



Regular Meeting Agenda

Board of Governors

Date: November 21, 2018

Time: 4:00 pm – 4:40 pm

Location: Langley Campus,
Meeting Room 1030

Attending: Doug Beaton, Samuel Baroi, Akash Bhullar, Sandra Case, Farhad Dastur, Alan Davis, Amos Kambere, Marc Kampschuur, Michael McAdam, Mohammed Mahabub, Hanne Madsen, Kim Rose, Amandeep Singh

Excused: George Melville, Shelly Hill

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

Presenters and Administrative Resources: Salvador Ferreras, Marlyn Graziano, Jon Harding, Maggie MacKenzie, Joe Sass, Abby Thorsell, Keri van Gerven

4:00 pm Regular Board Meeting
Closed 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>
Tour of the Langley Campus	Hosted by Betty Worobec / Dean, Faculty of Science & Horticulture		Tour begins at 3:15	
1. Call to Order & Introductory Remarks	Sandra Case		4:00	
2. Approval of Agenda	Sandra Case	M	4:00-4:01	
3. Consent Agenda	Sandra Case	M	4:01-4:03	4
3.1. Minutes of the September 19, 2018 Regular Board of Governors Meeting				5
3.2. 2019-20 Academic Year Schedule Academic				10
3.3. 2020-21 Academic Year Schedule Academic				12
3.4. Submission to the Select Standing Committee on Finance and Government Services				14
4. Finance Committee Report				
4.1. Committee Chair Report	Doug Beaton	I	4:03-4:04	
5. Governance Committee Report				
5.1. Committee Chair Report	Hanne Madsen	I	4:04-4:05	



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5.2. VISION 2023 Key Performance Indicators (KPIs)	Alan Davis / Lori McElroy	M	4:05-4:10	17
5.3. Affiliation Agreement – Orient Education Services Company Kuwait	Alan Davis	I	4:10-4:15	25
5.4. Code of Conduct Declarations Executed by New Board Members	Hanne Madsen	I	4:15-4:16	36
6. Human Resources Committee Report				
6.1. Committee Chair Report	Sandra Case		4:16-4:17	37
6.2. Appointment to the Search Advisory Committee for General Counsel	Alan Davis		4:17-4:18	
6.3. Employee Training Initiatives: Respectful Workplace, Indigenous Awareness and Sexual Violence and Workplace Misconduct	Abby Thorsell		4:18-4:20	
7. President's Report				
7.1. Report to the Board	Alan Davis	I	4:20-4:23	
8. Provost's Report				
8.1. Report to the Board	Salvador Ferreras	I	4:23-4:26	
9. Vice President, Finance & Administration's Report				
9.1. Report to the Board	Jon Harding	I	4:26-4:29	
10. Senate Report: September 24, 2018 and October 29, 2018	Alan Davis	I	4:29-4:31	
11. Next Meeting Agenda Contribution	Sandra Case	D	4:31-4:33	
12. For the Good of the Order	All	D	4:33-4:35	
13. Feedback on the Meeting	All	D	4:35-4:38	
14. Appendix:				
14.1. Report to the Board of Governors	Alan Davis	I	4:38-4:39	



Regular Meeting Agenda

Board of Governors

Date: November 21, 2018

Time: 4:00 pm – 4:40 pm

Location: Langley Campus,
Meeting Room 1030

15. Next Meeting Regular Board Meeting Wednesday, January 30, 2018 Cloverdale Campus, Boardroom 1853 4:00 – 7:00 pm	Sandra Case	I	4:39-4:40	
16. Adjournment	Sandra Case		4:40	



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

Regular Meeting
#3
November 21, 2018
Sandra Case

Agenda Item: **Consent Agenda**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the following item on the Consent Agenda: 3.1 Minutes of the September 19, 2018 Regular Board of Governors Meeting AND THAT the Board of Governors receive the following items on the Consent Agenda for information 3.2 2019-20 Academic Year Schedule 3.3 2020-21 Academic Year Schedule 3.4 Submission to the Select Standing Committee on Finance and Government Services
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Attachments:

1. Minutes of the September 19, 2018 Regular Board of Governors Meeting
2. 2019-20 Academic Year Schedule
3. 2020-21 Academic Year Schedule
4. Submission to the Select Standing Committee on Finance and Government Services

Submitted by: Maggie MacKenzie /Confidential Assistant, Board of Governors

Date submitted: September 12, 2018

Present: Board

Douglas Beaton
Samuel Baroi
Akash Bhullar
Sandra Case / Chair
Farhad Dastur
Alan Davis / President & Vice
Chancellor
Shelly Hill
Amos Kambere
Marc Kampschuur
Hanne Madsen
Mohammed Mahabub
Kim Rose

University Vice Presidents

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

Presenters and University Resources

Betty Hoang / Senior Business Advisor & Internal Auditor
Adam Jaffer / Manager, Organizational Risk
Maggie MacKenzie / Confidential Assistant, Board of
Governors
Lori McElroy / Executive Director, Institutional Analysis &
Planning
Joe Sass / Executive Director, Financial Services
Abby Thorsell / AVP, Human Resources
Keri van Gerven / University Secretary & Confidential
Assistant to the President & Vice Chancellor

Regrets: Michael McAdam
George Melville / Chancellor
Amandeep Singh

1. Call to Order

The Chair called the meeting to order at 4:05 pm. The Chair also introduced Samuel Baroi, Akash Bhullar, Farhad Dastur, Shelly Hill and Amos Kambere who have recently joined the KPU Board of Governors and welcomed Guests.

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

2. Approval of Agenda

Motion #01-18/19

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

3. Consent Agenda

Motion #02-18/19

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

**3.1 Minutes of the June 27, 2018 Regular Board of Governors Meeting
AND**

receive the following items on the Consent Agenda:

**3.2 HSBC Global Asset Management Investment Compliance Report &
Portfolio Review**

**3.3 RBC Dominion Security Investment Adherence Report & Portfolio
Report**

3.4 Major Maintenance & Rehabilitation (MM&R) Capital Project List

4. Board Finance Committee Report

4.1 Committee Chair Report

Committee Chair Doug Beaton advised that the committee reviewed the HSBC Global Asset Management Investment Compliance Report and Portfolio Review and the RBC Dominion Security Investment Adherence Report and Portfolio Review that were included on the Consent Agenda. The committee also reviewed a draft of the Investment Policy/Procedure and received an update on the status of amendments to the Procurement and Signing Authority Policies/ Procedures. Other items considered by the committee are included on the Agenda.

Shelly Hill joined the meeting.

4.2 Statement of Financial Information (SOFI) – Public Bodies Report

Joe Sass highlighted the Statement of Financial Information (SOFI) – Public Bodies, which is a report that is required under the *Financial Information Act*.

Motion #03-18/19

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Statement of Financial Information (SOFI) – Public Bodies Report as at March 31, 2018 for submission to the Ministry of Advanced Education, Skills and Training as recommended by the Board Finance Committee.

4.3 Five-Year Capital Plan

Jon Harding presented the Five-Year Capital Plan, which identifies KPU's priority projects for which the University is seeking provincial funding as well as internal funding.

Motion #04-18/19

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve KPU's Five-Year Capital Plan submitted to the Ministry of Advanced Education, Skills and Training on August 16, 2018 as recommended by the Board Finance Committee.

4.4 First Quarter Financial Report (June 2018)

Joe Sass presented the First Quarter Financial Report (June 2018) and noted that Fall semester data will be included in the Second Quarter Financial report.

4.5 Business and Travel Expense Policy / Procedure

Joe Sass presented the Business Travel & Expense Policy and Procedure noting that the policy and procedure has been streamlined and expanded to include the Travel Risk Reduction Policy. Mr. Sass noted that other changes introduced to increase efficiency included the introduction of meal per diems following a one-year pilot.

Motion #05-18/19

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the updated Business and Travel Expense Policy and Procedure as recommended by the Board Finance Committee.

5. Board Governance Committee Report

5.1 Committee Chair Report

Hanne Madsen advised that the committee had a preliminary discussion about VISION 2023 Key Performance Indicators (KPIs) and noted that the Appointment to the Search Advisory Committee for the VP, Academic & Provost is on the agenda.

5.2 Appointment to the Search Advisory Committee for the VP, Academic and Provost

Motion #06-18/19

MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Akash Bhullar to serve as the student board representative on the Provost and Vice President, Academic Search Advisory Committee as recommended by the Board Governance Committee.

