



Regular Meeting Agenda (Revised)

Board of Governors

Date: March 28, 2018

Time: 4:00 pm – 5:26 pm

Location: Surrey Campus,
Cedar Boardroom 2110

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

Excused: George Melville

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

Presenters and Administrative Resources: Salvador Ferreras, Marlyn Graziano, Jon Harding, Wendy Ip, 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	Hanne Madsen	M	4:06-4:08	4
3.1. Minutes of February 7, 2017				5
3.2. Employee Code of Conduct				11
3.3. Comprehensive Emergency Management Plan (CEMP)				20
3.4. Fees Collected on Behalf of the BC Federation of Students / Canadian Federation of Students / Canadian Federation of Students				50
4. Board Chair Report				
4.1. Board Terms of Reference	Hanne Madsen	D	4:08-4:13	53
5. Audit Committee Report				
5.1. Committee Chair Report	Doug Beaton	I	4:13-4:15	
6. Finance Committee Report				
6.1. Committee Chair Report	Doug Beaton	I	4:15-4:17	
6.2. Guard.Me International Insurance	Salvador Ferreras	M	4:17-4:20	61
6.3. Revisions to Bylaw No. 4, Fees	Jon Harding	M	4:20-4:30	71
NOTE: A memo providing additional details of the proposed increases to international student tuition is now included.				



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6.4. Senate Endorsement of the Draft 2018/19 University Budget	Alan Davis	I	4:30-4:33	83
6.5. Draft 2018/19 University Budget	Alan Davis / Jon Harding	M	4:33-4:43	87
6.6. Financial Forecast 2017/18	Joe Sass	I	4:43-4:45	109
6.7. Property Update	Jon Harding	I	4:45-4:50	
6.7.1. Campus Master Planning				
6.7.2. Three Civic Plaza				
6.7.3. Spruce Building				
7. Board Governance Committee				
7.1. Committee Chair Report	Hanne Madsen	I	4:50-4:52	
7.2. Board Meeting Schedule	Hanne Madsen	D	4:52-4:55	111
8. Board Human Resources Committee				
8.1. Committee Chair Report	Sandra Case	I	4:55-4:57	
9. President's Report				
9.1. Report to the Board	Alan Davis	I	4:57-5:02	
10. Provost's Report				
10.1. Report to the Board	Salvador Ferreras	I	5:02-5:07	
11. Vice President, Finance & Administration's Report			5:07-5:12	
11.1. Report to the Board	Jon Harding	I		
12. University Secretary's Report				
12.1. Administrative Revisions to the Board Governance Manual	Keri van Gerven	I	5:12-5:15	112
13. Senate Report: January 29, 2018 and February 26, 2018	Alan Davis	I	5:15-5:17	124
14. Next Meeting Agenda Contribution	Hanne Madsen	D	5:17-5:19	
15. For the Good of the Order	All	D	5:19-5:21	
16. Feedback on the Meeting	All	D	5:21-5:23	
17. Appendix:				
17.1. Report to the Board of Governors	Alan Davis	I	5:23-5:25	



Regular Meeting Agenda

Board of Governors

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18. Next Meeting Regular Board Meeting Wednesday, May 23, 2018 Surrey Campus, Cedar Boardroom 2110 4:00 – 7:00 pm	Hanne Madsen	I	5:25-5:26	
19. Adjournment	Hanne Madsen		5:26	



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

Regular Meeting
#3
March 28, 2018
Hanne Madsen

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 items on the Consent Agenda: 3.1 Minutes of the February 7, 2018 Regular Board of Governors Meeting 3.2 Employee Code of Conduct AND THAT the Board of Governors receive the following items on the Consent Agenda 3.3 Comprehensive Emergency Management Plan (CEMP) 3.4 Letter from the KSA dated December 11, 2017 regarding Fees Collected on Behalf of the BC Federation of Students / Canadian Federation of Students / Canadian Federation of Students-Services
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Attachments:

1. Minutes of the February 7, 2018 Regular Board of Governors Meeting.
2. Employee Code of Conduct
3. Comprehensive Emergency Management Plan (CEMP)
4. Letter from the KSA dated December 11, 2017 regarding Fees Collected on Behalf of the BC Federation of Students / Canadian Federation of Students / Canadian Federation of Students-Services

Submitted by: Maggie MacKenzie

Date submitted: March 19, 2018

Present Board

Douglas Beaton
Sandra Case
Gavin Dew
Alan Davis / President & Vice
Chancellor
Natasha Lopes
Marc Kampschuur
Michael McAdam
Hanne Madsen / Chair
Mohammed Mahabub
George Melville / Chancellor
Suzanne Pearce
Sarbjee Sarai
Michael Wong

University Vice Presidents

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

Presenters and University Resources

Adam Jaffer / Manager, Organizational Risk
Maggie MacKenzie / Confidential Assistant, Board of
Governors
Lori McElroy / Executive Director, Institutional Analysis &
Planning
Sukey Samra / Interim, Chief Information Officer
Joe Sass / Executive Director, Financial Services
Keri van Gerven / University Secretary & Confidential
Assistant to the President & Vice Chancellor

Regrets Kim Rose

Amandeep Singh

1. Call to Order

The Chair called the meeting to order at 4:04 pm, welcomed guests and introduced new Board member Mohammed Mahabub. Ms. Madsen also advised that due to a prior commitment new Board member Amandeep Singh will join the meeting shortly.

2. Approval of Agenda

Motion #15-17/18

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

3. Consent Agenda

Motion #16-17/18

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

3.1 Minutes of November 22, 2017

3.2 Full Program Proposal: Mechatronics and Advanced Manufacturing Diploma

3.3 Full Program Proposal: Graduate Diploma in Business Administration - Green Business Management and Sustainability (GRMT)

3.4 Full Program Proposal: Graduate Diploma in Business Administration - Global Business Management (IBUS)

4. Finance Committee Report

4.1 Committee Chair Report

Douglas Beaton advised that the committee received an update on the Maple Leaf School, were advised that the Third Quarter Advanced Education Skills & Training (AEST) Forecast was approved for submission

and noted that the Redundant Internet Proposal, Property Update and Procurement Greater than \$200,000 and Less than \$1 million are on the Board Agenda.

4.3 Redundant Internet Proposal

Sukey Samra presented the Redundant Internet Proposal and confirmed that this new connection will follow a different physical path to the existing connection via 72nd Avenue.

Motion #17-17/18

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve one-time funding of \$220,000 and ongoing funding of \$7,500 per month for a 10-year period, or a total of \$1,120,000, to implement a secondary connection to BCNET as recommended by the Board Finance Committee.

4.3 Property Update

4.3.1 Chip & Shannon Wilson School of Design

Jon Harding advised that the Chip & Shannon Wilson School of Design is now open and that feedback on the facility has been positive. It was also noted that the Ribbon Cutting Ceremony was well attended by community members and representatives of the BC Government.

4.3.2 Three Civic Plaza

Jon Harding advised that issues with access to the elevator at Three Civic Plaza continue and could impact the campus opening targeted for September 2018. Mitigation strategies are being developed in the event there is a delay and Mr. Harding confirmed that participants in the development are encountering the same challenges.

4.3.3 Spruce Building

Jon Harding stated that the Provincial and Federal Governments have granted a one month extension to the deadline for completion of the renovations to the Spruce Building.

Discussion followed regarding the challenges of working in a construction zone for students, faculty and staff. Mr. Harding confirmed that issues are being dealt with as they arise.

4.4 Procurement Greater Than \$200,000 and Less Than \$1 million

Joe Sass advised that the Board Finance Committee provided valuable feedback with a recommendation that only locked-in contracts be included in future requests.

Motion #18-17/18

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve, subject to budgetary approval, the attached Schedule "A" identifying procurement opportunities greater than \$200,000 and less than \$1 million to enable Management to begin preliminary processes and due diligence as recommended by the Board Finance Committee.

5 President's Report

5.1 Report to the Board

Alan Davis advised that the President's Report is included in the Report to the Board and that the report includes his activities and areas of focus since the November 27, 2017 Board Meeting.

5.2 Revision to the Mission, Vision and Values of KPU

Alan Davis presented the request for approval to review the Mission, Vision and Values of KPU as part of the Vision 2023 process as endorsed by Senate. Dr. Davis also confirmed that the Board previously approved the Vision 2023 Process.

Motion #19-17/18

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Vision 2023 process to review the Mission, Vision and Values of KPU on the advice of Senate.

5.3 Vision 2023

Alan Davis presented an update on Vision 2023 which will be the focus of the Board Planning Session on March 9, 2018. Dr. Davis advised that the first draft was posted on February 1, 2018 and has been shared both internally and externally. Presentations will also be made to Chambers of Commerce throughout the KPU region as well as to members of KPU's Program Advisory Committees.

Dr. Davis also advised that he, Dr. Lori McElroy, Sunita Wiebe and Ken Stark serve as members of the Vision 2023 Advisory Team working to crystalize KPU's focus for Vision 2023. The feedback received will be used to develop the second draft for presentation at the March 9, 2018 Board Planning Session.

6. Provost's Report

6.1 Report to the Board

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

Dr. Ferreras also advised that the Ministry of Advanced Education, Skills & Training recently announced funding for the Mechatronics and Advanced Manufacturing Technology Diploma Program for an initial 20 seats expanding to 40 seats by 2021 as well as minor renovations. The program has generated a great deal of excitement and will be launched in the Fall 2018.

Dr. Ferreras noted that recruiting is underway for an Associate Vice President, Research and Dean of the Faculty of Trades & Technology and advised that he met with College & Institutes Canada and Polytechnics Canada in Ottawa in mid-January. Dr. Ferreras also noted that representatives of Polytechnics Canada will visit KPU and meet with a number of KPU employees on February 20, 2018 to discuss KPU's alignment with their agenda in preparation for presentations to Government.

6.2 Academic Plan 2018 Interim Report

Salvador Ferreras presented the Academic Plan 2018 Interim Report requested by the Board of Governors providing a status update and assessment of the impact of the plan's strategies and actions. Dr. Ferreras noted that the report was presented and discussed at the recent Board Governance Committee Meeting.

Dr. Ferreras highlighted the Academic Plan Impact report which assesses progress under six lenses. Open Education, low cost/no cost/online textbooks, Z-Cred, six Creative Capital projects including students, workshops, information sharing are a few of the projects/ideas that fall under Innovation. Wellbeing includes a new Health and Wellness Website for staff and students which will be launched shortly. Enrollment has focused on developing new ways for students to enter KPU, provide dual credit opportunities for high school students and opportunities for adult learners and indigenous participation. Additionally, KPU and Thompson Rivers University are working together on established prior learning assessments and recognition. Dr. Ferreras confirmed that 90% of all strategies have been accomplished or will be substantially completed by June 2018.

7. Vice President, Finance & Administration's Report

10.1 Report to the Board

The Vice President Finance & Administration Report is included in the Report to the Board and Jon Harding advised that he had nothing further to add.

8. University Secretary's Report

8.1 Revised Board Governance Manual

Keri van Gerven presented the request for approval of the Revised Board Governance Manual and highlighted the work undertaken over the past two years including discussions with Management, a legal review and in-depth reviews by Hanne Madsen, Sandra Case and Gavin Dew. Ms. van Gerven also advised that as the Board works with the new manual amendments can be made as required to ensure it remains current.

Motion #20-17/18

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the revised Board Governance Manual and authorize the University Secretary to update the KPU Website and all other references to the Board Governance Manual as required.

8.2 Update on the Board Budget as at January 24, 2018

Keri van Gerven highlighted the Board Budget as at January 24, 2018 and noted that expenditures are on track and on budget.

9. Appointment of the Board Representative on the KPU Foundation Board of Directors

Hanne Madsen advised that Kim Rose agreed to a recommendation to the Board that she be appointed Board Representative on the KPU Foundation Board of Directors.

Motion #21-17/18

MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Kim Rose to the KPU Foundation for a one-year term beginning January 1, 2018.

10. Senate Report: November 27, 2017 and December 18, 2017

Alan Davis advised that the Senate Reports for November 27, 2017 and December 18, 2017 were included in the meeting package.

Dr. Davis noted that the members of Senate celebrated its endorsement of the Full Program Proposals for the Mechatronics and Advanced Manufacturing Technology Diploma, Graduate Diploma in Business Administration – Green Business Management and Sustainability and Graduate Diploma in Business Administration – Global Business Management with a round of applause. Senate is focused and engaged in the Academic side of KPU with a substantial amount of work being done at the committee level.

Dr. Davis also advised that he is engaging Senate in discussions on Vision 2023 and other strategic opportunities and noted the value of these discussions with Senators representing all faculties, departments and students. A Vision 2023 Special Event: The Future of Teaching & Learning in Higher Education designed to engage with notable leaders and stimulate interesting discussion is being held on Friday, February 9, 2018. This is the first of a series of events for KPU.

It was also noted that the value and level of discussion and debate at the Senate Committee level minimizes the need for extensive discussion at Senate meetings.

11. 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.

12. For the Good of the Order

Keri van Gerven extended an invitation to members of the Board to attend K.Docs, featuring a series of films and associated discussions. The public event runs from February 15 to 18, 2018 and is held at the Vancity Theatre, 1181 Seymour Street, Vancouver, BC.

13. Feedback on the Meeting

Natasha Lopes stated that the work and efficiency of the Board Committees is acknowledged by the Board when there is a minimal level of discussion when items are presented to the Board through its committees.

14. Appendix:

14.1 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.

15. Next Meeting

Wednesday, March 28, 2018 at the Surrey Campus, Cedar Boardroom 2110 at 4:00 pm.

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.

16. Adjournment

The meeting adjourned at 4:47 pm.

Board Chair



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

Regular Meeting
3.2
March 28, 2018
Abby Thorsell

Agenda Item: **Employee Code of Conduct**

Action Requested:	<input checked="checked" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input 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 March 8, 2018 the Board Human Resources Committee approved the administrative revisions to the Employee Code of Conduct for recommendation to the Board of Governors.

Key Messages: 1. **The Employee Code of Conduct was developed in the fall of 2014 to comply with the requirements of the Government of British Columbia (Minister responsible for the Public Sector Employers Act) for all BC public sector employees with the effective date of November 30, 2015.**

[maximum of three] 2. **The Employee Code of Conduct was approved by the Board of Governors on November 19, 2015 and is subject to annual review.**

 3. **As part of its annual review the Code of Conduct was amended to update references and links to Related KPU Policies and documents and consistency for all policy references. These are administrative revisions only.**

Attachments: Employee Code of Conduct

Submitted by: Laurie Clancy / Senior Manager, People Relations

Date submitted: March 19, 2018

KWANTLEN POLYTECHNIC UNIVERSITY EMPLOYEE CODE OF CONDUCT

Introduction

Our students and communities count on KPU to provide high quality educational opportunities that meet the needs of a wide range of students, and to conduct all its business with the highest level of professionalism, efficiency, and courtesy.

KPU's Employee Code of Conduct is built upon the principles of excellence, citizenship, and concern for the welfare of others. It embeds KPU's core values of honesty, integrity, transparency, and the maintenance of high ethical and professional standards in all of its activities.

KPU believes in the talents and good judgment of its employees. The Code is a tool intended to illustrate putting KPU's values into action at work every day and to ensure consistent treatment of similar issues and situations.

The Code is supported by KPU policies and procedures that set out expectations and responsibilities in more detail. KPU policies are crafted in the context of a polytechnic university with a mandate to serve its region through teaching, research and

services and its commitment to academic freedom, synergistic community relationships and achieving the goals of its strategic plan: relevance, quality and reputation.

The Code is not intended to override or derogate from but to complement University policies, procedures, regulations, as well as collective agreements, terms and conditions of employment, and professional codes with which employees must comply.

The Code applies to all KPU employees: full-time, part-time, temporary, on-call, and those providing services on contract. Each employee is responsible for familiarizing him/her self with the provisions of the Code and ensuring that she/he complies with them.

Any employee who is unsure whether an action may be contrary to the Code, is responsible for confirming this by reviewing KPU's supporting policies and procedures and/or by consulting a University official.

1. Working Environment

Kwantlen Polytechnic University is committed to providing a safe and inclusive learning and working environment characterized by respect for others, honesty, and dedication consistent with KPU's Mission, Vision and Values.

Related KPU policies and documents:

Respectful Workplace Policy and Procedures

Cultural Diversity and Inclusiveness Policy and Procedures

Commented [JC1]: What about also –

KFA – KPU Collective Agreement, 2014 – 2019, Article 23.01 and 23.02?

Commented [JC2]: HR21 [Respectful Workplace / Procedures](#)

Commented [JC3]: HR15 [Diversity and Inclusiveness / Procedures](#)

2. Conflict of Interest

- 2.1. KPU employees are expected to avoid or remove themselves from situations that constitute, or create the appearance of, a conflict of interest or a situation where they are, or appear to be, under an obligation to a person who might benefit or seek to gain special consideration or favour. A conflict of interest is any situation where personal interest interferes in any way, or even appears to interfere, with the interests of KPU and making decisions with honesty and impartiality.
- 2.2. KPU employees are expected to carry out their responsibilities in the best interest of the University and its students, and to conduct themselves in a way that does not either compromise the ability of the University to accomplish its work or undermine confidence in the employee's ability to discharge his or her responsibilities.
- 2.3. The University has established a Conflict of Interest Policy to assist employees to recognize possible conflict of interest situations so that they can disclose, manage and resolve such situations. Employees are expected to understand their responsibilities as set out in the Conflict of Interest Policy and related procedures.

Related KPU Policies and documents:

Conflict of Interest Policy and Procedures

KFA – KPU Collective Agreement, 2014 – 2019, Article 18.07

Commented [JC4]: HR1 [Conflict of Interest / Procedures](#)

I think HR24 [Protected Disclosure / Procedures](#) should be included here as well. HR24 speaks to conflict of interest AND conflict of commitment.

3. Outside Interests and Activities

- 3.1. KPU encourages employees to engage in professional, technical and other activities to enhance their professional growth and to participate in community service; employees are free to engage in political, professional, interest group and charitable activities. KPU recognizes that employees may also have alternate employment, participate in businesses, or receive remuneration of funds for activities outside of their employment at Kwantlen Polytechnic University. Such outside activities and interests are generally supported provided that KPU employees:
 - a. avoid situations of actual or perceived conflict of interest; and
 - b. ensure such participation does not impede the performance of the employee's University duties or interfere with regular University operations; and
 - c. not imply that the activity is an official act of the University or University support for or sponsorship of the outside organization or its initiatives; and

d. ensure that the activity does not negatively impact upon the University's reputation or bring the University into disrepute.

3.2. Within the Conflict of Interest Policy the University has provided guidance for KPU employees regarding the identification and disclosure of outside interests and activities which could put a University employee in a conflict of commitment.

Related KPU Policies and documents:

Conflict of Interest Policy and Procedures

Political Fundraising Expenses Policy

Use of University Property Policy and Procedures

Commented [JC5]: HR1 [Conflict of Interest / Procedures](#)

I think HR24 [Protected Disclosure / Procedures](#) should be included here as well.

Commented [JC6]: ER9 [Political Fundraising Expenses](#)

Commented [JC7]: BP5 [Use of University Property / Procedures](#)

4. Gifts and Entertainment

The onus is on all KPU employees to act with integrity, use good judgement, and consider all implications before accepting gifts, entertainment, or similar favours. Specific guidelines to employees regarding gifts and entertainment related to their position at KPU are provided within the University's Conflict of Interest Policy.

Related KPU policies and documents:

Conflict of Interest Policy and Procedures

KFA – KPU Collective Agreement, 2014 – 2019, Article 18.07

Commented [JC8]: HR1 [Conflict of Interest / Procedures](#)

5. Confidential Information

5.1. Confidential information refers to information that becomes available to an employee as a result of his or her employment, and is not otherwise generally available. Confidential information includes business, proprietary, technical, operational, financial, and legal, as well as personal information relating to personnel or students. Security and confidentiality of this information are matters of concern to KPU employees, students, and those with whom the University has working relationships.

5.2. KPU employees are expected to maintain the confidentiality of information with which they work or have access to and must protect such information from loss, theft, misuse, damage, and improper disclosure. Employees who are not certain whether information is confidential should seek guidance from their immediate supervisor or the next level supervisor/manager.

5.3. Employees are expected to immediately notify their immediate supervisor or the next level supervisor/manager, or other University official if they have reason to believe that confidential information has been lost, stolen, misused or improperly disclosed.

5.4. KPU's Confidentiality Policy clarifies the responsibilities of all employees with regard to protecting confidential information. Employees are expected to be familiar with and comply with specific policies and guidelines on confidentiality related to their responsibilities.

5.5. The requirements with respect to use, disclosure and protection of confidential information apply throughout and continue after employment with Kwantlen Polytechnic University ends.

Related KPU policies and documents:

Confidentiality Policy and Procedures
Confidentiality of Student Records/Files Policy and Procedures
Confidentiality and Ethical Treatment of Prospect/Donor Research and Records Policy and Procedures
Integrity in Research and Scholarship Policy and Procedures

Commented [JC9]: IM4 [Confidentiality / Procedures](#)

Commented [JC10]: AR3 [Confidentiality of Student Records and Files](#)

Commented [JC11]: This was Policy ER3, which has been eliminated and subsumed under ER1, [Fundraising / Procedures](#) (approved and implemented Nov 30, 2016)

Commented [JC12]: RS2 [Integrity in Research and Scholarship / Procedures](#)

6. Privacy

6.1. Kwantlen Polytechnic University is committed to protecting the privacy of individuals from whom it collects personal information. In general, employees may access personal information only when and to the extent it is required by their job, and may only disclose personal information for authorized purposes. Employees are expected to take all reasonable steps available to protect the privacy of anyone whose personal information is held by Kwantlen Polytechnic University.

6.2. KPU employees are expected to be aware of and comply with KPU's Freedom of Information and Protection of Privacy Policy and related privacy management guidelines and procedures. KPU's Policy reflects the provisions of the British Columbia *Freedom of Information and Protection of Privacy Act* (FOIPPA) which protects personal information.

Related KPU policies and documents:

Freedom of Information and Protection of Privacy Policy
Confidentiality of Student Records/Files Policy
Confidentiality Policy and Procedures
Confidentiality and Ethical Treatment of Prospect/Donor Research and Records Policy
Integrity in Research and Scholarship Policy and Procedures
Information Security Policy (in development)

Commented [JC13]: IM2 [Freedom of Information and Protection of Privacy](#)

Commented [JC14]: AR3 [Confidentiality of Student Records and Files](#)

Commented [JC15]: IM4 [Confidentiality / Procedures](#)

Commented [JC16]: This was Policy ER3, which has been eliminated and subsumed under ER1, [Fundraising / Procedures](#) (approved and implemented Nov 30, 2016)

Commented [JC17]: RS2 [Integrity in Research and Scholarship / Procedures](#)

Commented [JC18]: I believe this was discussed at the Privacy Committee at some points. The committee has not met since September 2017 and I understand this has not move forward. I would recommend removing this.

7. Use of University Property and Resources

General

7.1. University property and resources are provided for University work and purposes, including teaching, learning, research and administrative purposes. KPU employees are expected to use KPU property and resources responsibly and safely in compliance with applicable University policies. University property and resources can be both tangible (e.g., buildings, furniture, equipment, vehicles, supplies, computer systems) and intangible (e.g., intellectual property, patents, use of facilities and services).

