Regular Meeting Agenda

Board of Governors

Date: **November 22, 2017**
Time: **4:00 pm – 5:20 pm**
Location: **Langley Campus,**
Meeting Room 1030

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

Excused:

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

Presenters and Administrative Resources: Alan Davis, Salvador Ferreras, Betty Hoang, 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

Agenda Item	Resource	Action	Time	Page
1. **Call to Order & Introductory Remarks**	**Hanne Madsen**		**4:00**	
2. **Approval of Agenda**	**Hanne Madsen**	**M**	**4:05-4:06**	
3. **Consent Agenda** 3.1. **Minutes of September 27, 2017**	**Hanne Madsen**	**M**	**4:06-4:08**	**3**
4. **Audit Committee Report** 4.1. **Committee Chair Report** 4.2. **Appointment of the Internal Auditor**	**Doug Beaton** **Doug Beaton**	**I** **M**	**4:08-4:11** **4:11-4:14**	**12**
5. **Finance Committee Report** 5.1. **Committee Chair Report** 5.2. **Banner 9 Modernization Project Proposal** 5.3. **Surrey Fir Building Update** 5.4. **Surrey Main Atrium Upgrade** 5.5. **Financial Reporting** 5.6. **Property Update**	**Doug Beaton** **Jon Harding** **Jon Harding** **Jon Harding** **Joe Sass** **Jon Harding**	**I** **M** **M** **M** **I** **I**	**4:14-4:16** **4:16-4:21** **4:21-4:26** **4:26-4:31** **4:31-4:33** **4:33-4:36**	 **13** **19** **21**
6. **President's Report** 6.1. **Report to the Board** 6.2. **Vision 2023**	**Alan Davis** **Alan Davis**	**I** **I**	**4:36-4:41** **4:41-4:46**	**23**
7. **Provost's Report** 7.1. **Report to the Board**	**Salvador Ferreras**	**I**	**4:46-4:51**	

Regular Meeting Agenda

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8. Vice President, Finance & Administration's Report				
8.1. Report to the Board	**Jon Harding**	**I**	**4:51-4:56**	
9. Election of Board Chair	**Sandra Case**	**Election**	**4:56-5:01**	**24**
10. University Secretary's Report				
10.1. Update on the Board Budget as at November 14, 2017	**Keri van Gerven**	**I**	**5:01-5:03**	**25**
11. Professional Development: Continuing Legal Education Society of BC (CLE-BC) Continuing Legal Education seminar, Corporate Governance 2017	**Marc Kampschuur**	**I**	**5:03-5:06**	**26**
12. Senate Report: September 25, 2017 and October 30, 2017	**Alan Davis**	**I**	**5:06-5:09**	**29**
13. Issues and Concerns	**Hanne Madsen**	**D**	**5:09-5:11**	
14. Next Meeting Agenda Contribution	**Hanne Madsen**	**D**	**5:11-5:13**	
15. For the Good of the Order	**All**	**D**	**5:13-5:15**	
16. Feedback on the Meeting	**All**	**D**	**5:15-5:17**	
17. Appendix:				
17.1. **Report to the Board of Governors**	**Alan Davis**	**I**	**5:17-5:19**	
18. Next Meeting Regular Board Meeting Wednesday, February 7, 2018 Cloverdale Campus, Meeting Room 1853 4:00 – 7:00 pm	**Hanne Madsen**	**I**	**5:19-5:20**	
19. Adjournment	**Hanne Madsen**		**5:20**	

Board of Governors   **Regular Meeting**
Agenda Item: **#3**
Meeting Date: **November 22, 2017**
Presenter(s):   **Hanne Madsen**

Agenda Item:	Consent Agenda

Action Requested:	☒Motion to Approve ☐Discussion ☐Information ☐Education

Recommended Resolution:	**THAT the Board of Governors approve the following item on the Consent Agenda:** **3.1 Minutes of September 27, 2017**

Attachments: Minutes of the September 27, 2017 Board of Governors Meeting

Submitted by: Maggie MacKenzie

Date submitted: November 14, 2017

Present	**Board**	**University Vice Presidents**
	Sandra Case	Salvador Ferreras / Provost & VP Academic
	Gavin Dew	Marlyn Graziano / VP, External Affairs
	Alan Davis / President & Vice Chancellor	Jon Harding / VP, Finance & Administration
	Natasha Lopes	**Presenters and University Resources**
	Marc Kampschuur	Steven Cardwell / AVP, Academic
	Michael McAdam	Jane Fee / Vice Provost, Students
	George Melville / Chancellor	Vivian Lee / Director, Budgeting, Planning & Payroll
	Hanne Madsen / Chair	Maggie MacKenzie / Confidential Assistant, Board of Governors
	Suzanne Pearce	Lori McElroy / Executive Director, Institutional Analysis & Planning
	Sarbjeet Sarai	Joe Sass / Director, Business Performance & Advisory Services
	Michael Wong	Stefanie Singer / Interim Director, Budget & Financial Reporting
		Keri van Gerven / University Secretary & Confidential Assistant to the President & Vice Chancellor

Regrets   Douglas Beaton
Kim Rose

1. Call to Order

The Chair called the meeting to order at 4:03 pm and welcomed new Board members and guests. The Chair also noted that Natasha Lopes and Michael Wong took the Oath of Office at committee meetings held on September 18, 2017 and September 6, 2017 respectively.

The Chair thanked Lekeyten, KPU Elder in Residence, for the welcome to the shared traditional territories of the Kwantlen, Katzie, Semiahmoo, Coast Salish People and Tsawwassen First Nations.

2. Approval of Agenda

Motion #01-17/18
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the agenda.