5.3 Board Committee Chairs

Hanne Madsen presented the recommendation that an exception to the Board Governance Manual be approved, which would allow Sandra Case to remain Chair of the Human Resources Committee and her to remain Chair of the Governance Committee in recognition of their respective backgrounds and areas of expertise. This decision would also allow Michael McAdam, Board Vice Chair, to continue as a member of the Finance and Audit committees, which also aligns with his experience and expertise.

Motion #07-18/19

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve an exception to the Board Governance Manual to allow Sandra Case to remain chair of the Human Resources Committee and Hanne Madsen to remain chair of the Governance committee, as recommended by the Board Governance Committee.

6. President's Report

6.1 Report to the Board

Alan Davis stated that the President's Report was included in the Report to the Board.

Dr. Davis advised that registration for the Fall term was well managed, and although there were reductions, wait lists remain. Discussions with local MLAs on KPU's student full time equivalent funding also continue.

British Columbia's Minister of Agriculture, Lana Popham attended the opening of KPU's new research farm and seed lab located on the Garden City lands in Richmond. This farm and lab received funding from the provincial and federal governments as well as from partners in the organic seed industry and raised by KPU itself.

7. Provost's Report

7.1 Report to the Board

Salvador Ferreras advised that the Provost & VP, Academic Report was included in the Report to the Board.

Dr. Ferreras noted that it was a busy summer with the launch of VISION 2023, the 2023 Academic Plan and building projects. KPU honored its contract with Saudi Arabia and letters were sent to students with government-funded scholarships advising them to comply with the directive from their government.

Dr. Ferreras also advised that he attended Mayor Heppner's State of the City Address and noted that KPU was recognized for its work with the Surrey Community Safety Office, its collaboration with the city and SFU to establish City Lab and for the launch of the Mechatronics and Advanced Manufacturing Technology program. Dr. Ferreras stated that he recently attended a large conference in Switzerland and is now working with several countries to develop partnerships in the areas of agriculture and design. He will also be travelling to Manila to a meeting hosted by the Commission for Higher Education of the Philippines to discuss joint venture and partnership opportunities.

8. Vice President, Finance & Administration

8.1 Report to the Board

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

Mr. Harding announced two new employees joining KPU: Reza Khakbaznejad, Chief Information Officer and Gino Pagliericci, Manager, Emergency Planning and provided an update on construction projects. Mr. Harding also advised that Finance has rolled out, and is providing training on, the new operating and capital budget process. In future, the capital and operating budget will be presented to the Board for approval at the same time.

- 9. Senate Report: June 25, 2018** Alan Davis advised that the Senate Report for June 25, 2018 prepared by David Burns, Senate Vice Chair was included in the meeting package. Dr. Davis also stated that the next Senate Meeting is scheduled for Monday, September 24, 2018.
- 10. Next Meeting Agenda Contribution** Board members were asked to send contributions for the next meeting agenda to Sandra Case at least two weeks in advance of the meeting.
- 11. For the Good of the Order** Nadia Rowe, Interim General Counsel and a member of the Executive was introduced and it was announced that Diane Purvey has joined the Kwantlen Polytechnic University Executive (PUE) as the Deans' representative.
- 12. Feedback on the Meeting** There was no additional feedback on the meeting.
- 13. Appendix:** ***13.1 Report to the Board of Governors***
- The Report to the Board of Governors was received and hard copies of the report were distributed to the Board.
- 14. Next Meeting** Wednesday, November 21, 2018 at the Langley Campus, Meeting Room 1030 at 4:00 pm.
- Dr. Davis noted that a tour of the Langley Campus could be arranged prior to the start of the Board Meeting if Board members are interested.
- Board members wishing to attend a meeting via videoconference or teleconference were 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.
- 15. Adjournment** The meeting adjourned at 4:55 pm.

Board Chair

2019-20 Academic Year Schedule

KPU HOLIDAYS/CLOSURES

Labour Day	Mon, Sep 02, 2019	Good Friday	Fri, Apr 10, 2020
Thanksgiving	Mon, Oct 14, 2019	Easter Monday	Mon, Apr 13, 2020
Remembrance Day	Mon, Nov 11, 2019	Victoria Day	Mon, May 18, 2020
Potential KPU closure (TBA)	Dec 24, 2019 – Jan 1, 2020	Canada Day	Wed, Jul 01, 2020
Family Day	Mon, Feb 17, 2020	BC Day	Mon, Aug 03, 2020

SUMMARY

Term Duration <i>(first day of classes until final grade submission deadline)</i>	
Fall 2019	Sep 03 – Dec 18
Spring 2020	Jan 03 – Apr 30
Summer 2020	May 11 – Aug 26

FULL TERM DATES

Term	Fall	Spring	Summer
Instructional Period			
First day of classes	Tue, Sep 03	Fri, Jan 03	Mon, May 11
Reading break		Mon Feb 17-Feb 23	
Last day to withdraw	Fri, Nov 01	Tues, Mar 10	Fri, July 10
Last day of classes	Mon, Dec 02	Thurs, Apr 09	Mon, Aug 10
Exam Period			
Final exams start	Wed, Dec 04	Wed, Apr 15	Wed, Aug 12
Final exams end	Thurs, Dec 12	Thurs, Apr 23	Thurs, Aug 20
Grade Submission Deadline	Wed, Dec 18	Thurs, Apr 30	Wed, Aug 26

Days of instruction (holidays /closures removed):

Term	Fall	Spring	Summer
Mondays	11	13	12
Tuesdays	13	13	13
Wednesdays	13	13	12
Thursdays	13	13	13
Fridays	13	13	13
Saturdays	13	13	13
TOTAL	76	78	76
Exam days	8	8	8

INTERSESSION DATES

Session One	Fall	Spring	Summer
Instructional Period			
First day of classes	Tue, Sep 03	Fri, Jan 03	Mon, May 11
Last day to withdraw	Mon, Sep 30	Thurs, Jan 30	Mon, Jun 08
Last day of classes	Tue, Oct 15	Thurs, Feb 13	Mon, Jun 22
Exam Period			
Final exams start	Thurs, Oct 17	Mon, Feb 24	Wed, Jun 24
Final exams end	Sat, Oct 19	Wed, Feb 26	Fri, Jun 26

Session Two	Fall	Spring	Summer
Instructional Days			
First day of classes	Mon, Oct 28	Mon, Mar 09	Mon, Jul 06
Last day to withdraw	Mon, Nov 25	Sat, Apr 04	Sat, Aug 01
Last day of classes	Mon, Dec 09	Mon, Apr 20	Mon, Aug 17
Exam Period			
Final exams start	Wed, Dec 11	Wed, Apr 22	Wed, Aug 19
Final exams end	Fri, Dec 13	Fri, Apr 24	Fri, Aug 21

Days of instruction:

Term	Fall		Spring		Summer	
Session	One	Two	One	Two	One	Two
Mondays	6	6	6	6	6	5
Tuesday	6	6	6	6	6	6
Wednesdays	6	6	6	6	6	6
Thursdays	6	6	6	6	6	6
Fridays	6	6	6	6	6	6
Saturdays	6	6	6	6	6	6
TOTAL	36	36	36	36	36	36
Exam Days	3	3	3	3	3	3

2020-21 Academic Year Schedule

KPU HOLIDAYS/CLOSURES

Labour Day	Mon, Sep 07, 2020	Good Friday	Fri, Apr 02, 2021
Thanksgiving	Mon, Oct 12, 2020	Easter Monday	Mon, Apr 05, 2021
Remembrance Day	Wed, Nov 11, 2020	Victoria Day	Mon, May 24, 2021
Potential KPU closure (TBA)	Dec 24, 2020 – Jan 1, 2021	Canada Day	Thu, Jul 01, 2021
Family Day	Mon, Feb 15, 2021	BC Day	Mon, Aug 02, 2021

SUMMARY

Term Duration <i>(first day of classes until final grade submission deadline)</i>	
Fall 2020	Sep 08 – Dec 22
Spring 2021	Jan 05 – Apr 28
Summer 2021	May 10 – Aug 25

