</p> <ul style="list-style-type: none"> <li>Number of credits in the subject concentration(s) that will be taken at the lower levels (<b>level 1 &amp; 2</b>)</li> <li>Number of credits in the subject concentration(s) that will be taken at the upper levels (<b>level 3 &amp; 4</b>)</li> </ul> <p><i>Note: A program may have more than one subject concentration – for example, an equal number of general management/ leadership courses and supply chain management courses.</i></p> <p><b>Optional:</b> If available, a list of required and elective courses for the program may be included.</p>	<p>Total program credits: 36 credits of BUSM &amp; INTB courses.</p> <ul style="list-style-type: none"> <li>Program credits in Business Management (BUSM): 15 credits</li> <li>Program credits in Global Business Management (IBUS): 21 credits</li> </ul>
<b>PROGRAM INFORMATION</b>	
<b>Proposed credential(s) to be granted</b>	Graduate Diploma in Global Business Management
<b>Expected time to complete (in terms)</b>	3 semesters (1 year full time)
<b>Total number of credits required</b>	36 credits
<b>Type of intake</b> <i>Open intake (Faculty admission) or Limited intake (Program/cohort admission)</i>	This is an open intake program

<b>Entry options</b> <i>Are there alternate ways to enter the program, such as bridging, PLAR? Y/N. If yes, please specify.</i>	Prior Learning Assessment & Recognition (PLAR) is possible for students with appropriate prior learning and/or work experience Transfer credit
<b>Laddering options</b> <i>Does this program ladder from, or to, other KPU programs? Y/N. If yes, please specify.</i>	No
<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: Students can take all of this program credential part time.
Evening/weekend delivery	Yes: Courses will be offered during the evening and Saturdays.
Online delivery (complete or partial)	Partial
Other alternate delivery	No
<b>Co-op education program / practicum / clinical practice, etc. available?</b> <i>Y/N. If yes, please specify.</i>	No
<b>Community engagement / experiential learning opportunities for students?</b> <i>Y/N. If yes, please specify.</i>	Yes: Student will be required to work with the community and businesses when doing group and individual projects.
<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>	No
<b>Cost-recovery program?</b> <i>Y/N. If yes, provide proposed tuition for domestic and international students.          (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>	Yes. Domestic: New Tuition Category for Graduate programs. International: Same as International rate.

## INFORMATION FOR COMPETITIVE ASSESSMENT

*(Please note the information provided in this section will be used by IAP in the assessment of the proposed program.)*

### Related programs at other postsecondary institutions

*Please provide the name(s) of related/most closely related program(s) and institution(s)*

CAP: Graduate Diploma in International Management  
 CAP: Graduate Diploma in North American & International Management  
 CAP: Post-Baccalaureate Diploma in North American Business  
 CAP: Post-Baccalaureate Applied Diploma in North American Business  
 COTR: Graduate Certificate in Global Studies  
 DOUG: Post-Degree Diploma in International Business Management  
 DOUG: Post Degree Diploma in International Supply Chain Management  
 NIC: Post Degree Diploma in Global Business Management  
 RRU: Master of Global Management  
 RRU: Master of Global Management and Master of Business Administration in International Business Dual Degree  
 TRU - Post Baccalaureate Diploma in International Business  
 UNBC: Master of Arts in International Studies  
 UVIC: Master's in Global Studies

### Unique aspects of the program/ program strengths

*Describe the unique aspects of the program (in terms of curriculum, unique experiential learning options, delivery, etc.). Why would potential students want to take the program at KPU? Please be specific.*

Most programs from our competitors do not offer graduate level courses. KPU academic offering has been adjusted for a higher academic content than the BBA level and some courses have been designed for compacted delivery.  
 The program will provide students will substantial hands on experience to reinforce the learning in the classroom. Students will work closely with businesses in the community to help find opportunities and solve business problems.

## INFORMATION FOR STUDENT DEMAND ASSESSMENT

*(Please note the information provided in this section will be used by IAP in the assessment of the proposed program.)*

<p><b>Current KPU Students</b></p> <p><i>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?</i></p>	<p>Yes.</p> <p>BBA in ENTR – Already have an interest in business.</p> <p>BBA in Marketing – Already have an interest in business.</p> <p>BBA in Accounting – Already have an interest in business.</p> <p>BBA in HR – Already have an interest in business</p> <p>BA in Policy Studies – Already have an interest in global policies and trends</p> <p>BA in Political Science - Already have an interest in global policies and trends</p>
<p><b>Related programs at KPU</b></p> <p><i>Provide the name(s) of related program(s) offered at KPU (regardless of credential), even those that the proposed program will replace.</i></p>	<p>BA In Policy Studies – this program focuses on policy and social responsibility but doesn't touch on the business applications.</p>
<p><b>Programs that could articulate with proposed program</b></p> <p><i>List programs (and institution) that you anticipate could articulate with the proposed program</i></p>	<p>Possibility to ladder into an MBA with Edinburgh Business School.</p>

## INFORMATION FOR LABOUR MARKET ASSESSMENT

*(Please note the information provided in this section will be used by IAP in the assessment of the proposed program.)*

<p><b>Main skills graduates will have upon completion of the program (be specific)</b></p>	<p>Graduates will have the ability to</p> <ul style="list-style-type: none"> <li>• analyze and develop international strategies for Canadian enterprises</li> <li>• utilize international business and economic strategies to better the business of any organization</li> <li>• lead an high performance team</li> <li>• negotiate effectively regarding issues and business opportunities across functional departments and domestic &amp; international businesses</li> <li>• understand and practice ethics in domestic and global business decisions</li> <li>• analyze and understand the financial performance of an organization and provide strategies to optimize performance</li> <li>• manage innovation in domestic and global contexts</li> <li>• handle import and export operations as well as making educated decisions on investment at home or abroad based on risk and opportunities</li> </ul>
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<p><b>Sectors/ types of employers that would <u>most likely</u> hire new graduates</b> <i>(list at least 3 and please be specific – e.g. municipal government, biotechnology firms, conservation agencies, etc.)</i></p>	<ul style="list-style-type: none"> <li>• Any business that works with international partners or has operations in other countries</li> <li>• Government (Provincial &amp; Federal)</li> <li>• Not-for-Profit organizations</li> </ul>
<p><b>Occupations and job titles for which <u>new graduates</u> of the program would be qualified</b> <i>(What jobs are the program preparing students for? Please list 5-10 specific occupations).</i></p>	<ul style="list-style-type: none"> <li>• Managers of Canadian companies trading abroad</li> <li>• Business Managers of Canadian companies commercializing goods and services from other countries</li> <li>• International Business Consultant</li> <li>• Business Development Officer</li> <li>• Professional Business Manager for a Multinational Company</li> <li>• Government positions at the Provincial level that require business knowledge</li> <li>• Government positions at the Federal level that require business knowledge in International Settings (e.g. FTC's)</li> <li>• Canadian or International Business Entrepreneur</li> <li>• International Not-for-Profit Business Manager</li> <li>• Project Manager</li> <li>• Strategic Planning Director</li> </ul>

# Feasibility Assessment for the Proposed Global Business Management Graduate Diploma

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Prepared by the Office of Institutional Analysis & Planning  
Kwantlen Polytechnic University  
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## Summary of Assessment

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

## Description of KPU's Proposed Program

The proposed Global Business Management Graduate Diploma program is designed for individuals who have completed a Bachelor degree in general business management,<sup>2</sup> tourism and hospitality management, or government management and technical professionals who need additional skills and knowledge to pursue a career in international business.

The proposed Global Business Management Graduate Diploma program consists of five (15 credits) general management courses that will allow students to develop business-related critical thinking and analysis skills, communication skills, teamwork and interpersonal skills, and attain a solid understanding of how to interpret and synthesize core business, financial and performance data to make informed decisions in domestic as well as global business environments. Following this, students complete six (21 credits) courses of focused Global Business Management subject content to gain a deeper understanding of how business is conducted globally and to develop the ability to deal with the challenges of doing business internationally.

As the program may be taken accelerated full-time (completed in 12 months), full-time (completed in 16 months) or part-time,<sup>3</sup> the program is suitable for new degree graduates or working professionals. The proposed degree also accepts PLAR (Prior Learning Assessment & Recognition) to give recognition to work experience and/or non-traditional educational experiences and transfer credit.

## 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>4</sup> expected by 2024. KPU's proposed program aligns with five of the top 100 high-opportunity occupations that have been identified by the government:

- NOC 4163 - Business development officers and marketing research and consultants
- NOC 1122 - Professional occupations in business management consulting
- NOC 0124 - Advertising, marketing and public relations managers
- NOC 0601 - Corporate Sales Managers
- NOC 1225 - Purchasing agents and officers

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<sup>2</sup> The courses of the proposed Global Business Management Graduate Diploma program have a higher-level academic content than the courses of a Bachelor of Business Administration program.

<sup>3</sup> Courses are offered in the evenings and on Saturdays.

<sup>4</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 five high-priority occupations listed above, the program will also prepare graduates for the following occupational category:

- NOC 0113 - Purchasing managers

A total of 18,470 job openings across the six occupational groups are expected to be created between 2015 and 2025 in BC, of which 14,470 openings are expected in the Mainland/Southwest region. The five high-opportunity occupations account for 96% of the 18,470 job openings in BC (17,760 jobs) and 96% of the 14,470 job openings in the Mainland/Southwest region (13,850 jobs). Over a ten-year period to 2025, demand for workers is expected to increase, in both BC and the Mainland/Southwest region, for all occupational groups listed above.

Overall, the information suggests graduates from KPU's proposed Global Business Management Graduate Diploma program will have very good employment prospects upon graduation.

## **Competitive Assessment**

Five public postsecondary institutions in BC offer post-degree/post-baccalaureate diploma and graduate certificate/diploma programs in international/global business management. Of the 11 programs, one is a graduate certificate program, two are graduate diploma programs, and eight are post-degree/post-baccalaureate diploma programs.<sup>5</sup> Of the 11 programs, seven are offered in the Lower Mainland (four programs from Capilano University, and three programs from Douglas College). In addition, three BC public postsecondary institutions offer four master's programs<sup>6</sup> in international/global business management. None of these institutions are located in the Lower Mainland.

Compared to the existing post-degree/post-baccalaureate and graduate certificate/diploma programs in international/global business management, KPU's proposed program is similar in that:

- It may be completed between 12 and 24 months.
- It may be completed on a full-time or part-time basis.<sup>7</sup>

KPU's program is fairly unique in that:

- It will be the only graduate diploma program in international/global business management in British Columbia with a higher-level academic content.<sup>8</sup>
- Of the related programs, Capilano University's Graduate Diploma in International Management is the most similar to KPU's proposed program. Working professionals within KPU Region may choose KPU's proposed program over Capilano University's Graduate Diploma in International

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<sup>5</sup> Capilano University's Post-Baccalaureate Diploma in North American Business Management (NABU) and Applied Post-Baccalaureate Diploma in North American Business Management (NABU Applied) programs are designed specifically for international students and new immigrants with an undergraduate degree completed outside of Canada. These two programs help students develop the understanding and the decision-making tools needed to do business in the North American economic environment.

<sup>6</sup> In general, graduate diploma and master's programs have a higher-level academic content, 5000-level and higher, than post-degree/post baccalaureate programs. KPU's proposed program will offer courses at least at the 5000-level.

<sup>7</sup> Exceptions include: CAP's Graduate Diploma in International Management, Graduate Diploma in North American & International Management, Post-Baccalaureate Diploma in North American Business, and Post-Baccalaureate Applied Diploma in North American Business programs. COTR website does not specify whether the Graduate Certificate in Global Studies may be completed on a part-time basis.

<sup>8</sup> The two other graduate diploma programs in BC, the Graduate Diploma in International Management and Graduate Diploma in North American & International Management programs by Capilano University, consist of 5000-level courses. KPU's proposed graduate diploma program will offer 6000-level courses.

Management program because of the flexible delivery options, Capilano's program is delivered full-time only,<sup>9</sup> and its convenient location. Moreover, Capilano's program (36 credits) will cost domestic students \$19,830.60 and cost international students \$21,850.20. The proposed tuition for KPU's program (36 credits) - \$12,600 for domestic students and \$20,196 for international students – is much more affordable for domestic students.

- KPU's international tuition for the proposed program would be the second lowest among the related post-degree/post-baccalaureate and graduate diploma programs in the Lower Mainland, making it more affordable for international students (Douglas College's Post-Degree Diploma in International Business Management is lower).
- New degree graduates without relevant work experience are unlikely to be admitted into master's programs in international/global business management.<sup>10</sup> KPU's proposed program would serve them. KPU's proposed program could be completed in 12 months, at accelerated full-time, which may be attractive to new graduates.

Overall, the data examined suggests that KPU's proposed Global Business Management Graduate Diploma program has unique features filling a need that may not be adequately addressed by similar programs.

## **Student Demand Assessment**

KPU's Business degree graduates are a likely target audience for the Global Business Management Graduate Diploma. Graduates of those programs may want to return to KPU, an institution where they completed their degree, to further their education. The proposed program may also be of interest to the graduates of KPU's Bachelor of Arts, Major in Policy Studies and Bachelor of Arts, Major in Political Science programs.

There has been steady growth in enrolments in KPU's business degree programs, showing the demand for business programs in the region. Between 2011/12 and 2014/15 (the most recent year for which comparable data is available),<sup>11</sup> FTEs in KPU's School of Business degree programs increased by 28%. FTEs in KPU's Bachelor of Arts, Major in Policy Studies and Bachelor of Arts, Major in Political Science programs increased from 6 FTEs in 2011/12 to 28 FTEs in 2014/15.

The FTE enrolments in International/Global Business Management post-degree programs show a strong upward trend, increasing from 69 FTEs in 2012/13 to 328 FTEs in 2015/16 (an increase of 370%). Most of this increase is due to an increase in enrolments in Capilano University's Post Baccalaureate Applied

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<sup>9</sup> One advantage of the Capilano University's program is that students who successfully complete the first semester and meet the entry requirements are accepted into the MSc in International Business program at University of Hertfordshire. Students who successfully complete all required courses in both programs earn two credentials, Graduate Diploma in International Management and MSc in International Business.

<sup>10</sup> Minimum two years of relevant, full-time work experience is required for admission into RRU's master's programs. Although formal work experience is not a requirement for admission into UNBC's Master of Arts in International Studies and UVIC's Master of Global Business programs, relevant work experience is viewed favorably when reviewing an applicant's file.

<sup>11</sup> KPU has implemented a new admissions framework effective September 2015 and onwards for all applicants. Instead of admitting students to a program, KPU now admits new students to a Faculty and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

Diploma in North American Business,<sup>12</sup> NIC's Post-Degree Diploma in Global Business Management, and TRU's Post-Baccalaureate Diploma in International Business programs.

Moreover, demand for post-degree programs in Business Administration in BC is increasing at a high rate. FTE enrolments for these programs have increased a hundred-fold between 2011/12 and 2015/16 academic years.<sup>13</sup> Most of the increase is due to an increase in the FTE enrolments in Langara's Post-Degree Diploma in Business Administration, NLC's Post-Degree Diploma in Business Management, and Selkirk College's Post-Degree Diploma in Business Administration.

In addition, as mentioned in the labour market demand section, labour market demand is expected to be high 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.

Another factor that will influence demand is the growth in international trade. International trade represents more than 60% of Canada's GDP and one in five jobs in Canada is linked to exports.<sup>14</sup> The global economy and international trade have undergone major changes in the last decade. These changes are intense competition from countries all around the world, the negative impact of the 2008-09 recession, advances in communication and transportation, and the growth of emerging markets of the world. Both the federal and BC provincial governments are working to improve Canada's international trade and investment performance by signing new trade agreements and expanding the scope of support, financial instruments and export grants available to small and medium-size firms. One significant federal initiative is the Canada-European Union Comprehensive Economic and Trade Agreement (CETA). CETA, which will come into effect at the end of 2017, will create jobs, strengthen economic relations and boost Canada's trade with the world's second-largest market, the European Union.<sup>15</sup> The BC provincial government is taking steps to deepen commercial relationships with ASEAN's fast-growing economies, Europe, and the USA.<sup>16</sup> These and other international trade initiatives will require professionals, who are fluent in diverse aspects of international trade. Therefore, KPU's proposed program is also likely to attract working professionals who need to learn new skills and/or broaden their pre-existing skill sets in international/global business management.

Overall, the data examined suggests there will be good demand for KPU's proposed Global Business Management Graduate Diploma program.

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<sup>12</sup> Capilano University's Post-Baccalaureate Applied Diploma in North American Business Management (NABU Applied) program is designed specifically for international students and new immigrants with an undergraduate degree completed outside of Canada. This program help students develop the understanding and the decision-making tools needed to do business in the North American economic environment.

<sup>13</sup> For which data is available.

<sup>14</sup> Global Markets Action Plan <http://international.gc.ca/global-markets-marches-mondiaux/plan.aspx?lang=eng#message> (March 2017).

<sup>15</sup> Canada-European Union Comprehensive Economic and Trade Agreement (CETA) <http://www.international.gc.ca/trade-commerce/trade-agreements-accords-commerciaux/agr-acc/ceta-aecg/index.aspx?lang=eng> (March 2017).

<sup>16</sup> Minister of International Trade and Minister for the Asia Pacific Strategy and Multiculturalism 2016/17 – 2018/19 Service Plan (March 2017).

## 1. Labour Market Demand

This section provides an informed view of the labour market trends in BC for occupations related to the proposed Global Business Management Graduate Diploma program.

Graduates of the proposed program will be employable in both the public and private sector within a wide range of industries. Potential jobs titles include:<sup>17</sup>

- Account Manager
- Consumer Brand Manager
- Corporate Social Responsibility Officer/Manager
- Economic and Trade Analysis Director
- Foreign Investment Analyst
- Foreign Sales Representative
- Global Supply Chain Planner
- Import/Export Coordinator
- International Account Executive
- International Business Advisor
- International Business Analyst
- International Business Consultant
- International Business Developer
- International Commodities Trader
- International Management Consultant
- International Marketing Specialist/Manager
- International Media Planner
- International Project Manager
- International Purchasing Agent
- International Trade Manager
- Logistics/Transportation Manager
- Market Development Director
- Program Coordinator – International Partnerships
- Product Manager
- Public Relations Specialist
- Regional Operations Manager
- Shipping Coordinator
- Strategic Planning Director
- Talent Acquisition Analyst
- Trade Consultant
- Trade Development Officer
- Trade Representative
- Trades and Technology Director

The above list is not exhaustive. Some positions may require additional education or experience.

## Employment Outlook<sup>18</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 2025, 934,000 job openings are expected to be created in BC;<sup>19</sup> 69% 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, reflecting a robust and diverse economy. More than three-quarters of job openings projected to 2025 will require some post-secondary education and training. Over a third (36%) of job openings will require a bachelor's, graduate or first professional degree,<sup>20</sup> and/or significant work experience.

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<sup>17</sup> Sources: <https://www.concordia.ca/jmsb/services/career/students/careers-by-degree/international-business.html#occupations>, <http://www.bcit.ca/study/programs/745bdip1t>, and Program Proposal Feasibility Assessment Request Form.

<sup>18</sup> See Appendix A for information on labour market sources and the terminology used in this section.

<sup>19</sup> The forecast does not include the impact of potential future LNG investments.

<sup>20</sup> Educational skill level descriptions in BC Labour Market Outlook report were recently changed to align with the terminology used in the post-secondary education system. The skill level “usually requiring a university degree” was changed to “usually requiring a bachelor's, graduate, or first professional degree” and the skill level “usually requiring a college education or apprenticeship training” was changed to “usually requiring diploma, certificate, or apprenticeship training.”

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.

### ***Occupational Groups Related to Global Business Management***

With respect to the proposed Global Business Management Graduate Diploma program, there are six occupational categories that are the most relevant:

- NOC 4163 - Business development officers and marketing research and consultants
- NOC 1122 - Professional occupations in business management consulting
- NOC 0124 - Advertising, marketing and public relations managers
- NOC 0601 - Corporate Sales Managers
- NOC 0113 - Purchasing managers
- NOC 1225 - Purchasing agents and officers

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

#### ***NOC 4163 - Business Development Officers and Marketing Research and Consultants***

*“Business development officers and marketing researchers and consultants conduct research, formulate policies and manage programs to stimulate industrial and commercial business investment or tourism in urban and rural areas, or to promote commercial or industrial products and services. They are employed by government departments, international organizations, marketing firms and business associations or may be self-employed.”<sup>21</sup>*

Job titles specific to this subgroup include, but not limited to, business development officer, community economic development consultant, economic development officer, market researcher, market analyst, marketing consultant, regional development analyst, trade promotion officer, tourism industry consultant, international development and assistance researcher, international development agency program officer, and international marketing specialist.

In 2015, the top industries employing business development officers and marketing research and consultants in BC were:<sup>22</sup>

- Professional, scientific, and technical services (26% in the NOC 4163 occupational category were employed in this industry)
- Administrative and support, waste management and remediation services (9% of occupational group)
- Finance and Insurance (9% of occupational group)
- Wholesale trade (8% of occupational group)
- Public administration (8% of occupational group)

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<sup>21</sup> Statistics Canada: National Occupational Classification 2011

<sup>22</sup> EMSI data (March 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).



The employment outlook for this category follows:<sup>23</sup>

- Approximately 2,600 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.4%. Of these job openings, 65% will be due to replacement demand as a result of retiring workers and deaths, and 35% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 2,150 job openings are projected by 2025. This represents an annual demand growth rate of 1.5%. Of these job openings, 64% will be due to replacement demand and 36% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 53% were male and 53% were working mostly full-time.<sup>24</sup>
- 35% of the workforce was between the ages 45 and 64, and 55% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$64,000 in 2015.

### ***NOC 1122 - Professional Occupations in Business Management Consulting***

*“This unit group includes those who provide services to management such as analyzing the structure, operations, managerial methods or functions of an organization in order to propose, plan and implement improvements. They are employed by management consulting firms and throughout the public and private sectors or are self-employed.”<sup>25</sup>*

Job titles specific to this subgroup include, but not limited to, corporate development planning adviser, business management analyst, methods and procedures analyst, business consultant, business methods analyst, corporate planner, trade consultant, organization and methods researcher, quality auditor, supply change process analyst, and standards coordinator.

In 2015, the top industries employing professionals in business management consulting in BC were:<sup>26</sup>

- Professional, scientific and technical consulting services (35% in the NOC 1122 occupational category were employed in this industry)
- Administrative and support, waste management and remediation services (11% of occupational group)
- Finance and insurance (7% of occupational group)
- Public administration (7% of occupational group)
- Wholesale trade (6% of occupational group)

The employment outlook for this category follows:<sup>27</sup>

- Approximately 4,250 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.7%. Of these job

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<sup>23</sup> WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/4163> (March 2017).

<sup>24</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/4163> (March 2017)

<sup>25</sup> Statistics Canada: National Occupational Classification 2011

<sup>26</sup> EMSI data (March 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

<sup>27</sup> Work BC Career Profiles <https://www.workbc.ca/Jobs-Careers/Explore-Careers/Browse-Career-Profile/1122> (March 2017).



openings, 64% will be due to replacement demand as a result of retiring workers and deaths, and 36% will be due to new jobs that result from economic growth.

- For the Mainland/Southwest region of BC, 3,320 job openings are projected by 2025. This represents an annual demand growth rate of 2%. Of these job openings, 61% will be due to replacement demand and 39% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 60% were male and 51% were working mostly full-time.<sup>28</sup>
- 52% of the workforce was between the ages 45 and 64, and 40% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$60,170 in 2015.

### **NOC 0124 - Advertising, Marketing and Public Relations Managers**

*“Advertising, marketing and public relations managers plan, organize, direct, control and evaluate the activities of establishments and departments involved in commercial, industrial and e-business advertising, marketing and public relations. They are employed by commercial and industrial establishments, government departments, and advertising, marketing and public relations firms or consulting businesses.”<sup>29</sup>*

Job titles specific to this subgroup include, but not limited to, advertising manager/director, commercial network development manager, communications manager/director, director of external relations, director of regional communications, e-business manager, sales and marketing manager/director, web marketing manager, sales promotion manager, and market development manager.

In 2015, the top industries employing advertising, marketing and public relations managers in BC were:<sup>30</sup>

- Retail trade (35% in the NOC 0124 occupational category were employed in this industry)
- Wholesale trade (9% of occupational group)
- Professional, scientific and technical services (8% of occupational group)
- Administrative and support, waste management and remediation services (7% of occupational group)
- Accommodation and food services (6% of occupational group)

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<sup>28</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/Job-Seekers/Career-Profiles/1122> (March 2017).

<sup>29</sup> Statistics Canada: National Occupational Classification 2011

<sup>30</sup> EMSI data (March 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

The employment outlook for this category follows:<sup>31</sup>

- Approximately 3,500 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.3%. Of these job openings, 69% will be due to replacement demand as a result of retiring workers and deaths, and 31% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 2,850 job openings are projected by 2025. This represents an annual demand growth rate of 1.4%. Of these job openings, 68% will be due to replacement demand and 32% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 46% were male and 66% were working mostly full-time.<sup>32</sup>
- 32% of the workforce was between the ages 45 and 64, and 62% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$75,207 in 2015.

### **NOC 0601 Corporate Sales Managers**

*“Corporate sales managers plan, organize, direct, control and evaluate the activities of establishments and departments involved in commercial, industrial, institutional, e-business and wholesale and retail sales. They are employed by commercial, industrial and wholesale and retail trade establishments.”<sup>33</sup>*

Job titles specific to this subgroup include, but not limited to, corporate sales manager, divisional sales manager, export sales manager, trade expansion manager, regional sales manager/director, national sales manager, sales planning manager/director, sales and distribution manager, territory manager-sales, and e-commerce sales manager.

In 2015, the top industries employing corporate sales managers in BC were:<sup>34</sup>

- Retail trade (35% in the NOC 0601 occupational category were employed in this industry)
- Wholesale trade (21% of occupational group)
- Manufacturing (11% of occupational group)
- Administrative and support, waste management and remediation services (7% of occupational group)
- Accommodation and food services (4% of occupational group)

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<sup>31</sup> WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/0124> (March 2017).

<sup>32</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/0124> (March 2017).

<sup>33</sup> Statistics Canada: National Occupational Classification 2011

<sup>34</sup> EMSI data (March 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1.5 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

The employment outlook for this category follows:<sup>35</sup>

- Approximately 5,190 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.1%. Of these job openings, 75% will be due to replacement demand as a result of retiring workers and deaths, and 25% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 4,040 job openings are projected by 2025. This represents an annual demand growth rate of 1.1%. Of these job openings, 75% will be due to replacement demand and 25% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 72% were male and 74% were working mostly full-time.<sup>36</sup>
- 46% of the workforce was between the ages 45 and 64, and 50% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$75,207 in 2015.

### **NOC 0113 - Purchasing Managers**

*“Purchasing managers plan, organize, direct, control and evaluate the activities of a purchasing department and develop and implement the purchasing policies of a business or institution. They are employed throughout the public and private sectors.”<sup>37</sup>*

Job titles specific to this subgroup include, but not limited to, procurement operations director, purchasing manager/director, merchandise purchasing manager/director, purchasing chief, supply chain director, supply chain logistics manager, contract manager/director, and supply management director.

In 2015, the top industries employing purchasing managers in BC were:<sup>38</sup>

- Wholesale trade (21% in the NOC 0113 occupational category were employed in this industry)
- Retail trade (18% of occupational group)
- Manufacturing (14% of occupational group)
- Accommodation and food services (7% of occupational group)
- Public administration (7% of occupational group)

The employment outlook for this category follows:<sup>39</sup>

- Approximately 710 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 0.9%. Of these job openings, 80% will be due to replacement demand as a result of retiring workers and deaths, and 20% will be due to new jobs that result from economic growth.

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<sup>35</sup> WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/0601> (March 2017).

<sup>36</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/0601> (March 2017).

<sup>37</sup> Statistics Canada: National Occupational Classification 2011

<sup>38</sup> EMSI data (March 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1.5 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

<sup>39</sup> WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/0113> (March 2017).

- For the Mainland/Southwest region of BC, 620 job openings are projected by 2025. This represents an annual demand growth rate of 1.1%. Of these job openings, 78% will be due to replacement demand and 22% will be due to new jobs that result from economic growth.

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 69% were male and 77% were working mostly full-time.<sup>40</sup>
- 48% of the workforce was between the ages 45 and 64, and 49% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$75,520 in 2015.

### **NOC 1225 - Purchasing Agents and Officers**

*“Purchasing agents and officers purchase general and specialized equipment, materials, land or access rights and business services for use or for further processing by their establishment. They are employed throughout the public and private sectors.”<sup>41</sup>*

Job titles specific to this subgroup include, but not limited to, purchasing contracts analyst, contract management officer, purchasing contracts negotiator, government supply officer, land negotiator, procurement officer, products administrator, purchasing agent/officer, purchasing supervisor, supply chain specialist, and material management officer.

In 2015, the top industries employing purchasing agents and officer in BC were:<sup>42</sup>

- Manufacturing (20% in the NOC 1225 occupational category were employed in this industry)
- Wholesale trade (15% of occupational group)
- Construction (11% of occupational group)
- Public administration (11% of occupational group)
- Retail trade (7% of occupational group)

The employment outlook for this category follows:<sup>43</sup>

- Approximately 2,220 job openings are forecasted between 2015 and 2025 in BC for occupations that fall in this category. This represents an annual demand growth rate of 1.1%. Of these job openings, 76% will be due to replacement demand as a result of retiring workers and deaths, and 24% will be due to new jobs that result from economic growth.
- For the Mainland/Southwest region of BC, 1,490 job openings are projected by 2025. This represents an annual demand growth rate of 1%. Of these job openings, 76% will be due to replacement demand and 24% will be due to new jobs that result from economic growth.

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<sup>40</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/0113> (March 2017).

<sup>41</sup> Statistics Canada: National Occupational Classification 2011

<sup>42</sup> EMSI data (March 2017). Proportions for Mainland/Southwest are similar to the proportions for BC (+/- 1 percentage point). Industries are grouped according to the North American Industry Classification System (NAICS).

<sup>43</sup> WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/1225> (March 2017).

Some employment characteristics of the sub-group follow:

- Of the individuals employed in this area in 2011, 51% were male and 70% were working mostly full-time.<sup>44</sup>
- 49% of the workforce was between the ages 45 and 64, and 46% was between 25 and 44.
- The provincial median salary for occupations that fall under this occupational group was \$62,380 in 2015.

## **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>45</sup> expected by 2024. KPU's proposed program aligns with five of the top 100 high-opportunity occupations that have been identified by the government:

- NOC 4163 - Business development officers and marketing research and consultants
- NOC 1122 - Professional occupations in business management consulting
- NOC 0124 - Advertising, marketing and public relations managers
- NOC 0601 - Corporate Sales Managers
- NOC 1225 - Purchasing agents and officers

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

- NOC 0113 - Purchasing managers

A total of 18,470 job openings across the six occupational groups are expected to be created between 2015 and 2025 in BC, of which 14,470 openings are expected in the Mainland/Southwest region. The five high-opportunity occupations account for 96% of the 18,470 job openings in BC (17,760 jobs) and 96% of the 14,470 job openings in the Mainland/Southwest region (13,850 jobs). Over a ten-year period to 2025, demand for workers is expected to increase, in both BC and the Mainland/Southwest region, for all occupational groups listed above.

Overall, the information suggests graduates from KPU's proposed Global Business Management Graduate Diploma program will have very good employment prospects upon graduation.

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<sup>44</sup> 2011 data are the most recent statistics available. WorkBC, Career Profiles. <https://www.workbc.ca/jobs-careers/explore-careers/browse-career-profile/1225> (March 2017).

<sup>45</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.

## 2. 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 Global Business Management Graduate Diploma program.

### Related Programs at BC Public Postsecondary Institutions

Exhibit 2.1 provides a list of related post-degree/post-baccalaureate diploma and graduate certificate/diploma programs<sup>46</sup> offered by BC public postsecondary institutions. Five public postsecondary institutions in BC offer post-degree/post-baccalaureate diploma and graduate certificate/diploma programs in international/global business management.<sup>47</sup> Of the 11 programs, one is a graduate certificate program, two are graduate diploma programs, and eight are post-degree/post-baccalaureate diploma programs.

Programs offered by Douglas College (DOUG), North Island College (NIC), and Thompson Rivers University (TRU) may be completed on a full-time or part-time basis. Capilano University's Graduate Diploma and Post-Baccalaureate Diploma programs are full-time and take one to two-and-a-half years to complete.<sup>48</sup>

Domestic student tuition for the post-degree/post-baccalaureate and graduate certificate/diploma programs listed range from \$3,583.50 to \$36,451.30. International student tuition for post-degree/post-baccalaureate and graduate certificate/diploma programs listed range from \$13,000 to \$43,700.40.

**Exhibit 2.1: Related International/Global Business Management Post-Degree/Post-Baccalaureate and Graduate Certificate/Diploma Programs at BC Public Postsecondary Institutions**

Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
CAP	Graduate Diploma	1 year, full-time (36 credits)	Domestic: \$19,830.60 International: \$21,850.20	International Management	In one year, students can also earn an MSc in International Business from the University of Hertfordshire. Study abroad: up to 6 months in the UK

<sup>46</sup> Post-degree/post-baccalaureate programs are generally designed to complement an undergraduate degree and to provide students with specialized knowledge, skills, and experience to differentiate themselves in the job search process. All post-degree/post-baccalaureate programs in Exhibit 2.1 consist of 3000-level and 4000-level courses. In general, graduate diploma and master's programs have a higher academic content, 5000-level and higher, than post-degree/post-baccalaureate programs. Note that KPU's proposed graduate diploma program will offer courses at the 6000-level.

<sup>47</sup> Capilano University's Post-Baccalaureate Diploma in North American Business Management (NABU) and Applied Post-Baccalaureate Diploma in North American Business Management (NABU Applied) programs are designed specifically for international students and new immigrants with an undergraduate degree completed outside of Canada. These programs help students develop the understanding and the decision-making tools needed to do business in the North American economic environment.

<sup>48</sup> COTR website does not specify whether the Graduate Certificate in Global Studies may be completed on a part-time basis.

Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
CAP	Graduate Diploma	2 years, full-time (September intake) 2 ½ years, full-time (January intake) (72 credits)	Domestic: \$36,451.30 International: \$43,700.40	North American & International Management	Students can also earn an MSc in International Business from the University of Hertfordshire. Study abroad: 6 months in the UK Work practicum: 2 months, full-time
CAP	Post-Baccalaureate Diploma	1 year, full-time (36 credits)	Domestic: \$16,620.72 International: \$21,850.20	North American Business	Work practicum: 2 months, full-time
CAP	Post-Baccalaureate Applied Diploma	2 years, full time (45 credits)	Domestic: \$22,083.27 International: \$27,312.75	North American Business	Work practicum: 6 months, full-time
COTR	Graduate Certificate	10 months, full-time (30 credits)	Domestic: \$4,650.63 International: \$13,000 <sup>1</sup>	Global Studies	<i>Individuals with a <b>diploma in any discipline</b> from a recognized postsecondary institution may apply for admission.</i>
DOUG	Post-Degree Diploma	1 year, full-time 2+ years, part-time (30 credits)	Domestic: \$3,583.50 <sup>2</sup> International: \$15,900 <sup>2</sup>	International Business Management	
DOUG	Post-Baccalaureate Diploma	2 years, full-time 3+ years, part-time (60 credits)	Domestic: \$7,167 <sup>2</sup> International: \$31,800 <sup>2</sup>	International Supply Chain Management	<b><i>Compared to KPU's proposed program, this program is more specialized, with a focus on global supply chain management.</i></b>
DOUG	Post-Degree Diploma	1 year, full-time 2+ years, part-time (30 credits)	Not listed.	Global Banking and Economics	<b><i>Compared to KPU's proposed program, this program is more specialized, with a focus on global financial services industry.</i></b>
NIC	Post-Degree Diploma	2 years, full-time 3+years, part-time (60 credits)	Domestic: \$5,470 International: \$24,960	Global Business Management	
NIC	Post-Degree Diploma	1 year, full-time	Domestic: \$3,125	Business Administration	



Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
		2+years, part-time (30 credits)	International: \$15,915	– International Management Option	
TRU	Post-Baccalaureate Diploma	2 years, full-time 3+ years, part-time (60 credits)	Domestic: \$25,500 <sup>3</sup> International: \$34,500 <sup>3</sup>	International Business	

Source: Institutional Websites (March 2017)

Notes:

<sup>1</sup>Estimated based on tuition fee information published on COTR website. The tuition fee is \$1,300/3-credit course.