3. Presentation: AVP, Academic

Steve Cardwell provided an overview of his background, education and experiences and presented an overview of his position as AVP, Academic.

4.	**Consent Agenda**	**Motion #02-17/18** **MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the following item on the Consent Agenda:** **4.1 Minutes of June 28, 2017** **AND** **THAT the Board of Governors receive the following for information:** **4.2 HSBC Global Asset Management Investment Compliance Report and Portfolio Review** **4.3 RBC Dominion Securities Investment Adherence Report and Portfolio Review** **4.4 Program Concept: Graduate Diploma in Green Business Management and Sustainability (GRMT)** **4.5 Program Concept: Graduate Diploma in Global Business Management Concentration (IBUS)**
5.	**Annual Declaration Form Signing – Code of Conduct for Board Members**	Annual Declaration Forms were signed and collected.
6.	**Finance Committee Report**	*6.1 Committee Chair Report* Committee Vice Chair, Michael McAdam advised that the Program Concepts for the Graduate Diplomas in Green Business Management and Sustainability and Global Business Management Concentration were reviewed and approved for recommendation to the Board and included on the Consent Agenda. Additionally, the committee received an update on property including the Wilson School of Design, Civic Plaza, and the Spruce Building. Updates were also received on the Maple Leaf Education North America High School and the review of the Management and Investment of Operating Funds, Business Travel & Expense and Signing Authority Policies. *6.2 Statement of Financial Information (SOFI) – Public Bodies Report* Joe Sass advised that the Statement of Financial Information (SOFI) – Public Bodies Report is required by legislation and must be filed annually. The report includes prescribed schedules including financial information on employees and vendors and KPU's Audited Financial Statements and External Auditors Report. **Motion #03-17/18** **MOVED, SECONDED AND CARRIED 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.**

6.3 **Five-Year Capital Plan**

Joe Sass highlighted KPU's Five-Year Capital Plan submitted to the Ministry of Advanced Education, Skills & Training (AEST) [formerly the Ministry of Advanced Education (AVED)] on August 16, 2017.

Discussion followed and it was noted that projects must be included in the Five-Year Capital Plan to be eligible for funding, projects have been identified for each campus and that Finance would work with Facilities to develop business cases   It was also noted that student safety is a priority and that details such as a rental rate for a student residence would be developed as part of a business case.

Dr. Davis introduced Andrew Chisholm who recently joined KPU as Executive Director, Facilities Services.

Motion #04-17/18
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve KPU's Five-Year Capital Plan submitted to the Ministry of Advanced Education, Skills & Training on August 16, 2017 as recommended by the Board Finance Committee.

6.4 First Quarter Financial Report – Quarter Ending June 30, 2017

Joe Sass highlighted the First Quarter Financial Report – Quarter Ending June 30, 2017.

6.5 2018/19 Budget Development Process

Joe Sass highlighted the 2018/19 Budget Development Process and confirmed that this is year two of zero based budgeting. Mr. Sass advised that Administrative Budget Presentations are scheduled for mid-October with Academic Budget Presentations to follow in November.

6.6 Major Maintenance and Rehabilitation (MM&R) Capital Projects List

Joe Sass highlighted the Major Maintenance and Rehabilitation (MM&R) Capital Projects List which represents the results of the Infrastructure Audit conducted by the Ministry of Education, Skills & Training (AEST).

Motion #05-17/18
MOVED, SECONDED AND CARRIED 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&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.

6.7 Ministry of Advanced Education, Skills and Training (AEST) Interim Budget Letter 2017/18

The Ministry of Advanced Education, Skills and Training (AEST) Interim Budget Letter 2017/18 was received for information.

6.8 Changes to Adult Basic Education and English Language Studies Effective September 1, 2017

The Provincial Press Release announcing tuition-free Adult Basic Education and English Language Studies and letter dated September 1, 2017 from the Ministry of Advanced Education, Skills and Training providing details regarding compensation for foregone tuition revenue were received for information.

It was noted that discussions are underway regarding the elimination of tuition and it was confirmed that students who have already paid their tuition will receive reimbursement.

7. Governance Committee Report

7.1 Committee Chair Report

Hanne Madsen advised that the Program Concepts for the Graduate Diplomas in Green Business Management and Sustainability and Global Business Management Concentration were reviewed and approved for recommendation to the Board and included on the Consent Agenda.

7.2 Vision 2023

Alan Davis advised that Sunita Wiebe, Ken Stark and Lori McElroy are the other members of the Vision 2023 Task Force. Employees and Students will be invited to provide input and receive an email with a direct link to "Thought Exchange", an online resource which is currently under development. Board members and Alumni will also receive an email inviting them to sign up and provide feedback.

Dr. Davis also advised Vision 2023 will be much shorter than Vision 2018. It will be inspirational and aspirational and represent a future for KPU. The Plan will move through KPU's governance processes and will come forward to the Board through the Board Governance Committee.

Dr. Davis also advised that Vision 2018 will be reviewed with analytics on areas where we succeeded and those where we did not achieve our targets.

Members of the Board indicated that they are looking forward to the opportunity of providing feedback and receiving updates on development of Vision 2023.