FULL TERM DATES

Term	Fall	Spring	Summer
Instructional Period			
First day of classes	Tue, Sep 08	Tue, Jan 05	Mon, May 10
Reading break		Mon Feb 15-Sat Feb 20	
Last day to withdraw	Fri, Nov 06	Thurs, Mar 11	Fri, July 09
Last day of classes	Mon, Dec 07	Mon, Apr 12	Mon, Aug 09
Exam Period			
Final exams start	Wed, Dec 09	Wed, Apr 14	Wed, Aug 11
Final exams end	Thurs, Dec 17	Thurs, Apr 22	Thurs, Aug 19
Grade Submission Deadline	Wed, Dec 22	Wed, Apr 28	Wed, Aug 25

Days of instruction (holidays /closures removed):

Term	Fall	Spring	Summer
Mondays	12	12	12
Tuesdays	13	13	13
Wednesdays	12	13	13
Thursdays	13	13	12
Fridays	13	12	13
Saturdays	13	13	13
TOTAL	76	76	76
Exam days	8	8	8

INTERSESSION DATES

Session One	Fall	Spring	Summer
Instructional Period			
First day of classes	Tue, Sep 08	Tue, Jan 05	Mon, May 10
Last day to withdraw	Mon, Oct 05	Mon, Feb 01	Mon, June 07
Last day of classes	Mon, Oct 19	Mon, Feb 22	Mon, Jun 21
Exam Period			
Final exams start	Wed, Oct 21	Wed, Feb 24	Wed, Jun 23
Final exams end	Fri, Oct 23	Fri, Feb 26	Fri, Jun 25

Session Two	Fall	Spring	Summer
Instructional Days			
First day of classes	Mon, Nov 02	Mon, Mar 08	Mon, Jul 05
Last day to withdraw	Mon, Nov 30	Tue, Apr 06	Fri, Jul 31
Last day of classes	Sat, Dec 12	Mon, Apr 19	Mon, Aug 16
Exam Period			
Final exams start	Tue, Dec 15	Wed, Apr 21	Wed, Aug 18
Final exams end	Thurs, Dec 17	Fri, Apr 23	Fri, Aug 20

Days of instruction:

Term	Fall		Spring		Summer	
Session	One	Two	One	Two	One	Two
Mondays	5	6	6	6	6	6
Tuesday	6	6	6	6	6	6
Wednesdays	6	5	6	6	6	6
Thursdays	6	6	6	6	6	6
Fridays	6	6	6	5	6	6
Saturdays	6	6	6	6	6	6
TOTAL	35	35	36	35	36	36
Exam Days	3	3	3	3	3	3

Where thought meets action



**Submission to the Select Standing Committee
on Finance and Government Services
from Alan Davis, PhD
President and Vice Chancellor, Kwantlen Polytechnic University
October 15, 2018**

Further to our presentation to the Committee on October 11, I am pleased to provide this formal submission on behalf of Kwantlen Polytechnic University.

Access to lifelong and meaningful education **for all** is our foundation at KPU and we strive to meet our mission and mandate in a context that is increasingly complex.

This complexity includes, for instance:

- more services for our students to support their mental well-being;
- support and education around issues of sexualized violence on campus;
- more progress in the Indigenization of education in all its manifestations; and
- more and better opportunities for our learners to develop the new skills needed for a changing labor market.

The good news is that KPU is committed to being innovative in our delivery of educational and support services, and to being nimble and responsive to the needs of our communities, and the industries and businesses that support them.

Submission to the Select Standing Committee on Finance and Government Services

October 15, 2018

We embrace the government's commitment to access to affordable education and training. Our breadth of programming – which ranges from certificates, apprenticeship training and diplomas to bachelor's degrees and post-graduate diplomas – and our multi-campus reach ensure that we can be immediately responsive to the varied types of education and training required by British Columbians over the next decade.

One area of focus is to offer more work-integrated learning opportunities for our students. As Canada's only polytechnic university, our focus on experiential learning is so engrained in KPU that we have adopted it as our tagline. We are proud to say that KPU is an institution where thought meets action: through co-op placements, internships and service learning.

We have an incredible opportunity in front of us over the next few decades to build a highly educated and highly competent workforce that will be aligned with the future needs not just of British Columbia, but of Canada and the world. We know that nearly a million job openings will be created by 2028 in B.C., and that a huge proportion – 77 per cent – of those will require some form of post-secondary education.

A further area of significant importance to us at KPU and to the province as a whole, is to live up to our commitment to the implementing the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada's *Calls to Action*.

Indigenous learners continue to be under-represented in the public post-secondary system, and we are committed to providing the supports needed for Indigenous learners. We have a Gathering Place at KPU Surrey, a department of Indigenous Services for Students, and an Elder In Residence. We are now in the planning stages of our third "Open Doors Open Minds" event – a day-long program for Indigenous high school students who come to campus to meet current students and some of our faculty members. They attend classes, hear from engaging keynote speakers and get to see first-hand the opportunities that post-secondary studies can offer them.

But we need to do so much more and we hope the committee will see fit to recommend significant investment in this area.

Let me speak specifically of the KPU's South Fraser region. As this region grows, our capacity to offer more post-secondary seats must grow as well.

We are delivering all the seats our provincial funding allows, and still we have waitlists, which are growing. We have tried to grow organically, and have quite simply stretched our resources as far as we can.



Where thought meets action



Submission to the Select Standing Committee on Finance and Government Services

October 15, 2018

Our vision for 2023 is for KPU to provide exceptional experiences for our students, to excel in creativity and scholarship, and to be a sustainable institution in every way.

We will be challenged to absorb significant growth in our communities without funding for additional seats to support the workforce needs as anticipated in the latest edition of the British Columbia Labour Market Outlook.

We hope this committee will agree that further investment in KPU would:

- address the gap between expectations of service delivery and available resources in student support;
- expand work-integrated learning opportunities that will benefit students and our economy alike;
- fulfill the promises we have made to our Indigenous communities; and
- match the growth and the needs of the communities we serve in the South Fraser region.

Further to the last point above, we hope the committee will recommend that growth at KPU be funded to allow 2,500 more seats over five years to ensure that we not only grow with our communities, but that we can continue to meet the demands for a future-focused workforce to build a strong economy and prosperity for all.

This steady, but measured increase in our capacity will allow us continue serving our region in a strategic manner that will allow us to continually re-align resources against demand.

Thank you to the committee for the important work you do on behalf of British Columbians.

Respectfully submitted,

Alan Davis, PhD
President and Vice Chancellor
Kwantlen Polytechnic University



Where thought meets action





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

Regular Meeting
#5.2
November 21, 2018
Alan Davis / Lori
McElroy

Agenda Item: Vision 2023 Key Performance Indicators (KPIs)

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board Governors approve the metrics for reporting on the progress of VISION 2023 as recommended by the Board Governance Committee.
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Board Committee Report: At its meeting held on November 6, 2018 the committee discussed and approved Vision 2023 Performance Indicators (KPI's) for recommendation to the Board of Governors

Context & Background: After approval of Vision 2023 in June, we have been working at identifying appropriate metrics to track progress towards achieving each goal in the plan. The Board Governance committee will eventually recommend to the Board approval of these metrics and on annual targets.

Key Messages:
[maximum of three]

- 1. Vision 2023 has 4 themes, each with 3 specific goals, and 48 impact statements**
- 2. For each goal, one metric has been identified that can help KPU assess progress on the goal. In addition, we have incorporated the accountability measures required by the Ministry of Advanced Education, Skills and Technology (AEST) under each goal, where appropriate.**
- 3. For each metric, past data is provided relevant to the metric. In most cases, data from 2017 or 2018 can be used as baseline data to help inform what the targets should be. In some cases, a target will be to maintain or increase, while in other cases we may want to achieve a specific amount by 2023.**

Implications / Risks: As we saw for Vision 2018, regular reporting on progress was key to its acceptance and usefulness. There was strong agreement to streamline this reporting for Vision 2023 in order for it to be widely adopted.

Consultations: Consultations with Human Resources regarding the Employee Engagement Survey; The Vice Provost, Teaching & Learning regarding the teaching and learning measures, and IAP regarding the other measures.