[http://www.cotr.bc.ca/INTERNL/cotr\\_web.asp?IDNumber=192](http://www.cotr.bc.ca/INTERNL/cotr_web.asp?IDNumber=192)

<sup>2</sup>Estimated based on tuition fee information published on DOUG website. The tuition fee is \$1,791.75/15 credits for domestic students and \$7,950/15 credits for international students.

<sup>3</sup>Estimated based on tuition fee information published on TRU website. The tuition fee is \$424.48/credit for domestic students and \$575/credit for international students.

Exhibit 2.2 provides a list of related master's programs<sup>49</sup> offered by BC public postsecondary institutions. Three public postsecondary institutions in BC offer master's programs in international/global business management. The cost of the master's programs listed is between \$9,507.30 and \$38,603 for domestic students and is between \$9,507.30 and \$44,803 for international students. Note that the international tuition range includes the Master of Arts in International Studies program from UNBC where the tuition fee for international and domestic students is the same. Excluding the Master of Arts in International Studies program, the cost of the programs for international students is between \$25,901.82 and \$44,803.

**Exhibit 2.2: Related International/Global Business Management Master's Programs at BC Public Postsecondary Institutions**

Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
RRU	Master's	1 year, full-time 19 months, part-time (42 credits)	Domestic: \$24,740 International: \$30,940	Global Management	The program is delivered either face-to-face on campus or through online courses combined with short residencies held on-campus.
RRU	Dual Degree	2 years, full-time Part-time completion time is not provided.	Domestic: \$38,603 International: \$44,803	Master of Global Management and MBA in International Business	Features an MBA in International Business from the Management Centre Innsbruck (MCI) in Austria.

<sup>49</sup> In general, graduate diploma and master's programs have a higher academic content, 5000-level and higher, than post-degree/post-baccalaureate programs.



Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
UNBC	MA	2 years, full-time 4 years, part-time (81 credits)	Domestic: 9,507.30 <sup>1</sup> International: 9,507.30 <sup>2</sup>	International Studies	Offered by Departments of Economics and Global and International Studies.
UVIC	Master's	12 to 16 months, full-time (15.5 UVIC units <sup>3</sup> )	Domestic: 20,270.94 International: 25,901.82	Global Business	Students study in three different countries, participate in a global internship program, and complete a major consulting project for an external organization.

Source: Institutional Websites (March 2017)

Notes:

<sup>1</sup>Estimated based on tuition from UNBC's Budget Calculator. Tuition fee is \$1,584.55 per semester for full-time studies, and \$837.54 per semester for part-time studies.

<sup>2</sup>Tuition fees for graduate students are the same for Canadian Citizens, permanent residents and international students.

<sup>3</sup>At UVIC, a unit value of 3.0 is given to a full year course, starting in September and ending in April. A one term course (either from September to December or from January to April) normally has a 1.5 unit value.

Exhibit 2.3 provides a list of related certificate/diploma programs offered by BC public postsecondary institutions. BCIT offers four certificate/diploma programs in international/global business management. A bachelor's degree is not required for admission into these programs; therefore, these programs target a different market segment than the post-degree/post-baccalaureate, graduate certificate/diploma and master's programs.

The cost of these programs is between \$7,500 and \$11,200 for domestic students and between \$18,750 and \$37,130 for international students.

**Exhibit 2.3: International/Global Business Management Certificate/Diploma Programs at BC Public Postsecondary Institutions**

Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
BCIT	Certificate	1 year, full-time 2 to 3 years, part-time (48 credits)	Domestic: \$7,500 International: \$18,750 <sup>1</sup>	Global Business Studies	<i>A bachelor's degree is not required for admission.</i> Students study a full-time term abroad at a partner institution.
BCIT	Diploma	3 to 5 years, part-time (117.5 credits)	Domestic: Not listed International: Not listed.	Business Administration – Global Studies Option	<i>A bachelor's degree is not required for admission.</i> Students study a full-time term abroad at a partner institution.

Institution	Credential	Length of Program	Tuition Estimate of Program	Program Name	Program Notes
BCIT	Diploma	2 years, full-time (124.5 credits)	Domestic: \$11,200 International: \$37,130	International Business Management	<i>A bachelor's degree is not required for admission.</i>
BCIT	Diploma	2 years, full-time (125 credits)	Domestic: \$11,200 International: \$37,130	International Business Management Global Supply Chain Option	<i>A bachelor's degree is not required for admission.</i>

Source: BCIT website (March 2017)

Notes:

<sup>1</sup> Estimated. International tuition fees for part-time courses are 2.5 times the published domestic rate.

<http://www.bcit.ca/admission/fees/international.shtml>.

An overview of the programs follow:

**BCIT's** Certificate in Global Business Studies program is offered in partnership with ten postsecondary institutions in eight countries. In addition to eight foundational courses in business concepts, students of the program are required to take six credits of discipline specialized courses and three credits of cultural/language courses before they can study a full-time term abroad at a partner institution. A bachelor's degree is not required for admission into the program.

**BCIT's** Diploma in Business Administration program with the Global Studies option is offered in partnership with 18 postsecondary institutions in 13 countries. In addition to foundational courses in business concepts, students of the program take nine credits of global studies courses and a minimum nine credits of discipline specialized courses before they can study a full-time term abroad at a partner institution. A bachelor's degree is not required for admission into the program.

**BCIT's** Diploma in International Business Management Program is designed to provide students with the skills necessary to import, export, transport goods, and market a business internationally. The program is connected with the business world through faculty, events, projects, and alumni. One of the advantages of the program is connecting students with jobs. A bachelor's degree is not required for admission into the program.

**BCIT's** International Business Management – Global Supply Chain Diploma Program focuses on developing international business strategies to effectively manage international supply chains. A bachelor's degree is not required for admission into the program.

**CAP's** Graduate Diploma in International Management program is designed for individuals with a bachelor degree in business or a degree that is closely related to business. The program provides high level business skills and knowledge to pursue a global career in business. Students who successfully complete the first semester and meet the entry requirements are accepted into the MSc in International Business program at University of Hertfordshire. Students who successfully complete all required courses in both programs earn two credentials.

**CAP's** Graduate Diploma in North American and International Management program is designed for individuals with a non-business degree and little or no work experience. The first year of the program focuses on Canadian-specific business issues and trends. During the second year, students specialize in international business strategy. Students who successfully complete the first semester and meet the entry requirements are accepted into the MSc in International Business program at University of Hertfordshire. Students who successfully complete all required courses in both programs earn two credentials.

**CAP's** Post-Baccalaureate Diploma in North American Business Management (NABU) and Applied Post-Baccalaureate Diploma in North American Business Management (NABU Applied) programs are designed specifically for international students and new immigrants with an undergraduate degree completed outside of Canada. These programs help students develop the understanding and the decision-making tools needed to do business in the North American economic environment. Students in both programs are able to specialize in marketing, human resource management, or international strategy and entrepreneurship. Upon completion of their studies on campus, NABU students complete a two-month practicum and NABU Applied students complete a six-month practicum to apply new skills and knowledge gained in the classroom in a North American business environment.

**COTR's** Graduate Certificate in Global Studies program is designed to help students from a variety of academic backgrounds to develop increased awareness of and appreciation for intercultural differences and the effects of globalization on their chosen field of study. The program is available in two streams to accommodate the learning needs of two groups of learners, Canadian-based students and internationally-based students.

**DOUG's** Post-Degree Diploma in International Business Management program is 30 credits in length and is designed for individuals with a bachelor degree. The students of the program learn about importing, exporting, market entry strategies, supply chain management, and managing in international environments. In addition to the post-degree diploma, students of the program also receive the FITT Diploma in International Trade. Graduates of the program may apply to become a Certified International Trade Professional (CITP) after a year of work experience in international trade.

**DOUG's** Post-Baccalaureate Diploma in International Supply Chain Management program is 60 credits in length and is designed for individuals with a bachelor degree and an interest in pursuing a career in global supply chain management. The students of the program learn industry relevant skills and knowledge to attain industry certifications such as APICS-CPIM and Lean Six Sigma.

**DOUG's** Post-Degree Diploma in Global Banking and Economics program is 30 credits in length and is designed for individuals with a bachelor degree. The students of the program develop a broad knowledge of the banking industry and the management practices of global financial institutions.

**NIC's** Post-Degree Diploma in Global Business Management program is 60 credits in length and designed for individuals with a bachelor degree in a non-business related field. The first year of the program provides foundation in business administration with a focus on the international context and the second year aims to deepen students' understanding in international business management and international finance.

**NIC's** Post-Degree Diploma in Business Administration program with the International Management option is 30 credits in length and designed for individuals with a bachelor degree. The students of the program develop skills relevant to working in private or public sector organizations across a global environment.

**RRU's** Master of Global Management program is designed for individuals with a bachelor degree in a business-related field and a minimum two years of relevant, full-time work experience. The program allows professionals to gain business skills and competencies required to manage across borders and bridge across cultures. The program gives students four choices of completing the program: the Global Management Project, the Internship Research Project, a Graduate Certificate in Project Management, or a Dual Degree MBA International Business option.

**RRU's** Master of Global Management Dual Degree option is available to students who successfully complete the first year of study in the Master of Global Management program and it includes a five-day, on-campus residency in Innsbruck, Austria and two courses completed online.

**TRU's** Post-Baccalaureate Diploma in International Business program is designed for individuals who have a non-business degree and who want to specialize in international business. Individuals with a degree in business who want to change their area of specialization may also complete the program. The program covers core business courses in the areas of accounting, management, marketing, supply chain management, and economics with a focus on the international context.

**UNBC's** Master of Arts in Global Studies program is designed to help students develop new perspectives and new approaches to solve large-scale societal problems such as climate change, biodiversity decline, disappearing cultures, rise of extremist ideologies, internet governance, mass refugees, food security, and more caused by globalization. The program's curriculum is organized around four themes, which are global environment & sustainability, global cultures & diversity, global governance & social justice, and global political economy & development. Students are required to complete either a thesis or a project paper to graduate.

**UVIC's** Master of Global Business program provides students with a deep understanding of doing business in a global environment and the unique characteristics of the North American, Asian, and European business contexts and markets. Students of the program complete the nine-month academic portion of the program in three different countries and finish the program with a global internship of 300 hours of work at a company with international operations.

### ***Tuition Fee Comparison***

The domestic tuition for KPU's proposed program is \$12,600. The cost of post-degree/post-baccalaureate programs and graduate certificate/diploma programs are between \$3,583.50 and \$36,451.30. Of the related post-degree/post-baccalaureate programs in BC, Capilano University's and TRU's programs charge a higher tuition than KPU's proposed program. KPU's proposed program is more affordable than Capilano University's Graduate Diploma in International Management program (\$12,600 and \$19,830.60, respectively), a 36-credit program very similar to KPU's proposed program, making KPU's proposed program very competitive given lower tuition and flexible delivery options.

The international tuition for KPU's proposed program is \$20,196. International tuition for related post-degree/post-baccalaureate programs and graduate certificate/diploma programs range from \$13,000 and \$43,700.40. Tuition for KPU's proposed program falls within the lower end of the range of tuition charged by post-degree/post-baccalaureate diploma programs and graduate certificate/diploma programs (Douglas College,<sup>50</sup> COTR,<sup>51</sup> and NIC<sup>52</sup> offer post-degree/post-baccalaureate programs at a lower cost).

The cost of the master's programs reviewed is between \$9,507.30 and \$38,603 for domestic students and is between \$9,507.30 and \$44,803 for international students. Note that the international tuition range includes the Master of Arts in International Studies program from UNBC where the tuition fee for international and domestic students is the same. Excluding the Master of Arts in International Studies program, the cost of the programs for international students is between \$25,901.82 and \$44,803.

## Competitive Assessment

Five public postsecondary institutions in BC offer post-degree/post-baccalaureate diploma and graduate certificate/diploma programs in international/global business management. Of the 11 programs, one is a graduate certificate program, two are graduate diploma programs, and eight are post-degree/post-baccalaureate diploma programs.<sup>53</sup> Of the 11 programs, seven are offered in the Lower Mainland (four programs from Capilano University, and three programs from Douglas College). In addition, three BC public postsecondary institutions offer four master's programs<sup>54</sup> in international/global business management. None of these institutions are located in the Lower Mainland.

Compared to the existing post-degree/post-baccalaureate and graduate certificate/diploma programs in international/global business management, KPU's proposed program is similar in that:

- It may be completed between 12 and 24 months.
- It may be completed on a full-time or part-time basis.<sup>55</sup>

KPU's program is fairly unique in that:

- It will be the only graduate diploma program in international/global business management in British Columbia with a high-level academic content.<sup>56</sup>

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<sup>50</sup> International tuition for Douglas College's 30-credit Post-Degree Diploma in International Business Management program is \$15,900.

<sup>51</sup> International tuition for COTR's 30-credit Graduate Certificate in Global Studies program is \$13,000.

<sup>52</sup> International tuition for NIC's 30-credit Post-Degree Diploma in Business Administration -International Management Option program is \$15,915.

<sup>53</sup> Capilano University's Post-Baccalaureate Diploma in North American Business Management (NABU) and Applied Post-Baccalaureate Diploma in North American Business Management (NABU Applied) programs are designed specifically for international students and new immigrants with an undergraduate degree completed outside of Canada. These programs help students develop the understanding and the decision-making tools needed to do business in the North American economic environment.

<sup>54</sup> In general, graduate diploma and master's programs have a higher academic content, 5000-level and higher, than post-degree/post-baccalaureate programs. KPU's proposed program will offer courses at least at the 5000-level.

<sup>55</sup> Exceptions include: CAP's Graduate Diploma in International Management, Graduate Diploma in North American & International Management, Post-Baccalaureate Diploma in North American Business, and Post-Baccalaureate Applied Diploma in North American Business programs. COTR website does not specify whether the Graduate Certificate in Global Studies may be completed on a part-time basis.

<sup>56</sup> The two other graduate diploma programs in BC, the Graduate Diploma in International Management and Graduate Diploma in North American & International Management programs by Capilano University, consist of 5000-level courses. KPU's proposed graduate diploma program will offer 6000-level courses.

- Of the related programs, Capilano University's Graduate Diploma in International Management is the most similar to KPU's proposed program. Working professionals within KPU Region may choose KPU's proposed program over Capilano University's Graduate Diploma in International Management program because of the flexible delivery options, Capilano's program is delivered full-time only,<sup>57</sup> and its convenient location. Moreover, Capilano's program (36 credits) will cost domestic students \$19,830.60 and cost international students \$21,850.20. The proposed tuition for KPU's program (36 credits) - \$12,600 for domestic students and \$20,196 for international students – is much more affordable for domestic students.
- KPU's international tuition for the proposed program would be the second lowest among the related post-degree/post-baccalaureate and graduate diploma programs in the Lower Mainland, making it more affordable for international students (Douglas College's Post-Degree Diploma in International Business Management is lower).
- New degree graduates without relevant work experience are unlikely to be admitted into RRU's master's programs in global management.<sup>58</sup> KPU's proposed program would serve them. KPU's proposed program could be completed in 12 months, at accelerated full-time, which may be attractive to new graduates.

Overall, the data examined suggests that KPU's proposed Global Business Management Graduate Diploma program has unique features filling a need that may not be adequately addressed by similar programs.

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<sup>57</sup> One advantage of the Capilano University's program is that students who successfully complete the first semester and meet the entry requirements are accepted into the MSc in International Business program at University of Hertfordshire. Students who successfully complete all required courses in both programs earn two credentials, Graduate Diploma in International Management and MSc in International Business.

<sup>58</sup> Minimum two years of relevant, full-time work experience is required for admission into RRU's master's programs. Although formal work experience is not a requirement for admission into UNBC's Master of Arts in International Studies and UVIC's Master of Global Business programs, relevant work experience is viewed favorably when reviewing an applicant's file.

### 3. Student Demand

The purpose of this section is to assess the extent of student demand for the proposed program mainly by examining the historic participation rates in related programs. Demand is explored in terms of headcounts and Full-Time Equivalent counts. **Headcount** is the number of unique students enrolled in the program. **FTE counts** are the equivalent to the number of students taking a full-course load. A full-course load is the number of credits required to complete the program in the standard time allotted. For example, for a 4-year degree program with 120-credit requirement, a full-course load would be 30 credits each year.

The proposed program is expected to be of interest to graduates of bachelor degree programs in the School of Business and Bachelor of Arts, Major in Policy Studies and Bachelor of Arts, Major in Political Science programs in the Faculty of Arts. Therefore, this section explores the demand for programs in both the School of Business and Faculty of Arts.

## Enrolments

### *KPU School of Business Enrolments*

#### *School of Business Headcounts by Credential Type*

Headcounts in KPU's School of Business increased by 4% over the five-year period from 2011/12 to 2015/16 academic years, as shown in Exhibit 3.1.

**Exhibit 3.1: KPU School of Business Headcounts by Credential Type, 2011/12 to 2015/16**

Credential Type <sup>1</sup>	Academic Year				
	2011/12	2012/12	2013/14	2014/15	2015/16 <sup>2</sup>
Baccalaureate degree	2,936	3,358	3,663	3,789	3,064
Associate degree	92	96	106	104	48
Diploma	2,853	2,735	2,596	2,475	203
Certificate	514	447	412	392	1,337
Post Baccalaureate Diploma	74	63	73	77	62
Undeclared	-	-	-	-	2,063
<b>Total Unduplicated Headcount<sup>3</sup></b>	<b>6,231</b>	<b>6,466</b>	<b>6,629</b>	<b>6,643</b>	<b>6,496</b>

Source: KPU Enrolment Dashboard (February 2017)

Notes: <sup>1</sup>Headcounts are unduplicated within each credential level. A student may be counted across more than one credential level.

<sup>2</sup>The drop in headcounts in 2015/16 academic year is due to the new admissions framework implemented by KPU, which is effective September 2015 and onwards for all applicants. KPU now admits new students to a Faculty instead of a program and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

<sup>3</sup>Total number of individual students enrolled in the School of Business.

Due to the introduction of KPU's new admissions framework in which students are generally admitted as undeclared, 2015/16 data is not comparable with data from previous years as new students have not yet declared their major. Between 2011/12 and 2014/15, headcounts in KPU's School of Business increased by 7%. Headcounts in Bachelor degree programs, the most popular choice of programs among



the School of Business students, have increased 29% between 2011/12 and 2014/15 academic years. Headcounts in the Post-Baccalaureate Diploma programs have been fairly steady during the same period. As enrolment in degree programs has been growing, enrolment in diploma and certificate programs has been declining.

### ***School of Business FTEs by Credential Type***

FTE counts in KPU's School of Business increased by 8% over the five year period from 2011/12 to 2015/16 academic years, as shown in Exhibit 3.2.

Between 2011/12 and 2014/15 (the most recent year for which comparable data is available), FTEs in KPU's School of Business increased by 7%. The greatest increase in the number of FTEs was for Bachelor degrees (up 498 FTEs, an increase of 28% over the four year period). During the same period, there was a decline in the number of FTEs in Certificate programs (down by 83 FTEs, a decline of 32%) and Diploma programs (down by 174 FTEs, a decline of 12%).

***Exhibit 3.2: KPU School of Business FTEs by Credential Type, 2011/12 to 2015/16***

Credential Type	Academic Year				
	2011/12	2012/12	2013/14	2014/15	2015/16 <sup>1</sup>
Baccalaureate degree	1,776	2,020	2,243	2,274	1,954
Associate degree	49	52	51	50	27
Diploma	1,410	1,347	1,293	1,236	677
Certificate	257	201	177	174	99
Post Baccalaureate Diploma	25	27	25	26	24
Undeclared	-	-	-	-	1034
<b>Total</b>	<b>3,517</b>	<b>3,646</b>	<b>3,789</b>	<b>3,760</b>	<b>3,813</b>

Source: KPU Enrolment Dashboard (February 2017)

Notes:

<sup>1</sup>The drop in FTE counts in 2015/16 academic year is due to the new admissions framework implemented by KPU, which is effective September 2015 and onwards for all applicants. KPU now admits new students to a Faculty instead of a program and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

The following section discusses the headcounts and FTEs of bachelor degree programs in the School of Business.

### ***Headcounts of Bachelor Programs in the School of Business***

KPU's Business degree graduates are a likely target for the proposed Global Business Management Graduate Diploma program. Graduates of those programs may want to return to KPU, and institution where they completed their degree, to further their education.

Exhibit 3.3 shows headcounts in Bachelor degree programs in the School of Business for the past five academic years.<sup>59</sup> Headcounts in 4 of the 5 programs (Accounting, Human Resources Management, Marketing Management and Information Technology) have increased between 2011/12 and 2014/15

<sup>59</sup> Due to the introduction of KPU's new admissions framework in which students are generally admitted as undeclared, 2015/16 data is not comparable with data from previous years.



academic years. Headcounts in Entrepreneurial Leadership have remained stable between 2011/2012 and 2014/2015 academic years.

**Exhibit 3.3: KPU School of Business Headcounts by Bachelor Degree Programs, 2011/12 to 2015/16**

Program <sup>1</sup>	Academic Year				
	2011/12	2012/13	2013/14	2014/15	2015/16 <sup>2</sup>
Bachelor of Business Administration in Accounting*	1,271	1,400	1,484	1,513	1,214
Bachelor of Business Administration in Entrepreneurial Leadership*	605	609	599	594	466
Bachelor of Business Administration in Human Resources Management*	630	718	758	768	633
Bachelor of Business Administration in Marketing Management*	365	474	596	656	500
Bachelor of Technology in Information Technology*	82	187	261	296	280

Source: KPU Enrolment Dashboard (February 2017)

Notes:

<sup>1</sup>Headcounts are unduplicated within each program. A student may be counted across more than one program.

<sup>2</sup>The drop in headcounts in 2015/16 academic year is due to the new admissions framework implemented by KPU, which is effective September 2015 and onwards for all applicants. KPU now admits new students to a Faculty instead of a program and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

\*denotes inclusion of Co-Op Education Option enrolments.

### **FTEs of Bachelor Degree Programs in the School of Business**

Exhibit 3.4 shows FTE counts in Bachelor degree programs in the School of Business for the past five academic years.

**Exhibit 3.4: KPU School of Business FTEs by Bachelor Degree Programs, 2011/12 to 2015/16**

Program	Academic Year				
	2011/12	2012/13	2013/14	2014/15	2015/16 <sup>1</sup>
Bachelor of Business Administration in Accounting*	778	866	930	928	795
Bachelor of Business Administration in Entrepreneurial Leadership*	363	337	336	324	274
Bachelor of Business Administration in Human Resources Management*	377	422	446	448	386
Bachelor of Business Administration in Marketing Management*	205	276	347	382	307
Bachelor of Technology in Information Technology*	43	106	166	182	188

Source: KPU Enrolment Dashboard (February 2017)

Notes:

<sup>1</sup>The drop in FTE counts in 2015/16 academic year is due to the new admissions framework implemented by KPU, which is effective September 2015 and onwards for all applicants. KPU now admits new students to a Faculty instead of a program and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

\*denotes inclusion of Co-Op Education Option enrolments.

The greatest increase in the number of FTEs is in the BBA in Marketing Management program (up 291 FTEs, an increase of 86% between 2011/12 and 2014/15) and Bachelor of Technology in Information Technology program (up 214 FTEs, an increase of 323%).<sup>60</sup> FTEs of the BBA in Accounting and BBA in Human Resources Management programs increased by 19% each, an increase of 150 FTEs and 138 FTEs, respectively. The only decline in the number of FTEs was in the BBA in Entrepreneurial Leadership program (down by 39 FTEs, a decline of 11%).

## ***Relevant KPU Faculty of Arts Enrolments***

### ***Headcounts of Related Programs in the Faculty of Arts***

Of the programs offered by KPU's Faculty of Arts, two programs are most closely related to the proposed Global Business Management Graduate Diploma:

- Bachelor of Arts, Major in Policy Studies
- Bachelor of Arts, Major in Political Science

Graduates of both programs may want to return to KPU, where they completed their credential, to obtain a graduate degree in Global Business Management to improve their career prospects.

Between 2011/12 and 2014/15 academic years, headcounts in the Bachelor of Arts, Major in Policy Studies program have increased by 12 headcounts. Headcounts in the Bachelor of Arts, Major in Political Science program have increased from 10 headcounts in 2013/14 to 23 headcounts in 2014/15 (See Exhibit 3.5).

### ***Exhibit 3.5: KPU Faculty of Arts Headcounts by Related Programs, 2011/12 to 2015/16***

Program <sup>1</sup>	Academic Year				
	2011/12	2012/13	2013/14	2014/15	2015/16 <sup>2</sup>
Bachelor of Arts, Major in Policy Studies	7	15	19	17	19
Bachelor of Arts, Major in Political Science	-	-	10	23	37
<b>Total</b>	<b>7</b>	<b>15</b>	<b>28</b>	<b>40</b>	<b>56</b>

Source: KPU Enrolment Dashboard (March 2017)

Notes:

<sup>1</sup>Headcounts are unduplicated within each credential level. A student may be counted across more than one credential level.

<sup>2</sup>KPU has implemented a new admissions framework effective September 2015 and onwards for all applicants. Instead of admitting students to a program, KPU now admits new students to a Faculty and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

### ***FTEs of Related Programs in the Faculty of Arts***

Between 2011/12 and 2014/15 (the most recent year for which comparable data is available), the FTEs of the Bachelor of Arts, Major in Policy Studies program increased by 5 FTEs to reach 11 FTEs in 2014/15. FTEs of the Bachelor of Arts, Major in Political Science program increased from 5 FTEs in 2013/14 to 17 FTEs in 2014/15 (See Exhibit 3.6).

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<sup>60</sup> Due to the introduction of KPU's new admissions framework in which students are generally admitted as undeclared, 2015/16 data is not comparable with data from previous years.

**Exhibit 3.6: KPU Faculty of Arts FTEs by Related Programs, 2011/12 to 2015/16**

Program	Academic Year				
	2011/12	2012/13	2013/14	2014/15	2015/16 <sup>1</sup>
Bachelor of Arts, Major in Policy Studies	6	10	13	11	13
Bachelor of Arts, Major in Political Science	-	-	5	17	25
<b>Total</b>	<b>6</b>	<b>10</b>	<b>18</b>	<b>28</b>	<b>38</b>

Source: KPU Enrolment Dashboard (March 2017)

Notes:

<sup>1</sup>KPU has implemented a new admissions framework effective September 2015 and onwards for all applicants. Instead of admitting students to a program, KPU now admits new students to a Faculty and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

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

Full Time Equivalent (FTE) enrolments for 2011/12 to 2015/16 for related programs currently offered at other institutions in BC are shown in Exhibit 3.7. Overall, the FTE enrolments in the reviewed programs show a strong upward trend, increasing from 69 FTEs in 2012/13 to 328 FTEs in 2015/16 (an increase of 370%). Most of the increase is due to an increase in FTE enrolments in Capilano University's Post Baccalaureate Applied Diploma in North American Business, NIC's Post-Degree Diploma in Global Business Management, and TRU's Post-Baccalaureate Diploma in International Business programs.

**Exhibit 3.7: FTEs in Related Programs at other Public Institutions, 2011/12 to 2015/16**

Program Name	2011/12	2012/13	2013/14	2014/15	2015/16
CAP: Graduate Diploma in International Mgmt	-	-	8	11	8
CAP: Graduate Diploma in North American & International Management	-	10	15	14	16
CAP: Post-Baccalaureate Diploma in North American Business	-	6	5	5	12
CAP: Post Baccalaureate Applied Diploma in North American Business	-	-	15	43	108
COTR: Graduate Certificate in Global Studies	1	4	2	5	0
DOUG: Post-Degree Diploma in International Business Management	-	-	-	<1	20
DOUG: Post-Baccalaureate Diploma in International Supply Chain Management*	-	-	-	-	-
DOUG: Post-Degree Diploma in Global Banking and Economics	-	-	-	-	<1
NIC: Post-Degree Diploma in Global Business Management	-	9	38	67	90
NIC: Business Administration Post Degree Diploma-International Management Option	-	3	<1	3	2
TRU: Post-Baccalaureate Diploma in International Business	-	37	73	84	72

Source: BC's Central Data Warehouse

\*Data for Douglas College's Post-Degree Diploma in International Supply Chain Management are not available.

Exhibit 3.8 presents the FTE enrolments for 2011/12 to 2015/16 for the post-degree programs in Business Administration in BC. Overall, the FTE enrolments in the reviewed programs have grown from 43 FTEs in 2011/12 to 457 FTEs in 2015/16 (an increase of 963%). Most of the increase is due to an increase in the FTE enrolments in Langara's Post-Degree Diploma in Business Administration, NLC's Post-Degree Diploma in Business Management, and Selkirk College's Post-Degree Diploma in Business Administration programs.

**Exhibit 3.8: FTEs in Post-Degree/Graduate Diploma Programs in Business Administration, 2011/12 to 2015/16**

Program Name	2011/12	2012/13	2013/14	2014/15	2015/16
LANG: Post-Degree Diploma in Business Administration	-	-	-	29	151
NIC: Post-Degree Diploma in Business Administration*	-	-	-	-	-
NLC: Post-Degree Diploma in Business Management	-	14	45	55	133
OKANAGAN: Post-Degree Certificate in Business Administration	5	7	8	8	10
SEL: Post-Degree Diploma in Business Administration	-	-	16	56	82
SFU: Graduate Diploma in Business Administration*	-	-	-	-	-
TRU: Graduate Diploma in Business Administration*	-	-	-	-	-
TRU: Post-Degree Diploma in Business Administration	-	-	1	6	16
TRU: Post-Degree Diploma in Supply Chain Management	-	-	-	-	7
VIU: Post-Degree Diploma in Business Studies	38	42	50	67	58

Source: BC's Central Data Warehouse

\*Data for these programs are not available.

## Student Demand Assessment

KPU's Business degree graduates are a likely target audience for the Global Business Management Graduate Diploma. Graduates of those programs may want to return to KPU, an institution where they completed their degree, to further their education. The proposed program may also be of interest to the graduates of KPU's Bachelor of Arts, Major in Policy Studies and Bachelor of Arts, Major in Political Science programs.

There has been steady growth in enrolments in KPU's business degree programs, showing the demand for business programs in the region. Between 2011/12 and 2014/15 (the most recent year for which

comparable data is available),<sup>61</sup> FTEs in KPU's School of Business degree programs increased by 28%. FTEs in KPU's Bachelor of Arts, Major in Policy Studies and Bachelor of Arts, Major in Political Science programs increased from 6 FTEs in 2011/12 to 28 FTEs in 2014/15.

The FTE enrolments in International/Global Business Management post-degree programs show a strong upward trend, increasing from 69 FTEs in 2012/13 to 328 FTEs in 2015/16 (an increase of 370%). Most of this increase is due to an increase in enrolments in Capilano University's Post Baccalaureate Applied Diploma in North American Business,<sup>62</sup> NIC's Post-Degree Diploma in Global Business Management, and TRU's Post-Baccalaureate Diploma in International Business programs.

Moreover, demand for post-degree programs in Business Administration in BC is increasing at a high rate. FTE enrolments for these programs have increased a hundred-fold between 2011/12 and 2015/16 academic years.<sup>63</sup> Most of the increase is due to an increase in the FTE enrolments in Langara's Post-Degree Diploma in Business Administration, NLC's Post-Degree Diploma in Business Management, and Selkirk College's Post-Degree Diploma in Business Administration.

In addition, as mentioned in the labour market demand section, labour market demand is expected to be high 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.

Another factor that will influence demand is the growth in international trade. International trade represents more than 60% of Canada's GDP and one in five jobs in Canada is linked to exports.<sup>64</sup> The global economy and international trade have undergone major changes in the last decade. These changes are intense competition from countries all around the world, the negative impact of the 2008-09 recession, advances in communication and transportation, and the growth of emerging markets of the world. Both the federal and BC provincial governments are working to improve Canada's international trade and investment performance by signing new trade agreements and expanding the scope of support, financial instruments and export grants available to small and medium-size firms. One significant federal initiative is the Canada-European Union Comprehensive Economic and Trade Agreement (CETA). CETA, which will come into effect at the end of 2017, will create jobs, strengthen economic relations and boost Canada's trade with the world's second-largest market, the European Union.<sup>65</sup> The BC provincial government is taking steps to deepen commercial relationships with ASEAN's fast-growing economies, Europe, and the USA.<sup>66</sup> These and other international trade initiatives will require professionals, who are fluent in diverse aspects of international trade. Therefore, KPU's

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<sup>61</sup> KPU has implemented a new admissions framework effective September 2015 and onwards for all applicants. Instead of admitting students to a program, KPU now admits new students to a Faculty and these new students are being reported under the 'undeclared' credential category until they meet program declaration requirements (exception are students enrolled in a limited entry program).

<sup>62</sup> Capilano University's Post-Baccalaureate Applied Diploma in North American Business Management (NABU Applied) program is designed specifically for international students and new immigrants with an undergraduate degree completed outside of Canada. This program help students develop the understanding and the decision-making tools needed to do business in the North American economic environment.

<sup>63</sup> For which data is available.

<sup>64</sup> Global Markets Action Plan <http://international.gc.ca/global-markets-marches-mondiaux/plan.aspx?lang=eng#message> (March 2017).

<sup>65</sup> Canada-European Union Comprehensive Economic and Trade Agreement (CETA) <http://www.international.gc.ca/trade-commerce/trade-agreements-accords-commerciaux/agr-acc/ceta-aecg/index.aspx?lang=eng> (March 2017).

<sup>66</sup> Minister of International Trade and Minister for the Asia Pacific Strategy and Multiculturalism 2016/17 – 2018/19 Service Plan (March 2017).

proposed program is also likely to attract working professionals who need to learn new skills and/or broaden their pre-existing skill sets in international/global business management.

Overall, the data examined suggests there will be good demand for KPU's proposed Global Business Management Graduate Diploma program.

## **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 2025 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. Related, is the National Occupational Classification for Statistics (NOC-S) which was designed to classify occupational information from statistical surveys. Statistics Canada provides a concordance which matches NOC codes to NOC-S codes.

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.



## Budgetary Impact of Curriculum Proposals

From: Travis Higo

Date: April 19, 2017

Dept./Program: Post Baccalaureate Programs	Faculty: School of Business
Phone: 778-939-7062	E-mail: travis.higo@kpu.ca

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

Graduate Diploma in Business Administration – Global Business Management Concentration

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.Accing@kpu.ca](mailto:Budget.Accing@kpu.ca) for assistance with completing this form.)

Refer to Cost & Revenue Form for breakdown.