Related KPU policies and documents:

Information and Educational Technology Usage Policy and Procedures

Use of University Property Policy and Procedures

KPU Mobile Devices Guidelines

Use of Institutional Name, Coat of Arms, Crest, Logo, Seal and other Graphic Images Policy

Disposal of Surplus Equipment Policy

Conflict of Interest Policy and Procedures

Commented [JC19]: IM3 [Information and Educational Technology Usage / Procedures](#)

Commented [JC20]: BP5 [Use of University Property / Procedures](#)

Commented [JC21]: This is only available in SharePoint, and below is the link if you prefer to include a hyperlink to the document:

<https://our.kpu.ca/sites/committees/mstf/Shared%20Documents/KPU%20Mobile%20Device%20Guideline.docx>

Commented [JC22]: GV6 [Use of Institutional Name, Coat of Arms, Crest, Logo, Seal and Other Graphic Images](#)

Commented [JC23]: FM7 [Disposal of Surplus Assets](#)

Commented [JC24]: HR1 [Conflict of Interest / Procedures](#)

Records and Records Retention

7.2. Records are valuable University resources as they provide evidence of KPU's business activities, decisions, operations, and internal and external communications. Employees are responsible for careful preparation and maintenance of accurate and complete records.

7.3. The University is committed to the efficient and effective management of its records in accordance with approved retention and disposition schedules. Employees are responsible for compliance with the University's Records Management Program regarding the management of records in their care.

7.4. As KPU is required to comply with the information access requirements established in FOIPPA, records created by employees may be subject to an access to information request. Any records, regardless of their source, media, format or location, are the property of Kwantlen Polytechnic University and remain the property of the University at the end of an individual's employment or contract.

Related KPU policies and documents:

Freedom of Information and Protection of Privacy Policy

Directory of Records and Retention Schedule

Use of University Property Policy and Procedures

Commented [JC25]: IM2 [Freedom of Information and Protection of Privacy](#)

Commented [JC26]: Here is the link to the document:
http://www.kpu.ca/sites/default/files/downloads/directory_of_records_schedule15354.pdf

The above document is subsumed in the webpage:
<http://www.kpu.ca/foipop/records>

Commented [JC27]: BP5 [Use of University Property / Procedures](#)

Intellectual Property (Policy and Procedures Under Development)

7.5. Kwantlen Polytechnic University has established a policy and associated procedures that apply to intellectual property created by staff, faculty, administrators and students of Kwantlen Polytechnic University, and other creators of intellectual property.

7.6. KPU's Intellectual Property Policy establishes appropriate recognition for intellectual property rights, proper management of intellectual property by the University, as well as compliance with applicable intellectual property rights law. Employees are required to be aware of and understand their rights and responsibilities as described in the Intellectual Property Policy.

Related KPU policies and documents:

Intellectual Property Policy and Procedures IN DEVELOPMENT

KFA – KPU Collective Agreement, 2014² – 2019⁴, Article 18.02

Commented [JC28]: There is a draft under development/review. Adam Jaffer/Legal/Risk has the most recent draft.

Copyright

7.7. Kwantlen Polytechnic University has established a policy and guidelines to address copyright permission, reproduction and use of copyright protected materials in accordance with applicable copyright laws. Employees are expected to be aware of and understand their rights and responsibilities as described in the Copyright Policy.

Related KPU policies and documents:

Copyright Compliance Policy

KFA – KPU Collective Agreement, 2014 – 2019, Article 18.02

Commented [JC29]: IM1 [Copyright Compliance](#)

8. Knowledge and Compliance: Legislation, Policies and Regulations

8.1. KPU employees are expected to be familiar, and to conduct themselves in a manner consistent, with all University policies and procedures relevant to their responsibilities.

8.2. KPU employees are expected to be aware of and comply with provincial and federal legislation and regulations and other contractual or legal obligations that affect how they carry out their duties and how the University conducts business.

8.3. KPU employees are expected to be aware of and comply with all safety legislation and policies related to maintaining a healthy and safe workplace and to take all reasonable precautions to ensure their own safety and that of others.

8.4. Employees are encouraged to seek guidance from their immediate supervisor or any University official where there is a question about compliance with University policies, regulations and/or applicable legislation.

Related KPU policies and documents:

Safety and Health Policy

Commented [JC30]: What about some of the other SR policies?

SR1 [Consumption of Alcoholic Beverages and the Non-Medical Use of Drugs on University Premises](#)
SR3 [Smoke Free Campuses and Properties / Procedures](#)
SR8 [Emergency Response to Inappropriate, Disruptive or Threatening Behavior](#)
SR9 [Violence in the Workplace](#)
SR13 [Closed Circuit Video Equipment \(CCVE\) / Procedures](#)
SR14 [Sexual Violence and Misconduct / Procedures](#)

Commented [JC31]: SR7 [Safety and Health](#)

9. Knowledge and Compliance: With the Employee Code of Conduct

9.1. Kwantlen Polytechnic University will take all reasonable steps to make the Employee Code of Conduct known to all employees. It is each KPU employee's responsibility to be familiar with the provisions of the Code and to uphold and comply with it at all times. Employees found to have violated the requirements of this Code or other University policies may be subject to disciplinary action up to and including dismissal.

9.2. KPU's Employee Code of Conduct offers guidance to employees on standards of conduct but cannot address every situation an employee may encounter. Employees who are uncertain about the appropriate course of action in a situation or who have any questions or concerns about the Code are encouraged to discuss these with their immediate supervisor, the next level supervisor/manager, or with any senior University official. Should an employee feel that these options are not appropriate for any reason, he or she may also contact the University's General Counsel or the Chair of the Finance and Audit Committee of the Board of Governors.

9.3. The President will monitor the University's compliance with this Code.

10. Reporting Breaches of the Code of Conduct

- 10.1 Any employee who has observed or learned of a breach of the Code or a supporting KPU policy is encouraged to report the situation to his/her immediate supervisor/manager, or a senior University official as soon as possible. There will be no reprisal against an employee for making a report in good faith, and such reports will be treated in confidence. All reports will be investigated in accordance with procedures laid out in the relevant KPU policies or, if there is no applicable policy, in the Protected Disclosure Policy and Procedures.
- 10.2 Kwantlen Polytechnic University has developed a Protected Disclosure Policy to provide mechanisms through which members of the University community can confidentially disclose any suspected wrongdoing or irregularity. The Policy sets out KPU's requirements for investigation of such disclosures and confirms KPU's obligation to protect the confidentiality of persons making the disclosures and the rights of the persons against whom allegations of wrongdoing or irregularity are made.
- 10.3 Members of the University community are encouraged to use the special provisions of the Protected Disclosure Policy to disclose suspected wrongdoing or irregularity only if regular channels prove ineffective or are inappropriate in the circumstances. An employee who is unsure what channel is appropriate in a particular instance may seek advice from any senior University official or the Chair of the Audit and Finance Committee of the Board of Governors. Whatever channel is used for disclosure, the principles of impartial investigation will apply.

Related KPU policies and documents:
Protected Disclosure Policy and Procedures

Commented [JC32]: HR24 [Protected Disclosure / Procedures](#)

Approval and Review of the Code

History: This Employee Code of conduct was developed in fall 2014 to comply with the requirements of the Government of British Columbia (Minister responsible for the Public Sector Employers Act) for all BC public sector employees.

Effective Date: November 30, 2014
Approval Date: November 19, 2014
Next Scheduled Date for Review: November 2015
Last Posted on University Website: November 30, 2014

Supporting or Related Policies and Documents

KPU Policies Currently in Force (<http://www.kpu.ca/policies>):

AR3 Confidentiality of Student Records/Files Policy
BP5 Use of University Property Policy / Procedures
~~ER3 Confidentiality and Ethical Treatment of Prospect/Donor Research and Records Policy~~
ER9 Political Fundraising Expenses Policy
FM7 Disposal of Surplus ~~Equipment Assets~~ Policy
GV6 Use of Institutional Name, Coat of Arms, Crest, Logo, Seal and Other Graphic Images Policy
HR1 Conflict of Interest Policy / Procedures
HR15 ~~Cultural~~ Diversity and Inclusiveness Policy / Procedures
HR21 Respectful Workplace Policy / Procedures
HR24 Protected Disclosure Policy / Procedures ~~HR21~~
IM1 Copyright Compliance Policy
IM2 Freedom of Information and Protection of Privacy Policy
IM3 Information and Educational Technology Usage Policy / Procedures
IM4 Confidentiality Policy / Procedures
RS2 Integrity in Research and Scholarship Policy / Procedures
~~RS5 Intellectual Property Policy and Procedures (in development)~~
SR7 Safety and Health Policy
ST7 Student Conduct (Non-Academic) Policy

Commented [JC33]: If it is agreed that the additional policies suggested above/throughout are to be included, they should be added in this section as well (e.g. SR8, SR9, SR13, SR14)

Commented [JC34]: Eliminated and subsumed under ER1, [Fundraising / Procedures](#)

Commented [JC35]: Should this be taken out as per above?

Other Relevant Documents

[Directory of Records and Retention Schedule \(2000\)](#)
[Freedom of Information and Protection of Privacy Act \(BC\)](#)
~~KFA – KPU Collective Agreement, 20124 – 20149, Section 18.02 (Copyright and Intellectual Property)~~
~~KFA – KPU Collective Agreement, 20124 – 20149, Section 18.07 (Conflict of Interest)~~
~~KPU Mobile Device Guidelines~~

Commented [JC36]: Hyperlinks for both have been updated.

Commented [JC37]: This is only available in SharePoint, and below is the link if you prefer to include a hyperlink to the document:

<https://our.kpu.ca/sites/committees/mstf/Shared%20Documents/KPU%20Mobile%20Device%20Guideline.docx>



Board of Governors
Consent Agenda Item: 3.3
Meeting Date: March 28, 2018
Presenter(s): Phil Goulet

Agenda Item: Annual Review: Comprehensive Emergency Management Plan (CEMP)

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: On March 13, 2018, Cam Kowalski, Manager, Emergency Planning provided a presentation to the Board Finance Committee on the Comprehensive Emergency Management Plan (CEMP).

Context & Background: The previous Finance Committee Terms of Reference stated that the committee annually reviews KPU's disaster recovery plans (Comprehensive Emergency Management Plan [CEMP]). This review was originally scheduled for the January meeting but was delayed until this meeting.

In line with the approval of the Revised Board Governance Meeting the existence of emergency plans will be incorporated into Enterprise Risk Management and reported to the Audit Committee.

Key Messages:
[maximum of three]

- 1. Emergency Planning is critical to the university as a whole**
- 2. The CEMP outlines the strategic steps which take place in an emergency**
- 3. Emergency Operations Centre (EOC) management protocols are outlined**

Resource Requirements: The CEMP is an annual plan which is reviewed by the VPs and Board members. As emergencies are a regular part of University operations, it is critical that this plan be understood as a template on how operations will continue during an event. Roles and responsibilities for university representatives are identified within the plan and the functionality of the Emergency Operations Centre are explained.

Implications / Risks: The university is at risk of natural disasters or man-made events. Not being prepared for any of these possibilities places the whole KPU community at risk should any unexpected event take place. Repeating emergency procedures through ongoing educational forums and marketing ensures the KPU community will be more aware of what to do during such circumstances.



Board of Governors	Regular Meeting
Consent Agenda Item:	3.3
Meeting Date:	March 28, 2018
Presenter(s):	Phil Goulet

Consultations: The CEMP has been developed over several years. Consultation with key stakeholders continue to take place so the actual user groups are well prepared for a potential disaster. This plan is vitally important to post-disaster management and recovery. Regular presentations to members of senior executive and board members to ensure that each are aware of the value of this plan is very important.

Attachments: Comprehensive Emergency Management Plan (CEMP)

Submitted by: Cam Kowalski, Manager – Emergency planning

Date submitted: March 19, 2018



KWANTLEN POLYTECHNIC UNIVERSITY

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP)

January 2018

COPY NUMBER _____

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LETTER OF PROMULGATION

Date: January 8, 2018

To the Kwantlen Polytechnic University community,

I am very pleased to present the Kwantlen Polytechnic University Comprehensive Emergency Management Plan (CEMP), which outlines the university's emergency mitigation, preparedness, response and recovery procedures. This living document was designed to comply with the British Columbia Emergency Management System (BCEMS) which is a standardized management system that all provincial agencies are required to use when responding to emergencies. Our plan's principles and strategies apply to a broad range of potential emergencies or disasters.

I want to remind you that nothing is more important than the safety and security of all members of our KPU community. While university emergency response staff and departments will be on call and ready to respond to any emergency, all members of the KPU community should also plan ahead to know what they must do before, during and after an emergency to ensure their own safety and that of those around them.

We all share great pride in our community and it's up to all of us to help keep our university prepared and safe.

Sincerely,

President: Dr. Alan Davis

Manager, Emergency Planning: Cam Kowalski

[illegible]

ACRONYMS

AAR	After Action Report
BCAS	British Columbia Ambulance Service
BCEMS	British Columbia Emergency Management System
BCP	Business Continuity Plan
BCPSEP	British Columbia Post-Secondary Emergency Planner
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan
EMAG	Emergency Management Advisory Group
EOC	Emergency Operations Centre
FSG	Facilities Support Generalist
HR	Human Resources
HRVA	Hazard Risk Vulnerability Assessment
IAP	Incident Action Plan
IC	Incident Command
ICP	Incident Command Post
ICS	Incident Command System
IET	Information & Educational Technology
KPU	Kwantlen Polytechnic University
NGO	Non-Government Organization
OEP	Office of Emergency Planning
PECC	Provincial Emergency Coordination centre
PIC	Public Inquiry Centre
PIO	Public Information Officer
PREOC	Provincial Regional Emergency Operations Centre
RCMP	Royal Canadian Mounted Police
REPC	Regional Emergency Planning Committee
SITREP	Situation Report
SRT	Site Response Team
TFSD	Technical Fire Safety Director

SECTION 1 – INTRODUCTION

1.1 PREAMBLE

Kwantlen Polytechnic University (KPU) is a five campus higher education institution located in the Metro Vancouver region of British Columbia. KPU offers bachelor's degrees, associate degrees, diplomas, certificates and citations in over 120 programs. More than 20,000 students annually attend KPU campuses at Richmond, Surrey, Cloverdale and Langley and approximately 1,500 staff, administration and faculty support the learning mission and operational functions of the institution.

Within the municipalities in which KPU operates are many unique aspects, which have been identified through a risk analysis that require effective emergency response capabilities. These include:

- Major transportation routes including highways and rail corridors, on which significant volumes of dangerous goods are transported, and which experience heavy commuter usage
- Close proximity to international and regional airports
- Major heavy industrial areas where dangerous goods are used, stored or transported
- Tracts of environmentally sensitive and protected lands
- Potential for major crime and violence
- Potential for natural disasters such as earthquake, tsunami and severe weather

To ensure a coordinated response effort, the plan establishes the roles and responsibilities of the emergency management team, municipal agencies, private sector and non-governmental agencies. The university maintains an Emergency Management Program for the purpose of developing, implementing and evaluating plans and strategies to mitigate potential emergencies, prepare the KPU community, and respond to and recover from emergency situations. The Emergency Management Program has in place the framework and processes to test and update plans and procedures annually.

1.2 PURPOSE OF THE PLAN

The purpose of the Emergency Plan is to describe how KPU will respond to emergencies of any scale or nature that cause a disruption to the normal business of the university. These emergencies may threaten the health, safety or environment of the KPU community and may disrupt classes, programs, activities and research. This plan establishes guidelines and operating structures to make arrangements for extraordinary provisions and measures that may be enacted during an emergency or pre-planned event.

The plan outlines the authority and responsibility to act in emergencies, and communicates the policies and procedures to be followed. The plan also takes into account the coordination with outside agencies, both government and private, that may assist the University during an emergency.

SCOPE

The university routinely handles small-scale situations involving security, first aid and facilities and most of these incidents are handled within the internal departments. However, this plan is intended to be implemented for situations which escalate in scope beyond normal response operations. In these situations multi-agency response or assistance may be required.

1.3 ASSUMPTIONS

Assumptions are facts, events or circumstances that are expected to occur during an emergency and can affect the response operations. The consideration of these major assumptions below will help determine the need for activating the Comprehensive Emergency Management Plan.

- All emergencies that require activation of the Comprehensive Emergency Management Plan (CEMP), will be managed according to the Incident Command System (ICS).
- During an emergency, all units, departments, and divisions, including all activated functions, will work in a coordinated manner and share resources toward a common goal under the direction of the Incident Commander or EOC Director.
- Depending on the scale and scope of the emergency, the Emergency Operations Centre (EOC) may be activated and staffed with appropriate personnel and departments that have responsibilities as outlined in the CEMP.
- Local KPU resources shall be used first. When the event overwhelms local resources, then other university assets or mutual aid agreements will be utilized. KPU may include and/or work with private entities, public agencies or local authorities, depending on the size and scope of the event.
- Kwantlen Polytechnic University will maintain and disseminate an all-hazard Emergency Plan. In addition to the Plan itself, the University will educate individual departments and units so that all personnel will be aware of the general framework for responding to emergency incidents and disasters.
- There will not be a plan for every conceivable type of emergency event – rather, the university's goal is to develop a capacity for resilience. Rather than preparing for very specific events or trying to predict every possible scenario, the objective of this all-hazards planning capability is that emergency responders develop abilities to adapt to the unexpected and respond quickly.
- In the event of an emergency or disaster, staff and faculty will volunteer, helping out and taking an active role in the response and recovery. The success of this plan relies on internal help from the KPU community

- In addition to students, staff and visitors, university responding personnel may be affected by an emergency. This may impede their ability to respond and ultimately impede the university's ability to respond.
- Critical infrastructure, equipment and supplies needed to respond to an emergency may be unavailable due to the disaster or emergency. This may complicate, delay or reduce the effectiveness of the response.
- The university will support the success of the emergency plan by providing training and development for members of the community involved in the mitigation, preparedness, response and recovery phases. (E.g. ICS and EOC Training)
- All university departments and units will be familiar with the Comprehensive Emergency Management Plan (CEMP), and their specific responsibilities within the plan.
- All departments must develop and maintain specific emergency response plans relevant to their area and operations. In addition to the framework provided in the CEMP, these departmental plans should address additional specific issues that may affect the department.
- The CEMP will be reviewed and updated at least annually by the Emergency Management Committee. A record of changes will be maintained.
- The Plan will be exercised at least once annually.

1.4 OFFICE OF EMERGENCY PLANNING

Kwantlen Polytechnic University's Office of Emergency Planning (OEP) consists of a Manager, Emergency Planning. The role of the OEP is to take the lead in the development of emergency plans, systems, exercises and other programs to maximize the response goals and priorities outlined below during an emergency event or disaster situation. The OEP and Emergency Program is developed to address each stage in the emergency management cycle.

Emergency Management is defined by Public Safety Canada, as, the management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.



1.5 PRIORITIES

Kwantlen Polytechnic University's goals/priorities of response on campus are based on the provincial BCEMS Response goals with the addition of KPU specific goals. These KPU response goals/priorities are:

- Provide for the safety and health of all responders
- Save lives
- Reduce suffering
- Protect public health
- Protect the institute's infrastructure
- Protect the institute's property
- Protect the environment
- Restore the institute's operations
- Reduce economic and social losses

1.6 EMERGENCY PLANS

Kwantlen Polytechnic University's (KPU) Office of Emergency Planning (OEP) develops various plans to guide the Mitigation, Preparedness, Response and Recovery. Some of the plans developed are categorized into the following: Comprehensive Emergency Management Plan, Functional Plans, Hazard Specific Plans and Departmental Plans. The OEP updates the master list of plans and annexes along with the date of the most recent update where applicable.

Comprehensive Emergency Management Plan (CEMP)

The Emergency Operations Plan is the overall administrative document that provides direction for the University's response to emergencies and disasters. In addition to the administrative aspects to the plan, the Emergency Operations Plan highlights the framework for which responses are based on.

Functional Plans

Emergencies and disasters vary in degree and actions required. These plans provide guidance to specific measures and aspects of the emergency response. Some of KPU's Functional Plans include but are not limited to: Crisis Communication Plan, Emergency Operations Centre Plan, Emergency Social Services Plan and Evacuation Plans.

Hazard-Specific Plans

The Hazard-Specific Plans address university response and coordination regarding more common or high-risk hazards. The aim of these plans is to provide more detail on how KPU and the university community will respond to specific high-risk hazards. These plans go over and beyond the basic all-hazard plan approach.

Departmental Plans

With the assistance from the Office of Emergency Planning key university departments are responsible for developing specific plans that address the response and recovery strategies of their specific departments. Other elements may include priorities, personnel, roles and procedures.

1.7 HAZARD, RISK, VULNERABILITY, ASSESSMENT (HRVA)

KPU's Hazard, Risk and Vulnerability Assessment (HRVA) was developed in September 2015. The HRVA identified sixteen risk events. These risk events were derived from the British Columbia list of potential hazards and then modified to meet the specific needs of KPU, the campuses and geographic locations in which the campuses reside. The risk events identified in the HRVA were measured using a ten year time frame. The complete HRVA and report contains detailed information and processes on the rating of the risk events. The complete HRVA will be an annex to the Comprehensive Emergency Management Plan. The HRVA will be aligned with KPU's Business Continuity Plans (BCP)

Extreme Risk

- a. Criminal Act / Active Threat

High Risk

- a. Earthquake
- b. Cyber-Terrorism
- c. Power Outage (> 1 Day)
- d. Pandemic

Moderate Risk

- a. Explosion
- b. Structural Fire
- c. Flooding / Water Damage
- d. Internal Hazardous Material (HazMat) Spill
- e. Extreme Weather
- f. Disruption Due to Bomb Threat

Low Risk

- a. Airplane Crash
- b. Demonstration / Public Disorder
- c. External Hazardous Material (HazMat) Spill
- d. Natural Gas Leak

Negligible Risk

- a. Tsunami

1.8 POLICY DIRECTION

The KPU Emergency Management Program and Emergency Plan is established in accordance with the Emergency Planning Policy (Policy No. AD101).

SECTION 2 – KPU EMERGENCY PROGRAM CONCEPT OF OPERATIONS

2.1 BRITISH COLUMBIA EMERGENCY MANAGEMENT SYSTEM (BCEMS)

The KPU Emergency Management Program Concept of Operations is based mainly on the British Columbia Emergency Management System (BCEMS). BCEMS is a comprehensive management scheme that ensures a coordinated and organized provincial response and recovery to any and all emergency incidents. BCEMS is used by most governmental organizations, local authorities, agencies and the private sector. BCEMS allows for a common framework, terminology, objectives and goals. This common framework results in better communication and a more efficient response and recovery. BCEMS provides the necessary linkage between KPU and the emergency programs of the municipalities in which our campuses lie. BCEMS utilizes Incident Command System (ICS) and two different support levels; Site Level: Incident Command and Site Support: Emergency Operations Centre (EOC).

Site Level: Incident Command

This level of command will be sufficient in managing most emergencies that occur at KPU. In this level there will be one Incident Commander (IC), however, in certain situations a unified command may be necessary to establish.

Site Support Level: EOC

When the Site Level requires additional resources, site support may be established in one of KPU's EOCs. The IC will still have command at the site level but will report directly to the EOC Director, who is responsible for the co-ordination and command of the EOC sections. The EOC consists of the internal Emergency Management Team as well as the necessary external agencies.