Attachment: Vision 2023 Metrics



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

Regular Meeting
#5.2
November 21, 2018
Alan Davis / Lori
McElroy

Submitted by: Alan Davis and Lori McElroy

Date submitted: November 7, 2018


VISION 2023 Metrics


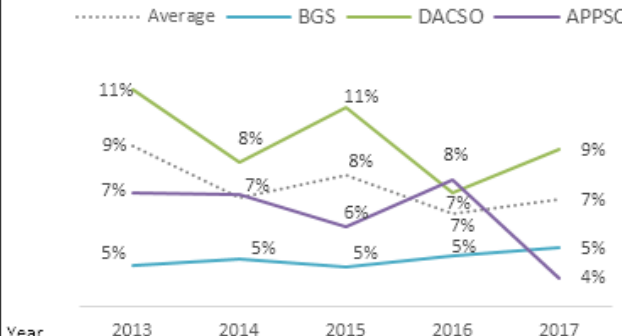
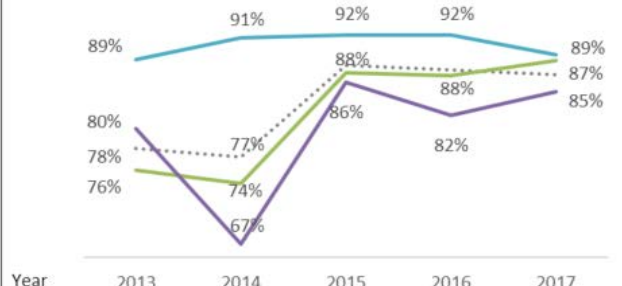
Draft: October 26 2018

The proposed metrics for monitoring progress in achieving the VISION 2023 goals are listed below. Relevant data from the past is also provided, where available. The metrics required by the Ministry of Advanced Education, Skills and Training (AEST) are included, reported under the relevant KPU Goal. The Source column includes frequency of data collection, and reference to the metric in the 2017/18 Accountability Plan and Report, where applicable.

Goal & Measure	Source	Prior Data																														
A. Experience: Students, employees and friends enjoy rich, engaging and supportive educational and working experiences.																																
A1. Goal: We will enhance the experience of our students																																
1. Proportion of students that report satisfaction with their education experience at KPU (SSS)	SSS Every 2 years Maybe key metrics every year	Fall 2017 SSS: 83% very or somewhat satisfied																														
2. Proportion of graduates that report satisfaction with their education (required by AEST)	BC Outcomes APR #37	<div><div>AEST 37. Proportion of former students who reported satisfaction with their education (Source: BCSOS)</div><div><div>..... Average</div><div>BGS</div><div>DACSO</div><div>APPSO</div><table><thead><tr><th>Year</th><th>Average</th><th>BGS</th><th>DACSO</th><th>APPSO</th></tr></thead><tbody><tr><td>2013</td><td>92%</td><td>95%</td><td>91%</td><td>91%</td></tr><tr><td>2014</td><td>91%</td><td>95%</td><td>90%</td><td>88%</td></tr><tr><td>2015</td><td>94%</td><td>96%</td><td>93%</td><td>93%</td></tr><tr><td>2016</td><td>91%</td><td>95%</td><td>90%</td><td>85%</td></tr><tr><td>2017</td><td>92%</td><td>93%</td><td>92%</td><td>91%</td></tr></tbody></table></div></div>	Year	Average	BGS	DACSO	APPSO	2013	92%	95%	91%	91%	2014	91%	95%	90%	88%	2015	94%	96%	93%	93%	2016	91%	95%	90%	85%	2017	92%	93%	92%	91%
Year	Average	BGS	DACSO	APPSO																												
2013	92%	95%	91%	91%																												
2014	91%	95%	90%	88%																												
2015	94%	96%	93%	93%																												
2016	91%	95%	90%	85%																												
2017	92%	93%	92%	91%																												
3. Proportion of graduates that assess their quality of instruction positively (required by AEST)	BC Outcomes APR #38	<div><div>AEST 38. Proportion of former students who assessed their quality of instruction positively (Source: BCSOS)</div><div><table><thead><tr><th>Year</th><th>Average</th><th>BGS</th><th>DACSO</th><th>APPSO</th></tr></thead><tbody><tr><td>2013</td><td>95%</td><td>96%</td><td>95%</td><td>95%</td></tr><tr><td>2014</td><td>94%</td><td>96%</td><td>93%</td><td>94%</td></tr><tr><td>2015</td><td>95%</td><td>96%</td><td>90%</td><td>95%</td></tr><tr><td>2016</td><td>94%</td><td>95%</td><td>94%</td><td>91%</td></tr><tr><td>2017</td><td>93%</td><td>94%</td><td>93%</td><td>93%</td></tr></tbody></table></div></div>	Year	Average	BGS	DACSO	APPSO	2013	95%	96%	95%	95%	2014	94%	96%	93%	94%	2015	95%	96%	90%	95%	2016	94%	95%	94%	91%	2017	93%	94%	93%	93%
Year	Average	BGS	DACSO	APPSO																												
2013	95%	96%	95%	95%																												
2014	94%	96%	93%	94%																												
2015	95%	96%	90%	95%																												
2016	94%	95%	94%	91%																												
2017	93%	94%	93%	93%																												

Goal & Measure	Source	Prior Data
A2. Goal: We will enrich the experience of our employees		
4. Proportion of employees who report agreement with the statement: "I would not hesitate to recommend this organization to a friend seeking employment"	EES Every 2 years Key metrics every year	2018 EES: 56% agreed or strongly agreed that: "I would not hesitate to recommend this organization to a friend seeking employment"
A3. Goal: We will delight our friends in their KPU experience		
5. Proportion of friends (eg., external reviewers, advisory board members, KPU Foundation) that report satisfaction that their contributions to KPU are valued	NEW every year	N/A
B. Sustainability: Cultural, social, environmental and institutional sustainability are advanced.		
B1: We will embrace all cultures and promote a renewed, authentic approach to Indigenization		
6. Proportion of students that report agreement that KPU students are treated fairly regardless of religion, ethnicity, birth language (SSS)	SSS Every 2 years Maybe key metrics every year	SSS Fall 2017: % who Agree or Strongly agree that students are treated fairly regardless of: Religion: 80% Cultural/ethnic/racial background: 81% Age: 84% Ability (physical, cognitive, sensory, etc.: 76% English proficiency: 71% Gender: 85% Sexual orientation: 79%

Goal & Measure	Source	Prior Data
B2: We will foster environmental sustainability through our offerings, research and operations		
7. Relevant STARS ranking	KPU rates itself on STARS scores APR #26, 27, 28 May only need #28	26. STARS score on how well KPU diverts waste and conserves resources through recycling, reuse, and composting
		27. STARS score on how well KPU promotes campus life that reflects sustainability and the informal engagement of students
		28. STARS score on how well KPU is institutionalizing sustainability by dedicating resources, planning for future projects and engaging the whole community in these processes
		
B3: Goal: We will integrate planning to ensure KPU operations are aligned with our resources, thus sustaining quality and institutional health		
8. Measure of effective integrated planning such as average # of FTEs per Section delivered	IAP	FY 17/18: 2.3 = 12,877 FTEs / 5,541 sections
C. Creativity: KPU’s innovation, research and scholarship benefit KPU, its students and society.		
C1: We will expand innovation in teaching, learning and curriculum		
9. Proportion of educators that report satisfaction with the resources (internal and external) to innovate in teaching, learning and curriculum (NEW)	Teaching & Learning Survey conducted in 2017	2017 T&L: 43% somewhat or strongly agreed that "I am supported to pursue teaching excellence and innovation"
C2: We will expand activity, funding, intensity and impact of research and scholarship		
10. Proportion of faculty that report satisfaction with the support available for research and scholarship at KPU (New)	Teaching & Learning Survey conducted in 2017	2017 T&L: 37% somewhat or strongly agreed that "I am satisfied with the available supports and resources to pursue my own scholarship"

Goal & Measure	Source	Prior Data
C3: We will embolden creative problem solving across KPU's operations		
11. Proportion of employees that report agreement with the statement: "This organization supports the development of new ideas that contribute to our future success." (EES)	EES Every 2 years Key metrics every year	2018 EES: 16% agreed or strongly agreed that "This organization supports the development of new ideas that contribute to our future success"
D. Quality: Continuous improvement builds confidence and reputation.		
D1: Through continuous improvement of all KPU programs and services, we will ensure that our graduates are well prepared for work and for life.		
12. Number of completed program reviews through the Senate Standing Committee on Program Review (SSCPR minutes)	APR #17	17. Number of program reviews completed 
13. Unemployment Rate (required by AEST)	BC Outcomes APR #1	AEST 1. Unemployment rate of KPU's graduates (Source: BCSOS) 
14. Skill development assessment by graduates (required by AEST)	BC Outcomes APR #4	4. [Former] student assessment of their skill development* at KPU (see skill breakdown) (Source: BCSOS) 