8. President's Report	***8.1 Report to the Board***
	Alan Davis advised that the Honorable Melanie Mark, Minister of Advanced Education, Skills and Training, toured the KPU Surrey Campus and met with the Board Chair, members of administration, KFA President Bob Davis and visited with students. Dr. Davis also highlighted other meetings he has attended that are outlined in his President's Report.
	Dr. Davis also advised that KPU is going smoke-free effective January 21, 2018 marking National Non Smoking Week. This decision is in line with a growing number of universities across Canada. Planning is well underway with signage, education, support and an enforcement process that begins with the assistance of student ambassadors.
9. Provost's Report	***9.1 Report to the Board***
	Salvador Ferreras provided an update on building projects and noted that unexpected construction delays have occurred with the Spruce Building. Dr. Ferreras thanked faculty, staff and particularly students for their support during construction and the unforeseen delays and noted that any deficiencies are being tracked.
	Dr. Ferreras also noted that consultations are underway regarding reassignment of space at the KPU Richmond Campus following the opening of the Wilson School of Design.
	9.2 Academic Plan
	Salvador Ferreras advised that an interim report on the current Academic Plan will be provided in January 2018 with the Final Report presented in June 2018.
	Dr. Ferreras advised that development of the new Academic Plan 2023 has commenced with consultation sessions and meetings held with faculty, departments and other groups. The new Academic Plan will be completed in conjunction with the end of the current plan in June 2018.
10. Vice President, Finance & Administration's Report	***10.1 Report to the Board***
	Jon Harding advised that the Vice President, Finance & Administration's Report is included in the Report to the Board.

11. Election of Board Vice Chair	Hanne Madsen conducted the Election of Board Vice Chair

	The first call for nominations for Vice Chair was given.
	      Sandra Case was nominated and accepted the nomination.
	 The second call for nominations was given.
	      No nominations were put forward.
	 The third call for nominations was given
	      No nominations were put forward.
	 Nominations were closed.

	Sandra Case was acclaimed Vice Chair.
12. Note of Election: Board Chair	Sandra Case advised that an Election of Board Chair will take place at the next Board meeting. The Chair is elected for a one year term and can stand for re-election for a maximum of three years. Nominations will be made from the floor.
	Keri van Gerven advised that there are currently two vacancies on the Board, one for a member appointed by the Government and the other for an Alumni nominee for submission and appointment by the Government.
13. Appointment of the Board Representative on Senate	Hanne Madsen advised that Suzanne Pearce has agreed to serve as the Board Representative on Senate.
	Motion #06-17/18 **MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Suzanne Pearce as the Board Representative on Senate for a one-year term beginning September 27, 2017.**
14. Appointment of the Student Board Representative on the Search Advisory Committee for the Associate VP, Research	Hanne Madsen advised that a Student Board member is required to serve on the Search Advisory Committee for the Associate VP, Research.
	It was noted that several meetings will be scheduled during November with a view to fill the position in January 2018
	Motion #07-17/18 **MOVED, SECONDED AND CARRIED THAT Natasha Lopes be appointed to the Search Advisory Committee for the Associate VP, Research.**

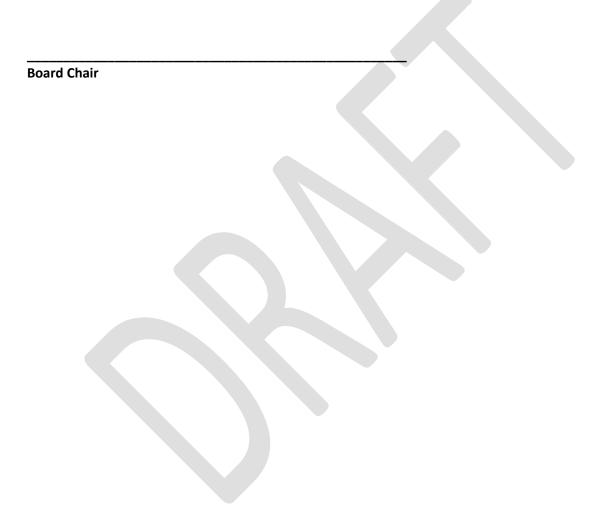|	
15. University Secretary's Report	*15.1 Board Budget 2018/2019* Ms. van Gerven presented the proposed Board of Governor's 2018/19 Budget noting an overall reduction of approximately $10,000 from the 2017/2018 Budget. Reductions have been made in the areas of Supplies and Legal Fees. Some accounts remain status quo or have minor increases. To simplify tracking and increase transparency accounts have been eliminated or grouped into one fund, for example, Professional Development. **Motion #08-17/18** **MOVED, SECONDED AND CARRIED 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.** *15.2 Update on the Board Budget as at September 19, 2017* Keri van Gerven highlighted the Board Budget as at September 19, 2017 and noted that expenditures are on track and on budget. *15.3 Professional Development* Keri van Gerven reviewed the report identifying a number of local professional development opportunities for the Board as a whole as well as for individual Governors. Other opportunities are to invite speakers and subject area experts to Planning Sessions and/or Board meetings. Ms. van Gerven asked that Board members who are interested in attending any of the sessions to contact her.
16. Senate Report: June 26, 2017	Alan Davis noted that the Senate Report for June 26, 2017 was included in the meeting package and advised that the September 25, 2017 meeting was the first for Dr. Davis Burns, the new Senate Vice Chair.
17. Issues and Concerns	No issues or concerns were identified.
18. 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.
19. For the Good of the Order	Condolences were expressed to the family, friends, colleagues and students of David Sale, Accounting Program Faculty Member, who passed away on September 25, 2017.
20. Feedback on the Meeting	No further feedback was provided.
21. Appendix:	*21.1 Report to the Board of Governors* The Report to the Board of Governors was received.