2.2 THE INCIDENT COMMAND SYSTEM (ICS)

BCEMS is based on the Incident Command System. ICS is a standardized, on scene, all hazards incident management concept. The idea is that ICS can be applied to any situation no matter how small, large or complex. ICS eliminates jurisdictional boundaries as most agencies and organizations use some form of ICS. ICS is used for all hazards and it can be expanded or contracted based on the changing needs of an emergency event. This eliminates the need for separate, specific emergency incident plans. Within ICS an Incident Action Plan (IAP) must be prepared to determine the objectives, strategies and activities to be completed over an operational period which is a specific pre-determined timeframe. The IAP can be oral or written however; it is best for IAPs to be written, which ensure more efficiency and covers legal considerations.

2.3 DEFINITION OF EMERGENCY & DISASTER

The *Emergency Program Act, RSBC 1996, c. 111* defines the following:

Emergency

A present or imminent event or circumstance that a) is caused by accident, fire, explosion, technical failure or the forces of nature and b) requires prompt coordination of action or special regulation of persons or property to protect health, safety or welfare of a person or to limit danger to property.

Disaster

A calamity that is caused by accident, fire, explosion or technical failure or by the forces of nature, and has resulted in serious harm to the health, safety or welfare of people, or in widespread damage to property.

2.4 MANAGEMENT BY OBJECTIVES

The management by objectives feature of ICS means that objectives are established to be achieved for a given time frame, known as an “operational period.” These objectives always relate to the response goals stated earlier. An objective is an aim or end of an action to be performed. It is commonly stated as “what” must be done. Each objective may have one or more strategies and performance or tactical actions needed to achieve the objective. Strategies are commonly stated as “how” actions should be performed. The EOC does not concentrate on tactics that are accomplished at the site. It does, however, concentrate on establishing priorities upon which objectives may be based.

2.5 OPERATIONAL PERIOD & SITUATION REPORTS

Operational Period

An operational period is the length of time set by Command at the site level, and by Management at the EOC level, to achieve a given set of objectives of the Action Plan. The operational period may vary in length and will be determined largely by the dynamics of the emergency situation. The first operational period may be as short as two hours but as the event continues an operational period is usually 8-12 hours. An operational period should not exceed 24 hours.

Situation Reports (SITREPs)

Situation reports serve as a snapshot of the current situation of the overall EOC. Situation reports are a function most commonly managed through the EOC Planning Section. Situation reports are typically developed near the end of each operational period or at the request of the EOC Director. All personnel must forward incident situation information to the Situation Unit in the Planning Section. Collecting situation data may involve a number of sources, including the Operations Section, Logistics Section, Information Officer and Liaison Officer. Situation information is also received from other EOCs and/or external agencies. Following analysis, the Planning Section supports operational decisions and summarizes situation information for the EOC Director’s approval. Once approved, the Situation Report is distributed to EOC Section Chiefs and others as needed. **(EOC Form KPU501)**

2.6 BRIEFINGS

EOC Team Briefings

Briefings provide EOC staff and external agencies with vital information needed to function effectively and efficiently. Information shared at a briefing can help clarify and validate situations in order for appropriate decisions to be made. At the EOC level, it is important to differentiate between briefings and planning meetings. Unlike planning meetings, briefings must be kept short. If there is need for further discussion, planning meetings or individual working groups should be set up to address the issues. Briefings are commonly conducted for general information exchange, situation/status reporting and during shift changes.

EOC Briefings can be held to:

- Orientate personnel to the EOC facility and equipment
- Review policies and operational guidelines
- Establish priorities and objectives
- Keep staff informed of the current situation
- Approve action plans and SITREPS

EOC Management Team Briefings

EOC Management Team (consists of the EOC Director, Management Staff and Section Chiefs) briefings should be facilitated by the Planning Section Chief and/or EOC Director at the predetermined times. A briefing agenda should be prepared by the planning section and approved by the EOC Director, which outlines the briefing format and objectives for the meeting. The agenda is distributed to EOC Management Team members in advance of the meeting (**EOC Form KPU401**).

In the initial stages of EOC Activation, EOC Management Team briefings should be held every two hours or as required to support response operations. The frequency of briefings may reduce as time goes on and extended operations continue. In these circumstances, EOC Management Team briefings should be conducted at least 2-3 times in a 12 hour period.

EOC Management Team members should come prepared to the briefings by preparing in advance information on:

- a. Current Situation: relevant to their section/position (**EOC Form KPU401A**)
- b. Unmet needs
- c. Future activities
- d. Public information requirements

Minutes from the briefings should be documented, approved by the EOC Director and distributed to the EOC Management Team. Section Chiefs are then responsible for briefing their staff on the outcome of the EOC Management Team meetings, addressing all action items assigned to their section.

2.7 SITE LEVEL – INCIDENT ACTION PLANS (IAPs)

At the site level, for simple incidents of short duration, the Incident Action Plan will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning process for this kind of incident does not require a formal planning meeting.

Elements of Verbal IAP:

- a. Incident Objective(s)
- b. Strategy (one of more)
- c. Tactics
- d. Assignments

ICS Form 201 which is used for Incident Briefings will provide valuable information to the oral or written planning process.

Written IAPs documenting decisions should be considered when:

- Two or more jurisdictions are involved
- The incident continues into another Operational Period
- A number of organizational elements have been activated
- It is required by agency policy

Written IAPs provide:

- A clear statement of objectives and actions
- A basis for measuring work effectiveness and cost effectiveness
- A basis for measuring work progress and for providing accountability

Elements of Written IAP:

- a. Statement of Objectives (ICS Form 202)
 - Describes what is expected to be achieved. Objectives must be measurable.
- b. Organization (ICS Form 203 or 207)
 - Describes what elements of the ICS organization will be in place for the next Operational Period.
- c. Tactics & Assignments (ICS Form 204)
 - Describes tactics and control operations, and what resources will be assigned.
- d. Supporting Material (ICS Forms 205, 206, 207 etc.)
 - E.g. Map of incident, communications plans, traffic plan, organization chart etc.

2.8 SITE SUPPORT LEVEL – EOC ACTION PLANS

EOC Action Plans address the policies and priorities that support the Incident Commander at the site and are an essential and required element in achieving objectives.

An EOC Action Plan is developed for each Operational Period.

Action Planning & Response Goals

EOC Action Plan priorities should always take the nine goals/priorities of response in section 1.4 of this plan into consideration. For example, objectives that are established to save lives and reduce suffering should always be listed and implemented before reducing economic and social losses.

The Planning Process

The Planning Section Chief is responsible for developing the EOC Action Plan.

- a. Understand the Current Situation
- b. Understand Current Issues & Challenges
- c. Establish 3-4 Top Priorities for the Next Operational Period
- d. Develop Objectives “What Needs to Happen”
- e. Develop Tasks to Complete Objective “How Will it Happen”
- f. Delegate Tasks to Sections & Implement the Action Plan

Action Plan Components

The EOC Action Plan may consist of some or all of the following (**EOC Form KPU502**):

- a. EOC Policies & Priorities
- b. Objectives (prioritized for operational period)
- c. Tasks (to achieve objectives) & Assignment List (resources to carry out tasks)
- d. Attached References (e.g. Communications Plan, Traffic Plan, Organization Chart, Map etc.)
- e. Distribution List

Plan Approval

The EOC Director is responsible for approving the Action Plan for each operational period. This is done in consultation with the EOC Management Team to ensure accuracy of the current situation and timelines for actions to be taken.

Action Plan Implementation & Evaluation

Once approved, the EOC Management Team will assume responsibility for implementing their respective portions of the Action Plan. This includes monitoring and evaluating progress of the plan.

2.9 KPU EMERGENCY TEAMS

Varying types of emergencies and incidents can occur on campus. Therefore, a number of different teams are used to help respond to major emergencies at KPU. Each team has specific roles and objectives, but use the ICS to work together ensuring an efficient and effective response.

Campus Security Team and Facilities Support Generalists (FSGs)

Campus Security is contracted to a third party and provides security services on all KPU campuses. Campuses are secured by on-site security during day and evening and by mobile patrols overnight. Campus Security serves as first responders to emergency situations (excluding first aid) and will assume incident command until more senior qualified personnel arrive. Initially it will be Campus Security in

consultation with the Office of Emergency Planning to determine whether a response should be escalated and expanded.

Facilities Support Generalists (FSGs) act as campus first aid responders. The FSGs will respond to all calls for medical assistance. Should the emergency involve a high level of medical requirements, the FSGs may act as the incident commander instead of security until more senior or qualified personnel arrive. It is possible to have a unified command between security and FSGs.

Fire Wardens and Technical Fire Safety Directors (TFSDs)

Fire Wardens are employees designated by KPU who assist Facilities and Security with fire and building evacuations. Building occupants must follow directions given by the Fire Wardens, who will assist with evacuations, assist individuals with disabilities and guide evacuees to the designated assembly stations. Fire Wardens are outfitted with reflective high visibility safety vests and equipped with a two-way radio. Fire Wardens communicate through the Technical Fire Safety Director (TFSD).

The Technical Fire Safety Director (TFSD) is responsible to respond to fire emergencies and co-ordinate the safe evacuation of occupants. The TFSD ensures the fire alarms have been sounded and reports to the fire alarm annunciator panel. The TFSD co-ordinates the safe evacuation of buildings through the Fire Wardens and Security Personnel. The TFSD also reports directly to the Fire Department.

Site Response Team (SRT)

The Site Response Team (SRT) members are designated KPU employees and/or contractors who are, or may be required at an emergency incident. The team responds to emergency incidents at the request of the Incident Commander (first person on scene; security or FSG). Incident Command is to be established along with an ICS structure and communicated to all units and personnel involved with the emergency incident. The SRT co-ordinates their efforts with responding agencies such as police, BCAS, and fire department. The team will work together to assess the incident. Most incidents are managed at the scene with this team and do not require the assistance of the EOC.

The SRT is comprised of the following and other departments as appropriate: Campus Security, Facilities, Occupational Health and Safety, Fire Wardens, Emergency Planning, Risk Management, Marketing/Communications, Information Technology (IT) and Finance.

**** Not every emergency incident will require all these departments/personnel ****

Emergency Operations Centre (EOC) Team

The EOC is staffed with employees of KPU who perform similar activities to those of their everyday position. Upon request of the Site Response Team needing assistance, the EOC will become activated. The EOC can be activated partially, fully or on standby. The EOC Team is responsible for supporting the SRT through the co-ordination of resources on and off campus as well as the communication between the KPU community and external agencies.

Policy Group

The policy group is a team separate from the Emergency Operations Centre. This includes the executives and leadership team of KPU. The Policy Group may be established to provide policy direction to the EOC Director. It is critical that the Policy Group avoid getting involved in the details of the tactical and

technical response measures. It is important for the EOC Director to ensure that the Policy Group is provided current information and updates to ensure they maintain positive situational awareness. The head of the Policy Group will be responsible for activation, deactivation and critical decisions.

Head of Policy Group: President of the University (or designate)

Liaison between Policy Group & EOC: Associate Vice President, Administration (or designate).

Responsibilities of the Policy Group include, but are not limited to:

- Providing overall emergency policy and directions to the EOC Director
- Authorizing the expenditure of necessary funds
- Formally requesting municipal/industry support/resources
- Providing directions for emergency campus community/ public information activities
- Representing KPU in making public statements
- Authorizing employees of KPU to perform any services deemed necessary

Policy Direction is informed by consultation with the EOC Director. The EOC also communicates information and seeks clarification from the Policy Group.

SECTION 3 – ACTIVATION

3.1 AUTHORITY

The University President or designate will be authorized to declare that an emergency exists in all or part of KPU and make decisions considered necessary to activate the Comprehensive Emergency Management Plan. During his/her absence or inability to act in this role, the designated alternates who must be part of the Policy Group, may exercise the powers and perform the duties of the Head of Policy Group. Under this Emergency Plan, the Head of Policy group is authorized to designate the approval of unbudgeted expenditures necessary for the response and recovery of emergencies, in which this plan has been activated.

3.2 DETERMINING AN EMERGENCY

Beginning with the warning phase; the threat of an impending emergency or at the scene of an emergency, the Incident Commander or members of the Site Response Team will assess the situation and determine if the incident requires extra resources and measures to contain the response and begin the recovery. If this is the case the IC will contact the Manager, Emergency Planning or alternate.

3.3 PLAN ACTIVATION

Once the Manager, Emergency Planning receives the information from the IC that extraordinary measures and resources are required, the Manager, Emergency Planning or alternate, along with the Policy Group will make a decision on the activation of the plan. Activation of the Comprehensive Emergency Management Plan also allows for the activation of other plans and annexes; including

but not limited to Functional Plans, Hazard Specific Plans, Departmental Plans and Business Continuity Plans.

To begin the plan activation process the Manager, Emergency Planning will contact one of the below in the following order:

- Vice President, External Affairs & External Relations
- Vice President, Provost & Academic
- Vice President, Finance & Administration

It should be noted that the activation of the Plan does not necessarily require the activation of the EOC. Conversely, the activation of the EOC does not require the activation of the Plan.

KPU will use 3 Activation Levels:

Level 1

Minor Emergency or pre-planned event that are localized to one small area and are resolved quickly using internal resources (e.g. security, facilities, OHS). This level contains the most frequent type of emergencies and can be serious but have limited damage and disruption to the university. At this level the EOC is not activated but it is likely the Emergency Response Team would be. These are typically day-to-day events. ***Level 1 may be used when the university is in a monitoring/awareness stage only.***

Level 2

Major Emergency that causes disruption to multiple portions of the campus, impacts large numbers of staff, faculty and students, damage to considerable amount of the campus, endangers the safety and well-being of the campus community or public. At this level the EOC is activated with the Management Team and possibly limited activation of the EOC as needed.

Level 3

Disaster/Catastrophic situation in which one or more entire campus and the surrounding municipality/community is being harmed or widespread damage to the entire campus buildings and environment. At this level the EOC is activated, external resources are likely required and direction may be required from the municipality's Emergency Management Office.

3.4 REQUESTS FOR ASSISTANCE

The university can request assistance from volunteer organizations, the private sector and community agencies. The request or response to a request for assistance is made by the EOC Director.

The EOC Director on the advice of the Head of Policy Group and/or Management Staff may request assistance from the municipality that the impacted campus lies in, even if that municipality has not implemented its Emergency Plan.

In emergencies or disasters where the municipality has activated its emergency plan, KPU will co-ordinate and liaise with the municipality's Office of Emergency Management. Where applicable, KPU will co-ordinate responses under the municipality's direction.

It is important to make mention that these requests for assistance are based on existing memoranda of understanding (MOU) or memoranda of agreement (MOA) and not requests without previous arrangements. However this should not limit the ability to receive support outside of MOUs/MOAs.

3.5 EMERGENCY NOTIFICATION PROCEDURES

Emergency Notification to Emergency Operations Centre (EOC) Team

Upon direction from the Head of the Policy Group or alternate, the Manager, Emergency Planning or alternate will activate the Emergency Operations Centre Team Notification Procedure. The EOC Team Notification Procedure may be activated fully or partially depending on the activation level and the situation's needs. This will be determined by the EOC Director and Manager, Emergency Planning or alternates. (See Fan Out Chart on Page 18)

The following incident details will be provided to the EOC members:

- Nature of Incident
- Location
- Extent of the Impact Areas

The members of the EOC Team may be directed to:

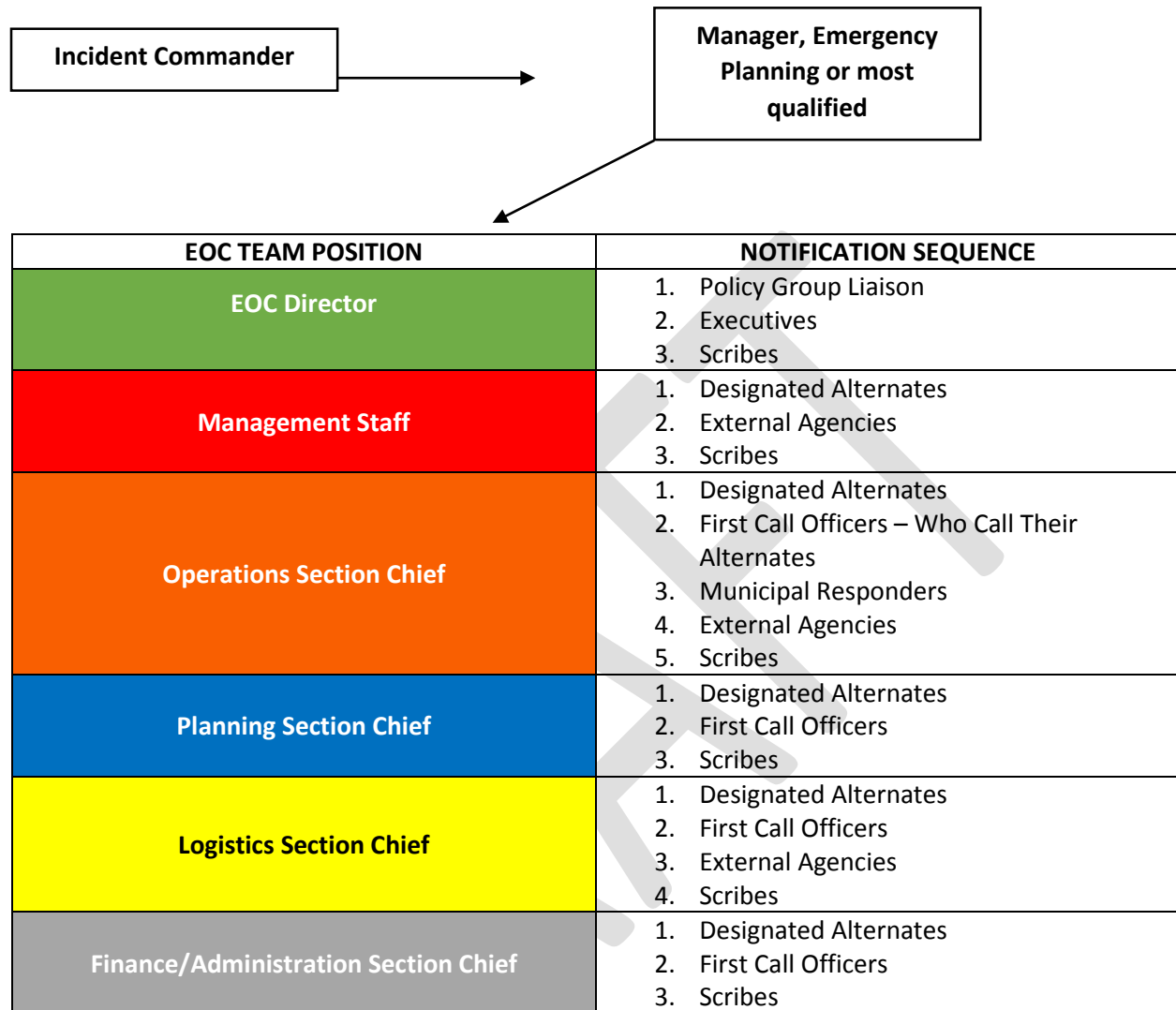
- Deploy immediately to the Emergency Operations Centre (EOC); or
- Remain on standby, monitor the situation and be prepared to convene at the EOC rapidly; or
- Alerted to a possible emergency situation, which may be developing

Should a response from the first EOC member contact **not be received within 15 minutes of initial call**, the second EOC Member call will be contacted. Depending on the situation and under the direction of the EOC Director or Manager, Emergency Management, EOC members may then be required to notify designated staff and scribes assigned to their sections (according to chart below).

Mass Notification to KPU Community

In the event of an Emergency at KPU or in the community which might affect KPU, the university will activate the Mass Notification System. This system includes both a personal notification feature and a campus wide hardware feature. The personal notification will consist of messages being sent out via email, phone calls, and text messages, through social media, the KPU website and other channels. The hardware side will send messages out over KPU desktops, digital signage, outdoor giant voice systems and emergency beacons. Different emergencies will call for different uses of the system. This system will be used to notify the KPU community of an emergency as well as providing updates and information regarding the situation.

3.6 EMERGENCY OPERATIONS CENTRE TEAM FAN OUT CHART



3.7 PLAN DEACTIVATION

Once the EOC Director along with the Management Staff and Planning Section Chief determine that the response efforts to the emergency are complete, the EOC Director will make the recommendation to the Policy Group that the Emergency Plan be deactivated. Once the Policy Group confirms deactivation, the EOC Director or the Manager, Emergency Planning will notify the EOC Team that the Emergency Plan is deactivated. At this point the university and EOC Team will move into a recovery phase as necessary. The Emergency Plan and Business Continuity Plan will be used to co-ordinate the recovery phase. Debriefs with the entire team, including external agencies, will be scheduled. Deactivation of the Comprehensive Emergency Management Plan does not automatically deactivate all other plans and annexes which still might be required (e.g. Business Continuity Plan).

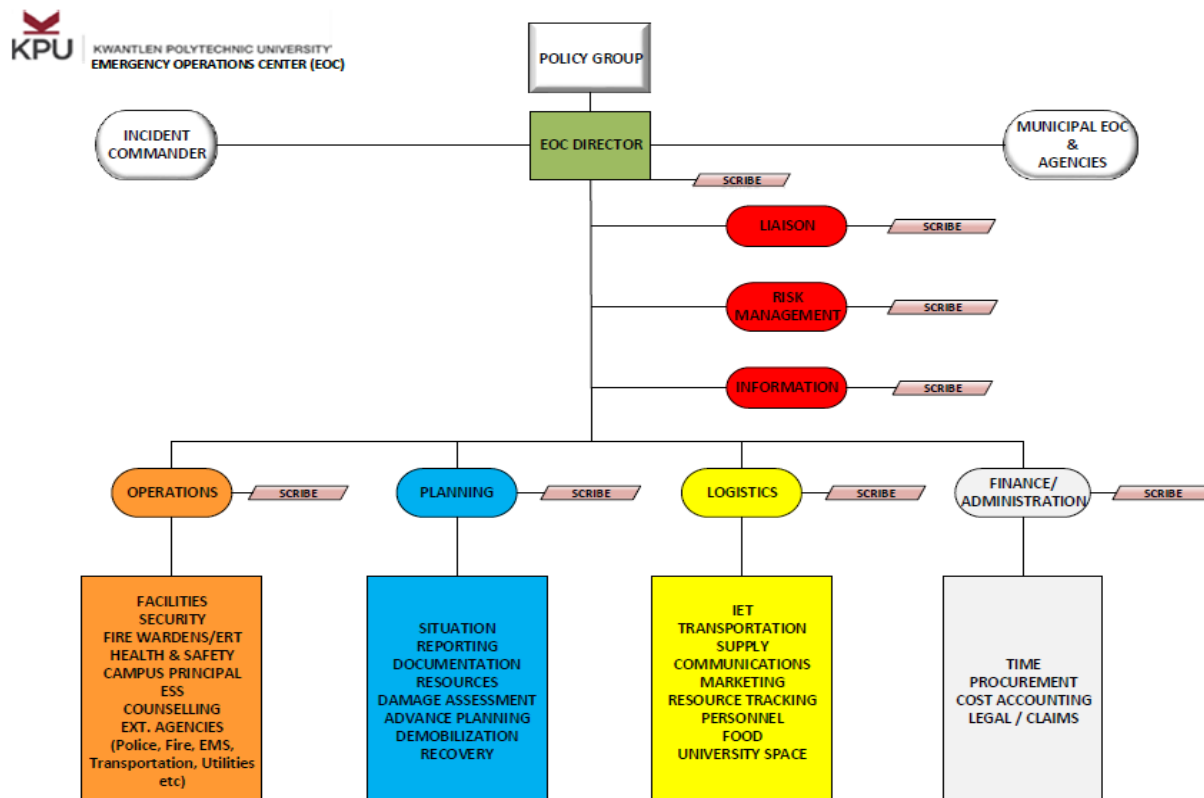
3.8 DEMOBILIZATION AND RECOVERY PLANNING

The purpose of demobilization and recovery planning is to establish a schedule and process for withdrawing resources that were dedicated to the emergency and begin the planning of restoring the university's services. Each Section Chief is responsible for his or her own section's demobilization and recovery planning. It would be during this phase that the university activates its Business Continuity Plan, if it hasn't already been implemented.