New costs that would require a budget impact are:

- Admin Support & Success Coach salaries
- Program development costs
- Riipen & Simulation Costs from 3<sup>rd</sup> Parties for courses
- Launchpad cost for capstone course
- Travel costs for conventions as part of program development and continuous improvement
- New library resources
- Marketing budget to promote program
- Faculty salaries
- Masters Articulation costs

Select from one of the following two choices:

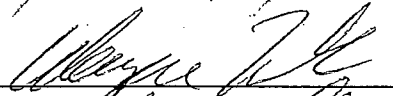
- ☐ NO. The Faculty does NOT require additional budget to implement the proposed curriculum changes.
- ☒ YES. Additional budget IS required to implement this curriculum change. A brief explanation is requested.
- ☒ Additional budget is required by the proposing Faculty.
- ☐ Additional budget is required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

Signature of Department Chair:

  
Lou Villalba, Ph.D./Ed.D.

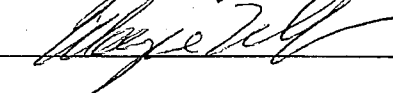
Date: June 5, 2017

Signature of Faculty Council Chair:



Date: June 5, 2017

Signature of Faculty Dean:



Date: June 5, 2017

Signature of Deans Offering Service Courses: N/A

Date:



Signature of University Librarian

(if additional library resources required)

Please see the attached Library Impact form; Todd Mundle

Dated: April 26, 2017

Signature from Financial Services:



Date: June 6, 2017

Signature of Provost:

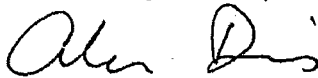
(mandatory for all new program proposals and for significant curriculum changes that may have a budgetary impact)

Date: \_\_\_\_\_

Signature from Polytechnic

University Executive:

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



Date: June 7, 2017

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

# Financial Impact Form Summary Financial Information

Course/Program Name:

Completion Notes

Total Credits	Year 1	Year 2	Year 3	Year 4	Stable State
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## Student Mix Expectations per year

### Full-Time Delivery

Domestic Students	36	48	48	48	48
International Students	36	22	22	22	22

### Part- Time Delivery

Domestic Students	36	0	0	0	0
International Students	36	0	0	0	0
Total Students per year		70	70	70	70

### Number of Intended Intakes

	2	2	2	2	2
--	---	---	---	---	---

### Number of Intended Cohorts per intake

	1	1	1	1	1
--	---	---	---	---	---

### Revenues:

#### Operating

#### One-time Only/Start-up

#### Total Revenues:

1,057,982	1,057,982	1,057,982	1,057,982	1,057,982	1,057,982
1,057,982	1,057,982	1,057,982	1,057,982	1,057,982	1,057,982

### Expenses:

#### One-time Only/Start-up Operating

#### One-time Only/Start-up Capital

#### Ongoing Operating Costs

#### Total Expenses:

66,000	19,609	14,609	14,609	14,609	
-	-	-	-	-	
474,925	504,925	499,925	499,925	499,925	479,925
540,925	524,534	514,534	514,534	514,534	479,925

#### 40%

#### Overhead

216,370	209,814	205,814	205,814	205,814	191,970
300,687	323,634	337,634	337,634	337,634	386,087

### Net Income/(Loss)

### Budget required

#### Operating Budget

#### Capital Budget

#### Total Budget Required

540,925	524,534	514,534	514,534	514,534	479,925
540,925	524,534	514,534	514,534	514,534	479,925

What fiscal year will budget be required? If broken across multiple years please identify:

Please refer to above

Total Investment/Start-up Costs  
Stable State Net Income

114,828
386,087

Payback Period (in stable  
state years)

0.30

\*assumes a 2% inflation

Financial Services sign-off:

Executive Director, Financial Services

Jon Harding

VP, Finance and Admin

Date:

Date: June 6, 2017

Is program/course profitable?

If no, please provide rationale of why the program should be financially supported by the University

Yes

Faculty Sign-off:

Travis Higo

Date: 5-Jun

Course/Program Developer

Wayne Tebb

Date: 5-Jun

Dean

## Financial Impact Form

### Summary Financial Information

Course/Program Name: Global Business Development Manager

Completion Notes

		Total Credits	Year 1	Year 2	Year 3	Year 4	Stable State
<b>Student Mix Expectations per year</b>							
<b>Full-Time Delivery</b>							
Domestic Students	36	48	48	48	48	48	48
International Students	36	22	22	22	22	22	22
<b>Part- Time Delivery</b>							
Domestic Students	36	0	0	0	0	0	0
International Students	36	0	0	0	0	0	0
<b>Total Students per year</b>		70	70	70	70	70	70
<b>Number of Intended Intakes</b>		2	2	2	2	2	2
<b>Number of Intended Cohorts per intake</b>		1	1	1	1	1	1
<b>Revenues:</b>							
Operating		1,057,982	1,057,982	1,057,982	1,057,982	1,057,982	
One-time Only/Start-up		-	-	-	-	-	
<b>Total Revenues:</b>		<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	
<b>Expenses:</b>							
One-time Only/Start-up Operating		66,000	19,609	14,609	14,609		
One-time Only/Start-up Capital		-	-	-	-		
Ongoing Operating Costs		474,925	504,925	499,925	499,925	479,925	
<b>Total Expenses:</b>		<b>540,925</b>	<b>524,534</b>	<b>514,534</b>	<b>514,534</b>	<b>479,925</b>	
<b>40%</b>	Overhead	216,370	209,814	205,814	205,814	191,970	
<b>Net Income/(Loss)</b>		<b>300,687</b>	<b>323,634</b>	<b>337,634</b>	<b>337,634</b>	<b>386,087</b>	
<b>Budget required</b>							
Operating Budget		540,925	524,534	514,534	514,534	479,925	
Capital Budget							

<b>Total Budget Required</b>	540,925	524,534	514,534	514,534	479,925
------------------------------	---------	---------	---------	---------	---------

**What fiscal year will budget be required? If broken across multiple years please identify:**

Please refer to above

Total Investment/Start-up Costs

114,828

Stable State Net Income

386,087

**Payback Period (in stable  
state years)**

0.30

\*assumes a 2% inflation

**Financial Services sign-off:**

\_\_\_\_\_  
Executive Director, Financial Services

Date: \_\_\_\_\_

\_\_\_\_\_  
VP, Finance and Admin

Date: \_\_\_\_\_

**Is program/course profitable?**

Yes

**If no, please provide rationale of why the program should be financially supported by the University**

**Faculty Sign-off:**

\_\_\_\_\_  
Course/Program Developer

Date: \_\_\_\_\_

\_\_\_\_\_  
Dean

Date: \_\_\_\_\_

### Step 1. Student Mix Expectations and Course Summary Information

### Student Mix Expectations per intake

		Year 1	Year 2	Year 3	Year 4	Stable State	Comments (where relevant or helpful please include notes about what is included in revenues)
Full-Time Delivery							
	Domestic Students	24	24	24	24	24	
	International Students	11	11	11	11	11	
Part-Time Delivery							
	Domestic Students						
	International Students						
Total Students per Intake		35	35	35	35	35	
Number of Intended Intakes		2	2	2	2	2	
Total Cohorts per intake		1	1	1	1	1	

### Faculty Delivery Mix Expectations

		Year 1	Year 2	Year 3	Year 4	Stable State	Comments (where relevant or helpful please include notes about what is included in revenues)
<b>Full-Time Delivery</b>							
	% of courses delivered by Regular/NR2	100%	100%	100%	100%	100%	
	% of courses delivered by NR1						
<b>Part-Time Delivery</b>							
	% of courses delivered by Regular/NR2						
	% of courses delivered by NR1						

## Course Summary information

[illegible]

[illegible]



## Financial Impact Form

### Step 2. Projected Revenues

	Year 1	Year 2	Year 3	Year 4	Stable State	Comments (where relevant or helpful please include notes about what is included in revenues)
Number of Intended Intakes	2	2	2	2	2	
Total Cohorts per intake	1	1	1	1	1	

**Student Mix Expectations per year (# of intakes \* students per intake)**

Full-Time Delivery	Domestic Students	48	48	48	48	48
	International Students	22	22	22	22	22
Part- Time Delivery	Domestic Students	0	0	0	0	0
	International Students	0	0	0	0	0
Total Students per year		70	70	70	70	70

### Operating Revenues

Domestic Tuition Fees	604,800	604,800	604,800	604,800	604,800
International Tuition Fees	453,182	453,182	453,182	453,182	453,182
Material Fees	-	-	-	-	-
Other Fees					
Other Revenues (Grants, etc.)					
<b>Total Operating Revenues</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>
<b>One-time Only /Start- Up Revenues</b>					
Other Fees					
Other Revenues (Grants, etc.)					
<b>Total One-time Only Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenues</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>	<b>1,057,982</b>

**Intake frequency:**

Intake frequency will impact annual revenues calculated above. If there are multiple intakes each year please describe and ensure that the impact on section requirements is captured above

2 Intakes per year (Fall and Spring)
--------------------------------------

**Is this a cohort based program?**

If yes, please outline the attrition mitigation strategy i.e. multiple entrance points, common core first year, etc.

No	
----	--

### Assumptions

International Tuition fee revenue in 2017/18 \$ 572.20 \*Assumption will be updated in template annually. Please use rate provided

### Tuition Fee Revenue Breakdown by Course

**Full-time Method Delivery - Revenue per student**  
(insert lines as necessary- to insert please insert rows before "total" ensuring that all rows are included in the sum function)

[illegible]



### Financial Impact Form

#### Step 3. Projected Expenses

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

**One-time Only/Start-up Operating**

Item	Year 1	Year 2	Year 3	Year 4	Comments (where relevant or helpful please include notes about what is included in costs)
Program Development	25,000	14,609	14,609	14,609	
Curriculum Development (can be costs related to externally or internally developed materials)					
Staff- PD/Enrichment					
Marketing - Start-up	35,000	-	-	-	
Masters Articulation	6,000	5,000			
<b>Sub-total</b>	<b>66,000</b>	<b>19,609</b>	<b>14,609</b>	<b>14,609</b>	

### Capital Costs (Equipment and Renovations)

Item	Year 1	Year 2	Year 3	Year 4	Comments
Sub-total	-	-	-	-	

### Total Non-recurring Costs

Item	Year 1	Year 2	Year 3	Year 4		Comments
One-time Only/Start-up Operating	66,000	19,609	14,609	14,609	-	
One-time Only/Start-up Capital	-	-	-	-	-	
<b>Total Non-recurring Costs</b>	<b>66,000</b>	<b>19,609</b>	<b>14,609</b>	<b>14,609</b>		

### On-going Operating Costs

### Faculty Delivery Mix Expectations

### Full-Time Delivery

	Year 1	Year 2	Year 3	Year 4	Stable State	Comments
% of courses delivered by NR1	0.0%	0.0%	0.0%	0.0%	0.0%	
% of courses delivered by Regular/NR2	100.0%	100.0%	100.0%	100.0%	100.0%	

### Part-Time Delivery

% of courses delivered by NR1	0.0%	0.0%	0.0%	0.0%	0.0%
% of courses delivered by Regular/NR2	0.0%	0.0%	0.0%	0.0%	0.0%

	Year 1	Year 2	Year 3	Year 4	Stable State	Comments
Number of Intended Intakes	2	2	2	2	2	
Total Cohorts per intake	1	1	1	1	1	
Total Cohorts	2	2	2	2	2	

### Operating Costs - Variable and Fixed Costs

Item	Year 1	Year 2	Year 3	Year 4	Stable State	Comments
<b>Direct Program Costs</b>						
Faculty						
NR1 Salaries and Benefits	-	-	-	-	-	
Regular/NR2 Salaries and Benefits	343,500	343,500	343,500	343,500	343,500	
Total Faculty Salaries and Benefits	343,500	343,500	343,500	343,500	343,500	
Advisor	25,000	25,000	25,000	25,000	25,000	Success Coach
Lab Operating Salary and Benefits (Program specific)						
Ongoing Research Costs						
Travel	12,000	12,000	12,000	12,000	12,000	Conferences
Professional Development						
Supplies	5,000	5,000	5,000	5,000	5,000	
Orientation	5,000	5,000	5,000	5,000	5,000	Student orientation - materials, welcome event, etc
Launch Pad/ Incubator/ Hackathon	10,000	10,000	10,000	10,000	10,000	Work placement/development costs
Riipen	1,500	1,500	1,500	1,500	1,500	3rd party service for connect KPU with companies for course projects
Suimulation Cost	1,925	1,925	1,925	1,925	1,925	3rd party service to run simulations for courses
<b>Administrative Support (Program Specific)</b>						
* if the expectation is that program needs can be met with existing resources please include this assumption in comments						

Year 1		Year 2		Year 3		Year 4	
114,500	60,000	114,500	60,000	114,500	60,000	114,500	60,000

[illegible]

Please attach this form to the concept paper.

Kwantlen Polytechnic University

Library Impact Assessment  
Support for Program Proposal/Change

**Name of Program**

Graduate Diploma in Business Administration - Global  
Business Management Concentration

**Date**

April 11, 2017

The Library supports the development of this program. It is anticipated that current Library resources will be sufficient, although the acquisition of *Passport* would be beneficial. In general, the library collection is well developed in the areas students enrolled in this program will require. However, as this is a cost-recovery program, any funding for research material that becomes necessary will have to be borne by the School of Business.

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

Total Estimated Start-up Costs (one time):

Reference Materials

Monographs

Audio-visual Materials

Subtotal:

Total Estimated Annual Costs (on-going):

Periodicals

Databases and Indexes \$25,881

Subtotal: \$25,881

TOTAL: \$25,881

**Assessment Prepared by:**



SSCC Liaison Librarian

April 26, 2017

Date

**Assessment Reviewed by:**



University Librarian

April 26, 2017

Date

Please attach this form to the concept paper.

I support this collection assessment:      Yes ☒      No ☐\*

**Program Developer:**

Luis Villalba

**Name/Title**

April 27, 2017

**Date**

*\*Please provide reasons for non-support of assessment*

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#5****September 27, 2017****Hanne Madsen****Agenda Item: Annual Declaration Form Signing - Code of Conduct for Board Members**

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

<b>Recommended Resolution:</b>	<b>N/A</b>
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**Board Committee Report:** For University Secretariat Use Only

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

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

The Code of Conduct:

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

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

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

- 1. Board Members will sign the Form of Annual Declaration for Board Members confirming that have read and understand the Code of Conduct for Board Members and agree to comply with all of its terms.**
- 2. Signed Declarations will be returned to Keri van Gerven, University Secretary at the September 27, 2017 Board Meeting.**





**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#5**

**September 27, 2017**

**Hanne Madsen**

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**Attachments:**

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

**Submitted by:** Keri van Gerven

**Date submitted:** September 19, 2017

## FORM OF ANNUAL DECLARATION FOR BOARD MEMBERS

Name: \_\_\_\_\_

This Statement discloses information as of \_\_\_\_\_.

[date]

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

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

I, \_\_\_\_\_(print name), declare that:

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

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

## **26.CODE OF CONDUCT FOR BOARD MEMBERS**

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### **26.1. INTRODUCTION**

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

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

This Code:

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

### **26.2. DEFINITIONS**

In the Code:

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

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

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

### **26.3. DUTIES**

KPU’s Board Members’ duties include the following:

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

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

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

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

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

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

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

#### **26.4. CONFLICT OF INTEREST**

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

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

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

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

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

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

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

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<sup>2</sup> *University Act*, s. 19.1.

## 26.5. CONFLICTS OF INTEREST RELATING TO ELECTED MEMBERS

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

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

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

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

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

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<sup>3</sup> *University Act*, s. 23(1)(g).

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

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

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

## **26.6. CONFLICTS OF INTEREST RELATING TO BOARD MEMBERS**

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

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

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

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

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

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

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

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

#### **26.7. PROTOCOL FOR DEALING WITH CONFLICTS OF INTEREST**

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

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

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

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

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

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

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



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

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

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

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

#### **26.8. CONFIDENTIALITY OF BOARD INFORMATION**

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

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

#### **26.9. ACCOUNTING PRACTICES AND COMMUNICATIONS**

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

#### **26.10. COMPLAINTS PROCEDURE**

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

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

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

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

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

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

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

#### **26.11. PUNITIVE ACTION FOR BREACHES**

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

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

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<sup>6</sup> *University Act*, s. 22(1.1).

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

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

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

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

#### **26.13. EXEMPTION FROM CODE OF CONDUCT REQUIREMENTS**

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

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

#### **26.14. ANNUAL DECLARATION**

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



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.2**

**September 27, 2017**

**Joe Sass**

---

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

<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 Statement of Financial Information (SOFI) – Public Bodies Report for submission to the Ministry of Advanced Education, Skills and Training as recommended by the Board Finance Committee.</b>
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**Board Committee Report:**            At its meeting held on September 18, 2017, the Board Finance Committee reviewed and approved the Statement of Financial Information (SOFI) – Public Bodies Report for recommendation to the Board of Governors and submission to the Ministry of Advanced Education, Skills and Training.

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

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

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

**Submitted by:**            Joe Sass / Executive Director, Finance

**Date submitted:**            September 19, 2017

**MEMORANDUM**

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TO: **Hanne Madsen, Chair, Board of Governors**

CC:

FROM: Jon Harding, VP Finance and Administration

DATE: September 6, 2017

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

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**Background Information**

The *Financial Information Act* administered by the Ministry of Finance requires the University to submit a report each year including prescribed schedules of information. It is known formally as the “Statements of Financial Information Pursuant to the *Financial Information Act*” and informally as the “SOFI”. The *Financial Information Act* and *Financial Information Regulation* requires the University to make the report accessible during usual business hours for inspection by any person and to provide copies as requested for a prescribed fee of \$5.

This report must include the following elements:

1. A statement showing approval by the University Board. This statement is signed by the Board Chair after the report is approved.
2. A management report explaining the roles and responsibilities of the Board, University management and the auditors regarding the preparation and approval of the “SOFI”. This report is signed by the President and Vice-Chancellor, as well as the Vice-President, Finance and Administration.
3. A complete copy of the University’s Audited Financial Statements. The Board approved these in June 2017.
4. Unaudited schedules of other financial information showing:
  - a) employee remuneration and expenses paid to or on their behalf. Employees whose remuneration and expenses were \$75,000 or greater are listed by name. Those employees whose remuneration and expenses were less than \$75,000 are grouped and listed as one total. This schedule must also list separately all University Board members and the remuneration received and expenses paid to or on their behalf.
  - b) suppliers for goods or services. Suppliers paid more than \$25,000 are listed separately. Those suppliers paid \$25,000 or less are grouped and listed as one total.

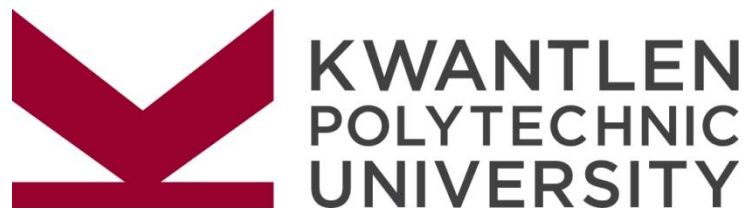
## MEMORANDUM

- c) the number of severance agreements with employees excluded from coverage under University collective agreements which payment commenced during the fiscal year. This statement on severance agreements must also total the equivalent months this compensation represented. These payments are not included in the schedule of employee remuneration and expenses.
- d) long term debt, if any.
- e) guarantee and indemnity agreements, if any.
- f) a reconciliation between the audited Financial Statements and the totals listed in the schedules of employee remuneration and expenses and of suppliers paid. These differences arise due to Financial Statements reporting requirements that they be prepared on an accrual basis and the schedules which are prepared on a “cash” or “as paid” basis. You will find attached the reconciliation for the year ended March 31, 2017.

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

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

## Attachments



## Statement of Financial Information

Pursuant to the Financial Information Act

For the year ended March 31, 2017

# Kwantlen Polytechnic University

## Statement of Financial Information Pursuant to the Financial Information Act For the year ended March 31, 2017

Statement of Financial Information Approval

Management Report

Financial Statements (Audited)

- Management's Statement of Responsibility
- Independent Auditors' Report
- Statement of Financial Position Statement 1
- Statement of Operations Statement 2
- Statement of Changes in Net Debt Statement 3
- Statement of Cash Flows Statement 4
- Statement of Remeasurement Gains and Losses Statement 5
- Notes to Financial Statements

Other Financial Information (Unaudited)

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

Financial Information Regulation (FIR), Schedule 1



# Kwantlen Polytechnic University

## Statement of Financial Information Approval

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

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Hanne Madsen  
Chair, Board of Governors

# Kwantlen Polytechnic University

## Management Report

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

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

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

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

On behalf of Kwantlen Polytechnic University

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Dr. Alan Davis  
President and Vice-Chancellor

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

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.

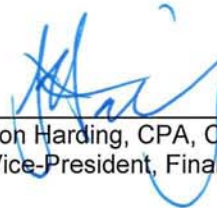
The Board of Governors and Audit Committee are composed primarily of those who are neither management nor employees of the University. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the financial statements. The Audit 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



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

## **INDEPENDENT AUDITORS' REPORT**

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

We have audited the accompanying financial statements of Kwantlen Polytechnic University, which comprise the statement of financial position as at March 31, 2017, the statements of operations, changes in net debt, cash flows and remeasurement gains and losses for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

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

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

### *Auditors' Responsibility*

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

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



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

*Opinion*

In our opinion, the financial statements of Kwantlen Polytechnic University as at March 31, 2017 and for the year then ended are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

*Emphasis of Matter*

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

*KPMG LLP*

Chartered Professional Accountants

May 24, 2017  
Langley, Canada

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Financial Position

(in thousands of dollars)

March 31, 2017, with comparative information for 2016

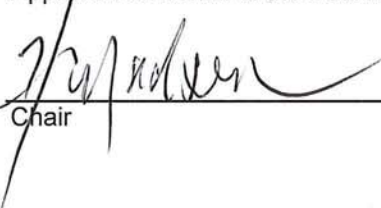
		2017	2016
<b>Financial assets</b>			
Cash and cash equivalents	(Note 3)	\$ 22,769	\$ 19,224
Accounts receivable	(Note 4)	5,414	5,670
Inventories for resale		439	1,282
Investments	(Note 6)	38,098	36,824
		66,720	63,000
<b>Liabilities</b>			
Accounts payable and accrued liabilities	(Note 7)	23,648	25,096
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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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>





Other Financial Information  
(Unaudited)

**Kwantlen Polytechnic University**  
**Schedule of Board Members' Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Board Member Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Beaton, Doug	Member, Board	-	338	338
Button, Steven	Member, Board (to August 31, 2016)	-	-	-
Case, Sandra	Member, Board	-	-	-
Corbet, Tanya	Member, Board	-	91	91
Davis, Alan	President/Ex-Officio	-	-	-
Gavin, Dew	Member, Board	-	-	-
Gonzalez-Baigi, Allison	Member, Board	-	1,636	1,636
Kampschuur, Marc	Member, Board	-	3,708	3,708
Kokoska, Jamie	Member, Board	-	-	-
Lar-Son, Jessica	Member, Board (to August 31, 2016)	-	-	-
Madsen, Hanne	Vice-Chair	-	-	-
McAdam, Michael	Member, Board	-	-	-
Melville, George	Chancellor/Ex-Officio	-	-	-
Pearce, Suzanne	Member, Board	-	300	300
Rose, Kim	Member, Board	-	-	-
Sarai, Sarbjeet	Member, Board	-	-	-
Skakun, Lisa	Chair (to December 31, 2016)	-	-	-
Vohora, Praveen	Member, Board (to December 31, 2016)	-	-	-
Wirshing, Eric	Member, Board	-	10	10
<b>(A) Total Board Members</b>		<b>\$ -</b>	<b>\$ 6,083</b>	<b>\$ 6,083</b>

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Abiew, Francis	Political Science Instructor	92,832	-	92,832
Abramson, Alana	Criminology Instructor	83,075	2,576	85,651
Adams, Michael	Chemistry Instructor	93,640	-	93,640
Adams, Paul	Biology Instructor	92,597	-	92,597
Adebayo, Dada	Psychology Instructor	92,597	-	92,597
Aguilera, Laura	Learning Strategist	97,071	247	97,318
Ahluwalia, Seema	Sociology Instructor	92,597	401	92,998
Akbar, Mohammad	School of Business Instructor	92,597	-	92,597
Alger, Martha	Learning Strategist	92,070	50	92,120
Ali, Khairunnisa	Co-op Instructor	91,697	1,428	93,125
Alva Dimas, Alejandra	Business Advisor	72,241	8,843	81,084
Amlani, Aym	School of Business Instructor	93,687	-	93,687
Anderson, Bradley	School of Business Instructor	95,493	-	95,493
Anderson, Jim	Network Administrator	74,655	684	75,339
Anderson, Kent	Fine Arts Instructor	92,597	-	92,597
Andrews, Wayne	Carpentry Instructor	92,190	-	92,190
Androsiuk, Mary	Fashion Degree Instructor	94,603	-	94,603
Armerding, Lois	Divisional Business Manager, Academic and Career Advancement	84,514	2,673	87,187
Asano, Lisbeth	English Language Studies Instructor	91,906	-	91,906
Ash, Kristan	School of Business Instructor	77,211	-	77,211
Au, Jennifer	Vice-Chair, Senate	90,805	652	91,457
Auton-Cuff, Faith	Associate Dean, Faculty of Arts	108,248	5,555	113,803
Baggott, Emma	Electrical Instructor	81,697	-	81,697
Bains, Gurinder	Academic and Career Preparation Instructor	91,697	-	91,697
Ball, Robert	Manager, Network Operations	91,525	3,588	95,113
Ballarin, Richard	Project Leader, Information Technology	82,080	854	82,934
Barenscoth, Dorothy	Fine Arts Instructor	90,805	3,045	93,849
Bartlett, Andrew	English Instructor	97,772	-	97,772
Bassani, Cherylynn	Sociology Instructor	92,538	-	92,538
Bayntun, Jessica	Fashion Degree Instructor	81,600	-	81,600
Beaton, Jim	Academic and Career Preparation Instructor	92,431	36	92,467
Beck, Terry	Special Advisor, Continuing and Professional Studies	71,273	9,459	80,732
Beeching, Beth	English Language Studies Instructor	95,133	3,020	98,153
Begalka, Aimee	Associate Dean, Academic and Career Preparation	113,151	4,748	117,900
Bell, Arleigh	Nursing Instructor	91,705	1,506	93,211
Belter, Wendy	Counsellor	90,640	1,341	91,981
Benevides, Judith	School of Business Instructor	92,597	504	93,101
Benn, Lynette	Director, Student Development & Success	101,445	7,791	109,236
Berg, Terrance	Academic and Career Preparation Instructor	91,697	3,688	95,385
Bernard, Dominic	Brewing and Brewery Instructor	92,597	1,372	93,968
Bernstein, Daniel	Psychology Instructor	109,924	9,318	119,242
Best, Alixe	Manager, Purchasing Services	80,861	2,189	83,051
Bhagat, Meena	School of Business Instructor	92,590	-	92,590
Bhatt, Gira	Psychology Instructor	92,216	4,366	96,582
Bicep, Judith	Mathematics Instructor	80,362	-	80,362
Bickell, Amanda	School of Business Instructor	98,008	-	98,008
Birner, Ulrike	School of Business Instructor	92,485	-	92,485
Blenkhorn, Deborah	English Instructor	94,760	-	94,760
Blizard, Lida	Nursing Instructor	90,805	527	91,332
Boboricken, Tanya	Academic and Career Preparation Instructor	91,705	-	91,705
Bomford, Michael	Sustainable Agriculture Instructor	92,543	-	92,543
Bourgeois, Helen	English Language Studies Instructor	91,393	-	91,393
Boyce, Joan	Nursing Instructor	92,070	2,781	94,851
Boyd, Shelley	English Instructor	81,430	1,157	82,586
Braaksma, Anita	School of Business Instructor	99,979	977	100,955
Brandon, Jennifer	Manager, Communications and Technology	73,091	6,114	79,205
Broderick, George	School of Business Instructor	92,569	504	93,073
Brotherston, Gregory	Masonry Instructor	78,194	-	78,194
Brown, Kimberly	Human Resources Business Partner	88,836	3,652	92,488
Browne, Patricia	School of Business Instructor	92,493	-	92,493
Bruins, Henrietta	Academic and Career Preparation Instructor	76,199	-	76,199

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Bryja, Bogdan	Academic and Career Preparation Instructor	92,485	-	92,485
Buirs, Betty Anne	English Instructor	94,097	63	94,160
Burgess, William	Geography Instructor	91,616	4,370	95,986
Burns, Christine	Librarian	92,193	673	92,866
Burns, David	Educational Studies Instructor	92,697	228	92,925
Burnstein, Cheryl	Nursing Instructor	92,485	991	93,476
Cabral, Raquel	Mathematics Instructor	89,759	-	89,759
Calao, Carlos	School of Business Instructor	110,351	10,437	120,788
Calla, Shirley	Fashion Degree Instructor	92,184	4,670	96,854
Callaghan, Fergal	Physics Instructor	90,743	220	90,963
Carmichael, Deborah	Divisional Business Manager, School of Business	84,722	14,234	98,956
Cato, Donna	Collaborative Nursing Instructor	91,887	1,029	92,916
Ceric, Irina	Criminology Instructor	79,833	-	79,833
Chamberlain, Norman	Electrical Instructor	94,650	3,160	97,810
Chan, Gregory	English Instructor	90,368	2,867	93,235
Chan, Josephine	Special Advisor, Academic Services	102,353	721	103,074
Chanyungco, Teresa	Director, University Space	102,353	2,871	105,224
Charlton, Steven	Psychology Instructor	68,732	10,436	79,168
Cheah, Kooi Guan	School of Business Instructor	92,302	-	92,302
Cheema, Chamkaur	School of Business Instructor	92,605	-	92,605
Cheema, Harleen	Nursing Instructor	90,698	547	91,245
Chen, Jyh-Yaw	School of Business Instructor	92,597	156	92,753
Chia, Jacqueline	School of Business Instructor	93,387	2,626	96,013
Chin, Kenward	School of Business Instructor	92,605	-	92,605
Chong, Jane	School of Business Instructor	87,631	-	87,631
Chow, Bob	School of Business Instructor	92,243	1,979	94,223
Christensen, Erling	Sociology Instructor	88,345	-	88,345
Chu, Stephanie	Vice-Provost, Teaching and Learning	84,557	18,520	103,077
Chuang, Ying-Yueh	Fine Arts Instructor	86,367	-	86,367
Clancy, Laurie	Director, International Recruitment	110,766	21,094	131,860
Clarival, Olivier	French Instructor	92,597	374	92,971
Claxton, Leona	Graduate Nurse Instructor	90,797	527	91,324
Clayton, Lindsay	School of Business Instructor	92,605	1,003	93,608
Cody, Bernett	English Instructor	76,572	-	76,572
Conway, Sean	Academic and Career Preparation Instructor	90,743	-	90,743
Coombes, Michael	Physics Instructor	90,797	-	90,797
Crisp, Dianne	Psychology Instructor	91,887	776	92,663
Crockett, Robert	School of Business Instructor	93,993	-	93,993
Crothers, Simon	School of Business Instructor	81,670	-	81,670
Cruthers, Arley	Communications Instructor	81,490	-	81,490
Cserepes, Dana	Fine Arts Instructor	91,697	-	91,697
Culham, Eugenia	School of Business Instructor	105,636	-	105,636
Cunnin, Elizabeth	Horticulture Instructor	92,485	1,616	94,101
Curman, Andrea	Criminology Instructor	90,805	-	90,805
Cyr, Heather	English Instructor	85,011	98	85,109
Dale, Denise	Librarian	92,485	4,481	96,965
Daley, Joanna	English Language Studies Instructor	93,650	-	93,650
Dallas, Laura	School of Business Instructor	95,494	1,145	96,639
Damon, Margaret	Graphic Design for Marketing Instructor	95,433	238	95,672
D'Angelo, Marsha	School of Business Instructor	95,688	-	95,688
Daniels, Caroline	Librarian	92,543	1,395	93,938
Dastur, Farhad	Psychology Instructor	84,257	7,835	92,092
Davidson, David	Horticulture Instructor	90,797	366	91,163
Davis, Alan	President and Vice-Chancellor	210,882	37,133	248,015
Davis, Robert	Millwright Instructor	92,493	-	92,493
De Boer, Monica	Biology Instructor	92,297	-	92,297
de Silva, Moira	English Language Studies Instructor	92,486	-	92,486
Dean, Geoffrey	Academic and Career Preparation Instructor	92,070	-	92,070
Dearle, Gillian	English Instructor	92,546	-	92,546
Dearle, Robert	English Instructor	92,723	-	92,723
DeGroot, Judith	Health Care Assistant Program Instructor	82,218	980	83,197

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Deisman, Wade	Associate Dean, Faculty of Arts	109,442	6,254	115,696
Del Monte, Sabrina	School of Business Instructor	85,728	-	85,728
Dempsey, Liam	Philosophy and Humanities Instructor	93,031	-	93,031
Deol, Harleen	Bachelor of Psychiatric Nursing Instructor	91,643	1,025	92,668
Deresh, Carla	Divisional Business Manager, Faculty of Arts	89,778	2,450	92,229
Detwiler, Laurie	Counsellor	90,797	4,457	95,254
Dhesi, Harjit	Bachelor of Psychiatric Nursing Instructor	92,597	527	93,124
Dias de Castro, Marina	Manager, International Recruitment	61,969	20,520	82,488
Diaz, Alexander	Fashion Degree Instructor	93,180	-	93,180
Dickens, Charles	School of Business Instructor	92,645	-	92,645
Diotte, Mark	Academic and Career Preparation Instructor	90,797	-	90,797
Djokic, Mirela	Librarian	88,329	190	88,520
Dobrowolsky, Robert	Network Administrator	82,196	814	83,010
Dobud, Pablo	Manager, Occupational Health and Safety	102,053	2,824	104,877
Donahoe, Patrick	Dean, Academic and Career Advancement	124,051	10,019	134,071
Doolan, Jeffrey	Plumbing Instructor	92,431	2,871	95,302
Dube, Catherine	Director, Student Risk and Judicial Affairs	102,345	8,262	110,607
Duffy, Patrick	Chemistry Instructor	91,643	-	91,643
Dukewich, Kristie	Psychology Instructor	75,723	2,058	77,782
Dunn, Deborah	Nursing Instructor	91,697	1,430	93,127
Dunster, Katherine	Horticulture Instructor	92,297	-	92,297
Durston, Stefan	Director, Ancillary Services	107,878	8,085	115,962
Edwards, Paul	English Language Studies Instructor	92,685	-	92,685
Egi, Aleksandar	Brewing and Brewery Instructor	92,597	4,022	96,619
Eigenfeldt, Catriona	School of Business Instructor	92,605	1,003	93,608
Enns, Ronald	Manager, Business Development	85,448	5,917	91,366
Erickson, Shawn	Director, Co-op Education and Career Services	102,345	4,043	106,387
Fallick, Arthur	Associate Vice-President, Research	88,450	6,062	94,511
Fawcett, Daniel	School of Business Instructor	92,597	-	92,597
Fee, Elizabeth	Vice-Provost, Students	154,277	9,439	163,716
Fengstad, David	Appliance Servicing Instructor	90,805	-	90,805
Fenske, Wayne	Philosophy and Humanities Instructor	92,493	-	92,493
Ferens, Ralph	School of Business Instructor	83,188	-	83,188
Ferrari, Semone	School of Business Instructor	98,195	583	98,778
Ferreras, Salvador	Provost and Vice-President, Academic	172,837	30,613	203,450
Findler, Patrick	Philosophy and Humanities Instructor	92,596	-	92,596
Fletcher, Douglas	School of Business Instructor	99,022	637	99,659
Formisano, Colleen	School of Business Instructor	92,485	4,864	97,349
Foyle, Sibeal	Fine Arts Instructor	92,485	-	92,485
Francis, Darren	Communications Instructor	100,757	-	100,757
Frank, Andrew	School of Business Instructor	82,408	-	82,408
Freeman, Lisa	Criminology Instructor	85,896	-	85,896
Freeman, Trudy	Special Advisor, Faculty of Health Science	124,523	2,970	127,493
Froc, David	Psychology Instructor	92,193	163	92,356
Frymire, Angela	School of Business Instructor	92,964	3,627	96,591
Fuhr, Robert	History Instructor	91,643	2,691	94,335
Gagne, Lucie	Interior Design Instructor	82,218	8	82,226
Gagnon, Nathalie	Criminology Instructor	92,493	-	92,493
Garrett, Brian	Philosophy and Humanities Instructor	92,493	-	92,493
Gatzeva, Mariana	Sociology Instructor	93,368	2,770	96,138
Geddert, Melody	English Language Studies Instructor	93,086	-	93,086
Gelineau, Robert	Fine Arts Instructor	92,431	-	92,431
Gocer, Izgy	Counsellor	91,697	925	92,621
Goelman, Ari	School of Business Instructor	86,692	-	86,692
Goodine, Margaret	Manager, Learning Technology	91,424	1,783	93,207
Gooding, Elizabeth	English Instructor	93,029	-	93,029
Goodman, Aaron	Journalism Instructor	84,572	10,417	94,989
Gorval, Debbie	School of Business Instructor	91,697	-	91,697
Goundrey, Andhra	Fashion Degree Instructor	103,881	1,079	104,960
Graziano, Barbara	Executive Director, External Affairs	131,462	4,552	136,014
Green, Colin	History Instructor	92,593	-	92,593