Goal & Measure	Source	Prior Data																														
15. Satisfaction with the usefulness of the knowledge and skills acquired at KPU in performing their jobs (required by AEST)	BC Outcomes APR #5	<div><div>AEST</div><div>5. Proportion of former students who reported satisfaction with the usefulness of the knowledge and skills acquired at KPU in performing their jobs (Source: BCSOS)</div></div> <div><table><thead><tr><th>Year</th><th>Line 1 (Solid Blue)</th><th>Line 2 (Solid Purple)</th><th>Line 3 (Dotted Blue)</th><th>Line 4 (Solid Green)</th></tr></thead><tbody><tr><td>2013</td><td>93%</td><td>89%</td><td>84%</td><td>80%</td></tr><tr><td>2014</td><td>91%</td><td>90%</td><td>85%</td><td>80%</td></tr><tr><td>2015</td><td>91%</td><td>88%</td><td>85%</td><td>85%</td></tr><tr><td>2016</td><td>89%</td><td>86%</td><td>85%</td><td>85%</td></tr><tr><td>2017</td><td>91%</td><td>89%</td><td>87%</td><td>85%</td></tr></tbody></table></div>	Year	Line 1 (Solid Blue)	Line 2 (Solid Purple)	Line 3 (Dotted Blue)	Line 4 (Solid Green)	2013	93%	89%	84%	80%	2014	91%	90%	85%	80%	2015	91%	88%	85%	85%	2016	89%	86%	85%	85%	2017	91%	89%	87%	85%
Year	Line 1 (Solid Blue)	Line 2 (Solid Purple)	Line 3 (Dotted Blue)	Line 4 (Solid Green)																												
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2017	91%	89%	87%	85%																												
D2: We will hold each other responsible for our promises and our expectations																																
16. Proportion of employees that report agreement that "My co-workers work together to achieve our goals" (EES)	EES Every 2 years Key metrics every year	2018 EES: 57% agree or strongly agree that "My co-workers work together to achieve our goals"																														
D3: We will be accountable to our partners, governments and communities																																
17. Proportion of the community that would consider attending KPU, or would consider KPU for their children or recommend KPU (Community Perception Survey)	CPS Every 3 years APR #60	<div><div>60. Proportion of the community who would consider attending KPU, or would consider KPU for their children (Source: CPS)</div><div><table><thead><tr><th>Year</th><th>Themselves</th><th>Their Children</th></tr></thead><tbody><tr><td>2014</td><td>43%</td><td>36%</td></tr><tr><td>2018</td><td>25%</td><td>56%</td></tr></tbody></table></div></div>	Year	Themselves	Their Children	2014	43%	36%	2018	25%	56%																					
Year	Themselves	Their Children																														
2014	43%	36%																														
2018	25%	56%																														
18. Number of credentials awarded (required by AEST)	AEST APR #14	<div><div>AEST</div><div>14. Number of credentials awarded by KPU each year*</div><div>*Average of most recent 3 fiscal years</div></div> <div><table><thead><tr><th>Fiscal Year</th><th>Number of Credentials</th></tr></thead><tbody><tr><td>FY13/14</td><td>2,251</td></tr><tr><td>FY14/15</td><td>2,290</td></tr><tr><td>FY15/16</td><td>2,451</td></tr><tr><td>FY16/17</td><td>2,684</td></tr><tr><td>FY17/18</td><td>2,475</td></tr></tbody></table></div>	Fiscal Year	Number of Credentials	FY13/14	2,251	FY14/15	2,290	FY15/16	2,451	FY16/17	2,684	FY17/18	2,475																		
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19. Achievement of Domestic FTE target (required by AEST)	Outcomes Surveys APR #69	<div><div>AEST</div><div>69. Number of domestic AEST-funded student FTEs</div></div> <div><table><thead><tr><th>Fiscal Year</th><th>Number of FTEs</th></tr></thead><tbody><tr><td>FY13/14</td><td>9,309</td></tr><tr><td>FY14/15</td><td>8,935</td></tr><tr><td>FY15/16</td><td>8,931</td></tr><tr><td>FY16/17</td><td>8,932</td></tr><tr><td>FY17/18</td><td>8,670</td></tr></tbody></table></div>	Fiscal Year	Number of FTEs	FY13/14	9,309	FY14/15	8,935	FY15/16	8,931	FY16/17	8,932	FY17/18	8,670																		
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Goal & Measure	Source	Prior Data
20. Achievement of Health FTE target (required by AEST)	Outcomes Surveys APR #73	<div><div>AEST</div><div>73. Number of Nursing and other Allied Health student FTEs</div><div><div><div>665</div><div>764</div><div>705</div><div>705</div><div>885</div></div><div><div>FY13/14</div><div>FY14/15</div><div>FY15/16</div><div>FY16/17</div><div>FY17/18</div></div></div></div>
21. Achievement of Developmental (ABE, ESL) FTE target (required by AEST)	Outcomes Surveys APR #74	<div><div>AEST</div><div>74. Number of student FTEs in ABE, ESL, and ASE developmental programs</div><div><div><div>762</div><div>570</div><div>526</div><div>466</div><div>486</div></div><div><div>FY13/14</div><div>FY14/15</div><div>FY15/16</div><div>FY16/17</div><div>FY17/18</div></div></div></div>
22. Achievement of Aboriginal student FTE target (required by AEST)	Outcomes Surveys APR #75	<div><div>AEST</div><div>75. Number of Aboriginal student FTEs</div><div><div><div><div>370</div><div>318</div><div>307</div><div>370</div><div>420</div></div><div><div>253</div><div>241</div><div>233</div><div>290</div><div>362</div></div><div><div>118</div><div>77</div><div>73</div><div>80</div><div>58</div></div></div><div><div>FY13/14</div><div>FY14/15</div><div>FY15/16</div><div>FY16/17</div><div>FY17/18</div></div><div>Total</div><div>AVED</div><div>ITA</div></div></div>
23. Achievement of Seat Utilization for ITA-funded Foundation programs (ITA requirement)	KPU APR #71	<div><div>ITA</div><div>71. Seat utilization (% of funded seats filled) and headcount for ITA-funded Foundation programs</div><div><div><div><div>98%</div><div>97%</div><div>92%</div><div>97%</div><div>92%</div></div><div><div>392</div><div>479</div><div>426</div><div>443</div><div>414</div></div></div><div><div>FY13/14</div><div>FY14/15</div><div>FY15/16</div><div>FY16/17</div><div>FY17/18</div></div><div>Headcount</div><div>Utilization</div></div></div>
24. Achievement of Seat Utilization for ITA-funded Apprenticeship programs (ITA requirement)	KPU APR #71	<div><div>ITA</div><div>72. Seat utilization (% of funded seats filled) and headcount for ITA-funded Apprenticeship programs</div><div><div><div><div>90%</div><div>83%</div><div>84%</div><div>85%</div><div>90%</div></div><div><div>795</div><div>713</div><div>747</div><div>723</div><div>899</div></div></div><div><div>FY13/14</div><div>FY14/15</div><div>FY15/16</div><div>FY16/17</div><div>FY17/18</div></div><div>Headcount</div><div>Utilization</div></div></div>

Glossary

APR: Accountability Plan and Report. Submitted to the Ministry every year

EES: Employee Engagement Survey. Conducted every two years. Starting this year will conduct a short pulse survey on key measures

SSS: Student Satisfaction Survey. Conducted every two years. May add a short pulse survey on key measures.

BC Outcome: Surveys conducted by BC Stats to obtain the views of our graduates

Teaching and Learning Survey: Conducted for the AVP Teaching and Learning

CPS: Community Perception Survey. Conducted periodically to obtain information on level of awareness of KPU and perceptions about

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

IAP: Institutional Analysis & Planning



Board of Governors **Closed Meeting**
Agenda Item: **#5.3**
Meeting Date: **November 21, 2018**
Presenter(s): **Alan Davis**

Agenda Item: **Affiliation Agreement - Orient Education Services Company, Kuwait**

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report: At its meeting held on November 6, 2018 the Board Governance Committee received an overview and highlights of the Affiliation Agreement with Orient Education Services Company, Kuwait.

Context & Background: KPU has been working this last year with Orient Education Services (OES) in Kuwait. They have been in partnership with Algonquin College in Ottawa for 10 years developing Algonquin College-Kuwait, and have built a lovely campus and hired some good people.