- a. Identify EOC Team positions and resources to be demobilized
- b. Identify outstanding actions and assign required resources to implement outstanding actions
- c. Keep HR Officer aware of staff being demobilized and Transportation Officer of equipment
- d. Schedule debriefing session with all demobilized personnel
- e. Implement Business Continuity Plan (BCP) or Continuity of Operations Plan (COOP) for the university or on a departmental level if applicable
- f. Assign Business Continuity responsibilities to senior staff and EOC Team members remaining
- g. Identify equipment, vehicles and structures that require repair
- h. Identify university Infrastructure requiring repair or replacement
- i. Develop action plan for the repair and/or replacement of equipment and infrastructure
- j. Establish Disaster Relief Committee if financial assistance is required
- k. Evaluate the effectiveness of the Emergency Plan and strategies utilized during the response

Section 4 – EMERGENCY OPERATIONS CENTRE TEAM

4.1 INCIDENT COMMAND SYSTEM ORGANIZATION CHART



4.2 EMERGENCY OPERATIONS CENTRE TEAM

The Emergency Operations Centre Team is responsible for directing and managing the emergency operations and for providing the essential services needed to minimize the effects of the emergency on the university. The EOC Team will commence operations when an emergency situation represents a threat that exceeds the normal capabilities of the departments designated to handle such an emergency or the emergency threatens the well-being of the university in large parts or as a whole. The EOC Team is the team working in the EOC and is responsible for supporting the Site Response Team (SRT) by coordinating resources on campus and communicating with the campus community and the public. The EOC Team is comprised of senior staff, administrators and executives of university departments that have the authority to make decisions on all matters affecting that department's participation in the emergency.

4.3 MANAGEMENT FUNCTIONS

EOC TEAM POSITION	DESIGNATED PERSONNEL
EOC Director	Manager, Emergency Planning or most qualified individual
Liaison Officer	Manager, Security or appropriate individual
Risk Management Officer	Director or designate, Organizational Risk
Information Officer	Director or designate, External & Government Affairs or Manager, Media and Communications, External Relations
Operations Section Chief	Director or designate, Maintenance & Operations or Manager, Operations
Planning Section Chief	Manager, Network Operations or University Librarian
Logistics Section Chief	Chief Information Officer or Director, Ancillary Services
Finance/Administration Section Chief	Executive Director, Finance or Director, Finance

4.4 SUPPORT FUNCTIONS

EOC TEAM POSITION	DESIGNATED PERSONNEL
Operations: Facilities Coordinator	Manager, Operations
Operations: Security Coordinator	Assistant Manager, Security or Security Site Supervisor
Operations: Health & Safety Coordinator	Manager, Occupational Health & Safety
Operations: Counselling Coordinator	Director, Counselling Services
Operations: ESS Coordinator	Manager, Sport, Recreation and Health Promotion
Operations: Campus Operations Coordinator	Campus Principals
Operations: External Agencies	RCMP, Fire, BCAS, Fortis, BC Hydro, FVHS, CRC, etc.

Planning: Situation & Reporting Coordinator	University Librarian or Manager, Network Operations
Planning: Advance Planning Coordinator	Divisional Business Manager, Student Services
Planning: Demobilization & Recovery Coordinator	University Registrar or Associate Registrar
Planning: Documentation Coordinator	Special Assistant, Provost
Logistics: IET Coordinator	Chief Information Officer or Director, Technology Services
Logistics: University Space Coordinator	Director, University Space or Coordinator, University Space
Logistics: Communications Coordinator	Manager, Media and Communications, External Relations or Media Specialist
Logistics: Marketing Coordinator	Executive Director, Marketing or Manager, Marketing or Manager, Web & Digital Technologies
Logistics: Resource & Supply Coordinator	Director, Ancillary Services or Purchasing Manager
Logistics: HR Coordinator	Director, Compensation, Health & Benefits
Fin/Admin: Procurement Coordinator	Manager, Purchasing or Senior Buyer
Fin/Admin: Time & Payroll Coordinator	Operations Manager, Payroll
Fin/Admin: Cost Accounting Coordinator	Manager, Accounting Services or Accounting Services Coordinator
Fin/Admin: Legal Coordinator	General Counsel or Legal Representative

4.5 TECHNICAL SUPPORT FUNCTION

EOC TEAM POSITION	DESIGNATED PERSONNEL
Scribes	Confidential Assistant, Risk Services Confidential Assistant, Finance Confidential Assistant, IET Counselling & Advising Assistant HR Support Assistant Admin Assistant, Office of Provost Executive Assistant, Vice Provost Other Assistants & Administrative Staff As Needed
IET Technician	Various IET Staff

4.6 SUPPORTING AGENCIES

- City of Langley
- Township of Langley
- City of Surrey
- City of Richmond
- Other Neighbouring Local Authorities
- Emergency Management BC (EMBC)
- Coast Mountain Bus

- Luxury Transport Inc.
- Fraser Health
- Vancouver Coastal Health
- Health Emergency Management BC (HEMBC)
- Fortis BC
- BC Hydro
- RCMP – Langley, Richmond, Surrey
- RCMP – Provincial Level
- British Columbia Ambulance Service (BCAS)
- Langley, Surrey, Richmond Fire and Rescue Services
- KSA GrassRoots Café
- Sodexo
- Canadian Red Cross
- Salvation Army
- Kwantlen Faculty Association
- Kwantlen Student Association
- BCGEU

4.7 ROLES & RESPONSIBILITIES OF THE EOC TEAM

Pre-Emergency

- Maintain a current copy of the KPU Emergency Plan at office or in EOC
- Regular review of the plan and your position's roles and responsibilities
- Ensure the safety of your family through a personal emergency preparedness plan
- Attend and participate emergency management training and exercise/drills
- Create Functional Plans as required and ensure they are kept up to date and all relevant personnel receive ongoing training

During the Emergency

- Respond to call out, make necessary call outs and notify department staff
- Sign in and out of EOC and organizational chart in EOC
- Receive briefing from one or some of following: IC, EOC Director or Section Chief
- Follow position's specific roles and responsibilities
- Manage and direct department's role in emergency response operations
- Provide department's services to help minimize effects of the emergency
- Make decision specific to department on emergency matters
- Identify and source equipment, suppliers and services related to department
- Identify personnel resources required, assist HR to source or relocate staff
- Provide input into objectives, strategies, tasks and overall decisions
- Advise department staff of changes to the incident status
- Maintain detailed records and logs of ALL actions taken and submit to the Fin/Admin Section

Post Emergency

- Submit all logs and expenses to the Fin/Admin Section
- Participate in post-response debriefing – input, recommendations and improvement ideas
- Participate in the Support Plans where applicable
- Participate in the Recovery Plan where applicable

SECTION 5 – PLAN MAINTENANCE

5.1 EMERGENCY MANAGEMENT ADVISORY GROUP (EMAG)

The Emergency Management Advisory Group is responsible for assisting in the development of KPU's Emergency Plans and for providing overall support for the Emergency Management Program. The Emergency Management Advisory Group will be chaired by the Manager, Emergency Planning and shall consist of the following members or their immediate alternates:

Manager, Emergency Planning (Chair)
Vice Provost, Students
Manager, Maintenance & Operations
Executive Director, Finance
Vice President, External Relations
Chief Information Officer, IT
Director, Organizational Risk
Manager, Security Operations
Manager, Health & Safety
Kwantlen Faculty Association (KFA)
BCGEU
Kwantlen Student Association (KSA)
Subject Matter Experts (as required)

5.2 PLAN MAINTENANCE AND REVISION

The Emergency Plan will be maintained by the Manager, Emergency Planning with input from the Emergency Planning Advisory Group. It is the responsibility of each person, division and department cited in this plan to notify the Manager, Emergency Planning of any and all changes that affect plan activation and/or operability

The Emergency Plan and the Annexes will be reviewed annually as part of the Emergency Planning process. The annual revision will be coordinated by the Manager, Emergency Planning in conjunction with the Emergency Planning Advisory Group. Proposed administrative changes will be forwarded to the Emergency Planning Manager for review and the committee may recommend context changes for approval by Policy Group.

Minor revisions constitute ongoing and administrative changes to the plan, such as changes in contact name, positions or contact information. These revision will be made by the Manager, Emergency Planning and communicated only to those directly affected.

5.3 AFTER ACTION REPORTS (AAR)

Once the emergency situation is complete and has been terminated an After Action Report (AAR) should be developed. The primary goal of the AAR is to highlight and document lessons learned from the experience. This is the auditing process for the KPU emergency program. It is through the AAR that we are able to audit the response, recovery, processes and plans.

Different questions can be asked, however the three common questions addressed in an AAR are:

- What Went Right?
- What Went Wrong?
- How Can We Improve?

It is important that during the AAR no fault is directed; the objective is to uncover opportunities for improving plans, procedures, training etc. The Manager, Emergency Planning will be responsible for developing the AAR and ensuring that an official document is completed and recorded for future reviews. **A SharePoint document is currently under development which will make this process more seamless.

5.4 VALIDATION OF THE EMERGENCY PLAN

The University's Emergency Plan will be tested in whole or in part at a minimum of once per year. This plan will be tested using emergency exercises of varying duration, complexity and type to ensure that the contents, roles and strategies remain appropriate, current and ready for implementation at any time.

Testing of the university's specific emergency response protocols (e.g. fire drills, active threat drills) may be done separately or in conjunction with the Emergency Plan.

5.5 EMERGENCY MANAGEMENT TRAINING

The Emergency Operations Centre Team members should complete formal training to prepare them for their role within an Emergency Response or operations in the EOC. Types of Emergency Management Training include but is not limited to:

- a. Introduction to Emergency Management in Canada
- b. ICS 100
- c. ICS 200
- d. Introduction to Emergency Operations Centre
- e. Emergency Operations Centre Essentials
- f. In House Training

The team members will begin by receiving the introductory and base line training courses. Advanced courses will be administered on an ongoing basis, beginning with senior members of the EOC Team or specific to certain positions on the team.

The Emergency Operations Centre Team may also be required to attend pre-exercise training. Each EMT member is responsible for reviewing the Emergency Plan and its annexes on a regular basis to ensure complete understanding of the process, procedures, roles and responsibilities.

5.6 CIRCULATION OF THE PLAN

This plan is considered to be a public document and will be made available for public inspection. The attachments, annexes, databases and specific contacts will not be included in the public document as they contain private and confidential information. General circulation will include the public document portion only.

A restricted circulation list will be composed of certain individuals who will receive the Emergency Plan, including databases, annexes and attachments. All restricted copies of the Emergency Plan are and remain the property of Kwantlen Polytechnic University. Copies are numbered and matched to corresponding individuals. Persons who receive a restricted copy of the plan must surrender the plan upon the request of the Manager, Emergency Planning and will return their numbered copy at the time they leave the service of the university.

5.7 RECORD OF AMMENDMENTS

Any time this plan is revised an updated Record of Amendments will be produced and a copy will accompany the revision that is circulated to persons noted on the Restricted Circulation List.



Board of Governors **Regular Meeting**
Consent Agenda Item: **3.4**
Meeting Date: **March 28, 2018**
Presenter(s): **Jane Fee**

Agenda Item: **Fees Collected on Behalf of the BC Federation of Students / Canadian Federation of Students / Canadian Federation of Students-Services**

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 March 13, 2018, the Board Finance Committee reviewed and discussed the letter from the KSA dated December 11, 2017.

Context & Background: In accordance with Section 27.1(3) of the University Act, on annual notice from a student society, the board must collect fees on behalf of a provincial or national student organization...

Key Messages:
[maximum of three]

- 1. The Kwantlen Student Association (KSA) and its individual members will cease to be members of the BC Federation of Students (BCFS) effective May 1, 2018.**
- 2. Accordingly, there is no basis for collection of BCFS Fees effective May 1, 2018 and KPU will only collect fees for Canadian Federation of Students (CFS) and Canadian Federation of Students-Services.**
- 3. The attached letter from the KSA dated December 11, 2017 outlines the new amounts to be collected effective May 1, 2018.**

Attachments: Letter dated December 11, 2017 from the KSA.

Submitted by: Jane Fee / Vice Provost, Students

Date submitted: March 14, 2018



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

11 December 2017

Kwantlen Polytechnic University
12666 72 Ave.
Surrey, BC V3W 2M8

Attention: Dr. Jane Fee, Vice-Provost Students and Hanne Madsen, Chair of the KPU Board of Governors

Dear Dr. Fee and Ms. Madsen:

Re: Fees Collected on Behalf of the British Columbia Federation of Students / Canadian Federation of Students / Canadian Federation of Students-Services

As you may be aware, Kwantlen Polytechnic University ("KPU") collects fees from Kwantlen Student Association ("KSA") members for membership in the Canadian Federation of Students ("CFS"), the British Columbia Federation of Students ("BCFS") and the Canadian Federation of Students – Services ("CFS-S"). These fees, in aggregate, currently total \$1.00 per credit for KSA members enrolled in semester-based programs (to a maximum of \$8.98 per semester), and \$0.89 per week for KSA members enrolled at KPU in fixed-term and continuous-intake programs.¹

Pursuant to a settlement of a lawsuit brought by KSA and two KSA members against the BCFS², the BCFS has agreed to terminate the membership of the KSA and the individual members of the KSA as of May 1, 2018. Therefore, as of May 1, 2018, there will no longer be any basis for collection of fees from KSA members for membership in the BCFS.

Accordingly, pursuant to section 27.1(3) of the *University Act*, R.S.B.C. 1996, c. 468, the KSA hereby provides notice that **as of May 1, 2018**, the KPU must no longer collect fees for the BCFS, but must continue to collect fees on behalf of the CFS and CFS-S in the following aggregate amount:

- For KSA members enrolled in semester-based programs: \$0.50 per credit, to a maximum of \$4.49 per semester; or
- For KSA members enrolled in fixed-term and continuous-intake programs: \$0.45 per week.

Please note, CFS/CFS-S membership fees increase annually by the rate of inflation. Increases take effect on September 1 each year. When the KSA learns of the new CFS/CFS-S membership fee rates for the 2018-2019 academic year, the KSA will, in turn, advise KPU of the new rate at which CFS/CFS-S fees must be collected as of September 1, 2018.

¹ KPU, 2017/2018 Calendar, Tuition & Mandatory Student Fees at: <http://www.kpu.ca/calendar/2017-18/ar/tuitionfees.html>

² *Kwantlen Student Association et al. v. Canadian Federation of Students – British Columbia*, Vancouver Reg. No. S-146936, Supreme Court of British Columbia.



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Sincerely,

A handwritten signature in blue ink, appearing to read 'Tanvir Singh', positioned above a horizontal line.

Tanvir Singh
President
Kwantlen Student Association

A handwritten signature in blue ink, appearing to read 'Jeremy McElroy', positioned above a horizontal line.

Jeremy McElroy
Executive Director
Kwantlen Association

cc: Jon Harding, KPU Vice-President Finance and Administration
Keri van Gerven, KPU University Secretary
Coty Zachariah, CFS National Chairperson
Peyton Veitch, CFS National Treasurer
Simka Marshall, BCFS Chairperson
Phoebe Lo Patigdas, BCFS Secretary-Treasurer
Rolando Navarro, KSA Financial Controller



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

Regular Meeting
#4.1
March 28, 2018
Hanne Madsen

Agenda Item: Board Terms of Reference

Action Requested:	<input type="checkbox"/> Motion to Approve <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report: For University Secretariat Use Only

Context & Background: As set out in the *University Act*, the Board is responsible to manage, administer and control KPU's property, revenue, business and affairs.²⁶

The Board delegates to the President responsibility for the day-to-day operations of KPU within the parameters set by the Board. Board Members serve part-time and the Board's role is one of governance and oversight of KPU.

The Board's powers are set out in section 27(2) of the *University Act*. In furtherance of the roles and responsibilities conferred on it by the Act, and in accordance with the BC government's [Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability](#) (June 2014), the Board establishes a governance framework to guide its work.

The President and the four current Board Committees that provide in-depth concentration in key areas of Board responsibility support the Board's work.

²⁶ *University Act*, s. 27(1).

Key Messages:

- 1. The revised Board Governance Manual was approved by the Board of Governors on February 7, 2018.**
- 2. According, the new Board Terms of Reference are presented for review prior to developing a Workplan for the Board.**

Attachments: Board Terms of Reference

Submitted by: Keri van Gerven

Date submitted: March 19, 2018

6. BOARD TERMS OF REFERENCE

Role

As set out in the *University Act*, the Board is responsible to manage, administer and control KPU's property, revenue, business and affairs.²⁶

The Board delegates to the President responsibility for the day-to-day operations of KPU within the parameters set by the Board. Board Members serve part-time and the Board's role is one of governance and oversight of KPU.

Responsibilities

The Board's powers are set out in section 27(2) of the *University Act*. In furtherance of the roles and responsibilities conferred on it by the Act, and in accordance with the BC government's [Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability](#) (June 2014), the Board establishes a governance framework to guide its work.

The President and the four current Board Committees that provide in-depth concentration in key areas of Board responsibility support the Board's work.

The key responsibilities of the Board are set out below.

Human Resources

The Board:

- a) appoints the President as the chief executive officer of KPU, sets the President's salary or remuneration, and defines the President's duties and tenure of office;²⁷
- b) monitors and evaluates the President's performance;
- c) oversees President succession planning and ensures plans are in place to deal with a planned or emergency departure of the President;
- d) provides advice and counsel to the President in the execution of the President's duties;
- e) with approval of the Senate, establishes procedures for the recommendation and selection of candidates for President, deans, librarians, registrar and other senior academic administrators as the Board may designate;²⁸

²⁶ *University Act*, s. 27(1).

²⁷ *University Act*, s. 27(2)(g).

²⁸ *University Act*, s. 27(2)(f).

- f) delegates to the President or those individuals or committees as outlined in Appendix “H” responsibility to appoint, promote and remove senior academic administrators, faculty and other members of the teaching staff, and the officers and employees of KPU and set their salaries or remuneration, define their duties and their tenure of office or employment;
- g) upon nomination by the alumni association and after consultation with the Senate, appoints the Chancellor in accordance with the *University Act*;²⁹ and
- h) ensures that KPU human resources strategies provide for the development of key personnel consistent with the future leadership needs of KPU;
- i) approves collective agreements and Terms and Conditions of Employment for Administrative Employees; and
- j) ensures KPU’s compensation and human resources philosophies and strategies are in keeping with KPU’s mission, vision, values and goals and legislative and policy requirements.

Strategy

KPU’s Senior Leadership, in consultation with internal and external stakeholders and in accordance with KPU’s fiscal accountability to the Government (i.e. the annual mandate³⁰ and budget letters) formulates a strategic plan and supporting operating and capital plans and budgets and the Board assesses and ultimately approves them.

The Board:

- a) reviews and approves KPU’s mission, mandate, vision and commitment statements;
- b) participates in the development of and approves KPU’s strategic plan;
- c) oversees the ongoing implementation of KPU’s strategic plan and establishes key performance measures;
- d) monitors KPU’s performance against the various plans and budgets, and agreed-upon key performance measures and approves revisions to the plans and budgets as required;
- e) reviews and approves KPU’s annual capital and operating budgets;³¹

²⁹ *University Act*, s. 11(1).

³⁰ The Mandate Letter provides the government’s strategic priorities and sets out performance expectations for the fiscal year for KPU: [2017/18 Mandate Letter](#)

³¹ *University Act*, s. 27(2)(l).

- f) seeks the advice of the Senate on the development of educational policy for those matters outlined in section 35.2(6) of the *University Act*;
- g) considers recommendations from the Senate for the establishment and discontinuance of faculties and departments;³²

Risk

The primary responsibility for KPU's risk management is vested in the President and overseen by the Board.

KPU's Senior Leadership is responsible for establishing processes, procedures and mechanisms by which key matters of risk are identified, and ensuring that strategies are developed to manage such risks.

The Board is responsible for:

- a) understanding the key strategic risks to KPU;
- b) ensuring, through regular reviews and assessments, that Senior Leadership has established appropriate systems to manage these risks; and
- c) receiving regular reports from Senior Leadership on the management of material risks³³ to KPU.

In particular, the Board will review with Senior Leadership the policies and procedures that are in place to identify, manage and monitor material risks including, but not limited to:

- a) Financial – Impacts to KPU's physical assets and financial resources;
- b) Human Resources – Impacts to KPU's ability to invest, manage, and support its Human Resources;
- c) Operational – Impacts to KPU's ability to manage day-to-day programs, processes, engagement and the effective and efficient use of its resources;
- d) Regulatory & Compliance – Impacts to KPU's ability to adhere to all applicable law;
- e) Strategic & Reputational - Impacts to KPU's ability to achieve strategic goals and objectives;
- f) Safety & Security – Impacts to KPU's ability to protect itself and its stakeholders from harm; and
- g) Other areas of specific concern to the Board and/or Senior Leadership.

³² *University Act*, s. 27(2)(i) and 35.2(6)(e).

³³ A material risk is defined as an exposure which, if realized, can adversely affect the achievement of KPU's strategic priorities, objectives or goals.

Risk Review

At least annually, the Board participates in a Risk Identification and Assessment session with Senior Leadership where:

- a) KPU's strategic risks are identified or updated;
- b) Newly identified or updated risks are assessed for their likelihood of occurrence and severity of impact; and
- c) Progress on Senior Leadership's risk mitigation plans are reviewed for adequacy and effectiveness.

Financial Information, Systems and Controls

The Board:

- a) directs and oversees KPU's internal and external audit;
- b) verifies that Senior Leadership has established and is applying appropriate audit, accounting and financial reporting principles;
- c) verifies that internal financial and operational controls and information systems are in place and functioning satisfactorily; and
- d) reviews and approves KPU's annual audited financial statements.

Monitoring and Reporting

The Board:

- a) ensures the publication of the Board's governance framework;
- b) monitors KPU's performance against the objectives set out in the strategic plan and agreed-upon key performance measures;
- c) identifies and monitors quantifiable measures and benchmarks relating to the academic and overall experience of KPU students and establishes processes to obtain student feedback;
- d) ensures KPU's financial position is reported fairly and in accordance with generally accepted financial reporting standards;
- e) ensures quarterly reporting to the Government on the annual capital and operating budget³⁴;
- f) annually approves for submission to the Government a copy of KPU's audited financial statements and the Institutional Accountability Plan and Report; and

³⁴ *Budget Transparency and Accountability Act*

- g) at the request of the Minister, prepares and submits, an annual report together with financial statements, and other information that the Minister considers necessary to carry out the Minister's responsibilities under the *University Act*.³⁵

Code of Conduct

The Board:

- a) establishes, and updates as required, a Code of Conduct for Board Members which includes the duties of Members of the Board or its Committees in conflict of interest situations;
- b) approves a Code of Conduct³⁶ for all KPU employees and monitors through Senior Leadership, compliance with all significant policies that govern KPU's operations; and
- c) adheres to the Code of Conduct for Board Members as described in Section 26

Appeal

The Board:

- a) conducts appeal hearings for any member of the teaching and administrative staffs and any officer or employee of KPU suspended by the President.³⁷

Communications

The Board:

- a) ensures KPU has a plan in place to communicate effectively with students, faculty, employees, government, stakeholders and the public.