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Greenlaw, Duncan	English Instructor	88,571	-	88,571
Greeno, Sharon	Fashion Degree Instructor	90,672	146	90,819
Guay, Marc	Divisional Business Manager, Health	93,188	2,036	95,224
Guild, Lorraine	Health Care Assistant Program Instructor	99,398	5,109	104,507
Guirguis, Mazen	Philosophy and Humanities Instructor	92,656	-	92,656
Gurm, Balbir	Nursing Instructor	92,912	1,177	94,090
Hadfield, Janine	Graduate Nurse Instructor	92,543	817	93,360
Hamilton, Kevin	Psychology Instructor	92,485	-	92,485
Hamilton, Mark	Journalism Instructor	81,958	-	81,958
Hamm, Anita	Director, Partnerships and Pathways	96,142	22,834	118,976
Han, Terry	School of Business Instructor	98,638	2,426	101,064
Hannas, Paula	Manager, Client Services	90,687	1,317	92,004
Hans, Manmohan	Network Administrator	78,884	2,064	80,947
Harbut, Rebecca	Sustainable Agriculture Instructor	95,942	496	96,438
Harding, Jon	Vice-President, Finance and Administration	167,843	7,085	174,928
Harris, Gregory	Biology Instructor	92,431	497	92,928
Harvey, David	School of Business Instructor	94,406	-	94,406
Harwood, Nicola	Creative Writing Instructor	78,031	96	78,127
Hassan, Shereen	Criminology Instructor	96,586	52	96,637
Hassanlou, Ali	School of Business Instructor	134,607	-	134,607
Haugen, Brian	Dean, Faculty of Trades & Technology	131,163	17,101	148,264
Hauta, Christopher	Lab Instructor, Environment Protection Technologies	82,782	440	83,222
Hawkins, Judith	Graduate Nurse Instructor	92,431	826	93,257
Hayes, Jack	History Instructor	92,605	168	92,773
Hayes, Jane	Music Instructor	92,485	37	92,522
Hazel, Judith	Nursing Instructor	92,431	1,100	93,531
Heinrick, Christina	Computer-Aided Design Diploma Instructor	92,605	-	92,605
Hemsworth, Lesley	English Language Studies Instructor	92,509	2,625	95,135
Henderson, Deborah	Regional Innovation Chair, Horticulture	111,507	6,675	118,183
Henriksen, Rosemary	School of Business Instructor	92,493	1,003	93,496
Henwood, Nadia	Associate Registrar	96,246	3,623	99,869
Herrmann, Shari	School of Business Instructor	95,306	-	95,306
Heska, Linda	Director, Employee Relations	140,310	1,662	141,972
Hickman-Barr, Margare	English Instructor	92,191	81	92,272
Hills, Gail	Graduate Nurse Instructor	92,431	779	93,210
Hindle, Codie	Director, Athletics	79,775	734	80,509
Ho, Candy	Co-op Instructor	71,907	7,819	79,726
Ho, Philip	School of Business Instructor	92,597	-	92,597
Hoang, Betty	Senior Business Advisor	74,783	13,646	88,429
Hobson, Jane	Biology Instructor	91,257	620	91,877
Hodgson, Darlene	Manager, Employee Services & HRIS	86,583	1,561	88,144
Hogan, Melinda	Philosophy and Humanities Instructor	92,843	324	93,167
Hollaway, Rachelle	Academic and Career Preparation Instructor	72,917	2,200	75,117
Horne, Gerald	School of Business Instructor	94,639	-	94,639
Hosseinyazdi, Mahboob	Mathematics Instructor	83,660	-	83,660
Hoyland, James	Physics Instructor	92,543	-	92,543
Huang, Hongyu	Project Leader, Information Technology	77,219	1,072	78,290
Hubick, Lisa	Librarian	88,330	-	88,330
Hunter, Iain	Director, Maintenance and Operations	89,725	1,178	90,903
Ibrahim, Mohamed	Bachelor of Psychiatric Nursing Instructor	86,399	987	87,386
Indurugalla, Deepani	Chemistry Instructor	92,493	-	92,493
Inglis, Karen	English Instructor	96,027	-	96,027
Inglis, Peter	Biology Instructor	92,597	392	92,988
Ip, Pamela	School of Business Instructor	92,597	-	92,597
Ironside, Bruce	School of Business Instructor	92,605	-	92,605
Jankovic, Branka	English Language Studies Instructor	91,353	-	91,353
Janzen, Jeffrey	Electrical Instructor	92,970	-	92,970
Jarvis, Jeremy	School of Business Instructor	92,493	1,457	93,950
Jazzi, Sepand	School of Business Instructor	92,245	977	93,222
Jenion, Gregory	Criminology Instructor	92,597	-	92,597
Jhangiani, Rajiv	Psychology Instructor	92,605	4,807	97,412

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Johnston, Tina	Health Care Assistant Program Instructor	90,797	1,078	91,875
Jones, Gary	Horticulture Instructor	93,085	502	93,586
Jones, Terri	Human Resources Business Partner	90,687	1,318	92,005
Jordan, Jennifer	Student Risk and Judicial Affairs Officer	70,773	6,939	77,712
Jovovic, Olivera	English Language Studies Instructor	91,026	-	91,026
Kaminski, June	Nursing Instructor	92,431	527	92,959
Kampschuur, Marc	School of Business Instructor	99,622	2,418	102,040
Karapanos, Alexandra	English Language Studies Instructor	92,382	-	92,382
Karaush, Iryna	Product Design Instructor	92,431	3,644	96,075
Kargut, Sigrid	Librarian	92,485	94	92,578
Karsenti, Patrick	Spanish Instructor	92,485	62	92,547
Katz, Barbara	School of Business Instructor	91,464	1,003	92,466
Kaur, Harinder	Network Administrator	69,954	5,180	75,134
Kaushal, Paul	Chemistry Instructor	91,940	-	91,940
Kazymerchyk, Stanley	Horticulture Instructor	93,189	907	94,096
Keath, Jacqollyne	Bachelor of Psychiatric Nursing Instructor	91,697	2,292	93,988
Keding, Udo	School of Business Instructor	91,697	188	91,884
Keever, Carson	Biology Instructor	89,483	-	89,483
Kennedy, Neil	English Instructor	92,552	-	92,552
Kennedy, Stephen	Computer-Aided Design Diploma Instructor	90,743	273	91,016
Kerti, John	Senior Network Analyst	84,414	3,102	87,515
Kinney, Tracey	History Instructor	93,093	-	93,093
Kira, Susanne	English Language Studies Instructor	92,218	-	92,218
Kitt, Lisa	Criminology Instructor	90,743	9,353	100,097
Kleis, Landon	Computer Business Systems Instructor	77,769	-	77,769
Klimek, Connie	Nursing Instructor	91,697	527	92,224
Kloet, Shannon	Divisional Business Manager, Continuing and Professional Studies	93,150	24,387	117,537
Ko, Steve	English Language Studies Instructor	92,131	-	92,131
Koch, Johannes	Geography Instructor	91,643	-	91,643
Kolac, Jana	Physics Instructor	91,699	552	92,252
Korman, Laurette	School of Business Instructor	92,605	1,003	93,608
Koskinen, Paivi	Linguistics Instructor	94,759	156	94,915
Kozak, Romy	English Instructor	109,504	2,525	112,029
Krishnan, Parthiphan	Geography Instructor	97,102	62	97,164
Kroeker, Tess	Bachelor of Psychiatric Nursing Instructor	92,243	1,706	93,949
Kumar, Radhika	Health Unit Coordinator Instructor	92,185	1,649	93,834
Lafreniere, Robert	Plumbing Instructor	77,049	131	77,181
Lagasse, Glenda	Access Programs for People with Disabilities Instructor	74,799	285	75,084
Lagoutin, Raphael	Electrical Instructor	93,569	-	93,569
Laird, Ross	Creating Writing Instructor	102,365	-	102,365
Lait, Cameron	Plant Health Instructor	92,597	-	92,597
Larsen, Kim	English Instructor	92,563	-	92,563
Larsen, Michael	Criminology Instructor	97,107	-	97,107
Lau, Keith	Director, Enterprise Systems	91,796	1,567	93,363
Lavery, Gerard	Farrier Instructor	92,597	-	92,597
Law, Andy	School of Business Instructor	95,542	166	95,708
Le Grand, Richard	Psychology Instructor	95,853	801	96,654
Lecovin, Matthew	School of Business Instructor	91,697	3,553	95,250
Lee, Judy	Nursing Instructor	92,235	527	92,763
Lee, Sue Shu-Hsien	Academic and Career Preparation Instructor	91,697	-	91,697
Lee, Vivian	Director, Budget, Planning and Payroll	119,469	892	120,360
Leigh, Paul	School of Business Instructor	92,597	3,600	96,197
Leitch, Sharon	Health Care Assistant Program Instructor	79,132	1,310	80,442
Leonard, Michael	School of Business Instructor	92,233	-	92,233
Lett, Daniel	Criminology Instructor	79,857	-	79,857
Leung, Christopher	School of Business Instructor	97,895	-	97,895
Leung, Edmund	Project Leader, Information Technology	75,365	843	76,208
Leung, Mou Kit	Fine Arts Instructor	92,185	-	92,185
Leuvekamp, Thomas	Plumbing Instructor	89,568	98	89,667
Lewarne, Steve	Executive Director, Advancement and CEO Foundation	125,185	4,176	129,360
Li, Pak Ki Jacky	School of Business Instructor	91,643	2,850	94,493

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Li, Puqun	Philosophy and Humanities Instructor	92,597	-	92,597
Lian, Minli	School of Business Instructor	92,597	2,207	94,803
Lichimo, Marie	School of Business Instructor	98,245	-	98,245
Ling, Arthur	English Language Studies Instructor	94,433	399	94,832
Liptrot, Sue	Collaborative Nursing Instructor	91,697	985	92,682
Liu, Alex	Mathematics Instructor	92,597	-	92,597
Liu, Xin	Chemistry Instructor	93,263	-	93,263
Lloyd, Michael	Welding Instructor	110,884	-	110,884
Lombard, Caren	School of Business Instructor	92,597	1,635	94,232
Loodu, Sarbjit	Divisional Business Manager, Faculty of Design	85,161	5,636	90,797
Lopes, Evandro	Psychology Instructor	92,090	-	92,090
Lotz, Nicole	Manager, Marketing and Brand Strategy	77,255	2,822	80,077
Low, Ho Yee	School of Business Instructor	93,146	1,374	94,520
Lucas, Michaela	Philosophy and Humanities Instructor	93,243	-	93,243
Luccock, Marcia	Bachelor of Psychiatric Nursing Instructor	92,431	667	93,098
Lymburner, Jocelyn	Psychology Instructor	92,455	885	93,340
Lyon, David	Criminology Instructor	93,741	19	93,760
Ma, Michael	Criminology Instructor	76,232	1,130	77,362
Ma, Praise	School of Business Instructor	94,031	1,017	95,048
MacArthur, Jennifer	Manager, Student Services	82,114	5,232	87,345
Machado, Marcelo	School of Business Instructor	101,216	1,868	103,084
MacKenzie, Elizabeth	English Language Studies Instructor	100,404	-	100,404
MacKenzie, Joyce	Nursing Instructor	92,485	2,865	95,349
MacKenzie, Leanne	Co-op Instructor	84,412	1,526	85,937
MacLean, Carla	Psychology Instructor	92,260	144	92,404
MacLeod, Colin	Mathematics Instructor	89,556	-	89,556
MacTaggart, Alison	Fine Arts Instructor	82,330	46	82,375
Mah, Jaime	Marketing Instructor	92,605	-	92,605
Malyon, Donna	Collaborative Nursing Instructor	91,697	889	92,586
Manton, Lynette	English Language Studies Instructor	92,731	-	92,731
Marchant, Claire	Legal Counsel	73,460	3,997	77,457
Marcotte, Megan	Biology Instructor	91,697	-	91,697
Marinescu, Daniela	Mathematics Instructor	88,134	-	88,134
Marino, Franco	Criminology Instructor	91,697	-	91,697
Martin, John	Geography Instructor	92,605	484	93,089
Martin, Keith	Graphic Design for Marketing Instructor	85,859	195	86,054
Martinez, Victor	Product Design Instructor	92,543	419	92,962
Mason, Shawn	Nursing Instructor	92,493	656	93,148
Massey, Daryl	Computer-Aided Design Diploma Instructor	92,003	-	92,003
Massey, Joanne	Computer-Aided Design Diploma Instructor	92,431	772	93,203
Mathewson, Donald	Physics Instructor	93,583	2,483	96,066
Mathias, Louella	Special Advisor, Strategy and Innovation	102,241	1,449	103,690
Matic, Milana	English Language Studies Instructor	92,968	-	92,968
Matskiw, Christopher	Welding Instructor	106,942	-	106,942
Matsuba, Kyle	Psychology Instructor	83,870	24,770	108,641
Maultsaid, Deirdre	School of Business Instructor	91,643	-	91,643
May, Evelyn	Technical Apparel Instructor	95,735	195	95,929
Maydan, Catherine	School of Business Instructor	107,376	2,802	110,179
McAuley-Bax, Shauna	School of Business Instructor	91,697	157	91,853
McBride, Scott	Fine Arts Instructor	92,597	-	92,597
McCannell, Lesley	School of Business Instructor	90,805	1,013	91,818
McClinton, Brian	Millwright Instructor	90,805	-	90,805
McConill, Casey	Mathematics Instructor	92,297	-	92,297
McConnell, Keiron	Criminology Instructor	92,514	2,040	94,554
McDonald, Robert	Psychology Instructor	91,705	-	91,705
McEachern, Joan	School of Business Instructor	91,705	-	91,705
McElroy, Lori	Executive Director, Institutional Analysis and Planning	124,595	5,359	129,955
McIlmoyle, Stuart	Associate Vice-President, International	137,429	35,851	173,280
McLay, Shelley	Nursing Instructor	91,697	1,280	92,977
McLellan, Ann-Marie	Educational Studies Instructor	92,485	-	92,485
McMullen, Marla	School of Business Instructor	78,811	-	78,811



**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
McNeil, Harry	Manager, Campus Security Operations	108,174	8,237	116,412
McPherson, Kathy	English Language Studies Instructor	86,749	-	86,749
McVicker, Rada	Manager, Accounting Services	105,040	2,655	107,695
Messer, Ron	School of Business Instructor	90,797	1,168	91,965
Migliore, Sam	Anthropology Instructor	89,382	60	89,442
Mihell, Lana	Divisional Business Manager, Science & Horticulture	90,501	8,854	99,355
Miks, Edward	Carpentry Instructor	92,445	-	92,445
Millard, Gregory	Political Science Instructor	92,946	-	92,946
Mills, Brooke	English Language Studies Instructor	93,492	-	93,492
Minhas, Gurjeet	Nursing Instructor	92,458	527	92,985
Mitchell, Joshua	Director, Student Affairs	116,027	8,830	124,857
Mitchell, Zena	University Registrar	129,162	18,135	147,297
Monchalín, Lisa	Criminology Instructor	92,255	9,615	101,870
Moniz, Ann	Director, Health & Community	100,545	2,555	103,099
Morgan, Elly	Career Choices and Life Success Instructor	81,918	47	81,965
Morishita, Teresa	Access Programs for People with Disabilities Instructor	81,430	4,168	85,598
Morris, Janice	Academic and Career Preparation Instructor	92,431	3,111	95,543
Morrison, Ronald	School of Business Instructor	92,131	-	92,131
Morton, James	Bachelor of Psychiatric Nursing Instructor	95,717	616	96,333
Mroczek, Jolanta	English Language Studies Instructor	93,253	-	93,253
Mullinix, Kent	Director, Sustainable Horticulture and Food	111,839	11,888	123,727
Mundle, Todd	University Librarian	125,322	4,326	129,648
Murphy, Gerald	Academic and Career Preparation Instructor	92,235	204	92,439
Murphy, Julia	Anthropology Instructor	92,293	2,014	94,307
Murray, Joel	Associate Dean, Faculty of Science and Horticulture	112,013	9,506	121,518
Murray, Ronald	Electrical Instructor	91,338	30,993	122,331
Musil, Debbie	School of Business Instructor	90,805	1,003	91,808
Myette, Brian	Millwright Instructor	93,637	-	93,637
Nakano, Michelle	Horticulture Instructor	93,197	1,350	94,546
Nasir, Shoaib	School of Business Instructor	91,705	-	91,705
Nasitwitwi, Mungandi	Geography Instructor	91,620	-	91,620
Nayar, Kamala	South Asian Studies Instructor	92,543	157	92,700
Neuhold, Bernie	School of Business Instructor	92,673	-	92,673
Newton, Samuel	School of Business Instructor	92,543	506	93,050
Nichols, Corrie	Nursing Instructor	92,597	527	93,124
Nicolson-Church, Jean	Associate Dean, Faculty of Health	113,627	6,437	120,064
Nilsson, Joakim	English Instructor	108,967	181	109,147
Niosi, Andrea	School of Business Instructor	93,677	-	93,677
Nishihara, Alison	Mathematics Instructor	91,697	-	91,697
Nolan, Kathy	Health & Benefits Consultant	78,734	3,496	82,230
Norris, Lindsay	Fashion Degree Instructor	110,400	679	111,079
Novocelskii, Serguei	Mathematics Instructor	91,643	-	91,643
Nyenhuis, Michael	Mathematics Instructor	94,510	309	94,819
Ohler, Paul	English Instructor	85,861	650	86,511
Olson, Harmeet	Graduate Nurse Instructor	86,986	501	87,486
O'Meara, Mark	School of Business Instructor	99,024	-	99,024
Orban, Levente	Psychology Instructor	89,750	1,177	90,928
Ordish, Connie	Nursing Instructor	91,282	797	92,079
Ostrowski, Paul	English Instructor	92,431	-	92,431
Pannu, Mandeep	School of Business Instructor	115,374	2,307	117,681
Parmar, Jaspal	Director, People Services	106,472	7,189	113,661
Passmore, Lyndsay	School of Business Instructor	90,136	-	90,136
Pearce, Suzanne	Chemistry Instructor	92,543	985	93,529
Pedersen, Cory	Psychology Instructor	93,955	-	93,955
Pegg, Brian	Anthropology Instructor	93,084	-	93,084
Pelton, James	Executive Director, Continuing and Professional Studies	125,495	25,704	151,199
Penhorwood, Janet	Librarian	75,261	-	75,261
Penner, Kurt	Psychology Instructor	96,324	144	96,468
Perera, Nishan	School of Business Instructor	90,868	-	90,868
Petersen, Karl	English Language Studies Instructor	92,818	-	92,818
Petrillo, Larissa	Anthropology Instructor	92,849	-	92,849

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<b><u>Employee Name</u></b>	<b><u>Position</u></b>	<b><u>Remuneration \$</u></b>	<b><u>Expenses \$</u></b>	<b><u>Total \$</u></b>
Phillips, Stephanie	Product Design Instructor	92,185	2,860	95,044
Phillips, Susana	Psychology Instructor	91,643	48	91,691
Phipps, Laurie	School of Business Instructor	92,431	-	92,431
Pikios, Christina	English Language Studies Instructor	91,238	-	91,238
Pitre-Hayes, Corinne	Chief Information Officer	184,760	12,071	196,831
Podrouzek, Wayne	Psychology Instructor	90,502	-	90,502
Pollard, Lesley	Fashion Degree Instructor	97,370	-	97,370
Poon, Michael	Physics Instructor	92,597	531	93,127
Pope, Michael	Fashion Degree Instructor	94,521	-	94,521
Popovich, Alex	History Instructor	92,485	994	93,478
Pradhan, Dolagobinda	Geography Instructor	92,597	4,607	97,203
Prasad, Jeffery	Access Programs for People with Disabilities Instructor	75,224	-	75,224
Purewal, Shinder	Political Science Instructor	92,605	-	92,605
Purvey, Diane	Dean, Faculty of Arts	129,162	12,616	141,778
Qu, Yanfeng	Mandarin Instructor	90,797	428	91,224
Quigley, Jacqueline	Academic and Career Preparation Instructor	88,805	475	89,280
Quist-Adade, Charles	Sociology Instructor	84,717	-	84,717
Radcliffe, Duane	School of Business Instructor	134,328	772	135,101
Ramadan, Hisham	Criminology Instructor	84,770	-	84,770
Randeni, Gmini	Bachelor of Psychiatric Nursing Instructor	92,123	1,134	93,257
Rankin, Graham	Mathematics Instructor	86,190	-	86,190
Raza, Imran	School of Business Instructor	92,605	-	92,605
Reddick, Donald	School of Business Instructor	92,487	-	92,487
Rees, Ann	Journalism Instructor	92,493	-	92,493
Regan, Craig	Interim Executive Director, Facilities Services	111,545	1,680	113,225
Reichl, Arleigh	Psychology Instructor	92,597	3,693	96,290
Reynolds, Annette	Sociology Instructor	86,411	-	86,411
Rhodenizer, Lawrence	Auto Service Technician Instructor	92,485	-	92,485
Ribkoff, Fred	English Instructor	93,205	-	93,205
Richard, Paul	Environmental Protection Instructor	91,567	-	91,567
Richardson, Allison	Librarian	92,597	1,678	94,275
Richmond, Alexandra	School of Business Instructor	85,998	325	86,323
Richter, Kimberly	School of Business Instructor	92,431	-	92,431
Riel, David	Electrical Instructor	98,690	1,727	100,417
Ritchie, Leigh	Nursing Instructor	92,431	-	92,431
Roberts, Neil	School of Business Instructor	92,605	-	92,605
Roberts, Seiko	Japanese Instructor	90,797	360	91,157
Robertson, Carolyn	Dean, Faculty of Design	130,263	7,033	137,296
Rogers, Linda	Librarian	91,643	-	91,643
Rohde, Sven	Plumbing Instructor	92,431	830	93,261
Rojas-Primus, Reya	Spanish Instructor	92,474	1,087	93,561
Rose, John	Geography Instructor	81,640	-	81,640
Rowe, Nadia	Legal Counsel	100,372	3,509	103,881
Rozell, Allyson	Mathematics Instructor	94,472	62	94,534
Ruloff, Colin	Philosophy and Humanities Instructor	93,668	-	93,668
Rumpeltes, Michael	Welding Instructor	108,079	-	108,079
Ryan, Angela	Librarian	78,934	-	78,934
Sacho, Brad	School of Business Instructor	93,034	1,399	94,433
Sadhra, Avtar	Mathematics Instructor	92,597	12	92,609
Saint, Susan	English Language Studies Instructor	93,268	-	93,268
Sale, David	School of Business Instructor	84,969	292	85,261
Salumbre, Daniel	Database Administrator	75,846	911	76,756
Salumbre, Winnie	Project Leader, Information Technology	75,095	133	75,228
Samra, Sukebinder	Director, Technology Services	114,493	2,376	116,869
Sanaei, Asiyeh	Mathematics Instructor	89,812	-	89,812
Sandhu, Harjinder	Nursing Instructor	92,597	3,901	96,498
Sandhu, Herra	Graduate Nurse Instructor	90,743	527	91,271
Sangha, Anita	Co-op Instructor	77,193	1,534	78,727
Sass, William	Director, Business Performance & Advisory Services	107,241	11,103	118,344
Sato, Takashi	Physics Instructor	92,597	1,137	93,734
Saunders, Joanne	Executive Director, Marketing and Recruitment	130,566	2,340	132,907

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Schwichtenberg, Cathe	Graduate Nurse Instructor	92,597	954	93,551
Sears, Christopher	Academic and Career Preparation Instructor	91,343	-	91,343
Seru, Renuka	Counsellor	92,431	160	92,591
Shah, Syed Ashiq	Psychology Instructor	92,493	2,835	95,328
Shahidi, Jamshid	School of Business Instructor	92,123	-	92,123
Shandler, Lance	School of Business Instructor	92,070	-	92,070
Shantz, Jeffrey	Criminology Instructor	92,543	-	92,543
Shay, Ron	School of Business Instructor	101,750	727	102,477
Sheehan, Gerard	Auto Service Technician Instructor	92,485	1,016	93,501
Shepherd, John	School of Business Instructor	92,970	-	92,970
Shivji, Salim	Senior Network Analyst	77,761	1,624	79,386
Shortridge, Lori	Nursing Instructor	235,115	678	235,792
Silva, Francisco	Manager, International Recruitment	68,631	14,226	82,857
Simmons, Gregory	Criminology Instructor	80,547	-	80,547
Simon, Richard	School of Business Instructor	92,431	-	92,431
Simonson, Dale	Graphic Design for Marketing Instructor	83,763	-	83,763
Sinclair, Beverley	Journalism Instructor	92,297	-	92,297
Sindhar, Beant	Health Care Assistant Program Instructor	90,797	527	91,324
Singh, Rajinder	School of Business Instructor	91,705	-	91,705
Singh, Vinshu	Millwright Instructor	69,805	33,102	102,907
Skoumal, Zdenek	Music Instructor	92,966	75	93,041
Small, William	Welding Instructor	94,911	-	94,911
Smith, Wendy	English Instructor	91,705	-	91,705
Smolkin, Doran	Philosophy and Humanities Instructor	92,131	-	92,131
Snaith, Brenda	Interior Design Instructor	93,447	2,371	95,817
Soe, Naing	Project Leader, Information Technology	77,893	536	78,429
Soles, Nicola	Access Programs for People with Disabilities Instructor	92,485	539	93,023
Somji, Alia	School of Business Instructor	92,809	-	92,809
Spalding, Elizabeth	English Language Studies Instructor	95,352	-	95,352
St. Loe, Stephanie	Interior Design Instructor	83,029	-	83,029
Stanwood, Ian	Academic and Career Preparation Instructor	92,431	-	92,431
Stark, Kenneth	Anthropology Instructor	93,593	-	93,593
Stewart, Carol	School of Business Instructor	113,277	1,063	114,340
Stewart, Nancy	School of Business Instructor	76,625	-	76,625
Stratton, Sabine	Anthropology Instructor	92,485	154	92,639
Sud, David	Chemistry Instructor	92,880	10	92,889
Suderman, Gail	Music Instructor	91,705	-	91,705
Sudlow, Gillian	Academic and Career Preparation Instructor	88,194	-	88,194
Sumal, Al	Welding Instructor	85,854	3,620	89,474
Swail, Brian	English Instructor	91,697	-	91,697
Swanink, Melissa	English Language Studies Instructor	89,250	-	89,250
Sweeney, Sherilyn	Graduate Nurse Instructor	97,245	1,157	98,402
Symonds, Dianne	Nursing Instructor	92,070	1,143	93,213
Talwerdi, Mehdi	School of Business Instructor	91,169	-	91,169
Taylor, Aimee	Sustainable Agriculture Instructor	83,703	15	83,717
Taylor, Terri	Associate Registrar	93,335	8,599	101,934
Tebb, Richard	Dean, School of Business	132,982	24,026	157,008
Tehrani, Jamshid	School of Business Instructor	91,161	-	91,161
Thibodeau, Joyce	Nursing Instructor	92,597	932	93,529
Thiessen, Randal	English Language Studies Instructor	92,439	-	92,439
Thompson, Janet	Geography Instructor	81,894	361	82,255
Thompson, Susan	Psychology Instructor	92,431	-	92,431
Thorner, Thomas	History Instructor	92,243	-	92,243
Tien, Laurel	Nursing Instructor	88,630	12,737	101,367
Tiessen, Esther	School of Business Instructor	92,597	509	93,106
Tomiak, Kim	Learning Strategist	91,705	-	91,705
Tong, Chun Kuen Rick	School of Business Instructor	93,562	-	93,562
Torrance, Douglas	Biology Instructor	91,697	-	91,697
Torrezan, Rodolfo	Manager, International Recruitment	58,914	21,463	80,377
Tracey, Donald	School of Business Instructor	93,034	1,003	94,037
Traynor, Christopher	Academic and Career Preparation Instructor	76,487	-	76,487

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2017**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Tritchew, Panteli	School of Business Instructor	91,705	-	91,705
Tutlewski, Wiktor	School of Business Instructor	92,493	504	92,997
Tweed, Roger	Psychology Instructor	96,595	3,749	100,344
Tyndall, Paul	English Instructor	83,393	2,319	85,711
Uppal, Bill (Balbir)	Facilities Services Supervisor	73,791	2,539	76,330
Vallee, Helen	School of Business Instructor	93,146	11,405	104,551
van Gerven, Keri	University Secretary and Confidential Assistant	70,682	5,352	76,034
Van Steinburg, Terri	Career Choices and Life Success Instructor	90,743	-	90,743
Vanderleeden, Olen	Associate Vice-President, Business Development and Innovation	215,637	4,105	219,742
Vidal, Claudio	Sociology Instructor	91,887	-	91,887
Villalba, Luis Fernando	Associate Dean, School of Business	67,464	8,580	76,044
Vincent, Susan	Counsellor	79,703	6,902	86,605
Virani, Rahim	Project Leader, Information Technology	77,190	1,638	78,828
Vujovic, Sinisa	School of Business Instructor	92,543	-	92,543
Waddington, Leeann	Nursing Instructor	92,499	2,752	95,251
Wade, Natalie	Public Safety Communications Instructor	161,803	144	161,947
Walsh, Diane	Academic and Career Preparation Instructor	92,605	-	92,605
Ward, Laura	Health & Benefits Consultant	74,025	4,207	78,232
Warfield, Katie	Journalism Instructor	80,971	23,404	104,375
Warren, Valerie	School of Business Instructor	92,605	1,003	93,608
Webster, Janet	Academic and Career Preparation Instructor	91,282	-	91,282
Weir, Bruce	School of Business Instructor	98,337	-	98,337
Westgate, Thomas	Appliance Servicing Instructor	92,131	-	92,131
Whitmore, Michael	Computer-Aided Design Diploma Instructor	110,535	-	110,535
Whittemore, Joel	School of Business Instructor	92,605	1,270	93,875
Whittington-Walsh, Fi	Sociology Instructor	92,549	4,505	97,054
Wiebe, Sunita	Manager, Strategic Planning and Quality Assurance	86,300	3,055	89,355
Williams, David	School of Business Instructor	100,062	-	100,062
Williams, Jennifer	English Instructor	84,809	-	84,809
Williams, Martyn	English Language Studies Instructor	92,600	312	92,912
Wilson, Sherry	Biology Instructor	91,697	-	91,697
Wilton, Mary	Auto Service Technician Instructor	91,705	145	91,850
Wolf, Carla	Coordinator, Foundations in Design	91,705	-	91,705
Wong, Jane	Project Leader, Information Technology	75,843	-	75,843
Wong, Katherine	English Language Studies Instructor	92,483	-	92,483
Wong, Richard	School of Business Instructor	93,265	2,207	95,472
Wong, Trevor	Interim Director, Planning & Construction	97,506	3,186	100,692
Wood, Lindsay	Co-op Instructor	85,022	770	85,792
Woodcock, Linda	Librarian	92,814	-	92,814
Worobec, Elizabeth	Dean, Science and Horticulture	123,695	4,198	127,894
Wrean, Shelley	General Counsel	151,259	4,668	155,927
Wrench, Danny	Academic and Career Preparation Instructor	92,596	-	92,596
Wright, David	Electrical Instructor	95,933	-	95,933
Wu, Aihua	School of Business Instructor	92,493	-	92,493
Wyntjes, Barbara	School of Business Instructor	94,431	977	95,408
Yang, John	Coordinator, Traditional Chinese Medicine	78,642	-	78,642
Yoshida, Sara	Anthropology Instructor	90,805	-	90,805
Young, David	Graphic Design for Marketing Instructor	94,195	35	94,230
Yuan, Wenting	Interim Divisional Business Manager, International Strategic Management	67,072	12,184	79,256
Yuill, Garry	School of Business Instructor	92,993	1,003	93,996
Yusuf, Ali	Criminology Instructor	92,605	-	92,605
Zamfirescu, Vasile	School of Business Instructor	93,243	-	93,243
Zhang, Guoren	School of Business Instructor	92,597	-	92,597
Zmudzka-Bajerski, Mal	Academic and Career Preparation Instructor	92,485	-	92,485
<b>Remuneration and expenses greater than \$75,000</b>		<b>56,517,395</b>	<b>1,272,091</b>	<b>57,789,486</b>
<b>Consolidated total of other employees with remuneration and expenses of \$75,000 or less</b>		<b>40,428,632</b>	<b>532,906</b>	<b>40,961,538</b>
<b>(B) Total Employees</b>		<b>96,946,027</b>	<b>1,804,997</b>	<b>98,751,024</b>

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2017**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
4th Utility Inc.	458,735
Access Gas Services Inc.	66,337
Acklands-Grainger Inc.	26,596
Acrodex	38,905
Advisory Board Company	101,960
Agilent Technologies Canada Inc.	97,154
Air Liquide Canada Inc.	71,083
Airgas Canada Inc.	41,955
Alarmtron (BC) Ltd.	46,894
Alvis Tsui (FSS) Inc.	35,699
Amazon	36,224
AME Consulting Group Ltd.	35,070
Anand, Deepak	52,115
Apple Canada Inc.	25,961
Aspyr	36,030
Ball Superior Ltd.	25,732
BC Association of Institutes & Universities (BCAIU)	28,396
BC Communications Inc.	33,228
BC Electrical Association	40,805
BC Event Management	128,073
BC Government Employees Union	71,457
BC Hydro	1,214,620
BC Pension Corporation	8,538,011
BCNET	767,274
Beckman Coulter Canada Inc.	28,996
Bell Media Inc.	142,400
Betterbody Fitness Inc.	26,287
Boyden Vancouver	30,618
Bright International Student Service Inc.	62,814
Bull, Housser & Tupper LLP	75,014
BW Global Structures Inc.	39,089
Canada Post Corporation	38,055
Canadian National Medical Marijuana Association	74,905
Canadian Research Knowledge Network	296,264
Canam Consultants Limited	129,454
Canpar Transport Ltd.	97,700
Capex Project Advisory Services Inc.	237,185
Cascade Raider Holdings Ltd.	32,474
CBV Collection Services	63,781
Charter Telecom Inc.	265,258
Cherwell Software Inc.	54,821
Cineplex Media	44,891