22. Next Meeting   Wednesday, November 22, 2017 at the Langley Campus, Meeting Room 1030 at 4:00 pm.

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

23. Adjournment   The meeting adjourned at 5:28 pm.

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Board Chair

Agenda Item:	**Appointment of the Internal Auditor**

Action Requested:	☒Motion to Approve ☐Discussion ☐Information ☐Education

Recommended Resolution:	**THAT the Board of Governors appoint Betty Hoang as Internal Auditor as recommended by the Board Audit Committee**

Board Committee Report:	At its meeting held on November 22, 2017, the Board Audit Committee approved the appointment of Betty Hoang as Internal Auditor for recommendation to the Board of Governors.
Key Messages: *[maximum of three]*	**The Board Audit Committee reviews and approves the appointment or termination of the Internal Auditor for recommendation to the Board of Governors.**
Consultations:	Jon Harding, VP, Finance & Administration
Submitted by:	Doug Beaton
Date submitted:	November 14, 2017

Agenda Item: **Banner 9 Modernization Project Proposal**

Action Requested:	☒Motion to Approve ☐Discussion ☐Information ☐Education

Recommended Resolution:	**THAT the Board of Governors approve one-time funding of $530,000 and ongoing funding of $170,000 per annum to upgrade KPU's core enterprise administrative system to Banner 9 as recommended by the Board Finance Committee.**

Board Committee Report:
At its meeting held on November 7, 2017, the Board Finance Committee reviewed and approved funding for the Banner 9 Modernization Project Proposal for recommendation to the Board of Governors.

Context & Background:
Ellucian, the vendor for Banner, KPU's core enterprise administrative system, has announced that the current version will no longer be supported as of December 31, 2018. This means that there will be no additional solution development, patches, fixes or regulatory updates, all of which are vital to maintaining an effective administrative system. To obtain continued support, we must upgrade to the latest version of Banner, version 9.

Key Messages:
[maximum of three]

1. KPU's core enterprise administrative system will be unsupported as of December 31, 2018.

2. To keep this mission critical administrative system viable, the university must invest in a major upgrade.

3. The main goal of this project is to complete the most critical upgrades by December 31, 2018.

Resource Requirements:

Banner 9 Server environment	$ 150,000
Senior Project Manager & Digital Workflow Specialist	$ 170,000 ongoing cost
Backfill Internal Resources	$ 200,000
Technical Training	$ 100,000
Contingency (13%)	$ 80,000
Total Estimated Costs for Project	**$ 700,000**

Implications / Risks:	The risk of not doing this project is high as not completing before December 31, 2018 will result in KPU being in a highly vulnerable position with the current system once patches and regulatory updates are no longer available.
Consultations:	The Office of the Registrar, HR, and Financial Services.
Attachments:	Banner 9 Modernization Project Proposal
Submitted by:	Jon Harding, Vice President, Finance and Administration
Date submitted:	November 14, 2017

Banner 9 Modernization Project Proposal

Project Name	Banner 9 Modernization
Project Summary	The purpose of this project proposal is to obtain approval to upgrade from Banner 8 to Banner 9.
	Banner, by Ellucian, is the core enterprise administrative system at KPU. Ellucian has announced that Banner 8 will no longer be supported as of December 31, 2018. This means that there will be no additional solution development, patches, fixes or regulatory updates, all of which are vital to maintaining an effective administrative system. To obtain continued support, we must upgrade to the latest version of Banner, version 9.
	The transition from Banner 8 to Banner 9 is a major shift from a proprietary, legacy technology framework to a Java-based technology framework. This transition is significant and requires considerable resource allocation and training to implement and support the technology and skills required to maintain Banner 9.
	In addition, there is an opportunity for significant functional analysis for the administrative units utilizing the system, including the Office of the Registrar, HR, and Financial Services. During the planning phase of the project we will assess opportunities for increased functionality and the resource impact to each of the business units.
	We are proposing a **three-phased approach** to this upgrade:
	Phase 1: Planning – develop a detailed implementation plan with key stakeholders, assess optimization opportunities, and secure required resources. **Phase 2: Implementation** – action the implementation plan. **Phase 3: Testing and End-user Training** – provide end-user training and support and test the new system in parallel with the current version prior to final transition.
Funding Requested	One-time funds: $530,000 Ongoing funds: $170,000 **Total Funding Request: $700,000**
Submitted By	Corinne Pitre-Hayes, Chief Information Officer
Submission Date	October 30, 2017

1.0 Project Description

1.1 In Scope

Following the successful completion of the planning phase, this project will embark on enabling baseline Banner 9 Administrative Forms and re-implementing required KPU customizations to the new environment. Banner 8 will continue to run parallel to Banner 9 until we are fully migrated. This migration will be accomplished in partnership with each administrative department, and with the necessary consultation, planning, and training.

Key scope items:
1) Research, consult, and develop a schedule of migration, taking into account needed development work, departmental constraints, and interconnected workflow between departments.
2) Rewrite custom Banner forms into the new Banner 9 Java technology framework.
3) Review and complete re-baselining of Banner customizations where appropriate.
4) Banner 9 orientation and training.

1.2 Out of Scope

1) Development of new custom Banner 8 administrative forms, as this product will no longer be supported so the useful life of Banner 8 forms would be severely limited.
2) All BC Financial Aid forms, as the Financial Aid Consortium in BC is completing this work.
3) Revisions and/or enhancements to business logic in existing Banner 8 forms as part of the replacement since, due to the compressed timeline of the upgrade, this work will be completed subsequent to migration to Banner 9.

1.3 Sponsor, Key Stakeholders, and Administrative Authority

Administrative Authority

Corinne Pitre-Hayes	Chief Information Officer	Information Technology

Key stakeholder	Position	Organization
Jane Fee	Vice Provost, Students and Dean, Faculty of Educational Support and Development	Student Services
Zena Mitchell	University Registrar	Student Services
Abby Thorsell	Associate Vice President	Human Resources
Joe Sass	Executive Director	Financial Services

1.4 Timeline

Planning phase: November 2017 – December 2017
Implementation phase: January 2018 – December 2018
The planning phase will result in an updated cost estimate and timeline for implementation.