The future of the private higher education sector in Kuwait is with degrees however, so they are changing their model to work with key universities on an affiliation model, whereby we would attest to their quality and outcomes in relation to Canadian standards.

The new entity will be called the Canadian University of Kuwait (CANUCK)

Key Messages: **1. In an affiliation model, KPU's role would be one of academic consultant.**
[maximum of three] **2. CANUCK would not offer KPU Credentials.**

 3. CANUCK would offer CANUCK programs and credentials that have been developed and are administered with KPU's able assistance.

Resource Requirements: This is a revenue generating project that leverages KPU's expertise.

Implications / Risks: Financial and reputational risks can be minimized through careful attention to the project and use of best practices in quality audits.

Consultations: The Board should be informed of projects which leverage KPU's mandate and reputation.



Board of Governors

Closed Meeting

Agenda Item:

#5.3

Meeting Date:

November 21, 2018

Presenter(s):

Alan Davis

Three visits have been made to the OES college in Kuwait City. A previous draft agreement to deliver KPU courses off shore was withdrawn. This agreement has much less risk and impact, and less revenue potential.

Attachment: Affiliation Agreement - Orient Education Services Company, Kuwait

Submitted by: Alan Davis, President & Vice Chancellor

Date submitted: November 7, 2018

A contract for services for KPU to consult, advise and ensure quality in degree programs offered at the Canadian University College of Kuwait (CANUCK) via its owner, Orient Education Services (OES)

Briefing Note to KPU Senate

November, 2018

Introduction

A contract is proposed between Orient Education Services (OES) and KPU which would advise OES's private higher education institution CANUCK on the design, delivery, governance, policies and quality assurance of its undergraduate degrees in specified areas. This will enhance KPU's international reputation and solidify its presence in the Middle East and the North African (MENA) region, and diversify KPU's revenue streams.

Since 2015, OES (operating in Kuwait as Algonquin College Kuwait (AC-K)) and Algonquin College in Ottawa, Ontario (AC-O) have successfully collaborated to launch 4 AC-O diploma programs in Business and Technology. AC-O has been developing this project with OES for 10 years and has paved the way for others to join in the opportunity.

OES is seeking to re-name its institution from Algonquin College Kuwait to the **Canadian University College of Kuwait**, offering applied, career-focused undergraduate degrees and diplomas. In so doing it will emulate the successful models used by Australian, UK and US institutions working in Kuwait.

It plans to establish agreements with various Canadian universities which have expertise in programs of interest: for KPU, the list currently includes Business, Information Technology and Design.

The licensing and regulatory body for private higher education in Kuwait, the Private Universities Council (PUC), would like to see a Canadian partner operating in Kuwait. Moreover, PUC is the main provider of state scholarships in Kuwait for private higher education; ventures approved by PUC tend to achieve enrolment projections, tuition costs, and the overall success of private higher education ventures. In fact, PUC scholarship students make up almost 50% of OES's current student body.

KPU's Role

As a consultant and academic auditor, KPU will share its expertise in program and course design, development and delivery; governance, academic policy, and quality assurance; along with teaching approaches that blend theory and practice and which include experiential learning.

KPU will also audit the implementation of this advice and attest accordingly. The intention will be to have CANUCK graduates meet the same overall learning outcomes as KPU graduates.

KPU will have a place on the CANUCK governing board, and will be required, under the terms of the consultancy, to undertake on-site visits, and prepare reports for the board and to the Private University Commission on aspects of the academic and governance implementation.

The parallels in the BC system would be the mentoring relationship between the established universities the new university colleges (including KUC) established in 1995, as well as the Degree Quality Assurance Audits now underway across the system (KPU's to be held in 2019).

In the longer term, options for faculty, staff and student exchanges can be explored, plus the potential for CANUCK students to complete their degrees at KPU.

Financials and Risk

This opportunity represents the possibility of a long-term and sustainable source of revenue for KPU. By 2029, it is anticipated that KPU will annually collect a minimum of CAD \$1.3 million in fees. The costs to KPU will involve faculty, administrator and staff time, and any necessary travel, estimated to be about \$350,000.

A full risk analysis and a legal review of a proposed agreement is underway, which will include explicit requirements on how KPU's name and logo is used in CANUCK marketing and related materials and press releases.

Additional Background and Context

1. Orient Education Services Co. of Kuwait (OES) and AC-K

OES is a privately owned company in Kuwait that was established in 2005 to manage the Algonquin College-Kuwait project and to explore other educationally related opportunities in the future. Its owners are well established and respected members of the Kuwait business community, several of whom are members of the Al-Shaya family, which is well-known and influential family in Kuwait and the Gulf Region.

OES and AC-O proposed the Establishment of OES (AC-Kuwait) to the PUC of Kuwait in 2007 through a joint submission. It was licensed to operate by Amiri Decree 419 in 2010 as a diploma-granting institution offering programs in business and technology and was allocated land in the community of Al-Naseem in the Governorate of Jahra.

A three-phased campus construction plan was initiated in 2013 and, upon successful completion of Phase 1, the college opened in Fall 2015 with an initial enrolment of 80 students. Built on 70,000 square meters, the current facility has a capacity of approximately 2,000 students. Upon successful completion of Phases 2 and 3, the campus will be able to host 3,000 students. OES, operating as AC-Kuwait currently has PUC approval for eight Academic Schools:

School of Business	School of Advanced Technology
School of Police & Public Safety	School of Health & Community Studies
School of Construction	School of Languages
School of Media and Design	School of Hospitality & Tourism
English & Academic Foundations Program	

The following degrees and diplomas are proposed under the initial scope of consultancy agreement being developed:

- Accounting
- Computer Studies and IT
- Marketing
- Entrepreneurship
- Human Resources Management
- Public Administration
- Digital and Graphic Design
- Product Design
- Fashion Design
- Interior Design

OES: Student Population (Spring 2017)

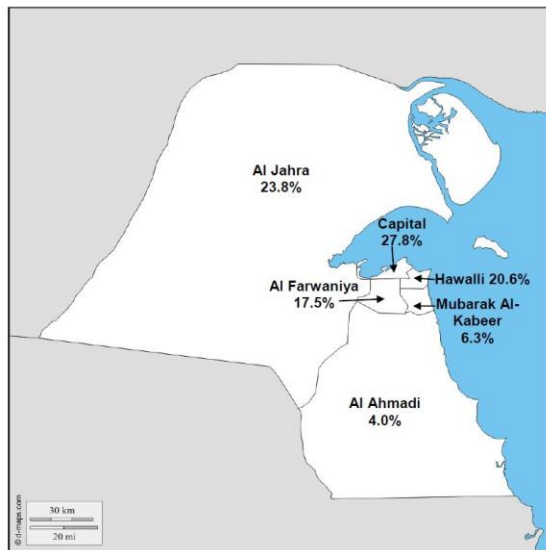
- From 2015/16 to 2016/17, enrolment increased from 80 to 126 (+60%)
- 57.5% of new students were directly admitted to diploma programs
- 46% of students are supported by PUC scholarships
- Female : Male student ratio is approximately 30 : 70
- 50% of female students are from Al-Jahra, but only 13% of male students. Others mostly come from the Capital (32%) or Hawalli (24%)
- Student diversity is increasing - 8 different nationalities, including Canadian are represented on campus. Altogether, 26% of OES (AC-Kuwait)'s students are non-Kuwaitis.

OES: Campus location in Al Jahra

The OES (AC-Kuwait) campus is located in [Al Jahra](#) which is 32 kilometers (20 miles) west of Kuwait City in Kuwait. Since gaining its independence from Britain in 1961, Kuwait has been largely thought of as a city-state, since the vast majority of its population lives in Kuwait City. Since its liberation in 1991, more residential development has occurred along its eastern seaboard, which has made north-south travel in the eastern part of the country very common. As part of its economic development plan, Kuwait is looking to develop its western Governorates both commercially and residentially and this is going to have a dramatic effect in provinces such as Al Jahra.

Since 2009, the Boubyan Island Seaport Development Project has been underway in north-west Al Jahra and, for the past three years, the major route connecting downtown Kuwait City to Al Jahra – known as the Jahra Road – has been under redevelopment. Plans are also underway to develop two new residential communities in Al Jahra and, by 2025, these are expected to house approximately one million residents. In addition, the Kuwait Government is building a new 45,000-student public university campus in the community of Al-Shadadiya, which borders on Al-Jahra and it is expected to be open by 2020. All of these will positively contribute to continuous and significant increases in economic, commercial and educational activity in the Al-Jahra region for at least the next decade. For instance, in 2016, approximately 37,000 students graduated from public and private secondary schools in Kuwait, with about 7,000 graduating from schools located in or near Jahra.