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2017**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Citrix Systems Inc.	89,235
City of Richmond	1,003,065
City of Surrey	201,713
Coast Welding Supplies & Rentals Ltd.	27,660
Colleges and Institutes Canada	37,186
Colliers Project Leaders Inc.	51,782
Columbia Security Systems & Surveillance Inc.	63,000
Comar Electrical Services Ltd.	261,156
Community Fire Prevention Ltd.	90,925
Compugen Inc.	76,076
Consulab	82,110
Coolfather	58,875
Council of Prairie & Pacific University Libraries (COPPUL)	61,002
Crosstown Metal Industries Ltd.	84,992
Cummins Western Canada	28,962
Custom Plate & Profiles	55,545
D.G.S. Construction Company Ltd.	7,119,318
Davies Park & Associates (Vancouver) Inc.	145,637
Dell Canada	381,341
Deloitte LLP	28,523
Dialog BC Inc.	186,401
Digital Postage on Call	105,000
DTZ Canada Inc.	956,935
Ebsco Canada Ltd.	125,518
Editions du Renouveau Pedagogique Inc.	29,823
Eecol Electric Ltd.	34,607
Ellucian Company L.P.	353,320
Eltec Elevator Ltd.	28,392
Encompass Support Services Society	26,034
Enersolv Design & Build Ltd.	35,700
Ernst & Young LLP	51,786
ESC Automation Inc.	411,128
eXplorance Inc.	48,584
F.H. Black & Company Inc.	56,193
Facebook	29,467
Fastsigns	34,986
Faye Halls Consulting	27,579
Festo Didactic Ltd.	27,473
Fisher Scientific Ltd.	154,843
FortisBC Energy Inc.	139,158
Frequency Foundry Inc.	122,809
Garda World Cash Services Canada Corp.	41,575

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2017**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Gartner Canada Co.	33,075
Gaspard & Sons	39,067
GBS Construction Managers Inc.	457,196
GeeBee Education Pvt. Ltd.	31,610
Georgia Street Media Inc.	50,059
GINQO Consulting Ltd.	36,603
Google Inc.	82,662
Guangson Consulting	119,290
Guildford Town Centre LP	31,500
Hanscomb	40,215
Harris & Company	132,639
Hemmera Envirochem Inc.	29,505
Heritage Food Service Group of Canada Ltd.	90,830
Heritage Office Furnishings Ltd.	157,286
Holmes & Brakel (BC) Inc.	146,068
Homewood Health Inc.	71,882
Honeybee Enterprises Ltd.	83,916
Horizon Landscape Contractors	403,173
Houle Electric Ltd.	488,831
HSBC Global Asset Management (Canada) Limited	45,288
IBM Canada Ltd.	26,739
Ice Development Ltd.	166,773
ICEF	48,319
IDP Education Pty Ltd.	75,469
Imperial Parking Ltd.	107,229
Infrastructure Bridge Advisory Limited	26,106
Integral Group	38,608
Interpave Precast Systems Ltd.	86,657
Jain Overseas Services Pvt Ltd.	91,451
Jiacheng Overseas Immigration and Education Service Corp.	43,176
John Wiley & Sons Canada Ltd.	365,670
Johnson Controls Ltd. V4020	993,609
JPT Sales Ltd.	26,940
KDS Construction	361,695
Ken Saunders ADR Services Ltd.	46,121
Kendall/Hunt Publishing Co.	31,512
Key Innovations Inc.	87,355
KPMB Architects	631,596
KPMG LLP	61,539
Kwantlen Faculty Association	436,789
Kwantlen Polytechnic University Foundation	86,907
Kwantlen Polytechnic University Student Association	81,272

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2017**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Laerdal Medical Canada Ltd.	34,433
Leica Microsystems (Canada) Ltd.	54,744
Liveware Health Canada Inc.	29,390
Livingston	46,497
Login Brothers Canada	136,119
Long View Systems	247,399
Lordco Parts Ltd.	28,410
Luxury Transportation Inc.	155,589
Lynda.com, Inc.	33,134
Macquarie Equipment Finance Ltd.	95,688
Manulife Financial	5,599,080
Marsh Canada Limited	67,404
Matrix Video Communications Corp. (MVCC)	212,595
McGraw Hill Ryerson Limited	426,640
McTavish Resource & Management Consultants Ltd.	84,949
Meltwater News Canada Inc.	28,000
Microserve	673,156
Microsoft Canada Inc.	253,255
Millennium Computer Systems Ltd.	207,601
Minister of Finance	231,539
Moneris	386,871
Morton Clarke & Co Ltd.	35,743
MPS	211,566
Musqueam Indian Band	249,987
n.Wallace & Company Ltd.	513,854
Nanalysis Corp.	70,980
Nelson Education Ltd.	629,688
Norton Rose Fulbright Canada LLP	30,801
OmniUpdate, Inc.	27,612
Oxford University Press Canada	226,095
Pacific Solutions Contracting Ltd.	67,849
Paladin Security Group Ltd.	936,709
Panago Enterprises Ltd.	44,104
PBX Engineering Ltd.	30,450
Pearson Education Canada	1,130,825
Perkin Elmer Health Sciences Canada Inc.	43,827
Post Secondary Employers Association	29,376
Praxair Distribution	146,018
Prins Greenhouses	55,353
Process Pathways Inc.	59,138
ProQuest Canada	234,748
ProQuest LLC	48,601



**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2017**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Psychometrics Canada Ltd.	29,023
Purolator Courier Ltd.	29,869
Pyramid-e Services Pvt. Ltd.	26,436
Raffles Educity (I) Private Limited	59,731
Receiver General of Canada	4,758,010
Remarkable Uniform, Mat & Towel Ltd.	30,265
RFS Canada	481,494
Richards Buell Sutton LLP (RBS)	27,165
Richmond Chrysler Dodge Jeep Ltd.	26,995
Ricoh Canada Inc.	434,708
River Rock Casino Resort	26,691
Rocky Point Engineering Ltd.	76,841
Ron Sons Torch Repairs & Sales Ltd.	34,071
Royal Bank of Canada	78,999
Samper, Diego	33,100
Sanrev Holdings Ltd.	90,484
Scalar Decisions	567,891
Sehdev Travel & Educational Services	137,894
Sharp's Audio Visual Systems Integration Inc.	62,772
Shell Energy North America (Canada) Inc.	150,967
Siemens Canada Limited	55,469
Simon Fraser University	344,823
SirsiDynix	41,364
Six Factor Professional Services Ltd.	44,297
Sodexo	156,661
Sonex Computer Inc.	26,900
South Harper Lands (HTC) Ltd.	224,867
Specialty Blasting Ltd.	40,156
Spicers Canada ULC	65,609
Spit Polished Repair & Maintenance Ltd.	27,955
Squamish Nation Trades Centre	1,241,444
SSA Quantity Surveyors Ltd.	31,500
Stak Fitness	51,208
Stantec Consulting Ltd.	67,752
Staples Advantage Canada	166,668
Studio B Architects	43,641
Sunrise International Legal Services	58,647
Super Save	92,324
Surrey Board of Trade	26,143
Symplicity Corporation	30,413
TELUS Communications (BC) Inc.	255,861
TForce Final Mile	72,144

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2017**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
The Home Depot	49,355
Thinkspace Architecture Planning Interior Design	36,415
Thompson Rivers University	26,193
Thomson Reuters Canada	61,494
Transwest Roofing Ltd.	275,562
Tsleil-Waututh Nation	90,139
UCIPP	216,965
Uncover Editorial + Design	47,798
Universities Canada	94,390
University of British Columbia	32,085
University of the Fraser Valley	72,502
Vancouver Renewable Energy Cooperative (VREC)	41,775
Veritiv Canada Inc.	286,369
Vertiv Canada ULC	28,134
VMware International Limited	40,902
VWR International, Ltd.	34,712
Wavpower	28,932
Western Media Group Sales Company Inc.	60,803
Will Creative Inc.	110,421
Worksafe BC	304,931
WSP Canada Group Limited	80,257
WSP Canada Inc.	151,803
WW Norton & Company Inc.	98,342
ZGF Architects Inc.	190,059
<hr/>	
(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000	59,871,367
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less	7,189,392
(C) Consolidated total of contributions exceeding \$25,000	-
<hr/>	
<b>Total Vendors</b>	<b>\$ 67,060,759</b>

**Kwantlen Polytechnic University  
Statement of Severance Agreements  
Fiscal Year Ending March 31, 2017**

There were ten (10) severance agreements under which payment commenced between Kwantlen Polytechnic University and its non-unionized employees during fiscal year 2016/17

These agreements represent 111 months of compensation \*

\* Compensation means the agreements were determined based on salary.

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

**Kwantlen Polytechnic University**  
**Schedule of Long Term Debt**  
**Fiscal Year Ending March 31, 2017**

None to report.

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

**Kwantlen Polytechnic University**  
**Schedule of Guarantee and Indemnity Agreements**  
**Fiscal Year Ending March 31, 2017**

None to report.

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

**Kwantlen Polytechnic University**  
**Reconciliation to Financial Statements**  
**Fiscal Year Ending March 31, 2017**

**Expenses per Financial Statements**

Statement of Operations	<b><u><u>\$ 161,911,112</u></u></b>
-------------------------	-------------------------------------

**Statement of Financial Information**

**Schedule of Remuneration and Expenses**

(A) Total Board Members	\$ 6,083
(B) Total Employees	98,751,024

**Schedule of Payments to Suppliers for Goods and Services**

(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000	59,871,367
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less	7,189,392
(C) Consolidated total of contributions exceeding \$25,000	-
	\$ 165,817,866

**Reconciling Items**

Increase in Capital Assets	(19,651,848)
Amortization of Capital Assets	11,772,726
Accruals	869,550
Prepays	1,427,758
Student Awards Paid	1,631,899
Work in Progress Write off	38,551
Tax and Other Recoveries and Changes to Other Balance Sheet Items	4,610
	\$ (3,906,754)

**\$ 161,911,112**

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

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

**Page 1: Corporation Information**

**Ministry Information**

**General: Section One**

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

**Page 2: Statement of Assets & Liabilities: Section Two**

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

**Operational Statement: Section Three**

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

**Statement of Debts: Section Four**

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

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

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

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

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

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

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

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

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

**Page 5: Inactive Corporations: Section Eight**

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

**Approval of Financial Information: Section Nine**

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

**Access to the Financial Information: Section Ten**

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



# Financial Information Regulation, Schedule 1

## Checklist – Statement of Financial Information (SOFI)

### For the Corporation:

Corporate Name: <u>Kwantlen Polytechnic University</u>	Contact Name: <u>Vivian Lee</u>
Fiscal Year End: <u>March 31, 2017</u>	Phone Number: <u>(604) 599-2783</u>
Date Submitted: <u>September 30, 2017</u>	E-mail: <u>Vivian.Lee@kpu.ca</u>

### For the Ministry:

Ministry Name: _____	Reviewer: _____				
Date Received: _____	Deficiencies: <table style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 10%;">Yes</td> <td style="width: 10%; text-align: center;"><input type="checkbox"/></td> <td style="width: 10%;">No</td> <td style="width: 10%; text-align: center;"><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>		
Date Reviewed: _____	Deficiencies Addressed: <table style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 10%;">Yes</td> <td style="width: 10%; text-align: center;"><input type="checkbox"/></td> <td style="width: 10%;">No</td> <td style="width: 10%; text-align: center;"><input type="checkbox"/></td> </tr> </table>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Yes	<input type="checkbox"/>	No	<input type="checkbox"/>		
Approved (SFO): _____	Further Action Taken: _____				

Distribution:    Legislative Library    ☐    Ministry Retention    ☐

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

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

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

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

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



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.3**

**September 27, 2017**

**Joe Sass**

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**Agenda Item:**      **Five-Year Capital Plan**

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve KPU's Five-Year Capital Plan submitted to the Ministry of Advanced Education on August 16, 2017 as recommended by the Board Finance Committee.</b>
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**Board Committee Report:** At its meeting held on September 18, 2017, the Board Finance Committee reviewed and approved for recommendation to the Board of Governors KPU's Five-Year Capital Plan that was submitted to the Ministry of Advanced Education on August 16, 2017.

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

- 1. The Five-Year Capital Plan identifies KPU's priority projects for which the University is seeking provincial and internal funding**
- 2. The Five-Year Capital Plan meets provincial requirements for either new priority projects or whole asset replacement and renewal projects.**

**Context & Background:** The Ministry of Advanced Education, Skills & Training (AEST) [formerly Ministry of Advanced Education (AVED)] made a request for the Five-Year Capital Plan for submission early August 2017. The draft plan was submitted in order to meet the requested deadline; it requires approval by the institution's Board of Governors before the draft becomes final.

**Resource Requirements:** N/A

**Implications / Risks:** Without the Five-Year Capital Plan submission to the Ministry, KPU would not be considered for provincial funding for any of the major projects.

**Consultations:** Review and comment is being provided by the Polytechnic University Executive (PUE), President's Council, Senate Standing Committee on the University Budget (SSCUB) and Senate.

**Attachments:**

1. Attachment 2 - Priority 1 - Security System, Cameras, and Lighting Upgrades
2. Attachment 2 - Priority 2 – Richmond Residence Project Overview
3. Attachment 2 - Priority 3 – Surrey Residence Project Overview
4. Attachment 2 - Priority 4 – Langley Residence Project Overview
5. Attachment 2 - Priority 5 – Brewing and Malting Centre of Excellence
6. Attachment 2 - Priority 6 – Envelope Roof and IGU Replacement
7. Attachment 2 - Priority 7 – Water Distribution System Remediation



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.3**

**September 27, 2017**

**Joe Sass**

- 
8. Attachment 2 - Priority 8 - Academic Building
  9. Attachment 2 - Priority 9 – Clean Tech Building
  10. Attachment 2 – Priority 10 – KPU Sustainable Culinary School
  11. Attachment 2 – Priority 11 – Roadway Access Revitalization – Richmond Entrance
  12. Attachment 2 – Priority 12 – Roadway Access Revitalization – Surrey Entrance
  13. Attachment 2 – Priority 13 – Roadway Access Revitalization – Langley Entrance
  14. Attachment 2 – Priority 14 – Performing Arts Centre
  15. Attachment 2 – Priority 15 – Polytechnic Product Design Centre
  16. Attachment 2 – Priority 16 – Enterprise Resource Planning (ERP) Replacement
  17. Attachment 3 – Prioritized List of Proposed Category 1 and 2 Projects
  18. Attachment 4 – Summary of Major Ongoing Planned Self-Funded Projects

**Submitted by:** Andrew Chisholm / Executive Director, Facilities Services

**Date submitted:** September 19, 2017

# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Richmond, Wilson school of design, Langley and KPU Tech (Cloverdale). Surrey exterior lighting only	Richmond, WSOD, Langley and Tech - security system and exterior lighting replacement & upgrade. Surrey exterior lighting only.	Category 1	1 of 16

### 1.0 Current Situation

Currently, the security systems at KPU Richmond, Tech and Langley campuses consist of keyed door hardware with no card access. A condition audit by VFA in 2013 indicated security systems at all three campuses beyond useful life with an action year of 2016. The replacement of the systems also reduces deferred maintenance. No security cameras exist throughout the three campuses.

The current system code changes are proprietary, has aging infrastructure components, and is not capable of central control including lock down procedures.

Some areas of the exterior walkways, courtyards, grounds, and parking area lighting does not provide consistent and adequate lighting levels in for student and staff safety.

Older technology and expanded exterior zone use by staff and students has created dark, and unsafe zones.

KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 8,027 students are located at the Richmond Campus, 1,932 are located at KPU Tech and 4,239 are located at the Langley Campus. In the last month KPU has had a student confirmed murdered along with a suspicious death of an unidentified victim adjacent to the KPU Langley facility. This projects has become a critical safety issue at all KPU campuses.

### 2.0 Project Description

Replace all Richmond, Tech and Langley campus building security systems which monitor access and unauthorized entry via keypads, using passive infrared (PIR) sensors to detect motion and door contacts to indicate opening of the door. The new system will include card access for select areas.



The installation of a new security camera system will add another element of safety and security for the students and staff at KPU.

The exterior lighting component of the project requires the replacement and addition of environmentally sustainable lighting that will enhance safety, security and accessibility across all campuses while reducing energy costs. The project will increase and update perimeter and parking lot lighting with improved modern and energy efficient lighting technologies.

### 3.0 Project Objectives

- Increase personal safety on campus
- Begin the implementation of a card access system at KPU
- Begin the implementation of the ability to lock down areas of the campus in case of an emergency

### 4.0 Options considered

No other viable options considered.

### 5.0 Project Outcomes

#### Infrastructure improvement

- Replace and enhance end of life security system components with modern technology.
- Remove maintenance liability and enhance the functional aspects to provide central access control, lockdown, and overall improved safety for occupants.
- Improve the safety of exterior areas by providing adequate lighting.

#### Cost Effectiveness

- Avoided maintenance and programming code costs
- Ability to provide increased access to the campus with less personnel support than if the technology were not in place
- Reduce electrical consumption and maintenance with modern exterior lighting technology.

#### Strategic Alignment

- Supports provincial and KPU commitment to creating a safe environment to learn and work. In past month two situations where would have been beneficial to have ability to lock down campus.

## Quality Education

- With card access we will have the ability to provide increased access to the campus helping to address current requests from students and the Board of Governors.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding of \$9,900,000 from the Ministry for this project.

## 7.0 Key Risks

Risk: Selection of a system that is complicated to support and does not allow for future growth and anticipated needs.

Mitigation: Conduct a feasibility study with expert consultants to explore alternatives.

Risk: Insufficient budget to complete the upgrade for the whole campus.

Mitigation: Include alternate pricing within the tender so that additional features can be added if funds are available and keep the tender to essential elements.

## 8.0 Project Schedule

Security System and Exterior Lighting Replacement & Upgrade																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Preplanning																																																
Design																																																
Tender/Award/Mobilize																																																
Construct																																																
Occupancy																																																

# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Richmond	Student Residences	Category 3	2 of 16

### 1.0 Current Situation

Currently, KPU has a large population of international students enrolled in programs at the KPU Richmond and finding appropriate housing is a significant challenge. Both the low vacancy rates (<1%<sup>1</sup>) and the very high rental costs (average one bedroom apartment \$1151 per month which has increased by \$100 in one year) in Richmond have created a virtual housing crisis for KPU international students and Canadian students of KPU that are not from the lower mainland. It is a challenge for our current students and an impediment to attracting future international students.

KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 8,027 students are located at the Richmond Campus. Of the 8,027 students attending the Richmond Campus 1,597 are international students and 6,430 are domestic students.

### 2.0 Project Description

The proposed project is the new construction of a 30 story student residence building to be built on the Richmond KPU campus. The building will provide safe, affordable and convenient housing options for approximately 650 international and non-lower mainland students.

The student housing will support international and other students attending the KPU Richmond campus to attend programming within the Faculty of Design, new programming in Traditional Chinese Medicine, CADD and other programs under consideration for the Richmond campus.

### 3.0 Project Objectives

The project is intended to provide safe, affordable and convenient housing for international and other KPU students attending KPU in Richmond.

### 4.0 Options considered

Given the high costs of real estate and the extremely low vacancy rates in Richmond, there are no acceptable alternatives to provide housing for KPU

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<sup>1</sup> [www.richmond.ca](http://www.richmond.ca)

students. The only alternative is to guide students to the local open rental market, and particularly for younger students and international students needing some level of community, this is not the preferred option.

## 5.0 Project Outcomes

### Infrastructure Improvements:

- The proposed building will be built to LEED equivalent standards and will provide safe, cost effective and convenient housing options for KPU Richmond students that are not available to them on the open market.

### Cost Effectiveness:

- The project has a 17.6 year payback period and a positive net present value at \$30M.

### Innovation:

- The proposed project provides many opportunities to augment the regular curriculum with peer learning; for example, one concept for the facility is to offer dedicated language themes for different floors, with one resident being native in that language, to afford students an opportunity to learn new languages and cultures through their living experience.

### Strategic Alignment:

- The proposed project aligns with provincial mandates for affordable housing.
- The project aligns with institutional goals for diversity and for inclusion of international students, as well as institutional goals of providing a safe environment and experience for students.

### Quality Education:

- The proposed residential tower supports the goal of access by enabling greater numbers of international students and non-lower mainland based students to attend the unique programming provided by Kwantlen Polytechnic University.

### Energy and Emission Reduction:

- The proposed project will be designed and built to meet LEED Gold equivalent standards and contribute to the Greenhouse Gas Reduction Targets.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding of from the Ministry for this project. It is anticipated that as further planning for this project proceeds, that a campaign will be launched seeking donors for a portion of the project investment.

The project cost is estimated at \$94,100,000 with an annual operating cost of \$1,500,000 and a capital renewal reserve investment of \$1,000,000 per year.

## 7.0 Key Risks

The key risk for this project is that funding sources cannot be secured, which would have a severe impact. To mitigate this risk the University will pursue multiple funding sources in parallel including seeking sponsors and donors to contribute to the capital cost of the project.

Any additional risks are standard construction product risks such as permit delays, scope, requirements, material pricing and availability and the availability of contractors. All these risks can be mitigated with proper project management discipline.

## 8.0 Project Schedule

Student Residences - Richmond																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Preplanning																																																
Design																																																
Tender/Award/Mobilize																																																
Construct																																																
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Surrey	Student Residences	Category 3	3 of 16

### 1.0 Current Situation

Currently, KPU has a large population of international students enrolled in programs at the KPU Surrey campus and finding appropriate housing is a significant challenge. Both the low vacancy rates (<1%<sup>1</sup>) and the very high rental costs (average one bedroom apartment \$1093 per month<sup>1</sup>) in Surrey have created a virtual housing crisis for KPU international students and Canadian students of KPU that are not from the lower mainland. It is a challenge for our current students and an impediment to attracting future international students.

KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 11,585 students are located at the Surrey Campus.

### 2.0 Project Description

The proposed project is the new construction of a 22 story student residence building to be built on the Surrey KPU campus. The building will provide safe, affordable and convenient housing options for approximately 400 international and non-lower mainland students.

The student housing will support international and other students attending the KPU Surrey campus to attend programming within the Faculty of Arts, Faculty of Science and Horticulture, Faculty of Business and other programming.

### 3.0 Project Objectives

The project is intended to provide safe, affordable and convenient housing for international and other KPU students attending KPU in Surrey.

### 4.0 Options considered

Given the high costs of real estate and the extremely low vacancy rates in Surrey, there are no acceptable alternatives to provide housing for KPU students. The only alternative is to guide students to the local open rental

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<sup>1</sup> City of Surrey

market, and particularly for younger students and international students needing some level of community, this is not the preferred option.

## 5.0 Project Outcomes

### Infrastructure Improvements:

- The proposed building will be built to LEED equivalent standards and will provide safe, cost effective and convenient housing options for KPU Surrey students that are not available to them on the open market.

### Cost Effectiveness:

- The project has a 17.6 year payback period and a positive net present value at \$18M.

### Innovation:

- The proposed project provides many opportunities to augment the regular curriculum with peer learning; for example, one concept for the facility is to offer dedicated language themes for different floors, with one resident being native in that language, to afford students an opportunity to learn new languages and cultures through their living experience.

### Strategic Alignment:

- The proposed project aligns with provincial mandates for affordable housing.
- The project aligns with institutional goals for diversity and for inclusion of international students, as well as institutional goals of providing a safe environment and experience for students.

### Quality Education:

- The proposed residential tower supports the goal of access by enabling greater numbers of international students and non-lower mainland based students to attend the unique programming provided by Kwantlen Polytechnic University.

### Energy and Emission Reduction:

- The proposed project will be designed and built to meet LEED Gold equivalent standards and contribute to the Greenhouse Gas Reduction Targets.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding from the Ministry for this project. All funding for this project is requested from the Province. It is anticipated that as further planning for this project proceeds, that a campaign will be launched seeking donors for a portion of the project investment.

The project cost is estimated at \$61,000,000 with an annual operating cost of \$1,000,000 and a capital renewal reserve investment of \$800,000 per year.

## 7.0 Key Risks

The key risk for this project is that funding sources cannot be secured, which would have a severe impact. To mitigate this risk the University will pursue multiple funding sources in parallel including seeking sponsors and donors to contribute to the capital cost of the project.

Any additional risks are standard construction product risks such as permit delays, scope, requirements, material pricing and availability and the availability of contractors. All these risks can be mitigated with proper project management discipline.

## 8.0 Project Schedule

Student Residences - Surrey																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Langley	Student Residences	Category 3	4 of 16

### 1.0 Current Situation

Currently, KPU has a large population of international students enrolled in programs at the KPU Langley campus and finding appropriate housing is a significant challenge. Both the low vacancy rates (<1%<sup>1</sup>) and the very high rental costs (average one bedroom apartment \$1093 per month<sup>1</sup>) in Langley and surrounding areas have created a virtual housing crisis for KPU international students and Canadian students of KPU that are not from the lower mainland. It is a challenge for our current students and an impediment to attracting future international students.

KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 4,239 students are located at the Langley Campus.

### 2.0 Project Description

The proposed project is to acquire an existing building adjacent to the campus and convert the building to student housing. It's envisioned that an addition will need to be made to the building allowing for up to 200 students to be housed. The building will provide safe, affordable and convenient housing options for international and non-lower mainland students.

The student housing will support international and other students attending the KPU Langley campus to attend programming within the Faculty of Science and Horticulture, Faculty of Health, Faculty of Art, Faculty of Business and other programming.

### 3.0 Project Objectives

The project is intended to provide safe, affordable and convenient housing for international and other KPU students attending KPU in Langley.

### 4.0 Options considered

Given the high costs of real estate and the extremely low vacancy rates in Langley, there are no acceptable alternatives to provide housing for KPU

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<sup>1</sup> City of Langley

students. The only alternative is to guide students to the local open rental market, and particularly for younger students and international students needing some level of community, this is not the preferred option.

## 5.0 Project Outcomes

### Infrastructure Improvements:

- The proposed building will be built to LEED equivalent standards and will provide safe, cost effective and convenient housing options for KPU Surrey students that are not available to them on the open market.

### Cost Effectiveness:

- This residence will be built using LEED Gold standards to reduce annual operating costs.

### Innovation:

- The proposed project provides many opportunities to augment the regular curriculum with peer learning; for example, one concept for the facility is to offer dedicated language themes for different floors, with one resident being native in that language, to afford students an opportunity to learn new languages and cultures through their living experience.

### Strategic Alignment:

- The proposed project aligns with provincial mandates for affordable housing.
- The project aligns with institutional goals for diversity and for inclusion of international students, as well as institutional goals of providing a safe environment and experience for students.

### Quality Education:

- The proposed residential tower supports the goal of access by enabling greater numbers of international students and non-lower mainland based students to attend the unique programming provided by Kwantlen Polytechnic University.

### Energy and Emission Reduction:

- The proposed project will be designed and built to meet LEED Gold equivalent standards and contribute to the Greenhouse Gas Reduction Targets.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding from the Ministry for this project. All funding for this project is requested from the Province. It is anticipated that as further planning for this project proceeds, that a campaign will be launched seeking donors for a portion of the project investment.

The project cost is estimated at \$50,000,000.

## 7.0 Key Risks

The key risk for this project is that funding sources cannot be secured, which would have a severe impact. To mitigate this risk the University will pursue multiple funding sources in parallel including seeking sponsors and donors to contribute to the capital cost of the project.

Any additional risks are standard construction product risks such as permit delays, scope, requirements, material pricing and availability and the availability of contractors. All these risks can be mitigated with proper project management discipline.

## 8.0 Project Schedule

Student Residences - Langley																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Langley	Brewing and Malting Centre of Excellence	Category 1	5 of 16

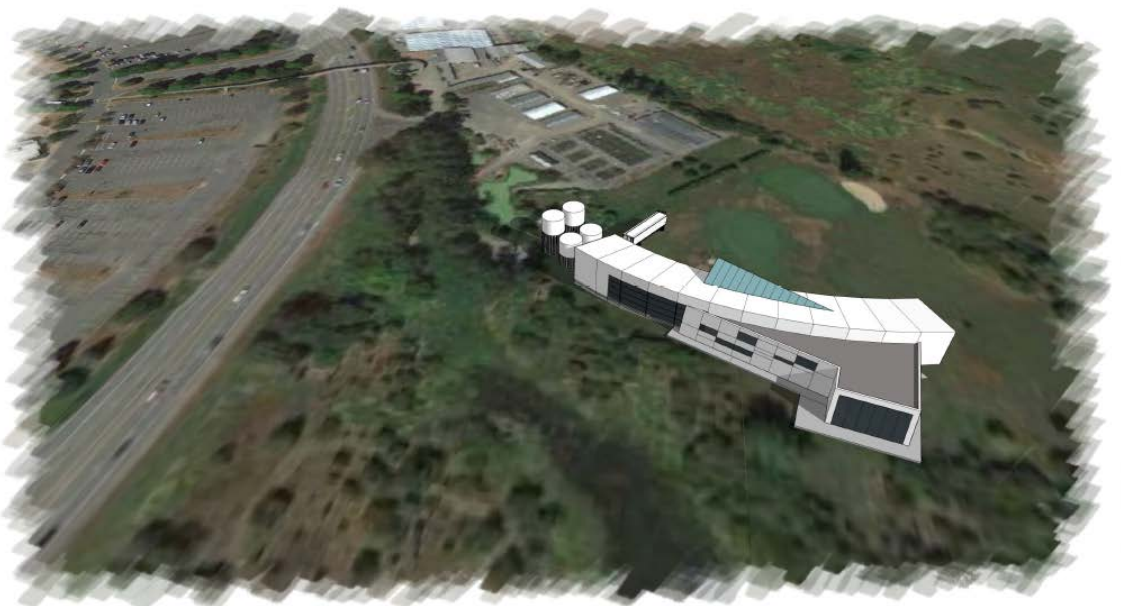
### 1.0 Current Situation

Currently KPU offers a *Brewing and Brewery Operations* 2 year diploma program on our Langley campus. This program — developed in consultation with industry— teaches students critical skills and provides training that includes brewing equipment and technologies, recipe formulation and brewing chemistry. However, all brewing activities are taught on small scale systems and feedback from the industry is that students can be better prepared for employment if they get more exposure to craft brewery operations at-scale.

Additionally, it has been identified that the local industry is largely made up of small breweries that do not have the scale themselves to own all the equipment and have all the skills internally that can help them be more competitive.

As a result, it has been identified that there is a need for a craft brewing “learning facility” where students and industry can come together to learn best practices, advance their skills, update practise and collaborate.

### 2.0 Project Description



The KPU Malting and Brewing Centre of Excellence is a concept that has been developed to meet the education, applied research, professional development needs of KPU students and the industry. The facility has been designed to be of

sufficient scale to demonstrate all operational aspects of a production brewery, but small enough to maintain a community focus and not be in competition with the local craft brewing community that KPU serves. The recommended production level is between 150,000 and 500,000 litres annual production.

Through the process of building out the concept for the brewery, the vision has evolved into a “centre of excellence”, demonstrating industry best practices, facilitating future applied research and including a longer term vision to become the most sustainable brewery in BC by growing product inputs and utilizing by-product on site. Experimentation in growing barley locally has already begun with the longer term goal to eliminate the need for transportation of materials. The building design includes wastewater and energy recovery systems.

### 3.0 Project Objectives

The objective is for the KPU Malting and Brewing Centre of Excellence to be a destination where industry partners, craft brewers, students and applied researchers can come together to develop and learn best practices and advance the knowledge, competitiveness and sustainability of the industry. It is also the goal of the project to advance the learning opportunities for students in at-scale brewery operations. The proposed project, once established, will be self-funding and will not take University funding to maintain operations.

### 4.0 Options considered

The only other option for providing the at-scale learning for students is to utilize industry partner operations, however there are few that can afford to provide access to students and the exposure opportunities are insufficient. Furthermore, there are no facilities in western Canada to allow the aggregation, study and demonstration of best practices to serve both students and local industry. While these facilities are common in the United States, there are no such facilities in Canada.

### 5.0 Project Outcomes

Infrastructure Improvements:

- Infrastructure for at-scale production brewing
- Facilities for malting and brewing applied research
- Demonstration of best practices in operations and brewery design
- Facilities for learning, dialogue and collaboration

Cost Effectiveness:

- The proposed facility will be self-sustaining once built.

Innovation:

- This facility strives to be the most sustainable brewery in existence with the demonstration of best practise in energy, water use, materials and transportation.

Strategic Alignment:

- The program is aligned with KPU capabilities within the faculty of science and horticulture and builds on the experience of the brewing program within this faculty.
- The proposed facility is aligned with KPU's polytechnic mandate to provide training and knowledge aligned with industry needs.
- The program will help advance the competitiveness of the craft brewing industry in BC and Canada.

#### Quality Education:

- The project will provide greater opportunities for hands on learning and training at-scale.

#### Energy and Emission Reduction:

- The project will demonstrate best practices in sustainability, energy use, water use and transportation.

## 6.0 Project Cost/Funding

KPU is seeking 50% funding of \$5,000,000 from the Ministry for this project. Estimate for Project is \$10,000,000.

## 7.0 Key Risks

Risk: may not meet the needs of students or industry

Mitigation of Risk: building is being planned in close consultation with students, faculty and industry

Risk: feasibility

Mitigation of Risk: an initial analysis and design have been completed to validate feasibility

## 8.0 Project Schedule

Brewing and Malting Centre of Excellence																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Richmond	Envelope Remediation - Roof, Skylight, IGU and plaza membrane replacement	Category 2	6 of 16

### 1.0 Current Situation

The original Richmond campus was constructed in 1992 and consists of three stories constructed over a parkade with a total area of 20,544 m<sup>2</sup> of floor area. The campus primarily serves Faculty of Science and Horticulture and Faculty of Design programs through a diverse mixture of laboratories, resources rooms, design labs and shared classroom spaces.

The total campus FTE (Head Count) is 8,027

The VFA asset report indicates an FCI of .65 (2017).

The original EPDM Roof system is beyond useful life consists of 4,513 m<sup>2</sup> total area. The skylights and IGU are also beyond useful life and several have failed allowing water to ingress into the classrooms and laboratories creating scenarios for the growth of mould in wall cavities.

### 2.0 Project Description

The EPDM roof replacement is 4,513 m<sup>2</sup> on the Richmond campus reducing deferred maintenance cost. Skylight and IGU replacement will also be undertaken to maximize contractor efficiencies.

The increased R-value of the roof, skylights and IGUs will reduce GHG emissions and annual operating budget and providing a comfortable environment conducive for student engagement and learning.

### 3.0 Project Objectives

Replace aging, end of useful life infrastructure to reduce deferred maintenance and operating costs.



## 4.0 Options considered

No other viable options considered with exception of emergency repairs due to failure.

## 5.0 Project Outcomes

Infrastructure Improvements:

- It is estimate that the FCI will be further reduced by 0.09 (2013 dollars) as a result from the replacement of building components
- Hidden water ingress into the building will reduce the potential for mould growth in wall cavities.

Cost Effectiveness:

- The project will reduce deferred maintenance cost throughout the lifecycle of the component and emergency repairs from failure. The impact to classroom schedules will also be minimalized.