The President is the primary spokesperson for KPU and the Board Chair is the primary spokesperson for the Board. As authorized by the President, KPU has additional spokespersons for specific subject matters³⁸.

Government Relations

The Board:

- a) works in a collaborative relationship with the Government;

³⁵ *University Act*, s. 32(1) and s. 49(1). See for example the Ministry of Advanced Education's reporting requirements for BC's public post-secondary institutions at <http://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration>

³⁶ Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability (June 2014)

³⁷ *University Act*, s. 60(3).

³⁸ See Section 9, "Public Statements"

- b) requires Senior Leadership to report (both promptly and adequately) the financial performance of KPU to Government and stakeholders;
- c) reports to Government on the Board's stewardship for the preceding year, upon request of the Government; and
- d) in a timely manner, keeps Government informed of material issues that could affect KPU and KPU's ability to meet targets set by Government.

Governance Effectiveness

The Board:

- a) establishes the framework for the governance of KPU;
- b) may appoint non-program advisory committees, consisting, either wholly or partly of persons unconnected with KPU ("Advisory Committee");³⁹
- c) may refer matters to an Advisory Committee for advice and report, such advice and report which must be considered and weighed by any body in KPU which the Board so directs;⁴⁰
- d) reviews and updates the Board's governance policies referred to in this Board Manual at least every two years or more frequently as required;
- e) develops a plan for long term Board composition and updates the Skills Competency Matrix for Governing Board;⁴¹
- f) provides comprehensive orientation and professional development sessions for Board Members; and
- g) annually examines the effectiveness of the Board, its committees and the current Board Chair and its relationship with Senior Leadership, the Senate and Government.

Reliance on Management

In carrying out its responsibilities, the Board relies on KPU's Senior Leadership to provide it with accurate and complete information.

External Advisors

In carrying out its responsibilities, where appropriate (i.e. considering KPU's internal resources, and the Board budget and subject to KPU's procurement practices) and in

³⁹ *University Act*, s. 34(1);

⁴⁰ *University Act*, s. 34(1).

⁴¹ Refer to Appendix "E" and Section 19 (Board Composition and Succession Planning) of this Board Manual for more information.

consultation with Senior Leadership, the Board is entitled to retain and rely on external professional service firms, consultants and advisors (collectively “External Advisors”) as needed to fulfill its mandate.

When the Board retains External Advisors, the Board must ensure that any relevant information, findings, or recommendations of the External Advisors be immediately reported to Senior Leadership, as appropriate. Typically, the Board Chair will provide such information to the President.



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#6.2

March 28, 2018

Salvador Ferreras

Agenda Item: **Guard.Me International Insurance**

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

Recommended Resolution:	THAT the Board of Governors approve the General Services Agreement with Guard.Me International Insurance as recommended by the Board Finance Committee.
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Board Committee Report: At its meeting held on March 13, 2018, the Board Finance Committee reviewed the Guard.Me International Insurance General Services Agreement and approved it for recommendation to the Board of Governors.

Context & Background: All new international students are automatically enrolled in a mandatory temporary insurance plan upon their registration in their first semester at KPU. This is to ensure that new international students are protected against unforeseen medical expenses and to limit any possible liabilities to KPU. New international students have the option to opt out of the plan within one month from the start of the semester if they have an existing Medical Services Plan (MSP) coverage. The temporary insurance coverage is on a semester basis (four months).

Similarly, continuing international students who have not previously opted out will continue to be enrolled in the temporary insurance plan in the following semesters upon their registration for classes. This is to ensure that all international students are covered either through MSP or the temporary insurance plan. Like new international students, continuing international students have the same opt- out option with the same opt-out deadline.

Key Messages:
[maximum of three]

- 1. KPU has engaged Guard.me through our fully vetted procurement process to provide international students sufficient one-semester medical insurance coverage through a temporary insurance policy built into their tuition fees. The coverage from Guard.me went into effect on January 1, 2018.**
- 2. Normally, international students are covered under this insurance policy until the end of the first semester after which KPU will have expected students to obtain their MSP coverage. KPU International informs and advises students that they are eligible for MSP coverage with the understanding that the student is responsible for opting out of the temporary coverage to avoid duplication of payment of premiums.**



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#6.2

March 28, 2018

Salvador Ferreras

3. Prior to this agreement KPU worked through an independent broker that charged a flat rate of \$227 per student per semester for insurance coverage. The new Guard.me insurance policy will offer a premium cost of \$201 per student per semester. For those students that were still paying premiums under the previous arrangement with the former provider, KPU will reimburse the \$26 difference between the former premium and the new premium.

**Resource
Requirements:**

The cost of the temporary insurance fee for international students for 2017 was \$1,078,023. This amount is based on International student enrolment and represents an approximate amount to what would be expected to be paid in 2018 under the new Guard.me contract. The operational arrangements to collect and remit the premiums have been established through the University Risk Office, KPU International, Financial Services and the Registrar's Office. There is no cost to the University as students pay into a flow-through fee which KPU remits directly to the insurer.

**Implications /
Risks:**

The insurance policy has been purchased to ensure students have sufficient medical coverage during the first semester or until such a time as they sign up for MSP coverage.

Consultations:

Finkelstein has been the insurance provider for international students at KPU since 2013. To improve the quality and pricing of services available to international students, International contacted Purchasing in Summer 2017 for assistance in formalizing the new service agreement. As the contract value exceeds one million dollars per annum, Purchasing advised that a public bid was required per AD3 Purchasing Policy. The bid was open in Fall 2017, and KPU received four tenders. In consultation with Risk and Finance, guard.me was selected as the new insurance provider due to its service quality and competitive pricing. Founded in 1998 and incorporated in Canada, guard.me is one of the world's largest insurance providers in international education and is currently servicing many private and public universities worldwide.

Attachments:

1. Executive Summary: Temporary Insurance for International Students
2. General Services Contract between Kwantlen Polytechnic University and Guard.Me International Insurance

Submitted by:

Dr. Sal Ferreras / Provost & Vice President, Academic

Date submitted:

March 14, 2018

Executive Summary: Temporary Insurance for International Students

All new international students are automatically enrolled in a mandatory temporary insurance plan upon their registration in their first semester at KPU. This is to ensure that new international students are protected against unforeseen medical expenses and to limit any possible liabilities to KPU. New international students have the option to opt out of the plan within one month from the start of the semester if they have an existing Medical Services Plan (MSP) coverage. The temporary insurance coverage is on a semester basis (four months).

Similarly, continuing international students who have not previously opted out will continue to be enrolled in the temporary insurance plan in the following semesters upon their registration for classes. This is to ensure that all international students are covered either through MSP or the temporary insurance plan. Like new international students, continuing international students have the same opt-out option with the same opt-out deadline.

The temporary insurance fee is built into the tuition fee for international students. Each semester, KPU collects the insurance fee from international students and passes on the proceeds to the insurance provider. Table 1 provides the value of these pass-through transactions in 2017, which include all new and continuing international students who have not chosen to opt out of the temporary insurance plan.

Table 1: Temporary Insurance Fee for International Students 2017

Spring 2017	\$328,805
Summer 2017	\$276,960
Fall 2017	\$472,258
Total	\$1,078,023

Finkelstein has been the insurance provider for international students at KPU since 2013. To improve the quality and pricing of services available to international students, International contacted Purchasing in Summer 2017 for assistance in formalizing the new service agreement. As the contract value exceeds one million dollars per annum, Purchasing advised that a public bid was required per AD3 Purchasing Policy.

The bid was open in Fall 2017, and KPU received four tenders. In consultation with Risk and Finance, guard.me was selected as the new insurance provider due to its service quality and competitive pricing. Founded in 1998 and incorporated in Canada, guard.me is one of the world's largest insurance providers in international education and is currently servicing many private and public universities worldwide. For international students at KPU, guard.me offers a customized website and multilingual services at a fee of \$201 per student per semester, which is lower than \$227 previously charged by Finkelstein.

guard.me becomes the effective provider of temporary insurance for international students at KPU starting Spring 2018. The impact of the change is minimal. As the tuition fee published earlier does not reflect the decrease in insurance fee, the savings of \$26 will be refunded to all international students enrolled in the temporary insurance plan in Spring 2018. International has been working closely with OREG and Finance to coordinate the refunds, and will continue to monitor the insurance coverage to ensure quality services for international students at KPU.

General Services Agreement

BETWEEN

Kwantlen Polytechnic University
12666 72 Ave, Surrey, BC V3W 2M8
Tel: 604.599.2237
Email: procurement@kpu.ca

referred to: the "University", "KPU", "we", "us" or "our" as applicable

AND

Guard.Me International Insurance
300 John Street, Thornhill, ON L3T 5W4
ATTN: Jamie Hampson
Sean Hardman
Office Tel: 604.435.1626
Jamie Mobile: 604.435.1626
Sean Mobile: 604.367.6394
Email: jamie@guard.me
seanh@guard.me

referred to: the "Contractor", "you", "their" as applicable

THE PARTIES AGREE TO THE TERMS ON PAGES 2 – 4 OF THIS DOCUMENT AND IN THE SCHEDULES OUTLINED BELOW:

SCHEDULE "A" – SERVICES:

The Contractor agrees to provide International Student Insurance to KPU as described in their Proposal submitted for RFP2792 – KPU – International Students – Insurance. (SEE ATTACHED).

Coverage Term: From and including: January 4, 2018

To and including: January 3, 2020

*Two (2) optional one (1) year extension periods

SCHEDULE "B" – FEES: Fees: Insurance package selected:

- \$201.30 per student / per semester
 - \$100.70 per student for interim semesters – 2 months
 - Optional - \$1.45/day per student for short term programs
- *** Full amount to be determined after stable enrollment date

Maximum Amount: **KPU WILL COLLECT PREMIUM FEES ON BEHALF OF THE STUDENTS AND REMIT PAYMENT TO THE CONTRACTOR.**

**** NOTE: AN AUTHORIZED SIGNATURE ON PAGE 1 IS REQUIRED FOR CHEQUE PAYMENT PROCESSING ****

SCHEDULE "D" – INSURANCE AND WCB: SEE ATTACHED

SCHEDULE "E" – PRIVACY PROTECTION: SEE ATTACHED

Please reference #M1723301 on all correspondence and invoices

SIGNED on the _____ day of _____, 2018 on behalf of the University by its duly authorized representative:

Signature_____
Name and Title

SIGNED on the _____ day of _____, 2018 on behalf of the Contractor (or by its duly authorized signatory or signatories if the Contractor is a corporation)

Signature_____
Name and Title_____
Company

TERMS AND CONDITIONS ATTACHED

CONTRACTOR'S OBLIGATIONS

- 1. You must provide the services described in Schedule A (the "Services") in accordance with this agreement. You must provide the Services during the terms described in Schedule A regardless of the date of execution or delivery of this agreement.**
- 2. Unless the parties otherwise agree in writing, you must supply and pay for all labour, materials, facilities and approvals necessary or advisable to perform your obligations under this agreement.**
- 3. Unless otherwise specified in this agreement, you must perform the Services to a standard of care, skill and diligence maintained by persons providing, on a commercial basis, services similar to the Services**
- 4. You must ensure that all persons you employ or retain to perform the Services are competent to perform them and are properly trained, instructed and supervised.**
- 5. We may, from time to time, give you reasonable instructions (in writing or otherwise) as to the performance of the Services. You must comply with those instructions, but, unless otherwise specified in this agreement, you may determine the manner in which the instructions are carried out.**
- 6. You must, upon our request, fully inform us of all work done by you or a subcontractor in connection with providing the Services.**
- 7. You must maintain time records and books of account, invoices, receipts and vouchers of all expenses incurred, in form and content and for a period satisfactory to us.**
- 8. You must permit us at all reasonable times to inspect and copy all material that has been produced or received by you or any subcontractor as a result of this agreement (collectively the "Material") including, without limitation, accounting records, findings, software, data, specifications, drawings, reports and documents whether complete or not.**
- 9. You must treat as confidential all Material and not permit its disclosure without our prior written consent except as required by applicable law.**
- 10. The Material and any property we provide to you or a subcontractor is our exclusive property. You must deliver it to us immediately upon our request.**
- 11. Our publications and brochures, though customized for use by KPU, remain the property of guard.me and we retain all copyrights. We also agree that KPU may print, distribute and disseminate said materials freely while the contract is in force. We agree to all the other provisions as detailed in the General Services Agreement with the understanding that the incomplete Schedules included herein will be provided for review once the contract is awarded.**
- 12. You must maintain and pay for insurance and WCB coverage required in the terms, including form, the amounts and deductibles in SCHEDULE D, if any, as modified from time to time in accordance with our direction.**
- 13. You must apply for and, immediately on receipt, remit to us any refund or remission of federal or provincial tax or duty available with respect to any items which we have paid for or agreed to pay for under this agreement.**
- 14. You must comply with applicable laws.**
- 15. You must indemnify and save harmless us as required in the wording of SCHEDULE D.**
- 16. You must not assign any of your rights or obligations under this agreement without our prior written consent.**
- 17. You must not subcontract any of your obligations under this agreement other than to persons listed in SCHEDULE C, without our prior written consent. No subcontract, whether consented to or not, relieves you from any obligations under this agreement in performing the subcontracted obligations.**
- 18. You must not provide any services to any person in circumstances which, in our reasonable opinion, could give rise to a conflict of interest between your duties to that person and your duties to us under this agreement.**
- 19. You must not do anything that would result in personnel hired by you or a subcontractor being considered our employees**

20. You must not commit or purport to commit us to pay any money unless specifically authorized by this agreement.

PAYMENT

21. If you comply with this agreement, we must pay you:

- a) The fees described in SCHEDULE B ; and,**
- b) The expenses, if any, described in SCHEDULE B, if they are supported, where applicable, by proper receipts and, in our opinion are necessarily incurred by you in providing the Services.**

We are not obliged to pay you more than the "Maximum Amount" specified in SCHEDULE B on account of fees and expenses.

22. In order to obtain payment of any fees and expenses under this agreement, you must submit to us a written statement of account in a form satisfactory to us upon completion of the Services or at other times described in SCHEDULE B.

23. We may withhold from any payment due to you an amount sufficient to indemnify us against any lien or other third party claims that could arise in connection with the provision of the Services.

24. Our obligation to pay money to you is subject to an appropriation being available by the University in the fiscal year of the University during which payment becomes due.

25. Unless otherwise specified in this agreement, all references to money are in Canadian dollars.

26. We certify to you that the Services purchased under this agreement are for our use and are being purchased by us with University funds and are therefore subject to the Goods and Services Tax, unless specifically exempted by regulation.

27. If you are not a resident of Canada, we may be required by law to withhold income tax from the fees described in SCHEDULE B and then remit that tax to the Receiver General of Canada on your behalf.

TERMINATION

28. We may terminate this agreement:

- a) For your failure to comply with this agreement, immediately on giving written notice of termination to you; and,**
- b) For any other reason, on giving at least 10 days written notice of termination to you.**

If we terminate this agreement under paragraph (b), we must pay that portion of the fees and expenses described in SCHEDULE B which equals the portion of the Services that was completed to our satisfaction before termination. That payment discharges us from all liability to you under this agreement.

29. If you fail to comply with this agreement, we may terminate it and pursue other remedies as well.

GENERAL

30. You are an independent contractor and not our employee, agent or partner.

31. If you are a corporation, you represent and warrant to us that you have authorized the signatory or signatories who have signed this agreement on your behalf without affixing your common seal.

32. We must make available to you all information in our possession which we consider pertinent to your performance of the Services.

33. This agreement is governed by and is to be construed in accordance with the laws of British Columbia.

34. Time is of the essence in this agreement.

35. Any notice contemplated by this agreement, to be effective, must be in writing and; either,

- a) Sent by fax to the addressee's fax number specified in this agreement;**
- b) Delivered by hand to the addressee's address specified in this agreement; or,**
- c) Mailed by prepaid registered mail to the addressee's address specified in this agreement.**

Any notice mailed in accordance with paragraph c) is deemed to be received 96 hours after mailing. Either of the parties may give notice to the other of a substitute address or fax number from time to time.

- 36. A waiver of any term of this agreement or of any breach by you of this agreement is effective only if it is in writing and signed by us and is not a waiver of any other term or any other breach.*
- 37. No modification of this agreement is effective unless it is in writing and signed by the parties.*
- 38. This agreement, and any modification of it, constitutes the entire agreement between the parties as to the performance of the Services.*
- 39. All disputes arising out of, or in connection with, this agreement, or in respect of any defined legal relationship associated with it or derived from it, must, unless the parties otherwise agree, be referred to and finally resolved by arbitration administered by the British Columbia Domestic Commercial Arbitration Center under its rules. The loser of any arbitration will pay all costs.*
- 40. Section 6 to 11, 13, 14, 23, 24, 27 to 29 and 39 continue in force indefinitely even after this agreement ends.*
- 41. The SCHEDULES to this agreement are part of this agreement.*
- 42. If there is a conflict between a provision in a schedule to this agreement, and any other provision of this agreement, the provision in the schedule is inoperative to the extent of the conflict, unless it states that it operates despite a conflicting provision of this agreement.*
- 43. In this agreement, “we”, “us”, and “our” refer to the University alone and never refer to the combination of the Contractor and the University; that combination is referred to as “the parties”.*
- 44. This agreement does not operate as a permit, license, approval or other statutory authority which you may be required to obtain from the University or any of its agencies in order to provide the Services. Nothing in this agreement is to be construed as interfering with the exercise by the University or its agencies of any statutory power or duty.*
- 45. This agreement may be entered into by each party signing a separate copy of this agreement (including a photocopy or faxed copy) and delivering it to the other party by fax.*
- 46. The following represent key Policies that the Contractor will need to review, incorporate and enforce in their operation: These Policies can be obtained and read from the website: www.kwantlen.ca/policies: ST7 – Student Conduct; SR8 - Emergency Response to Inappropriate, Disruptive or Threatening Behavior; SR1 - Consumption of Alcoholic Beverages and the Non-Medical Use of Drugs on University Premises; BP1 - Student Events Involving the Consumption of Alcohol; and, SR9 - Violence in the Workplace.*

Schedule D – Insurance
“General Services”

Indemnity

The Contractor must indemnify and save harmless the University and the University’s employees and agents from any loss, claim (including any claim of infringement of third-party intellectual property rights), damages award, actions, causes of action, costs or expenses that the University or any of the University’s employees or agents may sustain, incur, suffer or be put to at any time, either before or after this Agreement ends (each a loss) to the extent the Loss is directly or indirectly caused or contributed to by:

- a) Any act or omission by the Contractor or by the Contractor’s agents, employees, officers, directors or Subcontractors in connection with this Agreement; or,*
- b) Any representation or warranty of the Contractor becoming untrue or incorrect.*

Insurance

1. The Contractor, without limiting its obligation or liabilities and at its own expense, purchase and maintain throughout the term of this agreement the following insurances with insurers licensed in Canada in forms and amounts acceptable to the University:
 - (a) Commercial General Liability in an amount not less than **TWO MILLION DOLLARS (\$2,000,000.00)** inclusive per occurrence against bodily injury, personal injury and property damage and including liability assumed under this Agreement and this insurance must:
 - (i) include the University as an additional insured;
 - (ii) be endorsed to provide the University with 30 days advance written notice of cancellation or material change; and,
 - (iii) include a cross liability clause.
2. All insurance described in paragraph 1 of this Schedule must:
 - (a) be primary; and,
 - (b) not require the sharing of any loss by any insurer of the University.
3.
 - (a) Within 10 working days of commencement of the Services, the Contractor must provide to the University evidence of all required insurance in the form of a completed Certificate of Insurance
 - (b) If the insurance policy(ies) expire before the end of the term of this agreement, the Contractor must provide within 10 working days of expiration, evidence of new or renewal policy(ies) of all expired insurance in the form of a completed Certificate of Insurance.
 - (c) Notwithstanding paragraph 3(a) or (b) above, if requested by the University at any time, the Contractor must provide to the University certified copies of the required insurance policies.
4. The Contractor shall provide, maintain, and pay for, any additional insurance which it is required by law to carry, or which it considers necessary to cover risks not otherwise covered by insurance specified in this schedule in its sole discretion.

WORKERS' COMPENSATION BOARD

The Contractor, and any Subcontractors used by the Contractor must be registered with the Workers' Compensation Board (WorkSafeBC) and coverage must be maintained for the duration of the contract. Prior to receiving any payment, the Contractor may be required to submit a WCB letter of clearance indicating that all WCB assessments have been paid.

Schedule E – Privacy Protection

PRIVACY PROTECTION SCHEDULE

This Schedule forms part of the agreement between Kwantlen Polytechnic University ("KPU") and _____
(the "Contractor") respecting _____ (the "Agreement").

Definitions

1. In this Schedule,
 - (a) "access" means disclosure by the provision of access;
 - (b) "Act" means the Freedom of Information and Protection of Privacy Act (British Columbia) as amended from time to time;
 - (c) "contact information" means information to enable an individual as a part of business to be contacted and includes the name, position name or title, business telephone number, business address, business email or business fax number of the individual; and
 - (d) "personal information" means recorded information about an identifiable individual, other than contact information, collected or created by the Contractor as a result of the Agreement or any previous agreement between KPU and the Contractor dealing with the same subject matter as the Agreement but excluding any such information that, if this Schedule did not apply to it, would not be under the "control of a public body" within the meaning of the Act.

Purpose

2. The purpose of this Schedule is to:
 - (a) enable KPU to comply with KPU's statutory obligations under the Act with respect to personal information; and
 - (b) ensure that, as a service provider, the Contractor is aware of and complies with the Contractor's statutory obligations under the Act with respect to personal information.

Collection of personal information

3. Unless the Agreement otherwise specifies or KPU otherwise directs in writing, the Contractor may only collect or create personal information that is necessary for the performance of the Contractor's obligations, or the exercise of the Contractor's rights, under the Agreement.
4. Unless the Agreement otherwise specifies or KPU otherwise directs in writing, the Contractor must collect personal information directly from the individual the information is about.
5. Unless the Agreement otherwise specifies or KPU otherwise directs in writing, the Contractor must tell an individual from whom the Contractor collects personal information:
 - (a) the purpose for collecting it;
 - (b) the legal authority for collecting it; and
 - (c) the title, business address and business telephone number of the person designated by KPU to answer questions about the Contractor's collection of personal information.

Accuracy of personal information

6. The Contractor must make every reasonable effort to ensure the accuracy and completeness of any personal information to be used by the Contractor or KPU to make a decision that directly affects the individual the information is about.

Requests for access to personal information

7. If the Contractor receives a request for access to personal information from a person other than KPU, the Contractor must promptly advise the person to make the request to KPU unless the Agreement expressly requires the Contractor to provide such access and, if KPU has advised the Contractor of the name or title and contact information of an official of KPU to whom such requests are to be made, the Contractor must also promptly provide that official's name or title and contact information to the person making the request.