Map and Location of Al-Jahra



OES Board of Trustees, Suad A. Jafar MA, Chairman

Mr. Jafar has been with OES since its inception in the early 2000s and was officially appointed Chair of the OES Board of Trustees in 2010. He has extensive experience in both higher education teaching and administration and held the senior management position of Deputy Director General-Finance and Administration at the Public Authority for Applied Education and Training for over a decade.

Similarly, he acted as senior member of the Kuwait Embassy Cultural Office in London, UK for 5 years and spent 2 years in Denver, USA as a graduate student. He holds a MA in Economics from the University of Denver and a BA in Economics from Kuwait University.

AC-Kuwait President, Dr. R. David McHardy

Dr. McHardy is the College's inaugural President and has been with OES (AC-Kuwait) since 2014. He has over 40 years of management experience in higher education, including 30 years in public and private colleges in Canada and almost 8 years in the Gulf Region, with 6 years in Kuwait. He holds a DBA from the International Centre for Higher Education Management at the University of Bath (UK), an MA in Administrative Leadership in Education from Simon Fraser University (CAN), and a BSc in Biology from McMaster University. Dr. McHardy reports to the OES Board of Trustees

2. The State of Kuwait

Since the discovery of oil in Kuwait in the 1940s, the petrochemical industry has dominated and driven Kuwait's economy and currently represents 95% of its exports and 60% of its GDP. By tapping into its 100+Bn barrels of oil reserves, Kuwait has amassed approximately US\$600Bn in financial reserves and provides its citizens with an excellent standard of living, as indicated by its

10th-place ranking in the world for Gross Domestic Product per capita (CIA World Fact book). In anticipation of major future changes in the market for oil, the Government of Kuwait has embarked on a 15-year plan to diversify its economy and enhance the country's role as a regional hub for banking and finance, trade, and services. In support of this plan, the Government's implementation strategies include:

- promoting and attracting increased foreign investment (including the creation of the Kuwait Direct Investment Promotion Authority (KDIPA),
- encouraging Kuwaitis to work in the private sector and to develop their own small and medium-sized enterprises (this strategy includes the creation of the National Fund for Small and Medium Enterprise Development (US\$6.6Bn),
- workforce development, including significant primary and secondary school educational reform, and
- industrial, commercial, residential and infrastructure investment and development.

Politics

Kuwait is one of the few countries established with a parliamentary system in the Gulf region, as a constitutional emirate. The other is the Kingdom of Bahrain which is a constitutional monarchy. Kuwait's hybrid political system is divided between an elected parliament and an appointed government. Prior to Kuwait's independence on June 19, 1961, it had experienced periods of political instability. Turning into a state and adopting a constitution has served as a catalyst for Kuwait's development and political tranquility.

Kuwait is a wealthy country that allows the government to offer many benefits to its citizens, including generous provisions for housing, education and health care. The most recent census (2015) put the population of Kuwait at 4.1m, of which approximately 1.5m are Kuwaiti nationals with large minorities of migrant workers from all over the globe. Kuwait's political system is a hybrid of hereditary monarchy and democracy. The Head of State is HH the Amir, Sheikh Sabah Al Ahmed Al Jaber Al Sabah. HH Sheikh Sabah Al Ahmed has been in power since 2006.

Human Rights

Although concerns have been raised by human rights NGOs in the past about Kuwait's record on labour rights, Kuwait has a long history of democratic institutions, a proud tradition of freedom of speech, an independent judiciary and a free press. In fact, a recent Human Rights Watch report places Kuwait top for labour rights across the Gulf Cooperation Council (GCC).

Kuwaitis benefit from a generous public subsidy, are unionized, and have the right to strike. Expatriate workers comprise the majority of the labour force in Kuwait, and can become union members after working for five years. Kuwait's latest labour law, passed in 2010, limits the work week to 48 hours, provides for a minimum of 15 days of leave per year (21 days after five years of service), and has established a compensation scheme for industrial accidents.

Kuwait's Currency – the Dinar – and its Exchange Rates

For some time, the Kuwaiti Dinar has been recognized as a high-value, stable currency and it is generally regarded today as the most valuable currency in the world. Since 2007, it has been pegged to a “basket of currencies” and has, for the most part, been able to avoid the ups and downs of market trends and oil prices (IMF, 2016). In its November 2016 report on Kuwait, the International Monetary Fund praised the Government for its reform and development plans and the Central Bank of Kuwait for its management of the country's banking and finance industries and its currency. It described Kuwait as “well positioned to mitigate the impact of lower oil prices on the economy” and characterized the country's financial sector as “remaining sound” and its credit conditions as “favorable” (IMF, 2016).

The Supply of and Demand for Higher Education in Kuwait

Around the start of the new millennium, the Kuwait Government made the decision to meet its ever-increasing demand for in-country higher education by encouraging the development of a private post-secondary education sector. A year after its first private university – the Gulf University of Science & Technology – opened in 2003, it created the Private Universities Council (PUC) as the licensing and regulatory body for private higher education in Kuwait. In 2006, the PUC announced the launching of its domestic scholarship program for Kuwaiti citizen students, a program which has since grown from 1200 to 3600 scholarships awarded annually. An additional 4500 Kuwaiti citizens and students will have access to higher education each year through study-abroad scholarships.

In 2016, the Kuwait Ministry of Education announced that approximately 37,000 students would graduate from Kuwaiti secondary schools that year and that this number was expected to gradually increase for the foreseeable future. Concerns were expressed by the Ministry of Higher Education and the PUC regarding the public and private sector higher education institutions' ability to accommodate this many students, although the recent opening of four new private Higher Education Institutions should mean that, at least in the short term, all eligible students should be accommodated, although not necessarily by the institution of their first choice.

Canada-Kuwait Relations

Canada opened an Embassy in Kuwait in 1978, although its formal diplomatic relations dates back to 1965. The Canada-Kuwait relationship is founded in the two countries' common views and interests in several areas, including peace and security, humanitarian affairs, trade and investment and increased “people-to-people” links.

The friendship between Canada and Kuwait was never been better demonstrated than in 1991, when Canadian Armed Forces personnel served with those of the Armed Forces of Kuwait and coalition allies in the Gulf conflict and its aftermath. Of particular note was the major role played

by Canadian firefighters and well control specialists, who worked tirelessly with Kuwaitis in extinguishing massive oil well fires and blowouts (Government of Canada, 2017).

This strong bilateral relationship, forged in peace and war, continues to reinforce our common values, strengthen our economies and enhance our shared expertise in a wide range of areas. Today, more than 6000 Canadians live in Kuwait and are employed in key businesses such as the oil industry, academic institutions, government, health, financial services and engineering. Current benefits of bilateral agreements and arrangements include:

- the Agreement on “Avoidance of Double Taxation and the Prevention of Fiscal Evasion” (2002)
- the Air Transport Agreement (provisionally in force since 2007)
- the Foreign Investment Promotion and Protection Agreement (2014)
- the Memorandum of Understanding on Economic Cooperation (2009)
- the Arrangement concerning the Establishment of a Support Base and Related Logistics Operations (2014)
- the Defence Cooperation Arrangement (2014)
- the Memorandum of Understanding between the Canadian Commercial Corporation and the Ministry of Health of the State of Kuwait (2016)

3. Market Overview

Benchmarking: The Gulf Region

The market of post-secondary institutions providing this type of service to the Gulf Region is relatively mature. The Gulf is home to two of the largest host countries for international branch campuses: United Arab Emirates and Qatar, while Kuwait is the third largest. The top originating country is the United States with the rise of American universities and campuses in the MENA region. The main attraction for this type of venture is the minimal financial overhead as local partners subsidize the cost of infrastructure. Transnational education opportunities in the Gulf region represent the number one investment option in the field of education, with specific reference to K-12 and post-secondary education offers. It is important to mention that post-secondary offers need to focus in offering four year undergraduate degrees in field such as Business, Information Technology, Marketing, Nursing, and Medicine (British Council, 2017).