Energy and Emission Reduction:

- The upgrade to IGUs with higher R-values, will reduce energy consumption and GHG emissions

## 6.0 Project Cost/Funding

KPU is seeking 100% funding of \$8,500,000 from the Ministry for this project.

## 7.0 Key Risks

Continuous failure of existing IGUs – replacing or repairing IGUs as required is not a sustainable option as the impact to class schedules is high.

Plaza membrane – further deterioration could result in a catastrophic failure and resulting in the closure of the parkade due to water damage to structural members

## 8.0 Project Schedule

Envelope Remediation - Roof, Skylight, IGU and Plaza Membrane Replacement - Richmond																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Richmond	Water Distribution System Remediation	Category 2	7 of 16

### 1.0 Current Situation

KPU's Richmond campus was constructed in 1992 and consists of three stories constructed over a parkade with a total area of 20,544 m<sup>2</sup> of floor area. The campus primarily serves Faculty of Science and Horticulture and Faculty of Design programs through a diverse mixture of laboratories, resources rooms, design labs and shared classroom spaces.

The total campus FTE (Head Count) is 8,027.

The VFA asset report indicates an FCI of .65 (2017).

The Richmond campus potable water distribution system is beyond useful life and pitting of the copper supply piping has begun with several leaks and emergency repairs already having been required. Piping supplied from the parkade level distributed throughout the interior walls, ceiling spaces, and roof level mechanical rooms.

Hot water heaters for the campus are also end of life. The replacement of these heaters with instantaneous HW heaters will dramatically improve user access to hot water in a more energy efficient manner.

### 2.0 Project Description

Kwantlen Polytechnic University ("KPU") proposes to upgrade the potable water system at the KPU Richmond Campus. The existing water distribution system is 25 years old and at the end of its normal life expectancy.

Currently the system is at risk of potential failures that could cause interruption to the normal use of the building, including the disruption of academic programs, could result in water damage and mold growth, and could incur significant costs of emergency repair and remediation.

Preliminary work has been completed providing an engineered assessment with product specifications, preliminary budget of \$3 million, and a recommendation to phase the project over multiple years.

### 3.0 Project Objectives

Replace failing, beyond useful life infrastructure that has the potential to cause significant business disruption and water damage to the campus.

Reduce risk, emergency and replacement maintenance, remove remediation costs due to leaks, and reduce the overall deferred maintenance requirement for Richmond campus.

Reduce utility consumption and overall carbon footprint through the use of energy efficient instantaneous hot water heaters in peripheral zones, reducing the need for larger scale, constantly heated HW tanks.

A proper modern and reliable domestic water distribution system with provide the following;

- Improve the scale or quality of facilities for research and innovation, including commercialization
- Improve the scale or quality of facilities for specialized training at colleges/Universities focused on industry needs.
- Improve the environmental sustainability of research and innovation related infrastructure at post-secondary institutions and/or college training infrastructure.

### 4.0 Options considered

No other viable options are considered with the exception of emergency repairs due to ongoing failures of the piping.

### 5.0 Project Outcomes

Infrastructure improvement

- Replace end of water distribution system components with modern technology (PEX) that reduces the long term maintenance needs and lifetime leak risks.
- Remove the immediate maintenance liability and risk of business disruption to large scale failure in occupied areas or mold growth in areas behind wall and ceiling surfaces.
- Provide timely distribution of hot water to zones using modern, energy efficient technology that reduces the need to replace large scale hot water storage systems.

Cost Effectiveness

- Avoided emergency maintenance and repair costs and reduced long term maintenance needs with a move from copper piping to PEX. PEX has become a common alternative to polyvinyl chloride (PVC), chlorinated polyvinyl chloride (CPVC) or copper tubing for use as the

environmental impact of PEX pipes is less than alternative materials, and the sustainability of a PEX pipe system increases, as they are less likely to burst from freezing

- Reduce electrical consumption, mechanical infrastructure needs, and maintenance with modern and efficient instantaneous HW heaters
- (Direct Economic Activity) The \$3.0 million project will generate an additional direct economic activity of \$1.7 million of GDP and 23 full time jobs. Direct and indirect economic activity includes \$4.0 million in investment, \$2.2 million of GDP and 30 jobs. Indirect effects measure the additional economic activity due to inter-industry purchases associated with this construction project.

This analysis was based on the multipliers published by Statistics Canada that were derived from the Input Output model for British Columbia.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding from the Ministry for this project. KPU is requesting a one-time funding of \$3,000,000 with a project timeline of approximately 24 months to ensure phases of the project can be completed with minimum disruption to occupants.

## 7.0 Key Risks

Leaving Water Distribution as is;

- KPU may be required to find emergency funds to cover unplanned significant failure of portions of the piping; remediation costs could be significant

Project Timelines not met due to complexity and access required for project;

- Review with design engineer ways to reduce the scope complexity such as leaving abandoned copper piping in the wall and feeding PEX lines through without demolition.

## 8.0 Project Schedule

Water Distribution System Remediation - Richmond																																																		
Activity	Months																																																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48		
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Surrey	Academic Building	Category 1	8 of 16

### 1.0 Current Situation

Space on the Surrey Campus is at a premium with the utilization of classrooms and labs at 102% (2013/14 AVED Space Utilization Report). KPU's Strategic Plan Vision 2018 identifies learner Full Time Equivalent (FTE) growth of at least 5% annually to meet the educational needs of the region's diverse population. Currently, the Surrey campus does not have sufficient space to support growth to serve the community need.

In the 2010 Five-Year Capital Plan, the Academic building was identified as KPU's highest priority. To mitigate the risk of not meeting demand needs, KPU invested \$7 million re-purposing the under-utilized former Trades Training building at the Langley campus. This allowed the relocation of the Faculty of Health (formerly Community & Health Studies) students (approximately 600 FTE) from the Surrey campus to the Langley campus, temporarily delaying the requirement for the new Academic Building.

Further action was undertaken as KPU invested \$19.55 million for space at 3 Civic Plaza in Surrey City Centre to provide additional capacity in 2017. This expansion is still insufficient to meet academic requirements by 2020 and is not in the general proximity to the Surrey Campus.

KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 11,585 students are located at the Surrey Campus.

### 2.0 Project Description

To address the community need for increased academic offerings in Surrey, additional academic space capacity is required. This project involves the development of a new 8,300 m<sup>2</sup> Academic building incorporating flexible classrooms and spaces that can adapt to changing business requirements.

It is anticipated to start preplanning immediately and begin construction in April 2019.

### 3.0 Project Objectives

Provide additional academic space to support the community need for more applied programming.

## 4.0 Options considered

Lease space – there are no suitable lease spaces within proximity to the campus.

Extension of scheduled class times – the classroom and lab space on campus is used fully throughout the week with some weekend offerings. The extension of traditional course offerings into evenings and weekends, coupled with the launch of Continuing and Professional Studies programs in Fall 2014, place additional pressure on existing space and contributes to future demand.

Flipped classrooms – with the theory portion of the curriculum delivered electronically and the scheduled class time for more interactive applied learning. This will involve significant academic delivery modification and potential renovations to support the changed approach.

## 5.0 Project Outcomes

Increased capacity at the Surrey campus will increase the participation rate for the community in post-secondary studies to better respond to business and industry, ensuring that BC has the skilled workers and career professionals for the jobs of today and the future.

Better utilization of the Surrey campus land resource.

Increased campus density provides the opportunity of having a sufficient customer base to support student services such as recreation, food, bookstore and club activities which have the potential of additional revenue generation for the University.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding from the Ministry for this project. It is anticipated that as further planning for this project proceeds, that a campaign will be launched seeking donors for a portion of the project investment.

The project cost is estimated at \$68,500,000 with an annual operating cost of \$685,450 (in 2015/16 \$) and a capital renewal reserve investment of \$1,370,000 per year.

## 7.0 Key Risks

If the project does not proceed, there will not be sufficient space for academic offerings in support of community need.

## 8.0 Project Schedule

Academic Building - Surrey																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
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# Five-Year Capital Plan Instructions (2017/18 - 2021/22)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	KPU Tech/ Cloverdale	Clean Tech Building	Category 1	9 of 16

### 1.0 Current Situation

KPU's Tech (Cloverdale) site with more than 70 acres of land is well situated to support a development model in partnership with sector-based institutes to reflect the current needs of B.C.'s labour market and industry.

Currently KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 1,932 students are located at KPU Tech.

### 2.0 Project Description

Co-development of a discovery park and additional training facilities to support a comprehensive range of innovative training programs and research activities in partnership with industry that will build additional capacity for skills trades and technology training.

### 3.0 Project Objectives

- Provide additional educational capacity to support BC Jobs Plan and BC's Skills for Jobs Blueprint.
- Develop strong partnerships with B.C.'s industries.
- Reduce cost to the public for the development of the facilities.

### 4.0 Options considered

No other viable options available.

### 5.0 Project Outcomes

- Provide facilities to support expanded training in the energy and resource sectors in response to emerging labour market demands such as mining and LNG.
- Provide facilities to extend capacity for students and faculty in technology transfer/commercialization and industry problem-solving.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding of \$50,000,000 from the Ministry for this project.

## 7.0 Key Risks

- Development of successful partnerships.
- Aggressive schedule to launch expanded training quickly to meet industry need.

## 8.0 Project Schedule

Clean Tech Building																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	South Surrey – New Campus	KPU Sustainable Culinary School	Category 1	10 of 16

### 1.0 Current Situation

KPU is a leader in sustainable agriculture and food systems but currently has no culinary programs. The University has the opportunity to acquire space in the local community that would be an ideal location for a culinary program that builds off current capabilities and is focused on health and sustainable agriculture.

### 2.0 Project Description

Acquire identified facilities in the local community and establish a culinary school with a focus on health and sustainability agriculture. The key differentiators of this program from other culinary schools is a focus on health; cooking and diet that minimizes growing health issues in Canada such as diabetes, and a focus on sustainability; demonstration of ecologically sound practices, and specifically focussing on ingredients grown in the region, minimizing transportation of materials.

In addition to providing accredited programs in the culinary arts, the facility would be used to provide programming and education for the local community and will provide early career training opportunities for students coming from the adjacent high school.

### 3.0 Project Objectives

Establish a culinary school, including accredited programming as well as programming for the community and high school students.

Demonstrate the best practices in sustainability.

Provide unique programming focused on healthy living and wellness.

### 4.0 Options considered

It was considered to build a dedicated facility for this purpose on existing KPU properties, but the proposed location provides greater opportunities for engagement with the community, students and local food producers.

## 5.0 Project Outcomes

### Infrastructure Improvements:

- Will provide additional facilities for extending KPUs activities in Sustainable Agriculture and Food Systems.

### Cost Effectiveness:

- The proposed solution to acquire space adjacent to Surrey's planned latest high school is estimated to be lower cost and strategically better location for the program compared to alternatives. The program is expected to be operationally self-funding.

### Innovation:

- The proposed program, with its dual focus on health issue abatement through diet and sustainable food choices will be unique and trend setting.

### Strategic Alignment:

- Aligned with KPUs research and programming in Sustainable Agriculture and Food Systems
- Aligned with Faculty of Health expertise in wellness
- Aligned with the economic and environmental objectives of the region.
- Provides engagement for students and the community
- Supports local food producers

### Quality Education:

- Is directly aligned with KPUs Polytechnic mandate and directly aligned with training students for in-demand jobs.

### Energy and Emission Reduction:

- The project will demonstrate best practices in sustainability, energy use, water use and transportation.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding from the Ministry for this project. Estimated \$10M acquisition cost and \$5M fit-out.

## 7.0 Key Risks

Risk: may not meet the needs of students or industry

Mitigation of Risk: facility and programming are being planned in close consultation with students, faculty and industry

Risk: construction may be delayed

Mitigation of Risk: implementation plan is designed with flexibility

## 8.0 Project Schedule

KPU Sustainable Culinary School																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Preplanning																																																
Design																																																
Tender/Award/Mobiliz																																																
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Richmond	Roadway Access Revitalization	Category 2	11 of 16

### 1.0 Current Situation

KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 8,027 students are located at the Richmond Campus. The campus currently has one main entrance for vehicles.

KPU campuses have been strategically placed in high growth and accessible locations which has been a benefit for KPU and the community as a whole. However as communities mature around KPU and roadways become busier it has become evident that our existing entrances are causing traffic delays, and dangerous driving situations. Furthermore KPU's Richmond main entrances to the campus have students who use transit traveling long distances and over various terrain that are not optimal. KPU's current state has students crossing busy parking lots which has resulted in multiple close calls of students being hit by vehicles at KPU parking lots. Increasing complaints, traffic delays and the risk of a student being harmed has increased the urgency of this item for the university.

### 2.0 Project Description

Improve vehicle and pedestrian access to Richmond Campus entrance by way of:

1. Reducing the sharp degree of angle that vehicles need to make to enter the Richmond campus.
2. Enhanced signage to alleviate access confusion.
3. Engage with Translink to encourage buses to drop students/employees off at the campus and build the necessary infrastructure.
4. Improved landscaping that would complement the new entrances and enhance the safety, look and feel of the campuses.
5. Adopt industry standard security features.

### 3.0 Project Objectives

- Reduce traffic congestion for neighbors and community around campus
- Meet industry standard for roadway and pedestrian access to a post-secondary institution of similar size.
- Increase personal safety on campus

## 4.0 Options considered

No other options available

## 5.0 Project Outcomes

Infrastructure Improvements:

- Improve roadways, sidewalk, lighting, signage and landscaping to reduce risk to life safety and occupational health risks and improve access, reduce congestion and improve safety.

Cost Effectiveness:

- Reduced liability risk to KPU
- Increased access to campus by personnel
- Enhanced access to campus by emergency services
- Reduce electrical consumption and maintenance with modern lighting technology

Innovation:

- The project will plan to enhance the use of transit by students and staff to KPU campuses planning for the required infrastructure to enhance the user experience of using public transportation. I.e. working with Translink to strategically place bus stops where it will greatly enhance the students/employee experience and ultimately increase the uptake of transit.

Strategic Alignment:

- Supports provincial and KPU commitment to creating a safe environment to learn and work. And aligns well with KPU's Values of Access and flexibility and KPU's goal of being an effective organization.

Quality Education:

- Improved ease of access and safe access will enhance the student experience.

Energy and Emission Reduction:

- KPU will explore the possibility of streamlining bus access to the campus which would result in a higher uptake by students and employees using transit resulting in a reduction of emissions.

## 6.0 Project Cost/Funding

KPU is looking for 100% funding for this project. Anticipated Budget: \$3,500,000.

## 7.0 Key Risks

Risk- Funding is not sufficient

Mitigation- Include alternate pricing within the tender so that additional features can be added if funds are available and keep the tender to essential elements.

## 8.0 Project Schedule

Roadway Access Revitalization - Richmond Entrance																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Preplanning																																																
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Tender/Award/Mobiliz																																																
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Occupancy																																																

# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Surrey	Roadway Access Revitalization	Category 2	12 of 16

### 1.0 Current Situation

KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 11,585 students are located at the Surrey Campus. The Surrey Campus is a very busy campus situated in a very busy residential area with roadways that are very busy.

KPU campuses have been strategically placed in high growth and accessible areas which has been a benefit for KPU and the community as a whole. However as communities mature around KPU and roadways become busier it has become evident that our existing entrances are causing traffic delays, and dangerous driving situations. Furthermore KPUs main entrances currently have students who are using transit walking long distances and over various terrain that are not optimal. KPU's current state has students crossing grass fields and busy parking lots which has resulted in multiple close calls of students being hit by vehicles at KPU parking lots. Increasing complaints, traffic delays and the risk of a student being harmed has increased the urgency of this item for the university.

The Surrey campus is not currently user friendly when it comes to those students/staff with disabilities and/or mobility issues as currently sidewalks are not available from the main road entrances of the campus.

### 2.0 Project Description

Improve vehicle and pedestrian access from the main entrance by way of:

1. Reducing the sharp degree of angle that vehicles need to make to enter the Surrey campus.
2. Addition of sidewalks for pedestrians as sidewalks do not currently exist at the main entrance.
3. Enhanced signage to alleviate access confusion.
4. Engage with Translink to encourage buses to drop students/employees at the campus and build the necessary infrastructure.
5. Improved landscaping that would complement the new entrance and enhance the safety, look and feel of the campuses.
6. Adopt industry standard security features.

### 3.0 Project Objectives

- Reduce traffic congestion for neighbors and community around campus
- Meet industry standard for roadway and pedestrian access to a post-secondary institution of similar size.
- Increase personal safety on campus

### 4.0 Options considered

No other options available

### 5.0 Project Outcomes

Infrastructure Improvements:

- Improve roadways, sidewalk, lighting, signage and landscaping to reduce risk to life safety and occupational health risks and improve access, reduce congestion and improve safety.

Cost Effectiveness:

- Reduced liability risk to KPU
- Increased access to campus by personnel
- Enhanced access to campus by emergency services
- Reduce electrical consumption and maintenance with modern lighting technology

Innovation:

- The project will plan to enhance the use of transit by students and staff to KPU campuses planning for the required infrastructure to enhance the user experience of using public transportation. I.e. working with Translink to strategically place bus stops where it will greatly enhance the students/employee experience and ultimately increase the uptake of transit.

Strategic Alignment:

- Supports provincial and KPU commitment to creating a safe environment to learn and work. And aligns well with KPU's Values of Access and flexibility and KPU's goal of being an effective organization.

Quality Education:

- Improving roadway access to KPU will enhance access for those with disabilities especially those students/staff with mobility issues.



- Improved ease of access and safe access will enhance the student experience.

#### Energy and Emission Reduction:

- KPU will explore the possibility of streamlining bus access to the campus which would result in a higher uptake by students and employees using transit resulting in a reduction of emissions.

## 6.0 Project Cost/Funding

KPU is looking for 100% funding for this project. Anticipated Budget: \$3,500,000.

## 7.0 Key Risks

Risk- Funding is not sufficient

Mitigation- Include alternate pricing within the tender so that additional features can be added if funds are available and keep the tender to essential elements.

## 8.0 Project Schedule

Roadway Access Revitalization - Surrey Entrance																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Preplanning																																																
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Langley	Roadway Access Revitalization	Category 2	13 of 16

### 1.0 Current Situation

KPU Campuses have over 140 programs with 19,314 FTE (Head Count) of which 4,239 students are located at the Langley Campus. The Langley campus currently has two main entrances. One entrance leading to the main campus building on the south side of the Langley Bypass and a further entrance on the south side of the Langley Bypass that leads to various agricultural buildings.

KPU campuses have been strategically placed in high growth and accessible areas which has been a benefit for KPU and the community as a whole. However as communities mature around KPU and roadways become busier it has become evident that our existing entrances are causing traffic delays on public roadways and creating dangerous driving situations. Furthermore, the current outlay of KPUs main entrances have students who use transit traveling long distances and over various terrain that are not optimal. KPU's current state has students crossing grass fields and busy parking lots which has resulted in multiple near misses of students being hit by vehicles at KPU parking lots. Increasing complaints, traffic delays and the risk of students being harmed has increased the urgency of this item for the university.

The Langley campus entrances also need improvement to be more user friendly for those individuals with disabilities and/or mobility issues as currently sidewalks are not available from the road entrances of the campus.

### 2.0 Project Description

Improve vehicle and pedestrian access to Langley's North Campus entrance and South Campus main entrance by way of:

1. Reducing the sharp degree of angle that vehicles need to make to enter the Langley North campus.
2. Addition of sidewalks for pedestrians as sidewalks do not currently exist at either entrance.
3. Enhanced signage to alleviate access confusion.
4. Engage with Translink to encourage buses to drop students/employees at the campus and build the necessary infrastructure.
5. Improved landscaping that would complement the new entrances and enhance the safety, look and feel of the campuses.

6. Adopt industry standard security features.

### 3.0 Project Objectives

- Reduce traffic congestion for neighbors and community around campus
- Meet industry standard for roadway and pedestrian access to a post-secondary institution of similar size.
- Increase personal safety on campus

### 4.0 Options considered

No other options available

### 5.0 Project Outcomes

Infrastructure Improvements:

- Improve roadways, sidewalk, lighting, signage and landscaping to reduce risk to life safety and occupational health risks and improve access, reduce congestion and improve safety.

Cost Effectiveness:

- Reduced liability risk to KPU
- Increased access to campus by personnel
- Enhanced access to campus by emergency services
- Reduce electrical consumption and maintenance with modern lighting technology

Innovation:

- The project will plan to enhance the use of transit by students and staff to KPU campuses planning for the required infrastructure to enhance the user experience of using public transportation. I.e. working with Translink to strategically place bus stops where it will greatly enhance the students/employee experience and ultimately increase the uptake of transit.

Strategic Alignment:

- Supports provincial and KPU commitment to creating a safe environment to learn and work. And aligns well with KPU's Values of Access and flexibility and KPU's goal of being an effective organization.

### Quality Education:

- Improving roadway access to KPU will enhance access for those with disabilities especially those students/staff with mobility issues.
- Improved ease of safe access will enhance the student experience.

### Energy and Emission Reduction:

- KPU will explore the possibility of streamlining bus access to the campus which would result in a higher uptake by students and employees using transit resulting in a reduction of emissions.

## 6.0 Project Cost/Funding

KPU is looking for 100% funding for this project. Anticipated Budget: \$5,000,000.

## 7.0 Key Risks

Risk- Funding is not sufficient

Mitigation- Include alternate pricing within the tender so that additional features can be added if funds are available and keep the tender to essential elements.

## 8.0 Project Schedule

Roadway Access Revitalization - Langley Entrance																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
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# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Langley	Performing Arts Centre	Category 1	14 of 16

### 1.0 Current Situation

Currently there is a demand within the Township and City of Langley as well as within KPU, Trinity Western University and School District 35 to have a performing arts centre to facilitate the growth of performing arts and culture in the region.

### 2.0 Project Description

The construction of a Performing Arts Centre on the KPU Langley campus adjacent to the Music Department within the Faculty of Arts. The proposed facility includes:

- a proscenium theatre with fixed seats in the 600 to 650 capacity range including balcony seating, with orchestra pit and fly tower
- a 200 seat flexible, flat floor studio theatre
- public lobby space with gathering areas and amenities including a café, gift shop, gallery alcove, and catering kitchen
- performer, stage support and production spaces
- seven multi-use studios and meeting rooms for rental and use by community groups and others

### 3.0 Project Objectives

To provide space for use by the existing Music program at KPU

To enable the expansion of KPU Arts programming in Performing Arts

To provide space for the growth of performing arts and culture in the region, including School District 35 and for community activities.

### 4.0 Options considered

Existing performing arts venues within the Langleys and surrounding area were assessed and considered however in general existing performing arts facilities are either not of the appropriate size to accommodate typical audiences of local groups and institutions, are too expensive to book, or

have other inadequacies such as poor acoustics or a lack of performer support space.

## 5.0 Project Outcomes

Infrastructure Improvements:

- performing arts facilities to support existing and future programs at KPU as well as to support the growth of performing arts and culture in the region.

Cost Effectiveness:

- The facility is expected to be financially self sustaining once completed.

Innovation:

- The proposed performing arts centre will provide the facilities to allow innovation in performing arts and cultural endeavors.

Strategic Alignment:

- The project is aligned with the educational goals of KPU, and the economic and cultural goals of all identified stakeholders.

Quality Education:

- Enables the growth in music and performing arts programming at KPU.

Energy and Emission Reduction:

- The facility will demonstrate best practices in sustainability, energy use, water use and transportation.

## 6.0 Project Cost/Funding

Anticipated Budget: \$37,000,000. KPU is seeking 20% funding from the Ministry for this project. Additional funds will be sought from industry, the community and the Township and City of Langley.

## 7.0 Key Risks

Risk: Facility design may be over or under capacity to serve all stakeholders.

Mitigation of Risk: An extensive feasibility study was completed that validated demand, design and capacity.

Risk: may not meet the needs of all partners or the community

Mitigation of Risk: an advisory board consisting of all partners has been formed and has informed the proposal. Further consultation with the community will be included as part of the design process.

8.0 Project Schedule

Performing Arts Centre																																																	
Activity	Months																																																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	
Preplanning																																																	
Design																																																	
Tender/Award/Mobilize																																																	
Construct																																																	
Occupancy																																																	

# Five-Year Capital Plan Instructions (2018/19 - 2022/23)

## Attachment 2: Project Overview

Institution KPU	Campus/City Richmond	Project Title Polytechnic Product Design Centre	Project Category (1, 2 or 3) Category 1	Project Priority 15 of 16
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### 1.0 Current Situation

A conventional approach for supporting entrepreneurs and innovation in Universities is to invest in developing student accelerators and incubators. Benchmarking shows that most Universities and post-secondary institutions have at least one early stage accelerator program and some of the more developed programs have multiple accelerators. The challenge with the conventional approach is that accelerators and incubators are expensive to run and have low success rates. In fact, the market for accelerators and incubators is potentially saturated; in addition to the many institutional accelerators and incubators, there are a significant number of government-supported and private incubators and accelerators, both for-profit and non-profit. This presents a challenge for any new entrant as there will be significant competition for funding and industry support. A new and differentiated approach is needed.

### 2.0 Project Description

There is the opportunity for KPU to embrace its unique role as a Polytechnic and its applied focus to consider a different approach; to do more to support innovation than to follow the conventional path taken by other universities. The concept of a *product design centre* has the potential to provide a differentiated path for supporting entrepreneurial KPU students and faculty while also engaging the community and industry. By emphasizing a product and design focus as compared to conventional business coaching, KPU can potentially support a next generation of entrepreneurs with an emphasis on creating marketable products.

The *product design centre* concept is loosely based on the Hanoi Design Center in Vietnam, started in partnership with the Lund Design School or Lund School of Industrial Design in Sweden. The center was created to provide resources and expertise to help local handicraft producers to increase the competitiveness of their products through product design.

Building off of the Hanoi model, the concept KPU Product Design Centre includes the following features:

- **Resident designers.** Designers-in-Residence (DIRs) will have a particular focus, skill set and specialty. These would be paid positions and resources that are available to members of the *Product Design Centre*. Resident designers will create products of their own while also providing education through seminars and acting as consultants or “mentors” to participating members.



- **Product Mentors.** In addition to the DIRs, a network of external professionals can be engaged to mentor members and augment the skills and experience of DIRs.
- **Maker space.** There will be one or several shared workshops with relevant tools to support the expected breadth of activities. Members will be able to create samples and models, but may also be able to do low volume production.
- **Showroom.** There will be a showroom to display and promote the products that are produced by members and designers in residence.
- **Collaboration space.** Similar to conventional accelerators, there will be a space or spaces set aside for brainstorming, interaction and innovation activities.
- **Retail sales.** Products will be sold online through a branded portal. Select products will also be made available to distributors worldwide.
- **Networks.** Similar to business accelerators, it is expected that the *Product Design Centre* would develop a robust network of industry connections that can be leveraged to support members.
- **Educational programming.** In addition to having access to DIR expertise, it is envisioned that the Centre will host a number of educational workshops and seminars for members. Some programming would be open to the public in order to drive community engagement. Another goal of the Product Design Centre would be engagement at the high school level to drive enrollment.

In addition to providing a broader base of skills and the application to product design, graduates from a Product Design Centre could have more flexibility in how they monetize their experience than just starting a business. Graduates from a proposed Product Design Centre may choose to seek employment with industry partners, license their products, enter distributions partnerships, act as consultants or join as Designers-in-Residence.

### 3.0 Project Objectives

The objective is to bring industry players, small businesses, individual designers and domain experts together with a focus on products and design, with a domestic focus and international markets.

### 4.0 Options considered

Both conventional Accelerators and Incubators were considered however, it was determined that a product design centre will be differentiated, much better aligned with KPU's Polytechnic focus, self-sustaining (revenue generating) and provides a much greater opportunity to engage with industry and the community.

### 5.0 Project Outcomes

Infrastructure Improvements:

- Facilities for design, prototyping (maker space), small scale manufacturing, collaboration, educational and events.

Cost Effectiveness:

- Unlike conventional accelerators and incubators, the Product Design Centre should be financially self-sustaining once built.

#### Innovation:

- The Product Design Centre builds off the Hanoi Design Centre concept and will be a first of a kind in the word.

#### Strategic Alignment:

- This opportunity is aligned with KPU's polytechnic mandate to provide applied education and training.
- The proposed facility will enable help individuals and industry partners improve products and overall competitiveness.

#### Quality Education:

- This capability aligns well with KPUs expertise through the Faculty of Design.

#### Energy and Emission Reduction:

- The facility will demonstrate best practices in sustainability, energy use, water use and transportation.

## 6.0 Project Cost/Funding

KPU is seeking 50% funding of \$7,500,000 from the Ministry for this project. Additional funds will be sought from industry. Total budget estimate for this project is \$15,000,000.

## 7.0 Key Risks

Risk: may not meet the needs of students or industry

Mitigation of Risk: building is being planned in close consultation with students, faculty and industry

Risk: may not meet financial expectations

Mitigation of Risk: a detailed study will be completed in collaboration with faculty, industry partners and students to validate the business model, demand and financial expectations.

## 8.0 Project Schedule

Polytechnic Product Design Centre																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Preplanning																																																
Design																																																
Tender/Award/Mobilize																																																
Construct																																																
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# Five-Year Capital Plan Instructions (2017/18 - 2021/22)

## Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
KPU	Surrey, Richmond, Langley and KPU Tech	Enterprise Resource Planning (ERP) Replacement	Category 2	16 of 16

### 1.0 Current Situation

Enterprise Resource Planning (ERP) systems in Higher Education are currently undergoing a major technology transition. Many of the current systems have been largely unchanged for decades. KPU has utilized the same ERP system for over 25 years. These aging systems are currently being replaced by completely new technologies. As such, the decision to upgrade an institution's current system is, in effect, a decision to replace that system. This technology disruption is happening at a very rapid pace, and KPU is facing the prospect of the current system becoming unsupported by December 31, 2018. As replacing an ERP system is typically a multi-year project, there is a pressing need to address the replacement of this system.

### 2.0 Project Description

Replace core ERP system including Student Information, Human Resources/Payroll, and Finance.

The installation of a new ERP system will enable KPU to provide greatly improved support to students and staff at KPU. Adoption of current technology combined with utilizing industry best practices will also reduce the maintenance requirements for operating an ERP system.

Additionally, a modern ERP system will significantly enhance KPU's reporting capabilities.

### 3.0 Project Objectives

- Replace aging University ERP system that will soon be unsupported by the system vendor.
- Modernize KPU processes utilizing best practices.
- Begin the implementation of a robust reporting capability.

### 4.0 Options considered

No other viable options available.

## 5.0 Project Outcomes

### Infrastructure improvement

- Replace and enhance end of life ERP system with modern technology.
- Remove maintenance liability and enhance the functional aspects to provide more efficient and effective business processes.
- Improve the capacity for a more data driven approach to decision-making.

### Cost Effectiveness

- Avoided high maintenance costs of existing legacy systems.
- Ability to provide improved services with less personnel support than if the technology were not in place.
- Reduce the maintenance requirements with modern technology.

### Strategic Alignment

- Supports provincial and KPU commitment to being a well-managed, integrated, and transparent organization that supports learning.

### Quality Education

- With a modern ERP we will have the ability to provide much improved service and access to information to students and the Board of Governors.

## 6.0 Project Cost/Funding

KPU is seeking 100% funding of \$7,000,000 from the Ministry for this project.

## 7.0 Key Risks

Risk: Selection of an ERP system that is complicated to support and does not allow for future growth and anticipated needs.

Mitigation: Conduct extensive due diligence with a wide range of peer institutions and engage acknowledged experts to advise on the selection.

Risk: Insufficient budget to complete the full replacement.

Mitigation: Include phased pricing within the procurement process so that additional phases can be added if funds are available and keep the first phase to essential elements.