Correction of personal information

8. Within 5 Business Days of receiving a written direction from KPU to correct or annotate any personal information, the Contractor must annotate or correct the information in accordance with the direction.
9. When issuing a written direction under section 8, KPU must advise the Contractor of the date the correction request to which the direction relates was received by KPU in order that the Contractor may comply with section 8.
10. Within 5 Business Days of correcting or annotating any personal information under section 8, the Contractor must provide the corrected or annotated information to any party to whom, within one year prior to the date the correction request was made to KPU, the Contractor disclosed the information being corrected or annotated.

Protection of personal information

11. The Contractor must protect personal information by making reasonable security arrangements against such risks as unauthorized access, collection, use, disclosure or disposal, including any expressly set out in the Agreement.

Storage and access to personal information

12. Unless KPU otherwise directs in writing, the Contractor must not store personal information outside Canada or permit access to personal information from outside Canada.

Retention of personal information

13. Unless the Agreement otherwise specifies, the Contractor must retain personal information until directed by KPU in writing to dispose of it or deliver it as specified in the direction.

Use of personal information

14. Unless KPU otherwise directs in writing, the Contractor may only use personal information if that use is for the performance of the Contractor's obligations, or the exercise of the Contractor's rights, under the Agreement.

Disclosure of personal information

15. Unless KPU otherwise directs in writing, the Contractor may only disclose personal information outside Canada to any person other than KPU if the disclosure is for the performance of the Contractor's obligations, or the exercise of the Contractor's rights, under the Agreement.

16. Unless the Agreement otherwise specifies or KPU otherwise directs in writing, the Contractor must not disclose personal information outside Canada.

Notice of foreign demand for disclosure

17. In addition to any obligation the Contractor may have to provide the notification contemplated by section 30.2 of the Act, if in relation to personal information in the custody or under the control of the Contractor, the Contractor:
 - (i) receives a foreign demand for disclosure;
 - (ii) receives a request to disclose, produce or provide access that the Contractor knows or has reason to suspect is for the purpose of responding to a foreign demand for disclosure; or
 - (iii) has reason to suspect that an unauthorized disclosure of personal information has occurred in response to a foreign demand for disclosure
 the Contractor must immediately notify KPU. In this section, the phrases "foreign demand for disclosure" and "unauthorized disclosure of personal information" will bear the same meanings as in section 30.2 of the Act.

Notice of unauthorized disclosure

18. In addition to any obligation the Contractor may have to provide the notification contemplated by section 30.3 of the Act, if the Contractor knows that there has been an unauthorized disclosure of personal information in the custody or under the control of the Contractor, the Contractor must immediately notify KPU. In this section, the phrase "unauthorized disclosure of personal information" will bear the same meaning as in section 30.3 of the Act.

Inspection of personal information

19. In addition to any other rights of inspection KPU may have under the Agreement or under statute, KPU may, at any reasonable time and on reasonable notice to the Contractor, enter on the Contractor's premises to inspect any personal information in the possession of the Contractor or any of the Contractor's information management policies or practices relevant to the Contractor's management of personal information or the Contractor's compliance with this Schedule and the Contractor must permit, and provide reasonable assistance to, any such inspection.

Compliance with the Act and directions

20. The Contractor must in relation to personal information comply with:
 - (a) the requirements of the Act applicable to the Contractor as a service provider, including any applicable order of the commissioner under the Act; and
 - (b) any direction given by KPU under this Schedule.
21. The Contractor acknowledges that it is familiar with the requirements of the Act governing personal information that are applicable to it as a service provider.

Notice of non-compliance

22. If for any reason the Contractor does not comply, or anticipates that it will be unable to comply, with a provision in this Schedule in any respect, the Contractor must promptly notify KPU of the particulars of the non-compliance or anticipated non-compliance and what steps it proposes to take to address, or prevent recurrence of, the non-compliance or anticipated non-compliance.

Termination of Agreement

23. In addition to any other rights of termination which KPU may have under the Agreement or otherwise at law, KPU may, subject to any provisions in the Agreement establishing mandatory cure periods for defaults by the Contractor, terminate the Agreement by giving written notice of such termination to the Contractor, upon any failure of the Contractor to comply with this Schedule in a material respect.

Interpretation

24. In this Schedule, references to sections by number are to sections of this Schedule unless otherwise specified in this Schedule.
25. Any reference to the "Contractor" in this Schedule includes any subcontractor or agent retained by the Contractor to perform obligations under the Agreement and the Contractor must ensure that any such subcontractors and agents comply with this Schedule.
26. The obligations of the Contractor in this Schedule will survive the termination of the Agreement.
27. If a provision of the Agreement (including any direction given by KPU under this Schedule) conflicts with a requirement of the Act or an applicable order of the commissioner under the Act, the conflicting provision of the Agreement (or direction) will be inoperative to the extent of the conflict.
28. The Contractor must comply with the provisions of this Schedule despite any conflicting provision of this Agreement or, subject to section 33, the law of any jurisdiction outside Canada. Nothing in this Schedule requires the Contractor to contravene the law of any jurisdiction outside Canada unless such contravention is required to comply with the Act.
- 29.

Contractor Signature
Date

Last Modified July 6, 2017

**Board of Governors****Agenda Item:****Meeting Date:****Presenter(s):****Regular Meeting****#6.3****March 28, 2018****Jon Harding****Agenda Item:** **Revisions to Bylaw No. 4, Fees**

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 revisions to Bylaw No. 4, Fees.
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Board Committee Report: At its meeting held on March 13, 2018, the Board Finance Committee requested a revision to a proposed 10% increase to 2018 international tuition rates to ensure that the impact of such increases to continuing students were fully considered.

Context & Background: As required by Bylaw 2, Amendment of Bylaws written notice of a proposed amendment was submitted to the Board on March 14, 2008, 10 working days prior to March 28, 2018, the meeting at which the amendment will be considered.

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

Key Messages:
[maximum of three]

1. Domestic tuition has been raised by 2%, the maximum allowed by the provincial government.
2. In response to the Finance Committee's comments, management is requesting approval of the following increases to international tuition:

	<i>Fall 2018</i>	<i>Fall 2019</i>
<i>New International Students</i>	<i>15%</i>	<i>0%</i>
<i>Continuing International Students</i>	<i>7.5%</i>	<i>6.98%</i>

NOTE: A memo providing additional details of the proposed increases to international student tuition is now attached.

3. Addition of new approved programs under Category 9 under 2. a. for Graduate Diploma in Business Administration-Green Business Management and Sustainability, and Graduate Diploma in Business Administration-Global Business. These programs are expected to be offered starting in September 2018. Addition of the new approved program under Category 5 for courses in Mechatronics and Advanced Manufacturing Technology Diploma.



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

Regular Meeting
#6.3
March 28, 2018
Jon Harding

Resource Requirements:	International Education, Registrar's Office and Financial Services are involved in the development and research of these fees.
Implications / Risks:	If Bylaw 4 is not recommended for approval, the 2018/19 Draft Budget may have to be revised, as revenue assumptions have been developed in consideration of both enrollment and tuition fee increases.
Consultations:	Discussions regarding enrollment and tuition fee assumptions were conducted during the January university financial forums, academic councils, and other stakeholder meetings in January and February.
Attachments:	Bylaw No. 4, Fees – <i>revisions are shown in track changes.</i> Bylaw No. 4, Fees – <i>clean copy</i>
Submitted by:	Jon Harding / Vice President, Finance & Administration
Date submitted:	March 14, 2018



International Education Tuition Recommendation

Background:

Kwantlen Polytechnic University is committed to a sustainable international education program because we believe that exposure to diverse values, beliefs, and cultures enhances our students' education and supports the goal of ensuring that our graduates become successful global citizens.

International students enrich the university's global learning environment by furthering cross-cultural engagement, they also contribute to KPU's objective to encourage and shape a worldly, culturally-aware community that respects and celebrates diversity.

Our international program has experienced an unprecedented surge in enrolment over the past year. While we welcome the international recognition of our programs, we need to ensure we can sustain an engaging and high-quality experience for our international students. The surge in demand has created additional cost pressures for KPU, such as the need to hire additional permanent employees to educate and support our international students.

The proposed increase in fees will address these additional budgetary pressures and will allow KPU to sustain our international education program at its current intake levels. Furthermore, the proposed increase in fees will allow KPU to continue offering international students a quality educational experience at a reasonable price relative to other post-secondary institutions in British Columbia.

Budgetary Pressures:

The post-secondary sector is subject to well understood cost pressures, including inflation and generally static government operating funding. As a result, there is an increasing reliance on tuition to manage expenditures and domestic tuition increases are limited to 2% a year.

While KPU has experienced rapid growth in international, international students now tend to take fewer courses per year. Costs associated with providing a positive student experience, however, are generally based on headcount; this means that administrative supports, such as student services, counselling, financial services, etc., must all be provided regardless of the number of courses a student takes.

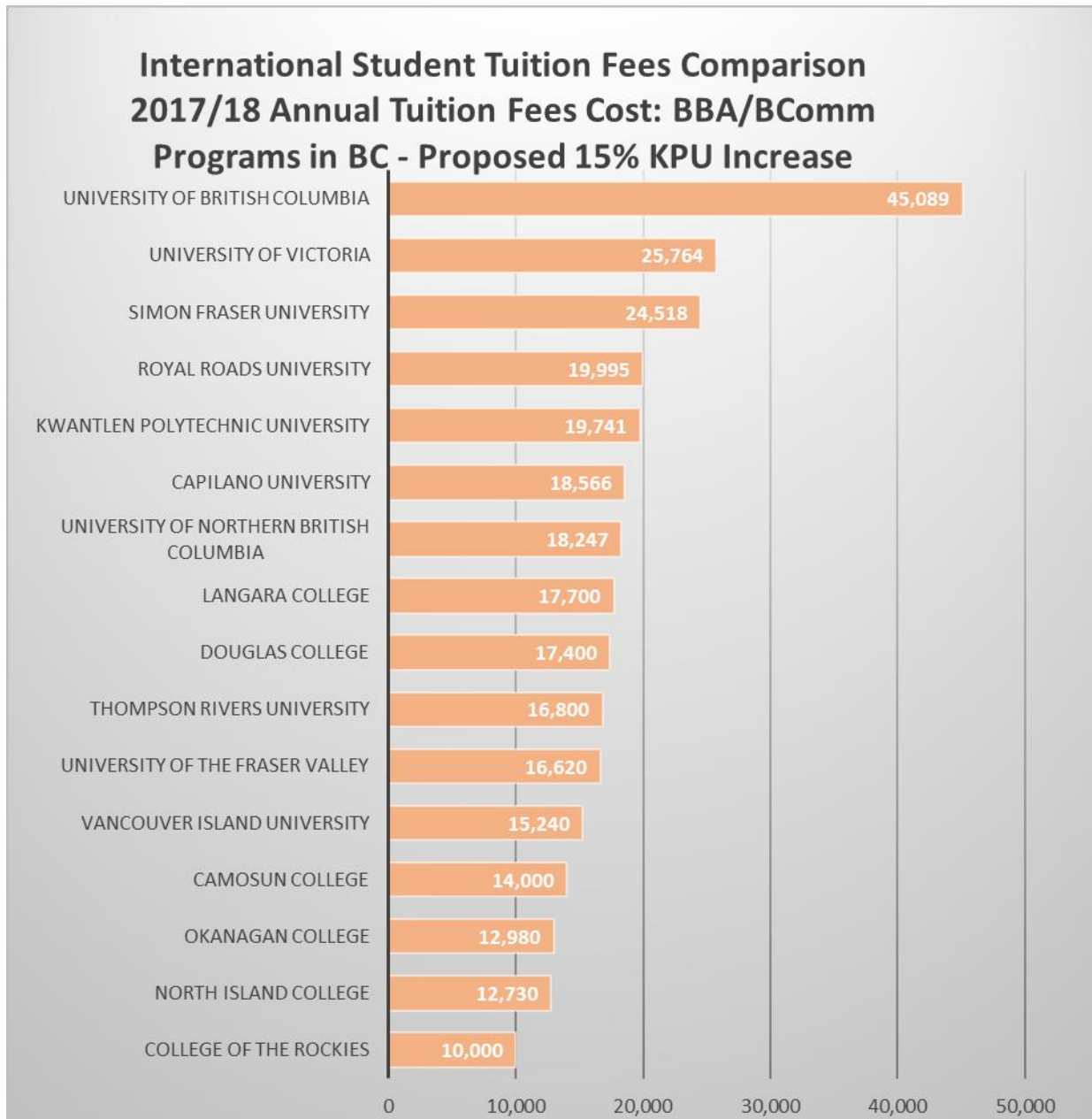
Variable costs directly related to international students have seen a rapid increase as well. For example, while year-over-year international revenues have increased by approximately 70%, agent commission fees have increased by over 220%. These fees represent nearly 10% of total international tuition revenues and are now more than we spend on the international division itself.

Recommendation:

To address the pressures summarized above, we are recommending a 15% increase in international tuition. In year one, KPU would increase tuition for new international students by 15% and by 7.5% for continuing international students. In year two, there will be no increase on tuition for new or second-year continuing international students (as they would already be aligned with the 15% increase), but a 6.98% increase for all

other continuing international students to bring their tuition in line with the 15% increase. This approach creates a transition to the 15% increase for international students who are continuing their programs at KPU.

A 15% increase in international tuition from \$572.20/credit to \$658.03/credit (i.e. annually from \$17,166 to \$19,741 at 30 credits) places KPU below research university international tuition rates, but above other teaching universities and large colleges as demonstrated in the chart below (increases at other universities have not been considered):



Bylaw History
Bylaw No. 4
Approving Jurisdiction: Board of Governors
Original Effective Date: November 16, 1982
Revised Date:

Bylaw No. 4

Fees

- Pursuant to the *University Act*, program or course fees and charges to be paid to the University by students shall be determined and/or revised by the Board of Governors.
- The tuition fee structure for domestic students effective September 1, 2017~~8~~ shall be:
 - Credit Based Programs:

Category	\$ / credit	
1	\$139.00 \$141.78	<ul style="list-style-type: none"> Existing courses¹ as at September 1, 2011 will remain in Category 1.
2	\$167.95 \$171.31	<ul style="list-style-type: none"> Courses in the Education Assistant Program. New courses developed for degrees / programs in Faculties such as Business and Arts.
3	\$187.60 \$191.35	<ul style="list-style-type: none"> Courses in Bachelor of Design, Product Design. New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture and Health.
4	\$214.70 \$218.99	<ul style="list-style-type: none"> Courses in the Health Unit Coordinator program. New online courses developed for degrees / programs and other specialized programs.
5	\$265.30 \$270.61	<ul style="list-style-type: none"> Courses in Brewing and Brewery Operations and Health. <u>Courses in Mechatronics and Advanced Manufacturing Technology Diploma.</u>
6	\$556.60 \$567.73	<ul style="list-style-type: none"> <u>Post-Baccalaureate in Technical Apparel Design.</u>

¹ With the exception of the Health Unit Coordinator and Education Assistant Programs.

7	\$225.00 \$229.50	<ul style="list-style-type: none"> Post-Baccalaureate Diploma in Accounting.
8	\$306.00 \$312.12	<ul style="list-style-type: none"> Diploma in Traditional Chinese Medicine – Acupuncture.
9	\$350.00 \$357.00	<ul style="list-style-type: none"> Post-Baccalaureate Diploma in Operations and Supply Chain Management. Post-Baccalaureate Diploma in Technical Management and Services. Graduate Diploma in Business Administration-Green Business Management and Sustainability. Graduate Diploma in Business Administration-Global Business

b. Fixed Term Programs and Full-time* Continuous Intake Offerings:

Category	\$ / week	
1	\$121.10 \$123.52	<ul style="list-style-type: none"> Existing courses as at September 1, 2011.
2	\$248.35 \$253.32	<ul style="list-style-type: none"> New courses developed for degrees/programs in Trades and Technology field of study, e.g. Arborist program.

*Fees for part-time are pro-rated.

- c. Adult Upgrading ~~\$139.00 / credit~~ No charge / credit (effective September 1, 2017)
- d. English Language Studies ~~\$139.00 / credit~~ No charge / credit (effective September 1, 2017)
- e. Adult Special Education ~~No charge / credit (effective September 1, 2017)~~ \$30.88 / week program fee
- f. Career Choices and Life Success ~~\$102.00~~\$104.04 / credit (effective September 1, 2017)

3. Other fees and charges for domestic students effective September 1, 2017⁷⁸ are as follows:

a. Student fees for libraries, technologies and student life.	7% of tuition
b. Application fee	\$40.00
c. Transcript fee	\$10.00 per transcript
d. Appeals	\$15.00

e. Confirmation deposit	<p>Domestic applicants are required to remit a non-refundable \$250.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake program.</p> <p>If the student registers this fee will be applied towards the full tuition fees assessment.</p> <p>Students registered in a tuition free course do not pay the confirmation deposit, but will be assessed other fees and charges listed above.</p>
f. Graduation fee	No charge

4. Other programs:

- a. The appropriate Vice President will determine fees and charges for the following:
 - i. Prior Learning Assessment is assessed by credit per the specified tuition category for the course.
 - ii. Continuing and Professional Studies.

5. Service charges:

- a. All discretionary fees will be determined by the appropriate Vice President (e.g. duplicate tuition receipt charge, NSF cheque / stop payment charge, calendar charge, rush documents, graduation late fee, document evaluation fee, external invigilation charge, supplementation exam fee, library card replacement fee, cheque replacement fee, etc.)

6. Co-operative Education Work Term

<u>Canadian Citizens or Permanent Residents</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$625.50 \$638.01 per work term	\$43.75 \$44.63 per work term
Part-time work terms	\$312.75 \$319.01 per work term	\$21.85 \$22.29 per work term

<u>International</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$625.50 \$638.01 per work term	\$43.75 \$44.63 per work term
<u>Full-time work terms</u>	<u>\$672.41 per work term for current / continuing students</u>	<u>7% of tuition</u>

	<u>\$719.32 per work term for newly admitted or re-admitted students</u>	<u>7% of tuition</u>
<u>Part-time work terms</u>	\$312.75 <u>\$319.01 per work term</u>	\$21.85 <u>\$22.29 per work term</u>
<u>Part-time work terms</u>	<u>\$336.20 per work term for current / continuing students</u>	<u>7% of tuition</u>
	<u>\$359.66 per work term for newly admitted or re-admitted students</u>	<u>7% of tuition</u>

7. For Information Only

International student fees are as follows effective September 1, 2017~~8~~:

a. International student tuition fees	\$572.20 <u>\$629.42 / credit</u>
i. <u>International student tuition fees for current / continuing students</u>	<u>\$615.12 / credit</u>
ii. <u>International student tuition fees for newly admitted or re-admitted students</u>	<u>\$658.03/ credit</u>

Other fees and charges for International students are as follows:

b. Student fees for libraries, technologies and student life	\$35.70- 7% of tuition/credit
c. Application fee	\$120.00
d. Transcript fee	\$10.00 per transcript
e. Appeals	\$15.00
f. Confirmation deposit	International applicants are required to remit a non-refundable \$1000.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$1500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake
g. Graduation fee	No charge

Bylaw History
Bylaw No. 4
Approving Jurisdiction: Board of Governors
Original Effective Date: November 16, 1982
Revised Date:

Bylaw No. 4

Fees

- Pursuant to the *University Act*, program or course fees and charges to be paid to the University by students shall be determined and/or revised by the Board of Governors.
- The tuition fee structure for domestic students effective September 1, 2018 shall be:
 - Credit Based Programs:

<u>Category</u>	<u>\$ / credit</u>	
1	\$141.78	<ul style="list-style-type: none"> Existing courses¹ as at September 1, 2011 will remain in Category 1.
2	\$171.31	<ul style="list-style-type: none"> Courses in the Education Assistant Program. New courses developed for degrees / programs in Faculties such as Business and Arts.
3	\$191.35	<ul style="list-style-type: none"> Courses in Bachelor of Design, Product Design. New courses developed for degrees/programs that incorporate smaller classes, labs, and/or studios, e.g. Design, Science, Horticulture and Health.
4	\$218.99	<ul style="list-style-type: none"> Courses in the Health Unit Coordinator program. New online courses developed for degrees / programs and other specialized programs.
5	\$270.61	<ul style="list-style-type: none"> Courses in Brewing and Brewery Operations and Health. Courses in Mechatronics and Advanced Manufacturing Technology Diploma.
6	\$567.73	<ul style="list-style-type: none"> Post-Baccalaureate in Technical Apparel Design.

¹ With the exception of the Health Unit Coordinator and Education Assistant Programs.

e. Confirmation deposit	<p>Domestic applicants are required to remit a non-refundable \$250.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake program.</p> <p>If the student registers this fee will be applied towards the full tuition fees assessment.</p> <p>Students registered in a tuition free course do not pay the confirmation deposit, but will be assessed other fees and charges listed above.</p>
f. Graduation fee	No charge

4. Other programs:

- a. The appropriate Vice President will determine fees and charges for the following:
 - i. Prior Learning Assessment is assessed by credit per the specified tuition category for the course.
 - ii. Continuing and Professional Studies.

5. Service charges:

- a. All discretionary fees will be determined by the appropriate Vice President (e.g. duplicate tuition receipt charge, NSF cheque / stop payment charge, calendar charge, rush documents, graduation late fee, document evaluation fee, external invigilation charge, supplementation exam fee, library card replacement fee, cheque replacement fee, etc.)

6. Co-operative Education Work Term

<u>Canadian Citizens or Permanent Residents</u>	<u>Tuition</u>	<u>Student Fees (LTSD)</u>
Full-time work terms	\$638.01 per work term	\$44.63 per work term
Part-time work terms	\$319.01 per work term	\$22.29 per work term

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Full-time work terms	\$672.41 per work term for current / continuing students	7% of tuition
	\$719.32 per work term for newly admitted or re-admitted students	7% of tuition

Part-time work terms	\$336.20 per work term for current / continuing students	7% of tuition
	\$359.66 per work term for newly admitted or re-admitted students	7% of tuition

7. For Information Only

International student fees are as follows effective September 1, 2018:

a. International student tuition fees	
i. International student tuition fees for current / continuing students	\$615.12 / credit
ii. International student tuition fees for newly admitted or re-admitted students	\$658.03/ credit

Other fees and charges for International students are as follows:

b. Student fees for libraries, technologies and student life	7% of tuition
c. Application fee	\$120.00
d. Transcript fee	\$10.00 per transcript
e. Appeals	\$15.00
f. Confirmation deposit	International applicants are required to remit a non-refundable \$1000.00 confirmation deposit to signify acceptance of an offer of admission to open intakes and a \$1500.00 confirmation deposit to signify acceptance of an offer of admission to a limited intake
g. Graduation fee	No charge



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

Regular Meeting
#6.4
March 28, 2018
Alan Davis

Agenda Item: Senate Endorsement of the Draft 2018/19 University Budget

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: At its meeting held on March 13, 2018, the Board Finance Committee received the Senate's memorandum endorsing the Draft 2018/19 University Budget.

Context & Background: The attached Senate Endorsement Memorandum provides two categories of comment. First, it details a series of observations regarding the development of the budget for the fiscal year of 2018/2019. Second, it provides a list of the Senate's budgetary priorities. Both are intended to assist senior leadership, the Board of Governors, and the Board Finance and Audit Committee in their budget approval deliberations.