1.5 Resources Required

The project will require:
- The infrastructure team for server infrastructure to support the Banner 9 environment, Information Technology.
- Banner application support team (10 FTEs), Information Technology.
- Senior Project Manager (new internal resource).
- Digital Experience, Workflow Specialist (new internal resource).
- Functional analysis resources from the Office of the Registrar, HR, and Finance.
- Backfill for key resources in the Office of the Registrar, HR, and Financial Services.

- • Testing and user acceptance from all affected departments.

1.6 Total Funding Requested

Banner 9 is a server intensive framework; as such, an investment in additional servers is required to support the project. The Information Technology team will largely consist of internal resources. Funding for a new internal senior project manager, a new digital workflow specialist, and a budget for backfilling internal IT and administrative unit resources have been added to the cost estimate in order to meet the December 2018 deadline.

Banner 9 Server Environment

The estimated cost to procure the additional server infrastructure is $150,000. Server maintenance is typically bundled for the first 3 years. There may be a modest ongoing cost to maintain the servers after the initial 3-year period.

New Internal Resources

An internal senior project manager is required to oversee the project and the budgetary estimate for this resource is $100,000. Additionally, a digital workflow specialist is required to assist with identifying and implementing opportunities for increased functionality. The budgetary estimate for this specialist role is $70,000.

Backfill for Internal Resources

In order to dedicate existing resources to this important initiative, a budget for backfilling these resources for critical operational work is recommended. The budgetary estimate for backfill is approximately $70,000. This is based on approximately 10% backfill for 10 resources, or 1,400 hours over a 12-month period. An estimated $130,000 is recommended to provide a budget for backfilling administrative unit resources in the Office of the Registrar, HR, and Financial Services for a total estimated backfill budget of $200,000.

Technical Training

Banner 9 is based on technologies that are new to KPU. As such, the IT team will need technical training in order to become proficient with these new technologies. The budgetary estimate for technical training for development and implementation is $100,000—this is based on an estimate of required training from BCNET.

Total Estimated Incremental Cost for the project:

Banner 9 Server environment	$ 150,000
Senior Project Manager & Digital Workflow Specialist	$ 170,000
Backfill Internal Resources	$ 200,000
Technical Training	$ 100,000
Contingency (13%)	$ 80,000
Total Estimated Costs for Project	$ 700,000

2.0 External & Internal Compliance

This project is required in order to ensure that KPU maintains vendor support for the Banner ERP system by migrating critical Registrar, Human Resources, and Financial Services functions to Banner 9 by December 31, 2018.

3.0 Likely Impact

- • **Functional:**
  - o All users of Banner will be affected, and several administrative areas will be involved to some degree with the project. Information Technology, Financial Services, Financial Aid, Human Resources, and Office of the Registrar are the most impacted.
- • **Cost:**

- o Upgrading all of KPU's Banner forms provides an opportunity to re-consider whether all customizations are still required. Forms no longer required can be retired, thus decreasing the cost to maintain them.
  - o Increased servers will require both one-time and modest ongoing support.
  - o Additional internal resources, including a project manager and workflow specialist, will require ongoing funding. These are key roles already identified as priority positions in the IT strategic plan.
  - o Ongoing maintenance through BCNET will continue ($342,000 USD increasing 4% annually).
- **Risk:**
  - o The risk of not completing this upgrade before December 31, 2018 is that KPU will be in a vulnerable position with Banner 8 once patches and regulatory updates are no longer available.

4.0 Potential Benefits and Suggested Success Criteria

- **Quality**: Banner 8 will no longer be supported by the vendor after December 2018. Migrating forms to Banner 9 will ensure ongoing support as well as the following:
  - • Delivery of improvements to the user experience with enhanced navigation and improved accessibility.
  - • Reduction of dependency on Internet Explorer and increased support for industry standard browsers (e.g. Chrome, Firefox, and Safari).
  - • Improvements to support for mobility.
  - • Improved extensibility framework and responsive design.

- **Net Cost**: There will be no immediate cost savings as a result of this project.

- **Collaboration with Peer Institutions in BC**: KPU is currently reaching out to other Banner institutions in BC and to BCNET to explore opportunities for collaboration and resource sharing to mitigate the risk of moving from Banner 8 to Banner 9 on such a compressed timeline.

5.0 Community Consultation and Communication

Considering the widespread impact an upgrade to Banner 9 Administrative Forms will have, there will be special emphasis on consultation with each departmental area. Each area will be engaged to assess their current usage of Banner 8, any customizations that will be required, and if any custom forms will need to be re-developed. A schedule of implementation will be developed in conjunction with the clients, and a comprehensive change management plan will be created and then executed during implementation. The Project Sponsor and Project Manager will consult with directors and managers in each administrative area to ensure their staff is involved in evaluating and testing each Administrative Form. Each administrative area will sign off on their forms before the upgrades are moved to production, ensuring that each form is tested and ready for use before it goes live.