## 8.0 Project Schedule

Enterprise Resource Planning (ERP) Replacement																																																
Activity	Months																																															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Preplanning																																																
Requirements																																																
Procurement																																																
Detailed Planning																																																
Implementation																																																



- Project Categories**  
Category 1: New Priority Projects  
Category 2: Whole Asset Replacement & Renewal Projects  
Category 3: Student Housing Projects

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#	Institution	Campus	Project Description	Project Category	Anticipated Construction Start Date	Anticipated Occupancy Date	Total Project Budget	Total Cashflow Forecast 2018/19	Total Cashflow Forecast 2019/20	Total Cashflow Forecast 2020/21	Total Cashflow Forecast 2021/22	Total Cashflow Forecast 2022/23	Total Cashflow Forecast Outgoing Years	Provincial Cashflow Forecast 2018/19	Provincial Cashflow Forecast 2019/20	Provincial Cashflow Forecast 2020/21	Provincial Cashflow Forecast 2021/22	Provincial Cashflow Forecast 2022/23	Total Provincial Cashflow Forecast Outgoing Years	Total Provincial Budget
1	KPU	Richmond, CSWSOD, Langley, Cloverdale and Surrey	Richmond, WSOD, Langley Cloverdale - Security hardware, access controls, security cameras and lighting. Surrey Exterior lighting.	1	1/Dec/18	1/Jun/21	\$ 9,900,000	\$ 2,225,000	\$ 5,675,000	\$ 1,000,000	\$ 1,000,000			\$ 2,225,000	\$ 5,675,000	\$ 1,000,000	\$ 1,000,000			\$ 9,900,000
2	KPU	Richmond	Student Residences	3	1/Oct/19	1/Sep/23	\$ 94,100,000	\$ 1,500,000	\$ 14,000,000	\$ 39,750,000	\$ 23,350,000	\$ 11,500,000	\$ 4,000,000	\$ 1,500,000	\$ 14,000,000	\$ 39,750,000	\$ 23,350,000	\$ 11,500,000	\$ 4,000,000	\$ 94,100,000
3	KPU	Surrey	Student Residences	3	1/Oct/19	1/Sep/23	\$ 61,000,000	\$ 1,500,000	\$ 6,500,000	\$ 15,400,000	\$ 22,100,000	\$ 11,500,000	\$ 4,000,000	\$ 1,500,000	\$ 6,500,000	\$ 15,400,000	\$ 22,100,000	\$ 11,500,000	\$ 4,000,000	\$ 61,000,000
4	KPU	Langley	Student Residences		1/Oct/19	1/Jun/23	\$ 50,000,000	\$ 14,000,000	\$ 14,000,000	\$ 9,000,000	\$ 4,000,000	\$ 4,000,000	\$ 5,000,000	\$ 14,000,000	\$ 14,000,000	\$ 9,000,000	\$ 4,000,000	\$ 4,000,000	\$ 5,000,000	\$ 50,000,000
5	KPU	Langley	Brewing and Malting Centre of Excellence	1	1/Jan/18	1/Feb/21	\$ 10,000,000	\$ 3,000,000	\$ 3,000,000	\$ 4,000,000				\$ 1,500,000	\$ 2,000,000	\$ 1,500,000				\$ 5,000,000
6	KPU	Richmond	Envelope Remediation - Roof, Skylight, IGU and Plaza membrane replacement	2	1/Dec/18	1/Jul/21	\$ 9,000,000	\$ 2,500,000	\$ 4,000,000	\$ 2,000,000	\$ 500,000			\$ 2,500,000	\$ 4,000,000	\$ 2,000,000	\$ 500,000			\$ 9,000,000
7	KPU	Richmond	Water distribution system	2	1/Jan/19	1/Dec/20	\$ 3,000,000	\$ 1,000,000	\$ 1,900,000	\$ 100,000				\$ 1,000,000	\$ 1,900,000	\$ 100,000				\$ 3,000,000
8	KPU	Surrey	Academic Building	1	1/Jun/19	1/May/22	\$ 68,500,000	\$ 1,250,000	\$ 22,500,000	\$ 22,000,000	\$ 14,750,000	\$ 8,000,000		\$ 1,250,000	\$ 22,500,000	\$ 22,000,000	\$ 14,750,000	\$ 8,000,000		\$ 68,500,000
9	KPU	Cloverdale	Clean Tech Building	1	1/Apr/19	1/Dec/22	\$ 50,000,000	\$ 2,500,000	\$ 17,500,000	\$ 17,500,000	\$ 7,000,000	\$ 5,500,000		\$ 2,500,000	\$ 17,500,000	\$ 17,500,000	\$ 7,000,000	\$ 5,500,000		\$ 50,000,000
10	KPU	South Surrey - New Campus	KPU Sustainable Culinary School	1	1/Jan/18	1/Aug/20	\$ 15,000,000	\$ 1,000,000	\$ 5,000,000	\$ 9,000,000				\$ 1,000,000	\$ 5,000,000	\$ 9,000,000				\$ 15,000,000
11	KPU	Richmond	Roadway Access Revitalization	2	1/Jun/19	1/Dec/20	\$ 3,500,000	\$ 750,000	\$ 2,500,000	\$ 250,000				\$ 750,000	\$ 2,500,000	\$ 250,000				\$ 3,500,000
12	KPU	Surrey	Roadway Access Revitalization	2	1/Jun/19	1/Dec/20	\$ 3,500,000	\$ 750,000	\$ 2,500,000	\$ 250,000				\$ 750,000	\$ 2,500,000	\$ 250,000				\$ 3,500,000
13	KPU	Langley	Roadway Access Revitalization	2	1/Jun/19	1/Apr/21	\$ 5,000,000	\$ 750,000	\$ 3,200,000	\$ 300,000	\$ 750,000			\$ 750,000	\$ 3,200,000	\$ 300,000	\$ 750,000			\$ 5,000,000
14	KPU	Langley	Performing Arts Centre	1	1/Dec/19	1/Jun/23	\$ 37,000,000	\$ 4,000,000	\$ 9,000,000	\$ 8,000,000	\$ 7,000,000	\$ 6,000,000	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000	\$ 1,500,000	\$ 1,000,000	\$ 500,000	\$ 400,000	\$ 7,400,000
15	KPU	Richmond	Polytechnic Product Design Centre	1	1/Dec/18	1/Sep/21	\$ 15,000,000	\$ 3,000,000	\$ 7,000,000	\$ 4,500,000	\$ 500,000			\$ 1,000,000	\$ 3,250,000	\$ 3,000,000	\$ 250,000			\$ 7,500,000
16	KPU	Richmond, Langley, Cloverdale and Surrey	Enterprise Resource Planning (ERP) Replacement	2	1/Jan/18	1/Mar/21	\$ 7,000,000	\$ 1,000,000	\$ 3,000,000	\$ 3,000,000				\$ 1,000,000	\$ 3,000,000	\$ 3,000,000				\$ 7,000,000
							\$ 441,500,000	\$ 40,725,000	\$ 121,275,000	\$ 136,050,000	\$ 80,950,000	\$ 46,500,000	\$ 16,000,000	\$ 35,225,000	\$ 109,525,000	\$ 125,550,000	\$ 74,700,000	\$ 41,000,000	\$ 13,400,000	\$ 399,400,000

Five-Year Capital Plan Instructions (2018/19-2022/23)

Attachment 4 - Summary of Major Ongoing and Planned Self-Funded Projects (>\$5 million)



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#	Institution	Campus	Project Description	Anticipated Construction Start Date	Anticipated Occupancy Date	Total Project Budget	Total Cashflow Forecast 2018/19	Total Cashflow Forecast 2019/20	Total Cashflow Forecast 2020/21	Total Cashflow Forecast 2021/22	Total Cashflow Forecast 2022/23	Total Cashflow Forecast Outgoing Years
1	KPU	N/A	Surrey City Centre - Civic Plaza Expansion	Apr-18	Mar-19	\$13,000,000	\$13,000,000					
2	KPU	Cloverdale	Buy Adjacent Land	Apr-18	Apr-19	\$825,000	\$825,000					
3	KPU	Richmond	Buy Adjacent Land	Apr-18	Apr-19	\$7,500,000	\$250,000	\$7,250,000				
4	KPU	Langley	Buy Adjacent Land	Apr-18	Apr-19	\$20,000,000	\$20,000,000					
6						\$ -						
7						\$ -						
8						\$ -						
\$ 41,325,000							\$ 34,075,000	\$ 7,250,000	\$ -	\$ -	\$ -	\$ -



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#6.4**

**September 27, 2017**

**Joe Sass**

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**Agenda Item:** First Quarter Financial Report – Quarter Ending June 30, 2017

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	N/A
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**Board Committee Report:** The Board Finance Committee received the First Quarter Financial Report – Quarter Ending June 30, 2017 at its meeting held on September 18, 2017.

**Context & Background:** N/A

**Key Messages:**

*[maximum of three]*

**1. Revenues:**

- AEST funding projection is approximately \$410,000 greater than budgeted as KPU received funding for the increase related to the Economic Stability Dividend. This was announced after the budget had been developed and not was not included in the Annual Budget.
- Domestic enrolments are stable over prior year while international enrolment is higher than expected. As at Quarter 1 the University has observed a ~\$2,700,000 (55%) increase in international tuition fee revenues over prior year.

**2. Expenses:**

- Salary and Benefits are tracking higher than prior year as a result of collective agreement increases, position growth in strategic areas across the University, and most notably changes in accounting practices.
- Non-Salary expenses are tracking consistent with prior year spending patterns.

**Attachments:** Consolidated Financial Results and Forecast for the Quarter ended June 30, 2017

**Submitted by:** Joe Sass / Executive Director, Finance

**Date submitted:** September 19, 2017



**Kwantlen Polytechnic University**  
**Consolidated Financial Results and Forecast**  
**For Quarter Ending June 30, 2017**

	Annual Budget FY 2017/18	Quarter ending June 30, 2017	FY 2017/18 Q1 Actuals as a % of Budget 2017/18	Projection to March 31, 2018	Annual Budget FY 2016/17	Quarter ending June 30, 2016	FY 2016/17 Q1 Actuals as a % of Budget 2016/17	Actuals at March 31, 2017
(in thousands)								
<b>Revenues</b>								
<b>Grants</b>								
Operating Grant (AVED)	66,457	16,713	25.15%	66,839	64,729	16,278	25.15%	65,415
Other Grants & Contributions	9,995	1,428	14.29%	9,644	10,634	1,300	12.23%	8,910
<b>Tuition and Student Fees</b>								
Domestic Tuition	40,448	7,906	19.55%	39,288	37,493	7,273	19.40%	37,754
International Tuition	31,768	7,570	23.83%	32,935	26,250	4,877	18.58%	28,479
Mandatory Fees	4,399	984	22.37%	4,399	4,007	717	17.89%	4,238
Ancillary Services	6,774	1,218	17.98%	6,966	6,956	1,237	17.78%	6,927
Investment Earnings	1,733	232	13.39%	1,562	2,280	500	21.93%	1,554
Miscellaneous / Other revenues	5,419	1,046	19.30%	5,361	5,862	1,127	19.22%	4,989
Amortization of Deferred Capital Contributions	6,357	1,408	22.15%	6,002	5,881	1,340	22.79%	5,461
<b>Total Revenue</b>	<b>173,350</b>	<b>38,505</b>	<b>22.21%</b>	<b>172,995</b>	<b>164,093</b>	<b>34,649</b>	<b>21.12%</b>	<b>163,727</b>
<b>Expenses</b>								
Salaries and Benefits	124,283	30,759	24.75%	124,284	119,207	28,108	23.58%	116,455
Cost of Goods Sold	3,531	601	17.02%	3,531	3,778	618	16.36%	3,800
Capital Asset Amortization	13,458	2,950	21.92%	12,913	12,550	2,959	23.58%	11,773
Grants to Third Parties (Scholarships)	1,618	247	15.27%	1,618	1,438	381	26.50%	2,085
Operating Expense	29,446	6,435	21.85%	29,635	26,586	6,494	24.43%	27,799
Contingency	1,000		0.00%	1,000	500		0.00%	
<b>Total Expenses</b>	<b>173,336</b>	<b>40,992</b>	<b>23.65%</b>	<b>172,980</b>	<b>164,059</b>	<b>38,560</b>	<b>23.50%</b>	<b>161,912</b>
<b>Net Income/(Loss)</b>	<b>\$ 15</b>	<b>\$ (2,487)</b>		<b>\$ 15</b>	<b>\$ 34</b>	<b>\$ (3,911)</b>		<b>\$ 1,815</b>

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#6.6****September 27, 2017****Joe Sass****Agenda Item: Major Maintenance and Rehabilitation (MM&R) Capital Projects List**

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the allocation of \$1,000,000 in funding for capital projects as identified on the Major Maintenance and Rehabilitation (MM&amp;R) Capital Projects List dated September 6, 2017 and submission to the Ministry of Advanced Education, Skills and Training (AEST) as recommended by the Board Finance Committee</b>
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**Board Committee Report:** At its meeting held on September 18, 2017, the Board Finance Committee reviewed and approved the Major Maintenance and Rehabilitation (MM&R) Capital Projects List for recommendation to the Board of Governors and submission to the Ministry of Advanced Education, Skills and Training (AEST).

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

- 1. The Ministry of Advanced Education, Skills and Training provides funding through Certificate of Approvals (COAs) for KPU to address a portion of the deferred maintenance priorities; KPU is expected to receive \$2,250,000 in 2017/18,**
- 2. In order to qualify for the COAs, projects must meet the requirements of the Ministry's priorities for Deferred Maintenance.**
- 3. In order to effectively respond to the short timeline to expend the Ministry funds, KPU prepares the Major Maintenance and Rehabilitation (MM&R) Capital Projects List containing shovel-ready projects that can be implemented once funding is received.**

**Context & Background:** The Ministry contributes 85% of the total project value and KPU is required to contribute the remaining 15%. KPU is requesting approval for \$1,000,000 to ensure that we take full advantage of the Ministry contribution, and to allow flexibility between capital projects as and when institutional priorities evolve.

**Implications / Risks:** As this funding must be spent by March 2018, foregoing Board pre-approval of these projects could put KPU in a position to lose the funding due to delays in moving projects forward.

**Consultations:** Consultations are ongoing and have been held with members of the Executive, relevant stakeholders, and the Ministry of Advanced Education, Skills and Training.



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

**Regular Meeting**  
**#6.6**  
**September 27, 2017**  
**Joe Sass**

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**Attachments:** Draft Major Maintenance and Rehabilitation (MM&R) Capital Projects List

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

**Date submitted:** September 19, 2017

DRAFT

The Ministry of Advanced Education

Post-Secondary Finance Branch

Sept. 06th 2017

Campus Name/City <sup>2</sup>	Building name (Ministry Core Bldgs. only)	Bldg FCP	VFA Building Replacement Value <sup>2</sup>	Project Description <sup>1</sup>	VFA-Requirement-Name <sup>2</sup> (e.g. Exit signs renewal)	VFA Requirement- Linked Systems <sup>2</sup> (D5092-Emergency Light/Power System)	Project Type <sup>3</sup> (Major/Min or MR or U&R)	VFA Estimated Requirement Cost <sup>2</sup>	TOTAL PROJECT VALUE (Over all FY's)	2016/17 Actuals	Estimated Total Project Budget 17/18 (A)	PSI 17/18 Contribution (B) <sup>3</sup>	PSI/Provincial 17/18 Contribution (A-B) <sup>4</sup>	Estimated Total Project Budget 18/19 (A)	PSI 18/19 Contribution (B) <sup>3</sup>	PSI/Provincial 18/19 Contribution (A-B) <sup>4</sup>	Estimated Total Project Budget 19/20 (A)	PSI 19/20 Contribution (B) <sup>3</sup>	PSI/Provincial 19/20 Contribution (A-B) <sup>4</sup>
Langley	Main	0.30	\$ 48,365,707	Langley Computer Room Cooling. Replace air conditioning unit;	Computer Room Cooling - 1993 Renewal	D3050 Terminal and Package Units	Major MR	\$ 28,991	\$ 200,000	\$ 60,000	\$ 140,000	\$ 21,000	\$ 119,000		\$ -	\$ -	\$ -	\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	Langley Main Circulating Pumps -1993-Renewal	Circulating Pumps -1993-Renewal	D3040 Distribution Systems	Major MR	\$ 208,996	\$ 153,328	\$ 63,750	\$ 89,578	\$ 13,437	\$ 76,141		\$ -	\$ -		\$ -	\$ -
Langley	All Campus	0.24	\$ 73,545,720	Langley Engineering Review for chiller replacement; chiller known to be at end of life; specifications in development for tender. Ideal is tender for October with Winter Spring install of new unit.			Major MR		\$ 458,459	\$ 21,250	\$ 290,000	\$ 43,500	\$ 246,500	\$ 170,000	\$ 25,500	\$ 144,500		\$ -	\$ -
Langley	Header House		\$ 6,780,652	Signage (Room Numbering Identification) Renewal; audit underway by Facilities Design team	C1035 - Identifying Devices	C1035 - Identifying Devices		\$ 27,168	\$ 5,000		\$ 5,000	\$ 750	\$ 4,250		\$ -	\$ -		\$ -	\$ -
Langley	Main		\$ 48,365,707	East Wing Signage (Room Numbering Identification) Renewal design team completing audit	C1035 - Identifying Devices	C1035 - Identifying Devices		\$ 50,585	\$ 70,000		\$ 70,000	\$ 10,500	\$ 59,500		\$ -	\$ -		\$ -	\$ -
Langley	Main		\$ 48,365,707	Cooling Tower Galvanized Steel renewal tied to Langley chiller replacement (item 16)	D3030 - Cooling Generating Systems	D3030 - Cooling Generating Systems		\$ 158,459	\$ 158,459			\$ -	\$ -	\$ 159,459	\$ 23,919	\$ 135,540		\$ -	\$ -
Langley	Brew Instructional Lab		\$ 5,898,972	Install Effluent Treatment System to meet new MetroVancouver legislation (Upgrades & Renewal)	D2090 - Other Plumbing Systems				\$ 225,000		\$ 120,000	\$ 18,000	\$ 102,000		\$ -	\$ -		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	Pedestrian Overpass refurbishment; major service work to ensure structural integrity not compromised	G2030 - Pedestrian Paving	G2030 - Pedestrian Paving	U&R		\$ 150,000		\$ 150,000	\$ 22,500	\$ 127,500		\$ -	\$ -		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	West Wing- Carpeting- Broadloom Renewal (Music Auditorium only); deteriorated early beyond useful life	C3020- Floor Finishes	C3020- Floor Finishes	Major MR	\$ 119,336	\$ 13,500		\$ 13,500	\$ 2,025	\$ 11,475		\$ -	\$ -		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	emergency repairs to Langley east wing elevator; part of replacement plan					\$ 70,000		\$ 70,000	\$ 10,500	\$ 59,500		\$ -	\$ -		\$ -	\$ -
Langley	ISH research Greenhouse		\$ 3,854,260	Signage (Room Numbering Identification) Renewal audit underway by Facilities Design team	C1035 - Identifying Devices	C1035 - Identifying Devices		\$ 6,827	\$ 5,000			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Richmond DX Condensing Unit - 10 Tons Renewal (IT Data Centre)	DX Condensing Unit - 10 Tons Renewal	D3030 Cooling Generating Systems	Major MR	\$ 167,372	\$ 206,704	\$ 51,000	\$ 155,704	\$ 23,356	\$ 132,348		\$ -	\$ -		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Richmond Elevator Controls - Motor Controller - Renewal (13314, 13315 &Service)	Elevator Controls - Motor Controller - Renewal (13314, 13315 &Service)	D1010 Elevators and Lifts	Major MR	\$ 214,419	\$ 150,000	\$ 12,750	\$ 135,000	\$ 20,250	\$ 114,750		\$ -	\$ -		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Wheelchair ramp north entrance renovation to achieve current code.			U&R		\$ 60,000		\$ 60,000	\$ 9,000	\$ 51,000		\$ -	\$ -		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Refurbishment of envelope which includes the development of exterior metal painting specifications; phase 1 is mechanical room housings.	Exterior Painted Finish	B2010 - Exterior Walls	Major MR	\$ 240,727	\$ 240,255		\$ 27,800	\$ 4,170	\$ 23,630	\$ 212,455	\$ 31,868	\$ 180,587		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Richmond Chiller replacement; currently under design for tender ready documents multi-year project; tender in 2018 Spring for multiyear project	D3030 - Cooling Generating Systems	D3030 - Cooling Generating Systems	Major MR		\$ 765,000		\$ 30,000	\$ 4,500	\$ 25,500	\$ 300,000	\$ 45,000	\$ 255,000	\$ 435,000	\$ 65,250	\$ 369,750
Surrey	various			Surrey Rooftop Units - Variable Frequency Drives - Renewal	Rooftop Units - Variable Frequency Drives - Renewal	D3040 Distribution Systems	Major MR		\$ 50,000	\$ 35,000	\$ 15,000	\$ 2,250	\$ 12,750		\$ -	\$ -		\$ -	\$ -
Surrey	Arbutus	0.23	\$ 25,909,562	Surrey Arbutus Data Centre. Main University server replacement and increased need for cooling to match demand for rooms.			U&R		\$ 174,000	\$ 12,000	\$ 160,000	\$ 24,000	\$ 136,000		\$ -	\$ -		\$ -	\$ -
Surrey	Birch	0.62	\$ 9,757,755	Surrey Birch Chiller - Air Cooled - ACCU-1B1 Renewal	Chiller - Air Cooled - ACCU-1B1 Renewal	D3030 Cooling Generating Systems	Major MR	\$ 124,735	\$ 104,048	\$ 6,375	\$ 40,000	\$ 6,000	\$ 34,000	\$ 64,048	\$ 9,607	\$ 54,441		\$ -	\$ -
Surrey	Birch	0.62	\$ 9,757,755	Surrey Birch Chiller - Air Cooled - ACCU-1B2 Renewal	Chiller - Air Cooled - ACCU-1B2 Renewal	D3030 Cooling Generating Systems	Major MR	\$ 124,735	\$ 104,048	\$ 6,375	\$ 97,673	\$ 14,651	\$ 83,022	\$ 64,048	\$ 9,607	\$ 54,441		\$ -	\$ -
Surrey	Cedar	0.38	\$ 26,676,435	Cedar bldg cD V2 DDC DDC Controller upgrades	DDC System Renewal	D3060 - Controls and Instrumentation	Major MR	\$ 246,121	\$ 106,000	\$ 68,000	\$ 38,000	\$ 5,700	\$ 32,300		\$ -	\$ -		\$ -	\$ -
Surrey	Main	0.27	\$ 24,643,325	build cooling tower to tie in to georexchange field - develop tender package; tender package nearing completion; next steps is issue rfq multi year project	Upgrade to improve Geo Exchange Cooling System	D3040 - Distribution Systems	Major MR	\$ 173,996	\$ 220,000	\$ 21,250	\$ 5,000	\$ 750	\$ 4,250		\$ -	\$ -	220,000	\$ 33,000	\$ 187,000
Surrey	Birch	0.62	\$ 9,757,755	Surrey Birch make-up and kitchen exhaust fan renewal; tender package ready; issue for rfp time sensitive for xmas 2017 or defer to July 2018	Rooftop Make up Air Unit - Kitchen Renewal	D3040 - Distribution Systems	Major MR	\$ 169,530	\$ 169,530		\$ 5,000	\$ 750	\$ 4,250	\$ 164,530	\$ 24,680	\$ 139,851		\$ -	\$ -
Surrey	Birch	0.62	\$ 9,757,755	Surrey Birch Rooftop Make Up Air Unit -Kitchen Renewal; propose ordering unit in advance and installation in July 2018	D3040 - Distribution Systems	D3040 - Distribution Systems	Major MR	\$ 169,530		\$ 12,750	\$ 55,000	\$ 8,250	\$ 46,750	\$ 106,780	\$ 16,017	\$ 90,763		\$ -	\$ -
Surrey	Main	0.27	\$ 24,643,325	replacement of failed boiler hot water loop, underground piping. Surrey Main to Birch					\$ 180,000	\$ 80,000	\$ 90,000	\$ 13,500	\$ 76,500		\$ -	\$ -		\$ -	\$ -
Surrey	Main	0.27	\$ 24,643,325	Refurbishment of envelope which includes the development of exterior metal painting specifications (Phase 1 is the covered walkway canopy )	Exterior Painted Finish	B2010 - Exterior Walls	Major MR	\$ 496,620	\$ 496,620		\$ 21,300	\$ 3,195	\$ 18,105	\$ 100,000	\$ 15,000	\$ 85,000		\$ -	\$ -



Campus Name/City <sup>2</sup>	Building name ?(Ministry Core Bldgs. only)	Bldg FCI <sup>2</sup>	VFA Building Replacement Value <sup>2</sup>	Project Description <sup>1</sup>	VFA-Requirement-Name <sup>2</sup> (e.g. Exit signs renewal)	VFA Requirement- Linked Systems <sup>2</sup> (D5092-Emergency Light/Power System)	Project Type <sup>5</sup> (Major/Min or MR or U&R)	VFA Estimated Requirement Cost <sup>2</sup>	TOTAL PROJECT VALUE (Over all FY's)	2016/17 Actuals	Estimated Total Project Budget 17/18 (A)	PSI 17/18 Contribution (B) <sup>3</sup>	PSI/Provincial 17/18 Contribution (A-B) <sup>4</sup>	Estimated Total Project Budget 18/19 (A)	PSI 18/19 Contribution (B) <sup>3</sup>	PSI/Provincial 18/19 Contribution (A-B) <sup>4</sup>	Estimated Total Project Budget 19/20 (A)	PSI 19/20 Contribution (B) <sup>3</sup>	PSI/Provincial 19/20 Contribution (A-B) <sup>4</sup>
Langley	Main		\$ 48,365,707	West Wing Signage (Room Numbering Identification) Renewal design team completing audit	C1035 - Identifying Devices	C1035 - Identifying Devices		\$ 98,747	\$ 70,000		\$ 70,000	\$ 10,500	\$ 59,500		\$ -	\$ -		\$ -	\$ -
KPU Tech	Main	0.09	\$ 55,679,603	Replace obsolete data center uninterruptible power supply (UPS) at KPU Tech High IT priority; some initial work ; Phase 1 is	Uninterruptible Power Supply (UPS) System Renewal	D5092 - Emergency Light and Power Systems	U&R	\$ 97,248	\$ 110,000		\$ 15,000	\$ 2,250	\$ 12,750	\$ 95,000	\$ 14,250	\$ 80,750		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	Langley Main UPS - System - 20kVA Renewal IT Priority; price includes comms rooms UPS's as well.	D5092 - Emergency Light and Power Systems	D5092 - Emergency Light and Power Systems	Major MR	\$ 48,160	\$ 48,160		\$ 25,000	\$ 3,750	\$ 21,250		\$ -	\$ -		\$ -	\$ -
Langley	Header House		\$ 6,780,652	Refurbish Ceramic Wall Tile	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 40,065	\$ 40,065		\$ 40,065	\$ 6,010	\$ 34,055		\$ -	\$ -		\$ -	\$ -
Langley	Header House		\$ 6,780,652	Refurbish ceramic floor finishes	C3020 - Wall Finishes	C3020 - Wall Finishes	Major MR	\$ 48,380	\$ 48,380		\$ 48,380	\$ 7,257	\$ 41,123		\$ -	\$ -		\$ -	\$ -
Langley	Header House		\$ 6,780,652	Washroom Accessories renewal	C1030 - Fittings	C1030 - Fittings	Major MR	\$ 76,911	\$ 76,911		\$ 76,911	\$ 11,537	\$ 65,374		\$ -	\$ -		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	West Wing-I interior Painted Finishes (1 coat Prime 2 coat finishes)- Renewal	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 283,221	\$ 283,221		\$ 80,000	\$ 12,000	\$ 68,000		\$ -	\$ -		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Richmond DDC System Average Renewal; phase 1 is engineers review and design specification for RFP; multi-year project	D3060 - Controls and Instrumentation	D3060 - Controls and Instrumentation	Major MR	\$ 266,806	\$ 266,806		\$ 20,000	\$ 3,000	\$ 17,000	\$ 200,000	\$ 30,000	\$ 170,000		\$ -	\$ -
Richmond	Main		\$ 61,211,846	concrete sidewalk renewal confirm whether city or KPU property; trip hazard	G2030 - Pedestrian Paving	G2030 - Pedestrian Paving	Major MR	\$ 72,117	\$ 72,117		\$ 20,000	\$ 3,000	\$ 17,000		\$ -	\$ -		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Richmond Domestic Water heater; end of life possible CNAR project phase 1 is engineered study					\$ 200,000		\$ 5,000	\$ 750	\$ 4,250	\$ 195,000	\$ 29,250	\$ 165,750		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Interior Painted Finishes (1 coat Prime 2 coat finishes)- Renewal	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 595,802	\$ 595,802		\$ 80,000	\$ 12,000	\$ 68,000		\$ -	\$ -		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Washroom Upgrades (ceramic wall tile, floor tile, fixtures) multi-year approach	various	various	Major MR	\$ 250,000	\$ 250,000		\$ 100,000	\$ 15,000	\$ 85,000	\$ 100,000	\$ 15,000	\$ 85,000		\$ -	\$ -
Surrey	Arbutus	0.23	\$ 25,909,562	Surrey Main UPS - System - 20kVA Renewal IT Priority; price includes comms rooms UPS's as well.	Uninterruptible Power Supply (UPS) System Renewal	D5092 - Emergency Light and Power Systems	U&R		\$ 45,000		\$ 45,000	\$ 6,750	\$ 38,250		\$ -	\$ -		\$ -	\$ -
Surrey	Arbutus	0.23	\$ 25,909,562	Provide redundant pathway for KPU internet connectivity at the Surrey Campus IT priority; Phase 1 is design	Local Area Networks		U&R		\$ 50,000		\$ 5,000	\$ 750	\$ 4,250	\$ 55,000	\$ 8,250	\$ 46,750		\$ -	\$ -
Surrey	Main		\$ 24,643,325	Interior Painted Finishes (1 coat Prime 2 coat finishes)- Renewal (classrooms)	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 343,986	\$ 343,986		\$ 80,000	\$ 12,000	\$ 68,000	\$ 100,000	\$ 15,000	\$ 85,000	\$ 100,000	\$ 15,000	\$ 85,000
Surrey	Fir		\$ 22,019,624	Washroom Upgrades (ceramic wall tile, floor tile, fixtures) multi-year approach	various	various	Major MR	\$ 300,000	\$ 300,000		\$ 100,000	\$ 15,000	\$ 85,000		\$ -	\$ -		\$ -	\$ -
Surrey	Cedar	0.38	\$ 26,676,435	Emergency Operations Center; connect to emergency generator power; outfit to ensure operational continuity Phase 1 is to supply emergency power Phase 2 is additional infrastructure			U&R	\$ 100,000	\$ 100,000		\$ 60,000	\$ 9,000	\$ 51,000	\$ 40,000	\$ 6,000	\$ 34,000		\$ -	\$ -
Surrey	Arbutus	0.23	\$ 25,909,562	Fire Suppression System consulting for Surrey Data Center –	D5037 - Fire Alarm Systems	D5037 - Fire Alarm Systems	U&R		\$ 100,000		\$ 15,000	\$ 2,250	\$ 12,750	\$ 85,000	\$ 12,750	\$ 72,250		\$ -	\$ -
Surrey	Arbutus		\$ 25,909,562	Install Roof Top Receptacles and Lighting; safety improvement	D5021 - Branch Wiring Devices	D5021 - Branch Wiring Devices	Major MR	\$ 44,322	\$ 20,000		\$ 20,000	\$ 3,000	\$ 17,000		\$ -	\$ -		\$ -	\$ -
Tech	Main		\$ 55,679,603	Interior Painted Finishes (1 coat Prime 2 coat finishes)- Renewal	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 478,654	\$ 478,654		\$ 40,000	\$ 6,000	\$ 34,000		\$ -	\$ -		\$ -	\$ -
Surrey	Cedar		\$ 26,676,435	Gymnasium HID lighting fixtures renewal; phase 1 is engineered specification	D5022 - Lighting Equipment	D5022 - Lighting Equipment		\$ 50,181	\$ 50,181			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
KPU Tech	Main	0.09	\$ 55,679,603	Exterior lighting upgrade; correction of unsafe pedestrian and building exterior dark zones 5 yr capital project	Lighting Fixtures - Exterior Renewal	D5020 - Lighting and Branch Wiring	Major MR		\$ 350,000			\$ -	\$ -		\$ -	\$ -	350,000	\$ 52,500	\$ 297,500
Langley	All Campus	0.24	\$ 73,545,720	Langley - Metal roofing components, specifications and tender development by consultant.			Major MR		\$ 4,250		\$ 4,250	\$ 638	\$ 3,613		\$ -	\$ -		\$ -	\$ -
Langley	Header House		\$ 6,780,652	Fire Alarm System; install AV devices; contractor providing audit of locations for new	D5037 - Fire Alarm Systems	D5037 - Fire Alarm Systems	Major MR	\$ 6,420	\$ 6,420		\$ 6,420	\$ 963	\$ 5,457		\$ -	\$ -		\$ -	\$ -
Langley	Main		\$ 48,365,707	Fire Alarm System; install AV devices contractor providing audit and location recommendations.	D5037 - Fire Alarm Systems	D5037 - Fire Alarm Systems	Major MR	\$ 35,679	\$ 35,679		\$ 35,679	\$ 5,352	\$ 30,327		\$ -	\$ -		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	Exterior lighting upgrade; correction of unsafe pedestrian and building exterior dark zones 5 yr capital submission	Lighting Fixtures - Exterior Renewal	D5020 - Lighting and Branch Wiring	Major MR		\$ 50,000			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	East Wing-I interior Painted Finishes (1 coat Prime 2 coat finishes)- Renewal	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 189,305	\$ 189,305		\$ 100,000	\$ 15,000	\$ 85,000		\$ -	\$ -		\$ -	\$ -
Langley	Header House		\$ 6,780,652	Air compressor renewal	D2090 - Other Plumbing Systems	D2090 - Other Plumbing Systems	Major MR	\$ 11,607	\$ 11,607			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Langley	Header House		\$ 6,780,652	Interior Painted Finishes (1 coat Prime 2 coat finishes)- Renewal	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 65,447	\$ 65,447		\$ 65,447	\$ 9,817	\$ 55,630		\$ -	\$ -		\$ -	\$ -



Campus Name/City <sup>2</sup>	Building name <sup>2</sup> (Ministry Core Bldgs. only)	Bldg FCI <sup>2</sup>	VFA Building Replacement Value <sup>2</sup>	Project Description <sup>1</sup>	VFA-Requirement-Name <sup>2</sup> (e.g. Exit signs renewal)	VFA Requirement- Linked Systems <sup>2</sup> (D5092-Emergency Light/Power System)	Project Type <sup>5</sup> (Major/Min or MR or U&R)	VFA Estimated Requirement Cost <sup>2</sup>	TOTAL PROJECT VALUE (Over all FY's)	2016/17 Actuals	Estimated Total Project Budget 17/18 (A)	PSI 17/18 Contribution (B) <sup>3</sup>	PSI/Provincial 17/18 Contribution (A-B) <sup>4</sup>	Estimated Total Project Budget 18/19 (A)	PSI 18/19 Contribution (B) <sup>3</sup>	PSI/Provincial 18/19 Contribution (A-B) <sup>4</sup>	Estimated Total Project Budget 19/20 (A)	PSI 19/20 Contribution (B) <sup>3</sup>	PSI/Provincial 19/20 Contribution (A-B) <sup>4</sup>
Langley	ISH research Greenhouse		\$ 3,854,260	Interior Painted Finishes (1 coat Prime 2 coat finishes)-Renewal	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 25,548	\$ 25,548			\$ -	\$ -	\$ 25,548	\$ 3,832	\$ 21,716		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Richmond Exhaust System - Kitchen Commercial Renewal; Phase 1 is engineered specifications	D3040 - Distribution Systems	D3040 - Distribution Systems	Major MR	\$ 281,662	\$ 281,662			\$ -	\$ -	\$ 281,662	\$ 42,249	\$ 239,413		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Exterior lighting upgrade; correction of unsafe pedestrian and building exterior dark zones 5 yr capital submission	Lighting Fixtures - Exterior Renewal	D5020 - Lighting and Branch Wiring	Major MR		\$ 80,000			\$ -	\$ -		\$ -	\$ -	80,000	12,000	68,000
Surrey	Cedar	0.38	\$ 26,676,435	Refurbishment of envelope including paint finish and window seal renewal; exterior painting spec developed; requires a rfq building envelope known to be leaking	D2010 - Exterior Walls	D2010 - Exterior Walls	Major MR	\$ 156,688	\$ 156,688			\$ -	\$ -	\$ 125,000	\$ 18,750	\$ 106,250		\$ -	\$ -
Surrey	Cedar		\$ 26,676,435	Roof- Remove gravel confirm with Design Roofing	B30 - Roofing Systems	B30 - Roofing Systems	Major MR	\$ 4,665	\$ 4,665			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Surrey	Main		\$ 24,643,325	Low Voltage Lighting Controls Renewal final stage of Surrey campus DDC controls upgrades	D5022 - Lighting Equipment	D5022 - Lighting Equipment	Major MR	\$ 152,866	\$ 152,866			\$ -	\$ -	\$ 152,866	\$ 22,930	\$ 129,936		\$ -	\$ -
Surrey	Birch	.62	\$ 9,757,755	Exterior lighting Surrey upgrade; correction of unsafe pedestrian and building exterior dark zones 5 yr capital submission	Lighting Fixtures - Exterior Renewal	D5020 - Lighting and Branch Wiring	Major MR		\$ 250,000			\$ -	\$ -	\$ 250,000	\$ 37,500	\$ 212,500		\$ -	\$ -
Surrey	Cedar	0.38	\$ 26,676,435	Grassroots Servery overheating requires mechanical exhaust to protect refrigeration equipment					\$ 25,000			\$ -	\$ -	\$ 25,000	\$ 3,750	\$ 21,250		\$ -	\$ -
Surrey	Arbutus	0.23	\$ 25,909,562	Interior Painted Finishes (1 coat Prime 2 coat finishes)-Renewal	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 278,091	\$ 278,091			\$ -	\$ -	\$ 100,000	\$ 15,000	\$ 85,000		\$ -	\$ -
Surrey	Cedar		\$ 26,676,435	Interior Painted Finishes (1 coat Prime 2 coat finishes)-Renewal	C3010 - Wall Finishes	C3010 - Wall Finishes	Major MR	\$ 529,943	\$ 529,943		\$ 150,000	\$ 22,500	\$ 127,500		\$ -	\$ -		\$ -	\$ -
Tech	Main		\$ 55,679,603	wood cedar soffits deterioration Spring 2018	B20 - Exterior Enclosure	B20 - Exterior Enclosure	Major MR	\$ 19,628	\$ 19,628			\$ -	\$ -	\$ 19,628	\$ 2,944	\$ 16,684		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	Langley Main Skylights - Deteriorated gaskets; unclear whether gaskets done during re-roofing project in 2015	B20 - Exterior Enclosure	B20 - Exterior Enclosure	Major MR	\$ 59,744	\$ 77,706			\$ -	\$ -	\$ 77,706	\$ 11,656	\$ 66,050		\$ -	\$ -
Langley	Header House	0.29	\$ 6,780,652	Split DX System Renewal	D3040 - Distribution Systems	D3040 - Distribution System	Major MR	\$ 106,376	\$ 106,376		\$ 5,000	\$ 750	\$ 4,250	\$ 101,376	\$ 15,206	\$ 86,170		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	Langley Main Air Handling Unit - AHU-1 , 2, 3, 4, 5, 6, 7 & 12 Renewal defer awaiting comprehensive mechanical audit report from JCL	D3040 - Distribution Systems	D3040 - Distribution System	Major MR	\$ 1,700,222	\$ 1,700,222			\$ -	\$ -		\$ -	\$ -	\$ 425,056	63,758	361,298
Langley	Main	0.30	\$ 48,365,707	Langley Main Supply Fans - Belt Drive - 1993 Renewal defer awaiting comprehensive mechanical audit report from JCL	D3040 - Distribution Systems	D3040 - Distribution System	Major MR	\$ 48,699	\$ 48,699			\$ -	\$ -	\$ 48,699	\$ 7,305	\$ 41,394		\$ -	\$ -
Langley	Main		\$ 48,365,707	Fire Alarm System Control Panel renewal use EFT funding to complete engineered review all panels at all campuses	D5037 - Fire Alarm Systems	D5037 - Fire Alarm Systems		\$ 391,270	\$ 391,270			\$ -	\$ -	\$ 150,000	\$ 22,500	\$ 127,500		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	Refurbishment of envelope which includes the development of exterior metal painting specifications; West Wing	Exterior Painted Finish	B2010 - Exterior Walls	Major MR	\$ 312,688	\$ 312,688			\$ -	\$ -	\$ 200,000	\$ 30,000	\$ 170,000		\$ -	\$ -
Langley	Main	0.30	\$ 48,365,707	Langley all buildings exterior painted finish and windows seals renewal; east building	B2010 - Exterior Walls	B2010 - Exterior Walls	Major MR	\$ 258,316	\$ 258,316			\$ -	\$ -		\$ -	\$ -	\$ 258,316	38,747	219,569
Langley	Header House	0.28	\$ 6,780,652	Langley all buildings exterior painted finish and windows seals renewal	B2010 - Exterior Walls	B2010 - Exterior Walls	Major MR	\$ 54,050	\$ 54,050			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Langley	South	0.06	\$ 11,178,434	Langley all buildings exterior painted finish and windows seals renewal	B2010 - Exterior Walls	B2010 - Exterior Walls	Major MR	\$ 72,984	\$ 72,984			\$ -	\$ -		\$ -	\$ -	\$ 51,000	7,650	43,350
Richmond	Main	0.59	\$ 61,211,846	Refurbishment of envelope including paint finish and window seal renewal; on 5 yr capital	B2010 - Exterior Walls	B2010 - Exterior Walls	Major MR	\$ 240,727	\$ 240,727			\$ -	\$ -		\$ -	\$ -	\$ 72,984	10,948	62,036
Richmond	Main	0.59	\$ 61,211,846	Richmond Return Air Ductwork and Fans Renewal defer awaiting comprehensive mechanical audit report from JCL	D3040 - Distribution Systems	D3040 - Distribution Systems	Major MR	\$ 1,352,538	\$ 1,352,538			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Richmond Rooftop Units - Variable Volume - RTU1 renewal defer awaiting comprehensive mechanical audit report from JCL	D3040 - Distribution Systems	D3040 - Distribution Systems	Major MR	\$ 261,418	\$ 261,418			\$ -	\$ -	\$ 70,000	\$ 10,500	\$ 59,500		\$ -	\$ -
Richmond	Main	0.59	\$ 61,211,846	Fire Pump, electric 50HP renewal confirming need	D5037 - Fire Alarm Systems	D5037 - Fire Alarm Systems	U&R		\$ 84,251			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Richmond	Main		\$ 61,211,846	domestic water pressure booster pump renewal-duplex 7.5 hp renewal information required from JCL audit.	D2020 - Domestic Water Distribution	D2020 - Domestic Water Distribution		\$ 100,245	\$ 100,245			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -
Richmond	Main		\$ 61,211,846	Roof Top Units; Variable Frequency Drive Units; audit remaining ones requiring replacement (final portion of \$402,098 VFA value) information required from JCL audit.	D3040 - Distribution Systems	D3040 - Distribution Systems		\$ 80,000	\$ 80,000			\$ -	\$ -		\$ -	\$ -	\$ 80,000	12,000	68,000