Key Messages:
[maximum of three]

1. At its meeting held on January 29, 2018 Senate requested that its Endorsement Memorandum of the Draft 2018/10 University Budget be forwarded to the Board of Governors.
2. Past practice has been for Management to draft a response to the recommendations on the Board's behalf and submit it to the Finance Committee for review at its May meeting. The Finance Committee Chair has then attended the beginning of the May or June Senate meeting to present the Board's response to the SSCUB recommendations.

Consultations: The attached memorandum summarizes conclusions drawn from the deliberations of the Senate Standing Committee on the University Budget [SSCUB] from September 16, 2017 to January 29, 2018, including joint sessions of SSCUB and the Senate Standing Committee on Academic Planning and Priorities [SSCAPP]. It was approved by Senate on January 29, 2018.

Attachments: Senate Endorsement of Draft 2018/19 University Budget

Submitted by: Alan Davis / President & Vice Chancellor

Date submitted: March 2, 2018

TO:	Board of Governors
Cc:	Maggie MacKenzie, Confidential Assistant
FROM:	Senate
DATE:	January 29, 2018
SUBJECT:	Endorsement of draft 2018 / 19 University Budget

This report summarizes conclusions drawn from the deliberations of the Senate Standing Committee on the University Budget [SSCUB] from September 16, 2017 to January 29, 2018, including joint sessions of SSCUB and the Senate Standing Committee on Academic Planning and Priorities [SSCAPP]. It was approved by the Senate on January 29th, 2018.

This document provides two categories of comment. First, it details a series of observations regarding the development of the budget for the fiscal year of 2018 and 2019 [FY2018/19]. Second, it provides a list of the Senate's budgetary priorities. Both are intended to assist senior leadership, the Board of Governors, and the Board Finance and Audit Committee in their budget approval deliberations.

Observation: 2018/19 Budget Development Process and Consultations

Senate is encouraged that the FY2018/19 budget development process continues to be open and transparent. University Administration presented a Financial Update in October 2017 at campus forums. A further update and presentation of the draft FY2018/19 budget occurred in January 2018. Regularly scheduled faculty council meetings, campus forums, and other stakeholder group meetings will be offered in February, 2018. For those unable to attend, access to the FY2018/19 budget information was available on the SSCUB/SSCAPP as well as the Financial Services SharePoint site.

Recommendation:

Senate recommends that KPU continues to enhance the transparency, level of detail and timeliness related to the draft budget development process and consultations with the University community.

Observation: New Budget Model

The FY2018/19 budget is the second KPU budget that was developed, in part, using a zero-based budget model. This represents the fourth year of KPU's multi-year budget model transition process. Historically KPU prepared budgets on the incremental basis of evaluating and prioritizing new budget requests. This led to a deliberate shift to a more transparent activity-based budgeting process. The next step in this process is for the budget to be driven by strategic considerations. While reactive measures still have their place, they should not be the primary driver of budget decisions.

To address this concern, in January 2014, President Alan Davis constituted the Resources Planning Task Force to examine and make recommendations on processes to ensure KPU's resources are deployed as efficiently and effectively as possible to enable the realization of Vision 2018.

In June 2014, the Task Force presented the President and the Senate with 11 recommendations and accompanying reports. These included the report and recommendations from the Task Force's Budget Allocation Subcommittee.

The Budget Allocation Subcommittee recommended that KPU transition to a new budget model, in which metrics are used to develop the University Budget. KPU is now in the fourth year of its multi-year budget model transition process with the development of the FY2018/19 budget using the zero-based budget model, the first step towards the goal of using a hybrid budgeting model (which will incorporate elements of incremental and zero-based budget models, and performance metrics where appropriate).

In the FY2018/2019 budget, Senate appreciates the recognition of ongoing commitments arising from prior year approvals, high priority organizational needs, the commitment to a revenue generating focus, and investment in organizational efficiency and reputation.

Recommendations:

Senate recommends that the timelines and tasks established by the Budget Allocation Subcommittee report and recommendation of 2014 be updated, and that SSCUB receive regular progress updates. Senate recommends continued support for moving forward with the new budget model.

Observation: Balancing the Budget

By legislation, the proposed budget for FY2018/19 is balanced. KPU has identified increased revenues over the 2017/18 budget, specifically, government grants of \$4.303M and tuition \$25.956M (a decrease of \$4.371M in domestic fees, and an increase of \$30.327M in international fees). While this has improved our revenue model, it cannot be at the expense of appropriate support and services for all students.

Senate values increased support for all students recognizing that some students are particularly at risk and vulnerable.

Senate endorses the budgeted contingency increase to \$4.000M in the FY2018/19 operating budget. We encourage increasing the contingency to 2.5% of the budget over time.

Senate encourages the increasing of KPU's investment portfolio through a prosperity fund to enhance sustainability.

Recommendations:

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

Senate strongly supports the articulation and implementation of an effective Strategic Enrolment Management (SEM) plan that allows the institution to ensure a regular and balanced flow of incoming students and tuition revenue matched by an equally strong drive to retain and graduate learners. Deans, in particular, should be empowered to use their budget in anticipation of coming challenges and opportunities.

Priorities:

SSCUB and SSCAPP provided the following list, with no specific priority, to the Senate for recommendation to the President for consideration in the development of 2018/19 draft University Budget. These priorities, approved by the Senate on January 29, 2018, emphasize the need to support and enhance:

- the development of innovative teaching and learning opportunities in support of our diverse and changing student population

- student success and retention through a focus on continuous quality improvement of teaching and learning opportunities for our diverse and changing student stakeholders
- the decolonisation of the institution (including services, curricular change, and indigenisation)
- emerging strategic initiatives
- investment in research initiatives and services (pending the development of a long-term vision for research and scholarship)
- long-term planning, as well as strategic and operational enrolment management, to ensure institutional sustainability
- student services, supports and community on campus for our diverse and changing student stakeholders
- external affairs with respect to reputation and fund/friend raising
- the development of a Faculty of Graduate Studies*

*This priority was not included in the informal priorities provided prior to the development of the draft budget.



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#6.5

March 28, 2018

**Alan Davis / Jon
Harding**

Agenda Item: **Draft 2018/19 University Budget**

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 2018/19 University Budget as recommended by the Board Finance Committee.
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Board Committee Report: At its meeting held on March 13, 2018, the Board Finance Committee reviewed and approved the Draft 2018/19 University Budget for recommendation to the Board of Governors.

Context & Background: In developing the 2018/19 budget, University Executive focused on KPU's Vision 2018 Strategic Plan, the Academic Plan and ongoing Strategic Enrolment Management processes. In addition, the budget process considered Senate Standing Committee recommendations and priorities.

Key Messages:
[maximum of three]

- 1. Incremental international enrolment revenues have been allocated to help meet the additional demand.**
- 2. A balanced budget has been presented, which includes an increased budget contingency of \$1.5 million.**
- 3. KPU Executive and Senate Standing Committees have identified a number of priorities which helped guide the development of the 2018/19 Budget.**

Resource Requirements: N/A

Implications / Risks: N/A

Consultations: Financial Services worked with University Executive to determine funding for new salary allocations and material non-salary allocations. Once a balanced, draft budget was developed, Financial Services circulated divisional draft allocations and collected feedback on items deemed to be critical to the operations of the functional area. These were presented to University Executive in final preparation of the attached, draft 2018/19 budget.



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#6.5

March 28, 2018

**Alan Davis / Jon
Harding**

Attachments:

1. 2018/19 Budget Development Narrative and Summary
2. 2018/19 Draft Consolidated Budget by Account Type
3. 2018/19 Draft Consolidated Budget, Multi-year Budget
4. Appendix 1: 2018/19 Pro-forma Operating Fund Expense Budget by Division and Account Type
5. Appendix 2: 2018/19 Operating Expense Budget Allocation by Division
6. Appendix 3: 2018/19 Business Development and Innovation – All Funds

Submitted by:

Joe Sass / Executive Director, Financial Services

Date submitted:

March 14, 2018

Kwantlen Polytechnic University

2018/19 Budget Planning Summary

2018/19 Budget Development Process

In order to align resource allocation with the themes in Vision 2018, the Academic Plan and Executive/SSCUB identified priorities, Financial Services amended the budget development process for Fiscal 2018/19. These amendments to the process are summarized below:

- Financial Services facilitated a workshop with Executive, where funding decisions on new salary allocations, and material non-salary allocations were made.
- A “Draft” budget was prepared, and circulated to Divisional heads who were asked to identify and provide rationale for those non-funded items which were deemed to be “critical” to the operations of the functional area. These were presented to executive in final preparation of the proposed draft 2018/19 budget.

It is important to note that this budget has been prepared using existing assumptions and operating requirements of KPU. This is subject to change given results of the Strategic Resource Allocation project.

2018/19 Budget Priorities

In developing the 2018/19 budget, University executive focused on KPU’s VISION 2018 Strategic Plan, the Academic Plan and Strategic Enrolment Management processes, and prioritized the following areas:

- Improving the experience of students and employees at KPU (“people first”, safety and service)
- Strategic enrolment management leading to a sustainable KPU
- Teaching and learning support and innovation
- External affairs with respect to reputation and fund/friend raising

In addition, the Senate Standing Committee on University Budget (SSCUB) and Senate Standing Committee on Academic Planning and Priorities (SSCAPP) jointly developed the following non-prioritized list of budget priorities at its January 5th, 2018 meeting for recommendation by Senate to the President for consideration in the development of the 2018/19 budget:

- Support for innovative development of teaching and learning opportunities in support of our diverse and changing student stakeholders
- Indigenization of the institution (services, curriculum, and decolonisation)
- Support for emerging strategic initiatives
- Pending the development of a long term vision for research and scholarship, investment in research initiatives and services
- Enhancement of our long term planning, strategic and operational enrolment management to ensure institutional sustainability

- Enhancement of student success and retention through a focus on continuous quality improvement of teaching and learning opportunities for our diverse and changing student stakeholders
- Enhancement of student services, supports and community on campus for our diverse and changing student stakeholders
- Enhancement of external affairs with respect to reputation and fund/friend raising

The draft 2018/19 budget incorporates the priorities identified by both University executive and SSCUB/SSCAPP while recognizing constraints imposed by modest discretionary revenue increases.

2018/19 Draft Budget Alignment with Identified Priorities:

The following table highlights budget allocations that have been made in consideration of priorities identified by both University Executive and SSCUB and SSCAPP:

Executive Priorities	SSCUB /SSCAPP Joint Priorities	Budget Item Included in Draft Budget
Improving the experience of students and employees at KPU (“people first”, safety and service)	Enhancement of student services, supports and community on campus for our diverse and changing student stakeholders	<ul style="list-style-type: none">- Enhanced funding in Campus Safety and Security to support additional campuses and campus increased hours.- Increased funding in Facilities Services to support a Construction team that will enhance building repairs and maintenance in a timely manner.- Regularization of additional positions in IT to continue additional support for KPU students and employees.-Regularization of Co-op employees to support Student Co-op Education experiences.-Regularization of additional Human Resources positions to enhance and support employee attraction and retention across the University (i.e. Additional HR Business Partners, Training & Development, etc.)
Strategic enrolment management leading to a sustainable KPU	Enhancement of our long term planning, strategic and operational enrolment management to ensure institutional sustainability	<ul style="list-style-type: none">- Funds have been established to support the transformation team and approved action items.

Executive Priorities	SSCUB /SSCAPP Joint Priorities	Budget Item Included in Draft Budget
Teaching and learning support and innovation	<p>Support for innovative development of teaching and learning opportunities in support of our diverse and changing student stakeholders</p> <p>Enhancement of student success and retention through a focus on continuous quality improvement of teaching and learning opportunities for our diverse and changing student stakeholders</p>	<p>- Additional positions within the Office of Teaching and Learning to support and enhance educational opportunities.</p> <p>-Established ongoing funding for Scholarly Inquiry Grants which support faculty scholarship and further learning.</p>
External affairs with respect to reputation and fund/friend raising	Enhancement of external affairs with respect to reputation and fund/friend raising	- Additional positions in External Affairs to improve strategic external relations as well as enhance strategic reporting.
	Indigenization of the institution (services, curriculum, and decolonisation)	- Funds have been established for strategic initiatives. These funds can be allocated to indigenization efforts as specific initiatives and priorities are identified and approved.
	Support for emerging strategic initiatives	- Funds have been established for strategic initiatives. These funds will provide executive with the flexibility to engage in opportunities that arise in the future.
	Pending the development of a long term vision for research and scholarship, investment in research initiatives and services	-Established ongoing funding for Scholarly Inquiry Grants which support faculty scholarship and further learning.

2018/19 Budget Summary

Revenue

Grants- Increase of \$4.303M (6.2%) over 2017/18 Budget as a result of:

- Economic Stability Mandate funding; this increase is offset by the related increase in costs associated with collective agreement bargaining for the KFA and BCGEU; and,
- A \$1.900 M Domestic Adult Basic Education (ABE) and English Language Studies (ELS) funding as these programs are no longer tuition bearing. This increase is offset by a related decrease in Domestic Tuition Fee Revenues.

Tuition Fee Revenue- Increase of \$25.956 M (36.7%) over 2017/18 Budget:

Domestic tuition fees: Decrease of \$4.371 M (-11.2%) over 2017/18 Budget. As noted above a decrease of \$1.900M pertains to ABE and ELS programs becoming tuition free for domestic students. The remaining decrease represents a budget alignment with current year domestic enrolment forecasted figures offset by a 2% tuition fee rate increase as allowed by the Provincial government's tuition limit policy.

International tuition fees: Increase of \$30.327M (95.5%) over 2017/18 Budget. KPU continues to see strong International FTE growth resulting in forecasted International tuition fee revenues of \$49.9 M in 2017/18. The change over 2016/17 represents both increases being realized during the 2017/18 fiscal year as a result of enrolment as well as increases anticipated in 2018/19.

Application and Other Fees- Increase of \$2.049 M (32.7%) over 2017/18 Budget:

Application and other fees have increased as a function of tuition fee revenues above. Similar to International Tuition Fee revenues, KPU is forecasting a larger than budgeted revenues in 2017/18 which accounts the majority of the increase over fiscal 2016/17.

Amortization of Deferred Contributions- Decrease of \$2.283 M (-30.5%) over 2017/18 Budget:

The decrease over prior year actuals and 2017/18 budget represents a decrease in activities that are funded through external one-time only grants/agreements. This decrease is offset by a decrease in associated costs.

Capital Contributions- Increase of \$2.269 M (35.7%) over 2017/18 Budget:

Several large capital projects will be completed during 2017/18 and 2018/19. As these projects come into use KPU will begin to recognize revenue for the Provincial, Federal and Other contributions used to fund these assets. This recognition will occur over the respective useful life of these assets.

Expenditures

Salaries & Benefits- \$18.782M (15.1%) increase over 2017/18 Budget. This increase is due to the following:

- \$2.040M: Contractual and step increases for KFA and BCGEU,
- \$0.500M: Step increases and top-up from 2017/18 interim wage relief for Administrative positions
- \$6.800: Increases in Faculty funding to support recent International growth and address waitlists,
- \$2.105M: Positions that were identified and deployed during 2017/18 to support University growth,
- \$1.344M: Positions that were identified as critical during the 2018/19 budget development cycle,
- Increase in benefits related to above items.

Non-salary Expenses: \$10.631M (21.7%) increase over 2017/18 Budget. There were general increases in most non-salary expenses to reflect increased activities and general inflation. A significant increase of \$1.614M was provided Repairs and Maintenance which reflects the operating costs (building maintenance and repair support) associated with new buildings CSWSOD and 3CP. Additional increases are a result of BCNET annual costs and software maintenance support required across the University. In addition, Amortization Expense has seen a significant increase of \$3.195M (23.7%) as large capital projects will be completed during 2017/18 and 2018/19. As these projects come into use KPU will begin to recognize the associated amortization expense, which represents the 'wear and tear' of these assets. This recognition will occur over the respective useful life of these assets.

Budget Contingency: Increases include

- Increase in contingency from \$1.000M in 2017/18 to \$1.500M in 2018/19,
- \$1.500M for Strategic Initiatives to provide Executive with the ability to engage in opportunities that present themselves in 2018/19; and,
- \$1.000M to support the Strategic Resource Allocation project.

Account Title	2016/17 Full Year Actuals	2017/18 Annual Base Budget	2017/18 Forecast	2018/19 Draft Budget	Variance 2018/19 Draft Budget to 2016/17 Actuals		Variance 2018/19 Draft Budget to 2017/18 Base Budget	
					\$	%	\$	%
Grants	68,012,776	68,957,200	71,234,489	73,260,300	5,247,524	7.7%	4,303,100	6.2%
Tuition Fees								
Domestic Tuition Fees	36,634,757	38,990,000	34,271,665	34,619,200	(2,015,557)	-5.5%	(4,370,800)	-11.2%
International Tuition Fees	28,397,615	31,768,000	49,481,804	62,094,900	33,697,285	118.7%	30,326,900	95.5%
Tuition Fees	65,032,372	70,758,000	83,753,469	96,714,100	31,681,728	48.7%	25,956,100	36.7%
Application and Other Fees	6,027,927	6,269,000	7,726,434	8,318,100	2,290,173	38.0%	2,049,100	32.7%
Tuition - Non-Credit	1,195,810	1,457,800	1,600,000	1,267,000	71,190	6.0%	(190,800)	-13.1%
Contract Services	831,454	663,000	902,058	462,000	(369,454)	-44.4%	(201,000)	-30.3%
Shop Income	343,230	332,000	350,000	344,500	1,270	0.4%	12,500	3.8%
Interest	1,759,391	1,733,100	1,129,000	575,000	(1,184,391)	-67.3%	(1,158,100)	-66.8%
Amort of Deferred Contributions	6,312,321	7,494,900	4,329,104	5,212,000	(1,100,321)	-17.4%	(2,282,900)	-30.5%
Ancillary Goods/Services	6,773,613	6,774,100	6,359,346	6,585,000	(188,613)	-2.8%	(189,100)	-2.8%
Capital Contributions	5,460,751	6,357,000	5,893,000	8,626,000	3,165,249	58.0%	2,269,000	35.7%
Other income	1,976,319	2,554,100	1,818,654	1,400,800	(575,519)	-29.1%	(1,153,300)	-45.2%
Total Revenue	163,725,964	173,350,200	185,095,554	202,764,800	39,038,836	23.8%	29,414,600	17.0%
Salaries								
Salaries - Administration	13,799,085	15,949,500	15,423,867	18,842,300	5,043,215	36.5%	2,892,800	18.1%
Salaries - Faculty	57,006,913	58,252,600	62,975,168	66,888,300	9,881,387	17.3%	8,635,700	14.8%
Salaries - Staff	21,971,515	23,685,500	23,343,877	26,529,100	4,557,585	20.7%	2,843,600	12.0%
Salaries - Other	2,841,458	2,357,800	2,865,980	2,300,300	(541,158)	-19.0%	(57,500)	-2.4%
Salaries	95,618,971	100,245,400	104,608,892	114,560,000	18,941,029	19.8%	14,314,600	14.3%
Benefits	20,836,028	24,038,100	24,113,224	28,505,500	7,669,472	36.8%	4,467,400	18.6%
Total Labour	116,454,999	124,283,500	128,722,116	143,065,500	26,610,501	22.9%	18,782,000	15.1%
Supplies	4,660,474	5,213,600	4,722,138	5,292,700	632,226	13.6%	79,100	1.5%
Repairs and Maintenance	5,781,488	6,294,900	6,340,109	7,909,100	2,127,612	36.8%	1,614,200	25.6%
Leases/Rentals	614,061	241,500	666,818	611,400	(2,661)	-0.4%	369,900	153.2%
Travel and PD	2,346,410	3,024,100	2,531,227	3,002,200	655,790	27.9%	(21,900)	-0.7%
Student Awards	2,009,852	1,613,900	2,018,000	1,428,900	(580,952)	-28.9%	(185,000)	-11.5%
Utilities	1,742,562	1,937,500	2,259,278	2,285,700	543,138	31.2%	348,200	18.0%
Communications	814,886	830,100	933,564	1,373,600	558,714	68.6%	543,500	65.5%
Fees and Services	11,834,877	11,904,500	13,770,803	13,585,800	1,750,923	14.8%	1,681,300	14.1%
Capital Amortization	11,773,047	13,457,900	14,135,996	16,652,900	4,879,853	41.4%	3,195,000	23.7%
KPU Foundation Disbursements	3,388	-	-	-	(3,388)		-	
Cost-of-Sales	3,799,794	3,530,500	3,843,804	3,537,500	(262,294)	-6.9%	7,000	0.2%
Transfers to Third Parties	75,070	3,700	75,000	3,500	(71,570)	-95.3%	(200)	-5.4%
Budget Contingency	-	1,000,000	-	4,000,000	4,000,000		3,000,000	300.0%
Total Non-Salary Expenditures	45,455,909	49,052,200	51,296,737	59,683,300	14,227,391	31.3%	10,631,100	21.7%
Net Transfers	-	-	-	-	-		-	
Total All Expenses	161,910,908	173,335,700	180,018,853	202,748,800	40,837,892	25.2%	29,413,100	17.0%
Net Income/(Loss)	1,815,056	14,500	5,076,701	16,000	(1,799,056)		1,500	

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

		Fiscal 2018/19					Consolidated Budget
Account Type	Account Description	Operating Fund	Ancillary Services Fund	Special Purpose Fund	Endowment Fund	Capital Fund	
Revenue	Grants	73,260,300					73,260,300
	Tuition Fees	96,714,100					96,714,100
	Application and Other Fees	8,318,100					8,318,100
	Tuition - Non-Credit	1,267,000					1,267,000
	Contract Services	322,000		140,000			462,000
	Shop Income	344,500					344,500
	Interest	500,000			75,000		575,000
	Amort of Deferred Contributions	800,000		4,090,000		322,000	5,212,000
	Ancillary Goods/Services		6,585,000				6,585,000
	Capital Contributions					8,626,000	8,626,000
	Other income	1,300,800		100,000			1,400,800
Revenue Total		182,826,800	6,585,000	4,330,000	75,000	8,948,000	202,764,800
Salaries & Benefits	Salaries	112,005,300	984,700	1,570,000			114,560,000
	Benefits	28,071,000	249,400	185,100			28,505,500
Salaries & Benefits Total		140,076,300	1,234,100	1,755,100			143,065,500
Expenditures	Supplies	4,306,100	56,600			930,000	5,292,700
	Repairs and Maintenance	6,422,100	487,000			1,000,000	7,909,100
	Leases/Rentals	555,700	55,600			100	611,400
	Travel and PD	2,989,200	13,000				3,002,200
	Student Awards	28,900		1,400,000			1,428,900
	Utilities	2,285,700					2,285,700
	Communications	1,036,600	2,000			335,000	1,373,600
	Fees and Services	10,606,200	439,600	2,440,000		100,000	13,585,800
	Capital Amortization	-				16,652,900	16,652,900
	Cost-of-Sales		3,537,500				3,537,500
	Transfers to Third Parties	3,500					3,500
	Budget Contingency	4,000,000					4,000,000
Expenditures Total		32,234,000	4,591,300	3,840,000		19,018,000	59,683,300
Transfers Total		8,462,500	600,000	(1,081,800)	75,000	(8,055,700)	-
Total Expenses		172,310,300	5,825,400	5,595,100	-	19,018,000	202,748,800
Transfers	Transfers In	(725,000)	-	(1,081,800)	-	(8,055,700)	(9,862,500)
	Transfers Out	9,187,500	600,000	-	75,000	-	9,862,500
Transfers Total		8,462,500	600,000	(1,081,800)	75,000	(8,055,700)	-
Net Income/ (Loss)		2,054,000	159,600	(183,300)	-	(2,014,300)	16,000