Agenda Item:	**Surrey Fir Building Upgrade**

Action Requested:	☒Motion to Approve ☐Discussion ☐Information ☐Education

Recommended Resolution:	**THAT the Board of Governors approve funding in the amount of $550,000, subject to availability, to support the Surrey Fir Building Upgrade as recommended by the Board Finance Committee**

Board Committee Report:	At its meeting held on November 7, 2017, the Board Finance Committee reviewed and approved funding for the Surrey Fir Building Upgrade for recommendation to the Board of Governors.
Context & Background:	To positively impact the student experience, we propose to purchase moveable student tables, chairs, and instructor workstations for the 22 (35-seat) classrooms in KPU's Fir building. Most of the classroom furniture in the Fir building is original, dating back to the building's opening in 1990. Because of its age, it is not possible to get matching pieces when existing furniture breaks, which has resulted in a mixing of furniture styles, often in the same room.
Key Messages: *[maximum of three]*	**1. The proposed furniture refresh will address Vision 2018's engaged learner strategy (Quality goal) by ensuring that KPU's learning spaces are able to accommodate curricular innovation and changing educational practices.** **2. The furniture refresh also supports the Academic Plan's goals to offer exceptional learning environments and to ensure student success through positive experiences inside and outside of the classroom.** **3. The refresh of these highly used classrooms will enhance KPU's reputation as a leading teaching institution.**
Resource Requirements:	Updated furniture costs are estimated at $500,000 (22 classrooms x $55,725) plus a 10% contingency for a total funding request of $550,000
Implications / Risks:	N/A
Consultations:	Space management will conduct a needs assessment and consult stakeholders as required.

Attachments: N/A

Submitted by: Jon Harding, Vice President, Finance and Administration

Date submitted: November 14, 2017

Agenda Item:	**Surrey Main Atrium Upgrade**

Action Requested:	☒Motion to Approve ☐Discussion ☐Information ☐Education

Recommended Resolution:	**THAT the Board of Governors approve funding in the amount of $220,000, subject to availability, to refresh and enhance the furniture and technology in the Surrey Main Atrium as recommended by the Board Finance Committee.**

Board Committee Report:	At its meeting held on November 7, 2017, the Board Finance Committee reviewed and approved funding for the Surrey Main Atrium upgrade for recommendation to the Board of Governors.
Context & Background:	The Surrey Main atrium is a high profile common area located in a central and frequently visited building at KPU-S. The atrium supports frontline student services, is a place for individual and group study, and hosts numerous events of which pre- and post-Convocation gatherings are most notable. The current furniture has durability and flexibility issues, and has been damaged due to frequent use at events. The current technology is quite basic with minimal AV and computing technology.
Key Messages: *[maximum of three]*	**1. The proposed refresh will enhance the experience of KPU's students, staff and external community partners as the Surrey Main Atrium is heavily utilized for a variety of activities and is in need of an upgrade to increase functionality and maintain currency with advancing technological needs.** **2. This proposal is in line with the Academic Plan's goals of offering exceptional learning environments and ensuring student success through positive experiences inside and outside of the classroom.** **3. This proposal also supports Vision 2018's community engagement strategy by establishing KPU as a place where the community gathers, thereby enhancing KPU's reputation as a student-focused, community-engaged institution.**
Resource Requirements:	Updated furniture costs are estimated at $200,000 plus a 10% contingency for a total funding request of $220,000
Implications / Risks:	N/A

Consultations: Space management will conduct a needs assessment and consult stakeholders as required.

Attachments: N/A

Submitted by: Jon Harding, Vice President, Finance and Administration

Date submitted: November 14, 2017

VISION 2023 Planning update for November, 2017

ThoughtExchange:

- In the Thoughts Phase, 2,888 thoughts were shared by 664 individuals
- The Star Phase closed November 5; 999 individuals participated
- Overall, 1,340 unique people participated in some part of the ThoughtExchange process
- ThoughtExchange will provide a synthesis of results by end of November
- This will help the planning team identify possible pillars and/or goals for VISION 2023

	Unique Participants	Thoughts Participants	Stars Participants
Student	849	405	597
Faculty member	232	116	197
Non-faculty employee	212	115	174
Friend of KPU	40	23	27
Other	7	5	4
TOTAL	**1,340**	**664**	**999**

Consultation continues with:

- President discussing Vision 2023 with excluded staff at Admin Forum Nov 23
- Continue to meet with Faculty Councils and Senate Committees, Board and other groups

As we start developing draft goals, additional consultation will occur:

- Hallway conversations on each campus January/early February
  - Will try to schedule over multiple days on each campus
  - At least one member of the planning team (Alan, Ken, Sunita, Lori) will attend
  - Posters with draft materials for VISION 2023
  - People—students, faculty, other employees—can provide feedback
- Meeting of all PACs in February:
  - Opportunity for President to thank PAC members for this support
  - Present draft goals and invite feedback
- The President will meet with other members of the community stakeholders one on one

Formal Approval Process:

April 30:	Issue the final drafts of Vision 2023 and the Academic Plan for governance review and recommendation.
May/June:	Senate and Board approval
(June, 2018	Final report on Vision 2018 and current Academic Plan)
July 1, 2018:	Launch Vision 2023 and Academic Plan

Board of Governors   **Regular Meeting**
Agenda Item: **#12**
Meeting Date: **November 22, 2017**
Presenter(s):   **Sandra Case**

Agenda Item:	**Election of Chair**

Action Requested:	☐ Motion to Approve ☐ Discussion ☐ Information ☐ Education ☒ Election

Recommended Resolution:	N/A

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: *[maximum of three]*	1. **The Board Vice Chair, Sandra Case invited Board members to contact her if they were interested in serving as Chair.** 2. **Hanne Madsen's term of office ends on July 31, 2018 and she is eligible for reappointment.** 3. **The Board Chair must be an Appointed Member.**
Submitted by:	Keri van Gerven
Date submitted:	November 14, 2017