Campus Name/City <sup>2</sup>	Building name <sup>2</sup> (Ministry Core Bldgs. only)	Bldg FCI <sup>2</sup>	VFA Building Replacement Value <sup>2</sup>	Project Description <sup>1</sup>	VFA-Requirement-Name <sup>2</sup> (e.g. Exit signs renewal)	VFA Requirement- Linked Systems <sup>2</sup> (D5092-Emergency Light/Power System)	Project Type <sup>5</sup> (Major/Min or MR or U&R)	VFA Estimated Requirement Cost <sup>2</sup>	TOTAL PROJECT VALUE (Over all FY's)	2016/17 Actuals	Estimated Total Project Budget 17/18 (A)	PSI 17/18 Contribution (B) <sup>3</sup>	PSI/Provincial 17/18 Contribution (A-B) <sup>4</sup>	Estimated Total Project Budget 18/19 (A)	PSI 18/19 Contribution (B) <sup>3</sup>	PSI/Provincial 18/19 Contribution (A-B) <sup>4</sup>	Estimated Total Project Budget 19/20 (A)	PSI 19/20 Contribution (B) <sup>3</sup>	PSI/Provincial 19/20 Contribution (A-B) <sup>4</sup>
Surrey	Birch	0.62	\$ 9,757,755	Surrey Birch Air Handling Unit - Variable Volume - AHU - 1B Renewal defer awaiting comprehensive mechanical audit report from JCL; possibility of repair work to extend useful life (EFT funds)	D3040 - Distribution Systems	D3040 - Distribution Systems	Major MR	\$ 170,915	\$ 170,915			\$ -	\$ -	\$ 170,915	\$ 25,637	\$ 145,278		\$ -	\$ -
Surrey	Birch	0.62	\$ 9,757,755	Surrey Birch Air Handling Unit - Variable Volume - AHU - 2B Renewal defer awaiting comprehensive mechanical audit report from JCL; possibility of repair work to extend useful life (EFT funds)	D3040 - Distribution Systems	D3040 - Distribution Systems	Major MR	\$ 170,915	\$ 170,915			\$ -	\$ -	\$ 170,915	\$ 25,637	\$ 145,278		\$ -	\$ -
Surrey	Birch	0.62	\$ 9,757,755	Surrey Birch Heating Circulating Water Pumps Renewal defer awaiting comprehensive mechanical audit report from JCL	D3040 - Distribution Systems	D3040 - Distribution Systems	Major MR	\$ 74,044	\$ 74,044			\$ -	\$ -	\$ 74,044	\$ 11,107	\$ 62,937		\$ -	\$ -
Surrey	Cedar		\$ 26,676,435	Split DX System Renewal	D3030 - Cooling Generating Systems	D3030 - Cooling Generating Systems		\$ 29,663	\$ 29,663			\$ -	\$ -	\$ 29,663	\$ 4,449	\$ 25,214		\$ -	\$ -
Surrey	Cedar		\$ 26,676,435	Signage (Room Numbering and Identification) Renewal	C10335 - Identifying Devices	C10335 - Identifying Devices	Major MR	\$ 76,407	\$ 76,407			\$ -	\$ -		\$ -	\$ -	\$ 76,407	\$ 11,461	\$ 64,946
Surrey	Birch	.62	\$ 9,757,755	Signage (Room Numbering and Identification) Renewal	C10335 - Identifying Devices	C10335 - Identifying Devices	Major MR	\$ 21,983	\$ 21,983			\$ -	\$ -		\$ -	\$ -	\$ 21,183	\$ 3,177	\$ 18,006
Surrey	Main	0.27	\$ 24,643,325	Signage (Room Numbering and Identification) Renewal	C10335 - Identifying Devices	C10335 - Identifying Devices	Major MR	\$ 61,920	\$ 61,920			\$ -	\$ -		\$ -	\$ -	\$ 61,920	\$ 9,288	\$ 52,632
Surrey	Fir		\$ 22,019,624	Signage (Room Numbering and Identification) Renewal	C10335 - Identifying Devices	C10335 - Identifying Devices	Major MR	\$ 54,494	\$ 54,494			\$ -	\$ -		\$ -	\$ -	\$ 54,494	\$ 8,174	\$ 46,320
Surrey	Arbutus		\$ 25,909,562	Signage (Room Numbering and Identification) Renewal	C10335 - Identifying Devices	C10335 - Identifying Devices	Major MR	\$ 78,492	\$ 78,492			\$ -	\$ -		\$ -	\$ -	\$ 78,497	\$ 11,775	\$ 66,722
								\$ 13,458,406	\$ 16,481,356	\$ 450,500	\$ 3,195,707	\$ 479,356	\$ 2,716,351	\$ 4,284,342	\$ 642,651	\$ 3,641,691	\$ 2,364,857	\$ 354,729	\$ 2,010,128

2017/18 Project Total	\$ 3,195,707	2017/18 Project Total	\$ 4,284,342	2017/18 Project Total	\$ 2,364,857
Ministry Funded COA 2017/18	\$ 2,250,000	Projected COA	\$ 2,500,000	Projected COA	\$ 2,000,000
Required 15% KPU Contribution	\$ 397,059	Required 15% KPU Contribution	\$ 441,176	Required 15% KPU Contribution	\$ 352,941
KPU Overage from COA	\$ 548,648	KPU Overage from COA	\$ 1,343,166	KPU Overage from COA	\$ 11,916
Total KPU Contribution	\$ 945,707	Total KPU Contribution	\$ 1,784,342	Total KPU Contribution	\$ 364,857



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

**Regular Meeting**  
**#6.7**  
**September 27, 2017**  
**Joe Sass**

**Agenda Item:** Ministry of Advanced Education, Skills and Training Interim Budget Letter 2017/18

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

**Context & Background:** N/A

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

1. The letter from the Ministry of Advanced Education, Skills and Training outlines KPU's interim operating grant and student full-time equivalent (FTE) target for fiscal 2017/18. At the time the letter was received the Provincial Government was in Interim Supply, as such the interim operating grant figures are notional. Once the Ministry's budget for the current fiscal year has been confirmed the University will receive a final, detailed budget letter with associated accountabilities, roles and expectations.

2. Attachment 1 provides detailed information regarding KPU's Fiscal 2017/18 operating grant and student FTE targets.

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Attachments:** Letter dated April 5, 2017 from the Ministry of Advanced Education, Skills and Training

**Submitted by:** Joe Sass / Executive Director, Financial Services

**Date submitted:** September 15, 2017





Our Ref. 104165

April 5, 2017

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

Dear Mr. Harding:

I am writing to provide you with information regarding your institution's initial operating grant and full-time equivalent (FTE) target for 2017/18, as reflected in Attachment 1.

Please note that the Ministry of Advanced Education (the Ministry) budget for 2017/18 has not yet been approved by the Legislature. Interim Supply is in effect and, as such, the operating grant figures provided are notional pending formal voted appropriation.

Your institution can expect to receive its final, and more detailed, budget letter once the Ministry's budget for 2017/18 has been finalized.

The initial operating grant allocations include funding for collective agreements ratified under the Economic Stability Mandate (ESM) prior to March 24, 2017, and for the associated Economic Stability Dividends. A summary of the mandate, as well as the current bargaining status of agreements, is available on the Public Sector Employers' Council Secretariat website at: <http://www.fin.gov.bc.ca/psec/bargaining/>.

For institutions transitioning from PLNet-to-BCNet, operating funding relating to PLNet/BCNet network services are not part of your base operating grant and will be issued in a separate funding letter in the coming months. The Ministry will allocate funding for 2017/18 based on your institution's INSAC (Integrated Network Support Advisory Committee) bandwidth proposals submitted to BCNet in 2016/17.

The initial operating grant allocations and FTE targets also reflect decisions for one time short-duration health program spaces as a result of the Request for Proposals sent on November 1, 2016.

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### **Financial Reporting**

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

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

### **Capital**

While more detailed guidance will be provided in your final funding letter later in 2017, the following items on capital asset management remain in effect:

#### *Capital Procurement*

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

#### *Greenhouse Gas Reduction*

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

#### *Capital Planning; Real Estate Acquisitions and Dispositions*

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

#### *Routine Capital and Carbon Neutral Capital*

The Ministry will issue a subsequent letter that provides your institution's 2017/18 to 2019/20 Routine Capital and Carbon Neutral Capital funding amounts. Please continue to use your current allocations as a notional amount until the Routine Capital and Carbon Neutral Capital funding letter is issued later this year.

Five Year Capital Plans

Your institution's Five-Year Capital Plan submission, for the period 2018/19 to 2022/23, is tentatively expected by the end of July 2017. The Ministry will issue instructions on the expected submission process by June 2017.

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

Sincerely,



Kevin Brewster  
Assistant Deputy Minister

Enclosure

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

Sandra Carroll, Deputy Minister  
Ministry of Advanced Education

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

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

Kevin MacMillen, Executive Director  
Banking and Cash Management Branch  
Ministry of Finance

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

Attachment 1

2017/18 Interim Allocations by Institution	Operating Grant	FTE Target
<b>Colleges &amp; Institutes</b>		
British Columbia Institute of Technology	\$116,846,375	12,196
Camosun College	\$49,799,627	7,049
College of New Caledonia	\$29,431,076	3,141
College of the Rockies	\$17,323,618	1,738
Douglas College	\$57,735,709	8,354
Justice Institute of BC	\$12,134,386	2,400
Langara College	\$44,404,295	7,056
Nicola Valley Institute of Technology	\$7,492,567	538
North Island College	\$22,044,129	2,248
Northern Lights College	\$17,304,706	1,481
Northwest Community College	\$17,321,328	1,690
Okanagan College	\$44,337,279	4,738
Selkirk College	\$24,739,761	2,330
Vancouver Community College	\$47,267,445	6,531
<b>Sub-total</b>	<b>\$508,182,301</b>	<b>61,490</b>
<b>Universities</b>		
Capilano University	\$37,780,739	5,450
Emily Carr University of Art and Design	\$17,635,421	1,351
Kwantlen Polytechnic University	\$66,839,153	9,077
Royal Roads University	\$17,914,146	1,980
Simon Fraser University	\$222,120,656	19,761
Thompson Rivers University	\$65,606,889	7,981
University of British Columbia	\$605,002,077	42,424
University of Northern British Columbia	\$49,073,090	3,424
University of the Fraser Valley	\$53,913,195	6,676
University of Victoria	\$181,266,717	15,863
Vancouver Island University	\$51,248,012	6,482
<b>Sub-total</b>	<b>\$1,368,400,095</b>	<b>120,469</b>
<b>Total</b>	<b>\$1,876,582,396</b>	<b>181,959</b>

Note that operating grants include funding for:

- Economic Stability Mandate costs for collective agreements ratified prior to March 24, 2017.
- Short duration health programs.



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

**Regular Meeting**  
**#6.8**  
**September 27, 2017**  
**Joe Sass**

**Agenda Item:** **Changes to Adult Basic Education and English Language Studies Effective September 1, 2017**

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

**Context & Background:** N/A

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

1. On August 8th, 2017 the Premier announced that the Provincial government will eliminate domestic tuition fees for Adult Basic Education (ABE) and English Language Learning a.k.a. English Language Studies (ELS) effective Sept 1, 2017.
2. Although limited information about the change has been received to date, the Ministry has confirmed that it will financially support these programs in lieu of post-secondary institutions charging tuition.

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Attachments:**

1. Provincial Press Release: ABE & ELS Tuition Free
2. Letter dated September 1, 2017 from the Ministry of Advanced Education: KPU – ABE Tuition Compensation

**Submitted by:** Joe Sass / Executive Director, Financial Services

**Date submitted:** September 15, 2017

British Columbia News

## **Premier Horgan removes roadblocks to Adult Basic Education and English Language Learning programs**

<https://news.gov.bc.ca/15156>

Tuesday, August 8, 2017 9:11 AM

**Victoria** - The British Columbia government is eliminating tuition fees on Adult Basic Education (ABE) and English Language Learning (ELL) programs, opening the door for tens of thousands of people to upgrade their education and skills every year.

“We’re committed to making it easier for British Columbians to get ahead,” said Premier John Horgan. “By eliminating these fees, we’re tearing down the roadblocks to the basic education and skills people need to improve their lives.

“The action we’re taking today gives hope and help to people throughout the province and is a long-term investment in B.C.’s economy.”

Today’s announcement at Camosun College in Victoria reverses action taken by the previous government in 2015 to impose tuition fees for ABE and ELL learners. Under that 2015 policy, Adult Basic Education and English Language Learning fees were set by each institution up to a maximum of \$1,600 per semester of full-time studies, the equivalent of the average cost of tuition for an arts and science undergraduate program. Enrolment in Adult Basic Education and English Language Learning programs subsequently dropped almost 35% from 10,244 full-time equivalent spaces in 2013-14 to 6,692 full-time equivalent spaces in 2016-17.

“Our province can’t afford to lose students who are keen to learn or advance their skills training in the post-secondary sector because of financial barriers,” said Minister of Advanced Education, Skills and Training Melanie Mark. “I’m proud we’re taking this action to expand opportunities for ABE and ELL students to thrive in the workforce and achieve academic success.”

“The numbers told the story – tuition fees on ABE and ELL programs shut people out. We’re re-opening those doors,” said Minister of Education Rob Fleming. “Now any British Columbian can go back to school free of charge, upgrade their skills and build a better life for themselves and their families.”

### **Contacts**

#### **Rodney Porter**

Communications Director

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#### **Sean Leslie**

Communications Manager

Ministry of Education

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Cell: 250 893-4403



Our Ref. 105237

September 1, 2017

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

Dear Mr. Harding:

I am writing with further details regarding compensation for foregone tuition revenue for Adult Basic Education (ABE) and English as a Second Language (ESL) courses.

As you know, the Ministry will reinstate a tuition-free policy for domestic students accessing ABE and ESL programs effective the academic year beginning September 1, 2017. In order to support delivery of these programs for the fall semester, the Ministry will transfer by mid-September a sum equivalent to 50 percent of the estimated total amount of your ABE and ESL tuition revenue forecast for 2017/18. This amount was submitted by your administrators in July, following discussions with Ministry staff about anticipated ABE and ESL delivery for the 2017/18 fiscal year.

<b>Institution</b>	<b>2017/18 Forecast tuition revenue</b>	<b>50% 2017/18 Forecast tuition revenue</b>
Kwantlen Polytechnic University	\$1,924,000	\$962,000

In the weeks to come, we will work with a small group of institution representatives to determine the reporting requirements, and the mechanisms and timing for tuition compensation payments for the remainder of 2017/18. You will also be aware that the Ministry will be engaging with institutions, students and other key stakeholders over the fall to discuss access to, and sustainability of, these programs over the long term.

.../2

If you have any questions or concerns, please contact Bryan Dreilich, Director, Adult Education, at 250-387-3395, or email [Bryan.Dreilich@gov.bc.ca](mailto:Bryan.Dreilich@gov.bc.ca).

I thank you again for your efforts to implement this policy.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Brewster". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Kevin Brewster  
Assistant Deputy Minister

pc: Ms. Nicola Lemmer, Executive Director  
Colleges and Skills Development Branch  
Ministry of Advanced Education, Skills and Training

Mr. Bill Dallinger, A/Director  
Post-Secondary Finance Branch  
Ministry of Advanced Education, Skills and Training

[AVED.FinancialReporting@gov.bc.ca](mailto:AVED.FinancialReporting@gov.bc.ca)





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

**Regular Meeting**  
**#11**  
**September 27, 2017**  
**Keri van Gerven**

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**Agenda Item:**            **Election of Vice Chair**

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

<b>Recommended Resolution:</b>	N/A
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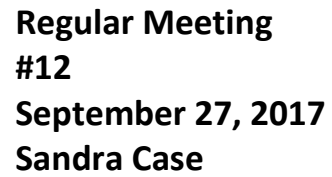
**Context and Background:**            As per Sections 13.3(g) and 23 of the Board Governance Manual, the Board Governance Committee leads the Chair and Vice Chair succession planning process.

The Board Governance Committee regularly discusses succession planning for the roles of Chair and Vice Chair.

**Key Messages:**            1.    **The Board Chair, Hanne Madsen invited Board members to contact her if they were interested in serving as Vice Chair.**  
*[maximum of three]*            2.    **The Board Vice Chair must be an Appointed Member.**  
                                     3.    **The Notice of Election was served at the June 28, 2017 Board Meeting.**  
                                     4.    **A Call for Nominations will be made at the September 27, 2017 Board Meeting and an election for the position of Vice Chair will be held.**

**Submitted by:**            Keri van Gerven

**Date submitted:**            September 19, 2017





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

**Regular Meeting**  
**#13**  
**January 27, 2016**  
**Hanne Madsen**

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**Agenda Item:**        **Appointment of Board Representative to Senate**

<b>Action Requested:</b>	<input checked="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 appoint Suzanne Pearce as the Board representative on Senate for a one-year term beginning September 27, 2017.</b>
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**Board Committee Report:**        The Board Governance Committee discussed this item at its September 6, 2016 meeting.

**Key Messages:**

1. The composition of Senate outlined in the University Act includes “one non-voting member of the senate, if appointed to the senate by the board to serve for one year.” (Sec 35.2(2)(k))
2. Sarbjeet Sarai previously served as the Board’s representative.
3. Board representation at Senate has been valuable particularly when issues that involve the Board arise.
4. Senate meetings are held the last Monday of the month (Sept-June) from 4:00-7:00 pm on the Surrey campus, Cedar Building, Boardroom (2110).

**Submitted by:**        Hanne Madsen

**Date submitted:**        September 19, 2017



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**14**

**September 27, 2017**

**Hanne Madsen**

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**Agenda Item:**      **Appointment of the Student Board Representative on the Search Advisory Committee for the Associate VP, Research**

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT _____ be appointed to the Search Advisory Committee for the Associate VP, Research.</b>
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**Board Committee Report:**      For University Secretariat Use Only

**Context & Background:**      The Search Advisory Committee is being established for the purpose of making a recommendation to the Board on the appointment of an Associate VP, Research.

**Key Messages:**      **1. In accordance with Policy HR20 Search Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions, the Board of Governors appoints a Student Board Member to the Search Advisory Committee.**  
*[maximum of three]*

**Submitted by:**      Hanne Madsen.

**Date submitted:**      September 20, 2017



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

**Regular Meeting**  
**#15.1**  
**September 27, 2017**  
**Keri van Gerven**

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**Agenda Item:**        **Board of Governors 2018/19 Budget**

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the Board of Governors 2018/19 Budget for presentation to the Senate Standing Committee on the University Budget by the University Secretary.</b>
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**Context & Background:**        KPU has historically relied on an incremental budget approach. Departments received a status quo budget annually and requested incremental increases as needed. In 2015, KPU began the process of moving to a zero-based budget model. Zero-based budgeting requires departments to build their budget from the ground up and provide justification for each line item. This approach is intended to be transparent, inclusive and accountable. Departments are encouraged to look for areas when they can reduce costs and increase efficiencies.

**Key Messages:**        **1. 1. The proposed Board budget is approximately \$10,000 less than the 2017/18 allocation. Reductions occurred in the areas of Supplies and Legal Fees. Other accounts remain status quo or with minor increases.**  
*[maximum of three]*  
**2. The proposed Board budget is designed to simplify tracking of costs and increase transparency by reducing the number of accounts and grouping costs into roll-up funds such as Professional Development.**

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

**Attachments:**        Proposed zero-based 2018/19 budget for the Board of Governors

**Submitted by:**        Keri van Gerven

**Date submitted:**        September 20, 2017

**Budget and Forecasting - Summary by Acct Detail (Data as of 19/09/2017 08:00:41 AM)**

Period | Fund = 100 | Orgn = 1120 | Fiscal Period = 12

Acct	Title	2017 YTD Actuals	2018 YTD Actuals	2018 Annual Base Budget	2018/19 Requests	Budget Variance (Request-Prior Yr Base Budget)	Revenue Variance (Request-Prior Yr Actuals)
<b>Salaries</b>							
6110	Salary - Administration	57,111	25,457	56,800	56,800	0	-311
	<b>Subtotal</b>	<b>57,111</b>	<b>25,457</b>	<b>56,800</b>	<b>56,800</b>	<b>0</b>	<b>-311</b>
<b>Benefits</b>							
6209	Benefits - Sundry	14,849	6,043	14,800	14,800	0	-49
	<b>Subtotal</b>	<b>14,849</b>	<b>6,043</b>	<b>14,800</b>	<b>14,800</b>	<b>0</b>	<b>-49</b>
	<b>Total Labour</b>	<b>71,959</b>	<b>31,501</b>	<b>71,600</b>	<b>71,600</b>	<b>0</b>	<b>-359</b>
<b>Supplies</b>							
7120	Office Supplies	460	0	1,500	500	-1,000	40
7121	Supplies from Bookstore	3	53	0	0	0	-3
7123	Computer Supplies	0	0	0	0	0	0
7133	Reference Materials	0	0	100	0	-100	0
7145	Electronic Reference	0	0	600	0	-600	0
7148	Printshop Chargeouts	157	0	0	0	0	-157
7190	Miscellaneous	0	0	2,600	0	-2,600	0
7193	Gifts	0	0	400	400	0	400
	<b>Subtotal</b>	<b>620</b>	<b>53</b>	<b>5,200</b>	<b>900</b>	<b>-4,300</b>	<b>280</b>
<b>Travel and PD</b>							
7102	Professional Development	3,643	0	20,000	20,000	0	16,357
7441	Mileage	790	361	400	1,000	600	210
7442	Ground Travel/Parking	326	0	1,000	500	-500	174
7443	Conferences	7,707	1,415	6,000	6,000	0	-1,707
7444	Meetings Expense/Refreshments	3,663	2,346	4,000	5,000	1,000	1,337
7445D	Travel - Airline - Domestic	0	0	0	0	0	0
7446D	Travel - Car Rental- Domestic	0	0	0	0	0	0
7447D	Travel - Meals - Domestic	129	0	0	0	0	-129
7448D	Travel-Accommodations-Domestic	584	0	0	0	0	-584
	<b>Subtotal</b>	<b>16,843</b>	<b>4,122</b>	<b>31,400</b>	<b>32,500</b>	<b>1,100</b>	<b>15,657</b>
<b>Student Awards</b>							
7500	Student Awards	3,271	1,636	4,500	4,500	0	1,229

<b>Subtotal</b>	<b>3,271</b>	<b>1,636</b>	<b>4,500</b>	<b>4,500</b>	<b>0</b>	<b>1,229</b>
<b>Communications</b>						
7766 Cellular/Data Communication Charges	0	0	0	0	0	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fees and Services</b>						
7451 Events	480	966	1,000	1,000	0	520
7859 Insurance & Warranties	0	0	0	0	0	0
7861 Internal Audit Fees	0	0	0	0	0	0
7869 Memberships - Individual	0	0	0	0	0	0
7870 Professional Fees	0	500	5,000	5,000	0	5,000
7872 Legal Fees	0	19,116	35,000	30,000	-5,000	30,000
7885 Memberships - Institutional	3,867	3,967	5,000	5,000	0	1,133
7890 External Audit Fees	-198	0	0	0	0	198
7895 Honoraria (A/P)	0	0	500	500	0	500
7897 Indep. Service Contract w/o WCB(AP)	0	0	0	0	0	0
7898 Indep. Service Contract w/ WCB (AP)	3,301	0	0	0	0	-3,301
<b>Subtotal</b>	<b>7,449</b>	<b>24,548</b>	<b>46,500</b>	<b>41,500</b>	<b>-5,000</b>	<b>34,051</b>
<b>Transfers to Third Parties</b>						
7550 Transfers to KPU Foundation	0	0	200	0	-200	0
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>-200</b>	<b>0</b>
<b>Total Expenditures</b>	<b>28,183</b>	<b>30,359</b>	<b>87,800</b>	<b>79,400</b>	<b>-8,400</b>	<b>51,217</b>
<b>Total All Expenses</b>	<b>100,143</b>	<b>61,860</b>	<b>159,400</b>	<b>151,000</b>	<b>-8,400</b>	<b>50,857</b>
<b>Total Revenues Less Expenses and T</b>	<b>-100,143</b>	<b>-61,860</b>	<b>-159,400</b>	<b>-151,000</b>	<b>8,400</b>	<b>-50,857</b>



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

15.2

September 27, 2017

Keri van Gerven

Agenda Item: Update on the Board Budget as at September 19<sup>th</sup>, 2017

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

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

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

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

- 1. The Board Budget for 2017/18 has been aligned with the zero-based budgeting process and brought into compliance with KPU Business and Travel Expense Policy and Procedures.**
- 2. External Audit Fees are being moved to the Vice President, Finance and Administration. There is a current charge of \$10,500 that will be removed from the Board Budget under "Fees and Services".**

**Attachments:** Board Budget as of September 19<sup>th</sup>, 2017

**Submitted by:** Keri van Gerven

**Date submitted:** September 19<sup>th</sup>, 2017

Category	September - 2017 Month Actual	YTD Total Activity	Annual Budget	Budget Available
Salaries and Benefits	\$2,214	\$63,599	\$71,600	\$8,001
Supplies	\$0	\$53	\$5,200	\$5,147
Travel and PD	\$18	\$4,122	\$31,400	\$27,278
Student Awards	\$0	\$1,636	\$4,500	\$2,864
Fees and Services	\$18,198	\$35,048	\$46,500	\$11,452
Transfers to KPU Foundation	\$0	\$0	\$200	\$200
Total Non-Salary Expenses	\$18,216	\$40,859	\$87,800	\$46,941
Total All Expenses and Transfers	\$20,430	\$104,458	\$159,400	\$54,942





**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#15.3**

**September 27, 2017**

**Keri van Gerven**

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**Agenda Item:**        **Board of Governors Professional Development**

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

**Context & Background:**        The Board is committed to ongoing professional development for Governors.

Typically, the Board as a whole attends a planning session once per year. The Board also identifies professional development and education opportunities for Governors, to be provided throughout the year.

If a Governor wishes to take advantage of a professional development opportunity not previously identified by the Board, and seeks reimbursement from the Board for expense related to the opportunity, the Governor must obtain the prior approval from the Board Governance Committee using the following criteria:

- a) valuable for Board education, policy development, information gathering and clarification of legislation or procedures;
- b) valuable to the education or development of new Board Members; and
- c) opportunity for interaction with educational leaders and other professional colleagues.

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

**1. The University Secretary was asked to investigate professional development opportunities for the Board as a whole as well as for individual Governors. The following have been identified:**

- (a) **Speakers & Subject Matter Experts: invited to Planning Session and/or Board Meetings**
- (b) [Watson – Governing with Intention for Boards](#)
- (c) [Watson – The Intentional Board](#)
- (d) [Watson – Courses for Individuals](#)
- (e) [Association of Governing Boards – Events, Webinars & Programs](#)



**Board of Governors**

**Agenda Item:**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**#15.3**

**September 27, 2017**

**Keri van Gerven**

- 
- (f) [The Continuing Legal Education Society of BC \(CLE-BC\) – Robert’s Rules of Order Demystified](#)
  - (g) [The Continuing Legal Education Society of BC \(CLE-BC\) – Corporate Governance 2017](#)

**Submitted by:** Keri van Gerven, University Secretary & Confidential Assistant to the President

**Date submitted:** September 20, 2017



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

**Regular Meeting**  
**#16**  
**September 27, 2017**  
**Alan Davis**

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**Agenda Item:**            **Senate Report: June 26, 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>	<b>N/A</b>
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<b>Board Committee Report:</b>	<b>N/A</b>
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**Key Messages:**            **The Vice Chair of Senate provides meeting notes for the Board of Governors**  
*[maximum of*            **detailing the items approved by Senate at each of its meetings for information.**  
*three]*

**Attachments**            Notes from the Senate Meeting held June 26, 2017.

**Submitted by:**            Alan Davis / President & Vice Chancellor

**Date submitted:**            June 29, 2017

## **Notes from the Senate Meeting of June 26, 2017**

**The following items were approved at the June 26, 2017 Senate meeting:**

- For recommendation to the Board of Governors to proceed with development of the full program proposal for implementation September 1, 2018:
  - Program Concept for the Graduate Diploma in Business Administration - Green Business Management & Sustainability
  - Program Concept for the Graduate Diploma in Business Administration - Global Business Management Concentration
- Senate Executive Committee to act for Senate on urgent matters of regular business during the months of July and August, 2017
- Recommendations of the Senate Governance Committee election rules and regulations working group
- Changes to the membership composition of the Senate Standing Committee on the Library
- An amendment to the minimum qualifications for faculty positions in the School of Business, Human Resources Management program
- Disbandment of the Subcommittee on Course Curriculum (SCC), addition of the 1st, 2nd and 3rd terms of reference for SCC to the terms of reference of the Senate Standing Committee on Curriculum (SSCC), delegation to SSCC the authority to revise the course outline manual, and approval of a review of the transition by SSCC a year after SCC is disbanded
- Creation of a working group on the governance of Teaching and Learning, and Research: The working group will propose formal terms of reference and membership composition for Senate governance committees in these two areas.
  - Membership of the working group:
    - Vice-Chair of Senate
    - Vice-Provost of Teaching and Learning
    - Associate Vice-President of Research
    - Secretary of Senate or designate
    - Chamkaur Cheema as a representative from the Senate Governance Committee
    - Jennifer Au as a representative from the Senate Standing Committee on Academic Planning and Priorities
- 2018/19 budget development principles and criteria
- New appointments to Senate standing committees
  - Senate Standing Committee on Curriculum
    - Leanne MacKenzie, faculty member, Faculty of Educational Support and Development (September 1, 2017 - August 31, 2020)
    - Parthiphan Krishnan, faculty member, Faculty of Arts (September 1, 2017 - September 30, 2017)
    - Sheamus Collins, student (September 1, 2017 - August 31, 2018)
  - Senate Standing Committee on Program Review
    - Marti Alger, faculty member, Faculty of Educational Support and Development (September 1, 2017 - August 31, 2020)
    - Laura Vail, representative, Student Services (September 1, 2017 - August 31, 2020)
    - Charvi Gulati, student (September 1, 2017 - August 31, 2018)

- Senate Standing Committee on Academic Planning and Priorities
    - Angelina Desjarlais, representative, professional support staff (September 1, 2017 - August 31, 2020)
    - Rahil Faruqi, student (September 1, 2017 - August 31, 2018)
- Renewal of appointments to Senate standing committees
  - Senate Standing Committee on Policy Review
    - Ann Marie Davison, faculty at large, Faculty of Science and Horticulture (September 1, 2016 - August 31, 2019)
  - Senate Standing Committee on Curriculum
    - Nadia Henwood, representative, Office of the Registrar (September 1, 2016 - August 31, 2019)
    - Greg Harris, faculty member, Faculty of Science and Horticulture (September 1, 2017 - August 31, 2020)
  - Senate Standing Committee on the Library
    - Vicki Effertz, library staff (September 1, 2017 - August 31, 2020)
    - Brian Pegg, faculty member, Faculty of Arts (September 1, 2017 - August 31, 2020)
  - Senate Standing Committee on Tributes
    - Debbie Musil, faculty at large, School of Business (September 1, 2017 - August 31, 2020)
  - Senate Standing Committee on University Budget
    - Sukey Samra, representative, Information Technology (September 1, 2016 - August 31, 2019)
    - Faith Auton-Cuff, faculty member, Faculty of Arts (September 1, 2017 - August 31, 2020)
- Graduates to June 26, 2017