On average, there have been thirteen international branch campuses established each year worldwide since 2005. As growth continues, the top five countries establishing these campuses are the U.S.A, the U.K., Russia, France, and Australia. On the other hand, the top five host countries are China, the United Arab Emirates, Singapore, Malaysia, and Qatar (hosting a total of 98 international branch campuses).

Benchmarking: The State of Kuwait

Locally, Kuwait recognizes the key role that education will play in diversifying its economy due to its heavy economic reliance on petrochemicals. As a result, since the mid-2000s, Kuwait has

encouraged private investment and ownership in higher education and PUC has overseen the rapid development of a vibrant, world-class private higher education system. Other initiatives include reforming its public K-12 education system and making marked improvements in areas such as teacher certification and educational technologies. Similarly, the State of Kuwait is investing US \$3Bn in the development of a new University City, which will provide Kuwait University students with one of the newest, largest, and best-equipped campuses worldwide.

Other institutions operating in Kuwait include the Kuwait Maastricht Business School (KMBS), the Australian College of Kuwait (ACK), the Kuwait Institute for Medical Specialization (KIMS) recognized by 'The Royal College of Physicians and Surgeons of Canada,' and the Gulf University for Science and Technology (GUST) established in association with University of Missouri, USA.

<ul style="list-style-type: none"> • American University of Kuwait (AUK) • American University of the Middle East (AUM) • Arab Open University (AOU) • Gulf University of Science & Technology (GUST) • Kuwait College of Science & Technology (KCST) 	<ul style="list-style-type: none"> • Dartmouth College (USA) • Purdue U (USA) • Open U (UK) • U of Missouri at St. Louis (USA) • Indian Institute of Technology (IND)
<ul style="list-style-type: none"> • Australian College of Kuwait (ACK) 	<ul style="list-style-type: none"> • U. of Central Queensland (AUS) & others

An example of an agreement that includes consultancy plus faculty, staff and student exchanges is AUK and Dartmouth: <http://wetvarabia.com/dartmouth-and-auk-extend-memorandum-of-understanding-for-5-more-years/> .



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#5.4

November 21, 2018

Hanne Madsen

Agenda Item: **Code of Conduct Declarations Executed by New Board Members**

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report: At its meeting held on November 6, 2018 the Board Governance Committee received confirmation from the University Secretary, Keri van Gerven that Samuel Baroi, Akash Bhullar, Farhad Dastur, Shelly Hill and Amos Kambere have executed the Code of Conduct Declaration as required.

Context & Background: Section 9 – Individual Board Member Position Description and Code of Conduct in the Board Governance Manual (the “Manual”) outlines the duties and responsibilities of individual Board members and the expectations for how those duties and responsibilities are discharged. It is also the Code of Conduct for all Board members and sets out the standards of conduct each Board Member must adhere to. It also outlines the complaints procedures for breaches of the Code of Conduct.

The Board Governance Committee’s Terms of Reference outlined in Section 16 of the Manual outlines the committee’s duties and responsibilities including the annual receipt and review of Code of Conduct declarations from Board Members.

Key Messages: **1. All new Board members sign the Code of Conduct Declaration prior to the commencement of his or her term of office.**
[maximum of three] **2. By signing the declaration new Board members declare that they have read and understand the Individual Board Member Position Description and Code of Conduct and agree to comply with all of the terms of the Code, including the conflict of interest provisions in the Manual.**
 3. The University Secretary, Keri van Gerven, confirmed that Samuel Baroi, Akash Bhullar, Farhad Dastur, Shelly Hill and Amos Kambere have executed the Code of Conduct Declaration as required. A copy of his/her declaration is on file in the KPU Board Office.

Submitted by: Keri van Gerven, University Secretary

Date submitted: November 7, 2018



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

Regular Meeting
#6.2
November 21, 2015
Alan Davis

Agenda Item: **Appointment to the Search Advisory Committee for the General Counsel**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the appointment of Amandeep Singh to serve as the Board representative on the General Counsel Search Advisory Committee for recommendation to the Board of Governors.
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Board Committee Report: At its meeting on October 25, 2018 the Board Human Resources Committee approved the appointment of Amandeep Singh to serve as the Board representative on the General Counsel Search Advisory Committee for recommendation to the Board.

Context & Background: Policy and Procedure HR 25, Search Advisory and Appointment of Senior Administrative positions include the Vice President Finance and Administration, Associate Vice Presidents, Executive Directors, General Counsel, Chief Information Officer, Chief Advancement Officer and equivalent positions.

Searches for positions covered by this policy will be conducted by Human Resource Services as outlined in Policy HR26. The President, or his/her designate, will decide if an external search consultant will be used to work under the direction of Human Resource Services.

Key Messages: **1. HR 25 Search Advisory and Appointment of Senior Administrative Policy /Procedure oversees the selection of candidates for the position of General Counsel.**
[maximum of three] **2. Policy HR25 requires a representative of the Board Human Resources Committee**
 3. Amandeep Singh has agreed to serve as the Human Resources Committee representative.

Consultations: N/A

Attachments: [HR 25 Search Advisory and Appointment of Senior Administrative Positions Policy / Procedure](#)
 [HR 26 Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff Policy / Procedure](#)

Submitted by: Alan Davis, President and Vice Chancellor

Date submitted: October 26, 2018



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

Regular Meeting
#9
November 21, 2018
Alan Davis

Agenda Item: Senate Report: September 24, 2018 and October 29, 2018

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

Recommended Resolution:	N/A
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Board Committee Report:	N/A
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Key Messages: *[maximum of three]* 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

1. Notes from the Senate Meeting held September 28, 2018
2. Notes from the Senate Meeting held October 29, 2018

Submitted by: Alan Davis / President & Vice Chancellor

Date submitted: October 30, 2018

Notes from the Senate meeting of 24 September 2018

The first Senate meeting of the new academic year began with a blessing from the Elder-in-Residence and included a visit by the Chancellor.

Dr. Lori McElroy of Institutional Analysis and Planning, presented the results of recent student satisfaction surveys, including encouraging progress in areas such as the growth of *reputation* as a reason to attend KPU.

The Senate moved forward with appointments to several search advisory committees, including the Associate Dean of Arts, Associate Dean of Trades and Technology, and Provost.

Some of the first reports from the Senate Standing Committees on Teaching and Learning, and on Research, were received. The SSC Teaching and Learning is beginning, in the coming weeks, a discussion of the nature and definition of quality teaching and learning experiences. These discussions will be used to inform a range of conversations, including future discussion of class survey questions. The SSC Research will soon engage in a similar conversation - in this case on the definition of research at KPU.

In her first meeting as a Standing Committee Chair, Stefanie Broad brought forward the Academic Schedules for 2019/20 and 2020/2021.

The Senate recognized the vacancies caused by the resignations of Leeann Waddington and Denise Nielson, which will be filled in spring by-elections. Both have been excellent Senators and colleagues.

The Chancellor, struck by the brevity of the meeting, was assured that we all work very hard when he isn't around.

Best of luck in the new academic year,

David P. Burns, Vice-Chair, University Senate

Notes from the Senate meeting of October 29, 2018

The October meeting of the University Senate began with the first Vision 2023 progress update and with the President's own goals for 2019-2020. The President's report also included KPU's submission to BC's Select Standing Committee on Finance and Government Services. This submission is included in the Senate package at kpu.ca/senate.

The Provost's report included his thanks to the members of the Senate's standing committees on the University Budget (SSCUB) and Academic Planning and Priorities (SSCAPP) for their helpful questions during the recent budget presentations.

Dr. Bomford, of the Faculty of Science and Horticulture, presented changes to his Faculty's bylaws. These changes included the creation of committees on teaching and research, as well as a number of other minor reforms.

The Nominations and Governance Committee brought forward a clarification of its own mandate, as well as a series of revisions to the wording of committee memberships in various Senate committees.

A program concept was forwarded to the Board for a new Bachelor of General Studies, and the dates for the Budget Assessment process were set.

The Registrar notified Senate of the election of three new Senators:

- Rebecca Harbut, Science and Horticulture
- Marti Alger, Faculty of Educational Support and Development
- Natasha Campbell, Wilson School of Design

Senator Traynor, of the Faculty of Academic and Career Advancement, brought forward a concern regarding the ways in which students can move through the Pathway to Undergraduate Studies. This concern was noted by the Senate, which then tasked the SSC Curriculum with investigating the issue further.

The Vice-Chair thanked Senator Traynor for bringing forward a concern from his colleagues and encouraged others to do the same.

David P. Burns, Vice-Chair, University Senate