Agenda Item: **Update on the Board Budget as at November 14, 2017**

Action Requested:	☐Motion to Approve ☐Discussion ☒Information ☐Education

Recommended Resolution:	N/A

Board Committee Report:	*For University Secretariat Use Only*
Context & Background:	The Board budget is prepared annually in the Fall by the University Secretary for the Board's review and approved as part of the University's budget in the Spring.
Key Messages: *[maximum of three]*	**1. The 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 November 14, 2017
Submitted by:	Keri van Gerven
Date submitted:	November 14, 2017

Category	November - 2017 Month Actual	YTD Total Activity	Annual Budget	Budget Available
Salaries and Benefits	$2,214	$65,902	$71,600	$5,698
Supplies	$10	$140	$5,200	$5,060
Travel and PD	$0	$5,847	$31,400	$25,553
Student Awards	$0	$4,972	$4,500	-$472
Fees and Services	$0	$37,435	$46,500	$9,065
Transfers to KPU Foundation	$0	$0	$200	$200
Total Non-Salary Expenses	$10	$48,394	$87,800	$39,406
Total All Expenses and Transfers	**$2,224**	**$114,295**	**$159,400**	**$45,105**

Agenda Item:	**Professional Development: Continuing Legal Education Society of BC (CLE-BC) Continuing Legal Education seminar, Corporate Governance 2017**

Action Requested:	☐Motion to Approve ☐Discussion ☐Information ☐Education

Recommended Resolution:	**N/A**

Board Committee Report:	For University Secretariat Use Only
Context & Background:	The Board is committed to ongoing professional development for Board Members. Typically, the Board as a whole attends a planning session once per year. The Board also identifies professional development and education opportunities for Board members, to be provided throughout the year.
Key Messages: *[maximum of three]*	1. **At the September 27, 2017 Board Meeting, the Board received a report identifying professional development opportunities for Board members including the Continuing Legal Education Society of BC (CLE-BC) Continuing Legal Education seminar, Corporate Governance 2017.** 2. **Board Members attending a conference, seminar or workshop at KPU's expense will submit a report to the Board at the next Board meeting following the conference or workshop.** 3. **Marc Kampschuur recently attended the CLE-BC Continuing Legal Education seminar Corporate Governance 2017 Seminar and has prepared a Summary of Key Points.**
Attachments:	1. CLE BC 2017 Corporate Governance Course – Summary of Key Points. 2. Link: Materials prepared for the Continuing Legal Education seminar, Corporate Governance 2017 – *distributed to members of the Board.*
Submitted by:	Marc Kampschuur, Board Member.
Date submitted:	November 15, 2017

CLE BC 2017 Corporate Governance Course – summary of key points.

The course was presented by prominent members from industry in a panel format with questions from the audience used to conclude each topic. A three-person production team live streamed the course. Questions primarily originated from online participants.

There was emphasis on four themes within the topics:
1. Recruitment;
2. Policy development;
3. The Cloud; and,
4. Crisis management.

Key Points

1. Recruitment

There should be recognition by the board and candidates, that board membership in publically accountable organizations entails a commitment of approximately 300 hours annually. Audit committee membership increases this commitment (often reflected by higher remuneration). Cross membership may limit commitment but also provide additional opportunities.

A clear job description should convey the time commitment and enable gap analysis. However, job descriptions should not reiterate what is in legislation (though legislated requirements may be included in an appendix). Expectations set in job descriptions facilitate evaluation and feedback discussions and enable training to address knowledge gaps. The most important recruitment criterion is behaviour.

Boards should avoid passive aggressive and bullying behaviours. Crusaders should also be avoided (unless a fit with the organization's mission). Informal components in the recruitment process may help identify such behaviours. In contrast, a devil's advocate is valuable (and serve a similar role as counsel). Training is more effective in addressing knowledge gaps than behavior.

Board members should be aware of the difference in board directed (selected) and democratic (elected) approaches (which flows through the relationship with stakeholders). The Governing Principles set out for the BC Public Sector board recruitment are merit-based, transparent, consistent, probity, and proportionate.

A general weakness was identified in off boarding with the use of term limits to exit directors without a conversation with the reminder that board members are the shareholders' eyes and ears.

2. Policy development

Policy was defined as "A deliberate system of principles designed by a company to increase efficiency or mitigate risk by guiding the decisions of individuals." The substance of a policy's purpose (efficiency and risk management) should be paramount over its form as policy.

The policy implementation framework contains "Iterate" and "Review" as phases to avoid calcification (and focus on substance over form).

In the "Identify Need" phase, the use of a "Cost" versus "Risk and Inefficiency" matrix (in the manner of a risk heat map) helps differentiate between nice, should, or must have policies (or can live without).

3. The Cloud

Cloud computing was defined as "Your data on someone else's computer" which entails numerous risks. These risks are leading to a regulatory response of required reporting of a board's cyber related skill set, an organization's cyber vulnerability, and an event should one occur. The Alberta's PIPA requires prompt notification of the Commissioner if there is a real risk of harm as a result of a breach (organization or Commissioner may decide to contact affected individuals). Health care acts in five Canadian jurisdictions require breach notification, the amendments (not yet in force) of the Federal Digital Privacy Act contains similar requirements. There is increased practice of forum selection in organizations' bylaws in response to cyber regulation.

There was a caution with respect to email discussions and votes that e-mail is untraceable one-way communication (potentially with unintended recipients) and a recommendation to set expiration dates for all shared files.

4. Crisis Management

Discussion on crisis management underscored that an organization cannot respond soon enough to a crisis. Accordingly, an organization should have a crisis management (PR) plan in place. As social media does not sleep, people responsible for crisis management should sleep with their phones on.

Agenda Item: Senate Reports: September 25, 2017 and October 30, 2017

Action Requested:	☐ Motion to Approve
	☐ Discussion
	☒ Information
	☐ Education

Recommended Resolution:	**N/A**

Board Committee Report:	N/A

Key Messages:
[maximum of three]

The Vice Chair of Senate provides meeting notes for the Board of Governors detailing the items approved by Senate at each of its meetings for information.

Attachments   Notes from the Senate Meetings held September 25, 2017 and October 30, 2017.

Submitted by: Alan Davis / President & Vice Chancellor

Date submitted: November 14, 2017

Notes from the Senate meeting of September 25th, 2017

The following items were approved at the September 25th Senate meeting:

- Senate Standing Committee on Curriculum
  - o Revisions to the Health Unit Coordinator Certificate
  - o The conversion of the Course Outline Manual to a living document, available at this website.

    https://our.kpu.ca/sites/committees/senate/vicechair/Course%20Outline%20Wiki/The%20Course%20Outline%20Manual%20(living%20document).aspx

- Senate Executive Committee
  - o The Chair informed Senate that the SEC met on August 30, 2017, and approved three awards:
    - Darrell Jones, Doctor of Laws
    - June Laitar, Doctor of Laws
    - Sheri-D Wilson, Doctor of Letters
- Senate Governance Committee
  - o Revision to the Senate Standing Committee on University Budget Membership (title change for Executive Director, Financial Services)
- Senate Nominating Committee
  - o Sabrina del Monte, Representative, School of Business, appointed to Senate Standing Committee on Program Review (October 1, 2017 – August 31, 2020).
  - o Kimberley McMartin, Student Senator, appointed to Senate Executive Committee (Sept. 25, 2017 – August 31, 2018)
  - o Kimberley McMartin, Student Senator, appointed to Senate Nominating Committee (Sept. 25, 2017 – August 31, 2018)
  - o Laurel Tien, Faculty of Health, Teaching Fellows Selection Advisory Committee (October 1, 2017 – August 31, 2018)
  - o Bogdan Bryja, Faculty of Academic and Career Advancement, Teaching Fellows Selection Advisory Committee (October 1, 2017 – August 31, 2018)
- Senate Standing Committee on Policy Review
  - o Revisions to the Policy and Procedures for Honourary Degrees and Awards (AD5).
  - o The 2018/2019 Academic Year Schedule, with discussion of the 2019/2020 schedule to take place in October, 2017.
- Office of the Registrar
  - o A report on changes to gender nomenclature in the KPU Application Process
  - o Approval of July 2017 and August 2017 graduates
  - o The acclimation of Kimberley McMartin as the new Student Senator.

Notes from the Senate meeting of October 30th, 2017

The following items were approved at the October 30th Senate meeting:

1. Senate Standing Committee on Curriculum
   o Program changes to the Traditional Chinese Medicine, Acupuncture Diploma
   o Program changes to the Bachelor of Arts, Minor in Language and Culture
   o Revisions to the learning outcomes section of the Course Outline Manual
   o Request for Variance to the Undergraduate Admission Requirements for S3P Project

2. Senate Nominating Committee
   o David Florkowski, Faculty Member, Faculty of Health appointed to the Senate Standing Committee on University Budget (October 31, 2017 – August 31, 2020)
   o Debbie Mellenger, Representative, Office of Advancement renewed in appointment to Senate Standing Committee on the Library (September 1, 2016 – August 31, 2019)
   o Kyle Matsuba, Faculty of Arts, appointed to the Search Advisory Committee for the Associate Vice-President, Research
   o Johannes Koch, Faculty of Arts, appointed to the Search Advisory Committee for the Associate Vice-President, Research
   o Karen Meijer-Kline, Faculty of Educational Support and Development appointed to the Search Advisory Committee for the Associate Vice-President, Research
   o Amanda Grey, Student, appointed to the Search Advisory Committee for the Associate Vice-President, Research
   o Gerard Laverty, Trades and Technology, appointed to the Search Advisory Committee for the Dean, Trades and Technology
   o Gerard Sheehan, Trades and Technology, appointed to the Search Advisory Committee for the Dean, Trades and Technology
   o Ed Miks, Trades and Technology, appointed to the Search Advisory Committee for the Dean, Trades and Technology
   o David Fengstad, Trades and Technology, appointed to the Search Advisory Committee for the Dean, Trades and Technology
   o William Small, Trades and Technology, appointed to the Search Advisory Committee for the Dean, Trades and Technology
   o Jeffrey Janzen, Trades and Technology, appointed to the Search Advisory Committee for the Dean, Trades and Technology
   o Amanda Grey, Student, appointed to the Search Advisory Committee for the Dean, Trades and Technology
   o Sharon Leitch, Faculty of Health, appointed to the Search Advisory Committee for the Associate Dean, Faculty of Health
   o Shawn Mason, Faculty of Health, appointed to the Search Advisory Committee for the Associate Dean, Faculty of Health
   o Sherilyn Sweeney, Faculty of Health, appointed to the Search Advisory Committee for the Associate Dean, Faculty of Health
   o Lore Shortridge, Faculty of Health, appointed to the Search Advisory Committee for the Associate Dean, Faculty of Health

- o Judy Lee, Faculty of Health, appointed to the Search Advisory Committee for the Associate Dean, Faculty of Health
- o Joan Boyce, Faculty of Health, appointed to the Search Advisory Committee for the Associate Dean, Faculty of Health
- o Shauna Remin, Student, appointed to the Search Advisory Committee for the Associate Dean, Faculty of Health

3. Academic Schedule 2019/20
4. The Graduates to October, 30, 2017

Other:
Zena Mitchell informed the Senate that a seat for a faculty member from the School of Business is vacant, and a spring by-election will be held.