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

		Fiscal 2019/20					Consolidated Budget	Fiscal 2018/19 Consolidated Budget	\$ Change over 2018/19 Draft Budget
Account Type	Account Description	Operating Fund	Ancillary Services Fund	Special Purpose Fund	Endowment Fund	Capital Fund			
Revenue	Grants	74,083,400					74,083,400	73,260,300	823,100
	Tuition Fees	102,581,000					102,581,000	96,714,100	5,866,900
	Application and Other Fees	9,111,100					9,111,100	8,318,100	793,000
	Tuition - Non-Credit	1,267,000					1,267,000	1,267,000	-
	Contract Services	322,000		140,000			462,000	462,000	-
	Shop Income	344,500					344,500	344,500	-
	Interest	500,000			75,000		575,000	575,000	-
	Amort of Deferred Contributions	800,000		4,090,000		322,000	5,212,000	5,212,000	-
	Ancillary Goods/Services		6,585,000				6,585,000	6,585,000	-
	Capital Contributions					8,726,000	8,726,000	8,626,000	100,000
	Other income	1,300,800		100,000			1,400,800	1,400,800	-
Revenue Total		190,309,800	6,585,000	4,330,000	75,000	9,048,000	210,347,800	202,764,800	7,583,000
Salaries & Benefits	Salaries	113,956,700	1,004,400	1,601,400			116,562,500	114,560,000	2,002,500
	Benefits	28,489,200	251,100	400,400			29,140,700	28,505,500	635,200
Salaries & Benefits Total		142,445,900	1,255,500	2,001,800			145,703,200	143,065,500	2,637,700
Expenditures	Supplies	4,521,400	59,400	-	-	976,500	5,557,300	5,292,700	264,600
	Repairs and Maintenance	6,743,200	511,400	-	-	1,050,000	8,304,600	7,909,100	395,500
	Leases/Rentals	583,500	58,400	-	-	100	642,000	611,400	30,600
	Travel and PD	3,138,700	13,700	-	-	-	3,152,400	3,002,200	150,200
	Student Awards	30,300	-	1,470,000	-	-	1,500,300	1,428,900	71,400
	Utilities	2,400,000	-	-	-	-	2,400,000	2,285,700	114,300
	Communications	1,088,400	2,100	-	-	351,800	1,442,300	1,373,600	68,700
	Fees and Services	11,136,500	461,600	2,562,000	-	105,000	14,265,100	13,585,800	679,300
	Capital Amortization	-	-	-	-	18,648,000	18,648,000	16,652,900	1,995,100
	Cost-of-Sales	-	3,714,400	-	-	-	3,714,400	3,537,500	176,900
	Transfers to Third Parties	3,700	-	-	-	-	3,700	3,500	200
	Budget Contingency	5,000,000	-	-	-	-	5,000,000	4,000,000	1,000,000
Non Salary Expenditures Total		34,645,700	4,821,000	4,032,000	-	21,131,400	64,630,100	59,683,300	4,946,800
Total Expenses		177,091,600	6,076,500	6,033,800	-	21,131,400	210,333,300	202,748,800	7,584,500
Transfers	Transfers In	(725,000)	-	(1,081,800)	-	(8,055,700)	(9,862,500)	(9,862,500)	-
	Transfers Out	9,187,500	600,000	-	75,000	-	9,862,500	9,862,500	-
Transfers Total		8,462,500	600,000	(1,081,800)	75,000	(8,055,700)	-	-	-
Net Income/ (Loss)		4,755,700	(91,500)	(622,000)	-	(4,027,700)	14,500	16,000	(1,500)

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

		Fiscal 2020/21						Fiscal 2019/20 Consolidated Budget	\$ Change over 2019/20 Draft Budget
Account Type	Account Description	Operating Fund	Ancillary Services Fund	Special Purpose Fund	Endowment Fund	Capital Fund	Consolidated Budget		
Revenue	Grants	74,137,100					74,137,100	74,083,400	53,700
	Tuition Fees	106,595,800					106,595,800	102,581,000	4,014,800
	Application and Other Fees	9,249,100					9,249,100	9,111,100	138,000
	Tuition - Non-Credit	1,267,000					1,267,000	1,267,000	-
	Contract Services	322,000		140,000			462,000	462,000	-
	Shop Income	344,500					344,500	344,500	-
	Interest	500,000			75,000		575,000	575,000	-
	Amort of Deferred Contributions	800,000		4,090,000		322,000	5,212,000	5,212,000	-
	Ancillary Goods/Services		6,585,000				6,585,000	6,585,000	-
	Capital Contributions					8,826,000	8,826,000	8,726,000	100,000
	Other income	1,300,800		100,000			1,400,800	1,400,800	-
Revenue Total		194,516,300	6,585,000	4,330,000	75,000	9,148,000	214,654,300	210,347,800	4,306,500
Salaries & Benefits	Salaries	115,150,500	1,024,500	1,633,400			117,808,400	116,562,500	1,245,900
	Benefits	28,787,600	256,100	408,400			29,452,100	29,140,700	311,400
Salaries & Benefits Total		143,938,100	1,280,600	2,041,800	-	-	147,260,500	145,703,200	1,557,300
Expenditures	Supplies	4,747,500	62,400	-	-	1,025,300	5,835,200	5,557,300	277,900
	Repairs and Maintenance	7,080,400	537,000	-	-	1,102,500	8,719,900	8,304,600	415,300
	Leases/Rentals	612,700	61,300	-	-	100	674,100	642,000	32,100
	Travel and PD	3,295,600	14,400	-	-	-	3,310,000	3,152,400	157,600
	Student Awards	31,800	-	1,543,500	-	-	1,575,300	1,500,300	75,000
	Utilities	2,520,000	-	-	-	-	2,520,000	2,400,000	120,000
	Communications	1,142,800	2,200	-	-	369,400	1,514,400	1,442,300	72,100
	Fees and Services	11,693,300	484,700	2,690,100	-	110,300	14,978,400	14,265,100	713,300
	Capital Amortization	-	-	-	-	18,848,000	18,848,000	18,648,000	200,000
	Cost-of-Sales	-	3,900,100	-	-	-	3,900,100	3,714,400	185,700
	Transfers to Third Parties	3,900	-	-	-	-	3,900	3,700	200
	Budget Contingency	5,500,000	-	-			5,500,000	5,000,000	500,000
Non Salary Expenditures Total		36,628,000	5,062,100	4,233,600	-	21,455,600	67,379,300	64,630,100	2,749,200
Total Expenses		180,566,100	6,342,700	6,275,400	-	21,455,600	214,639,800	210,333,300	4,306,500
Transfers	Transfers In	(725,000)	-	(1,081,800)	-	(8,055,700)	(9,862,500)	(9,862,500)	-
	Transfers Out	9,187,500	600,000	-	75,000	-	9,862,500	9,862,500	-
Transfers Total		8,462,500	600,000	(1,081,800)	75,000	(8,055,700)	-	-	-
Net Income/ (Loss)		5,487,700	(357,700)	(863,600)	-	(4,251,900)	14,500	14,500	-

Kwantlen Polytechnic University
Consolidated Multi-year Budget by Account Type
Fiscal 2021/22

		Fiscal 2021/22						Fiscal 2020/21 Consolidated Budget	\$ Change over 2020/21 Draft Budget
Account Type	Account Description	Operating Fund	Ancillary Services Fund	Special Purpose Fund	Endowment Fund	Capital Fund	Consolidated Budget		
Revenue	Grants	74,137,100					74,137,100	74,137,100	-
	Tuition Fees	110,171,500					110,171,500	106,595,800	3,575,700
	Application and Other Fees	9,390,100					9,390,100	9,249,100	141,000
	Tuition - Non-Credit	1,267,000					1,267,000	1,267,000	-
	Contract Services	322,000		140,000			462,000	462,000	-
	Shop Income	344,500					344,500	344,500	-
	Interest	500,000			75,000		575,000	575,000	-
	Amort of Deferred Contributions	800,000		4,090,000		322,000	5,212,000	5,212,000	-
	Ancillary Goods/Services		6,585,000				6,585,000	6,585,000	-
	Capital Contributions					8,926,000	8,926,000	8,826,000	100,000
	Other income	1,300,800		100,000			1,400,800	1,400,800	-
Revenue Total		198,233,000	6,585,000	4,330,000	75,000	9,248,000	218,471,000	214,654,300	3,816,700
Salaries & Benefits	Salaries	116,302,000	1,045,000	1,633,400			118,980,400	117,808,400	1,172,000
	Benefits	29,075,500	261,300	408,400			29,745,200	29,452,100	293,100
Salaries & Benefits Total		145,377,500	1,306,300	2,041,800	-	-	148,725,600	147,260,500	1,465,100
Expenditures	Supplies	4,984,900	65,500	-	-	1,076,600	6,127,000	5,835,200	291,800
	Repairs and Maintenance	7,434,400	563,900	-	-	1,157,600	9,155,900	8,719,900	436,000
	Leases/Rentals	643,300	64,400	-	-	100	707,800	674,100	33,700
	Travel and PD	3,460,400	15,100	-	-	-	3,475,500	3,310,000	165,500
	Student Awards	33,400	-	1,620,700	-	-	1,654,100	1,575,300	78,800
	Utilities	2,646,000	-	-	-	-	2,646,000	2,520,000	126,000
	Communications	1,199,900	2,300	-	-	387,900	1,590,100	1,514,400	75,700
	Fees and Services	12,278,000	508,900	2,824,600	-	115,800	15,727,300	14,978,400	748,900
	Capital Amortization	-	-	-	-	19,048,000	19,048,000	18,848,000	200,000
	Cost-of-Sales	-	4,095,100	-	-	-	4,095,100	3,900,100	195,000
	Transfers to Third Parties	4,100	-	-	-	-	4,100	3,900	200
	Budget Contingency	5,500,000	-	-	-	-	5,500,000	5,500,000	-
Non Salary Expenditures Total		38,184,400	5,315,200	4,445,300	-	21,786,000	69,730,900	67,379,300	2,351,600
Total Expenses		183,561,900	6,621,500	6,487,100	-	21,786,000	218,456,500	214,639,800	3,816,700
Transfers	Transfers In	(725,000)	-	(1,081,800)	-	(8,055,700)	(9,862,500)	(9,862,500)	-
	Transfers Out	9,187,500	600,000	-	75,000	-	9,862,500	9,862,500	-
Transfers Total		8,462,500	600,000	(1,081,800)	75,000	(8,055,700)	-	-	-
Net Income/ (Loss)		6,208,600	(636,500)	(1,075,300)	-	(4,482,300)	14,500	14,500	-

Divisional Area	Division	Account Type Roll-up	2016/17 Full Year Actuals	2017/18 Annual Base Budget	2017/18 Annual Adjusted Budget	2018/19 Budget Requests	2019 Draft Budget	Variance 2018/19 Draft Budget to 2016/17 Actuals		Variance 2018/19 Draft Budget to 2017/18 Base Budget		Comments
								\$	%	\$	%	
Academic	Faculty of Design	Labour	3,973,646	4,367,500	4,362,800	4,560,800	4,397,324	423,678	10.7%	29,824	0.7%	The increase over 2016/17 actuals represents the increase in activity as this Faculty expands its programming as well as the addition of the Associate Dean position.
		Expenditures	223,563	146,400	146,400	317,400	213,900	(9,663)	-4.3%	67,500	46.1%	
		Transfers	500	-	-	-	-	(500)	-100.0%	-	0.0%	
	Faculty of Design Total		4,197,709	4,513,900	4,509,200	4,878,200	4,611,224	413,515	9.9%	97,324	2.2%	
	Faculty of Arts	Labour	22,684,638	23,098,300	23,123,200	24,475,500	23,774,832	1,090,194	4.8%	676,532	2.9%	The increases over 2016/17 actuals and 2017/18 budget represent additional Faculty position funding to address increased enrolment and waitlists The decrease over 2016/17 actuals primarily represents the centralization of funds that occurred in the development of the 2017/18 and 2018/19 budgets.
		Expenditures	316,681	210,400	213,900	285,500	221,300	(95,381)	-30.1%	10,900	5.2%	
		Transfers	(60,000)	-	-	-	-	60,000	-100.0%	-	0.0%	
	Faculty of Arts Total		22,941,319	23,308,700	23,337,100	24,761,000	23,996,132	1,054,813	4.6%	687,432	2.9%	
	Faculty of Business	Labour	17,100,240	17,108,700	17,108,700	24,168,500	20,303,400	3,203,160	18.7%	3,194,700	18.7%	The increases over 2016/17 actuals and 2017/18 budget represent additional Faculty position funding to address increased enrolment and waitlists
		Expenditures	277,051	253,400	253,400	723,900	253,400	(23,651)	-8.5%	-	0.0%	
		Transfers	1,000	-	-	-	-	(1,000)	-100.0%	-	0.0%	
	Faculty of Business Total		17,378,291	17,362,100	17,362,100	24,892,400	20,556,800	3,178,509	18.3%	3,194,700	18.4%	
	Faculty of Health	Labour	7,746,316	8,389,500	8,350,400	8,506,100	8,444,700	698,384	9.0%	55,200	0.7%	Increase over 2016/17 actuals represent an expected increase in delivery of sections through programming changes made in previous fiscal years. The decrease over 2016/17 actuals primarily represents the centralization of funds that occurred in the development of the 2017/18 budget.
		Expenditures	154,740	107,400	108,000	137,000	98,700	(56,040)	-36.2%	(8,700)	-8.1%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
	Faculty of Health Total		7,901,056	8,496,900	8,458,400	8,643,100	8,543,400	642,344	8.1%	46,500	0.5%	
	Faculty of Academic & Career Adv	Labour	7,979,344	8,706,900	8,706,900	9,719,400	8,634,800	655,456	8.2%	(72,100)	-0.8%	
		Expenditures	110,006	77,100	77,100	94,200	69,300	(40,706)	-37.0%	(7,800)	-10.1%	
		Transfers	79,975	-	-	-	-	(79,975)	-100.0%	-	0.0%	
	Faculty of Academic & Career Adv Total		8,169,325	8,784,000	8,784,000	9,813,600	8,704,100	534,775	6.5%	(79,900)	-0.9%	
	Faculty of Science & Horticulture	Labour	12,114,060	12,761,100	12,785,600	13,508,600	12,958,208	844,148	7.0%	197,108	1.5%	The increase over 2016/17 actuals and 2017/18 budget represent additional Faculty positions to address increased enrolment. The decrease over 2016/17 actuals primarily represents the centralization of funds that occurred in the development of the 2017/18 budget.
		Expenditures	1,116,864	991,900	982,800	1,029,600	986,900	(129,964)	-11.6%	(5,000)	-0.5%	
		Transfers	(2,373)	-	-	-	-	2,373	-100.0%	-	0.0%	
	Faculty of Science & Horticulture Total		13,228,551	13,753,000	13,768,400	14,538,200	13,945,108	716,557	5.4%	192,108	1.4%	
	Faculty of Trades & Technology	Labour	4,876,255	5,102,000	5,100,600	5,466,900	5,101,400	225,145	4.6%	(600)	0.0%	The increase over 2016/17 actuals and 2017/18 budget represents support for the new Advanced Manufacturing program as well as an increase in classroom and lab supplies to ensure compliance with changing ITA requirements.
		Expenditures	770,541	821,300	821,300	1,054,800	888,700	118,159	15.3%	67,400	8.2%	
		Transfers	113,350	-	-	-	-	(113,350)	-100.0%	-	0.0%	
	Faculty of Trades & Technology Total		5,760,146	5,923,300	5,921,900	6,521,700	5,990,100	229,954	4.0%	66,800	1.1%	
Academic Total			79,576,397	82,141,900	82,141,100	94,048,200	86,346,864	6,770,467	8.5%	4,204,964	5.1%	

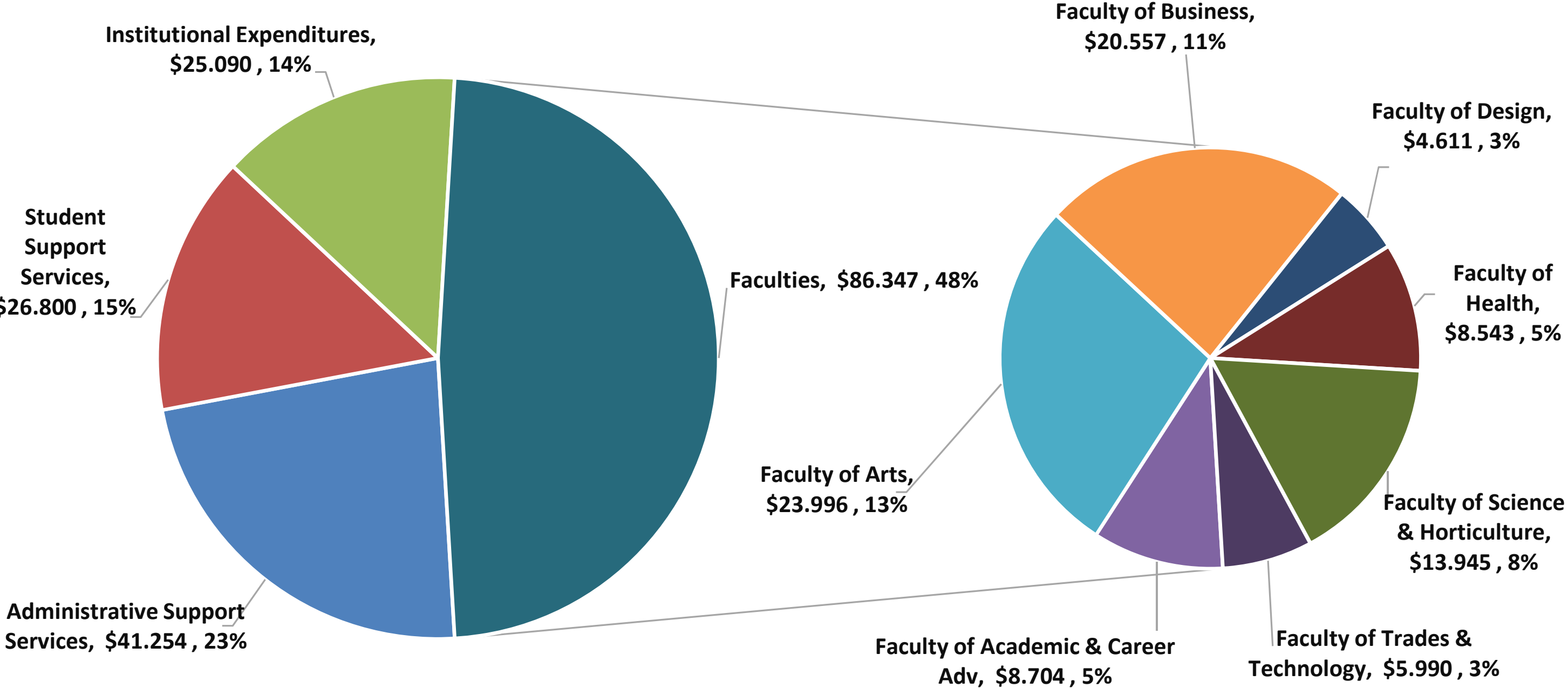
Divisional Area	Division	Account Type Roll-up	2016/17 Full Year Actuals	2017/18 Annual Base Budget	2017/18 Annual Adjusted Budget	2018/19 Budget Requests	2019 Draft Budget	Variance 2018/19 Draft Budget to 2016/17 Actuals		Variance 2018/19 Draft Budget to 2017/18 Base Budget		Comments
								\$	%	\$	%	
Student Support	Marketing & Recruitment Services	Labour	1,624,674	1,822,500	1,837,500	2,155,600	1,928,648	303,974	18.7%	106,148	5.8%	The increase over 2017/18 budget represents a new position to support the roll out of KPU's new website along with continued support to maintain the marketing tool.
		Expenditures	741,433	1,052,100	1,080,800	1,096,600	1,054,300	312,867	42.2%	2,200	0.2%	
		Transfers	(15,000)	-	-	-	-	15,000	-100.0%	-	0.0%	
	Marketing & Recruitment Services Total		2,351,107	2,874,600	2,918,300	3,252,200	2,982,948	631,841	26.9%	108,348	3.8%	
	International Education	Labour	2,379,509	2,812,900	3,242,900	5,284,900	4,048,400	1,668,891	70.1%	1,235,500	43.9%	During 2017/18 International FTE's increased over 100% from prior year. To support this growth International Education received budget increases to enhance recruitment and student support.
		Expenditures	476,726	361,700	361,700	697,900	361,700	(115,026)	-24.1%	-	0.0%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
	International Education Total		2,856,235	3,174,600	3,604,600	5,982,800	4,410,100	1,553,865	54.4%	1,235,500	38.9%	
	Business Development	Labour	205,686	397,600	518,900	1,051,900	1,079,800	874,114	425.0%	682,200	171.6%	Over the last year the breadth of activities that Business Development and Innovation engage in has increased. Although expense budget has increased to support additional activities this division is required to operate as a profit centre.
		Expenditures	162,246	-	-	105,400	175,400	13,154	8.1%	175,400	0.0%	
		Transfers	4,559	-	-	-	-	(4,559)	-100.0%	-	0.0%	
	Business Development Total		372,491	397,600	518,900	1,157,300	1,255,200	882,709	237.0%	857,600	215.7%	
	Library Resources	Labour	4,938,404	5,254,300	5,254,300	5,429,600	5,344,400	405,996	8.2%	90,100	1.7%	Increase over 2017/18 budget represents funding to support the increase in service hours in the Library as well as funding for a dedicated Trades & Technology tutor in the Learning Centre.
		Expenditures	232,076	236,800	236,800	241,000	234,900	2,824	1.2%	(1,900)	-0.8%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
	Library Resources Total		5,170,480	5,491,100	5,491,100	5,670,600	5,579,300	408,820	7.9%	88,200	1.6%	
	Office of Research & Scholarship	Labour	447,888	552,600	508,700	605,900	552,600	104,712	23.4%	-	0.0%	Increase over 2016/17 actuals represents a long-standing vacancy in this division. Transfers represent KPU funded research and Chancellor's Chair awards. .
		Expenditures	67,466	16,800	16,800	67,800	17,300	(50,166)	-74.4%	500	3.0%	
		Transfers	167,100	81,800	81,800	198,900	81,800	(85,300)	-51.0%	-	0.0%	
	Office of Research & Scholarship Total		682,454	651,200	607,300	872,600	651,700	(30,754)	-4.5%	500	0.1%	
	Office of Teaching & Learning	Labour	406,388	545,100	545,100	926,000	926,000	519,612	127.9%	380,900	69.9%	Teaching and Learning has been identified as a priority over the last two budget development cycles. Over that period three new positions targeted to support Education Development have been approved to support knowledge growth across the University.
		Expenditures	34,287	40,500	45,500	58,600	40,500	6,213	18.1%	-	0.0%	
		Transfers	-	-	-	50,000	50,000	50,000	0.0%	50,000	0.0%	
	Office of Teaching & Learning Total		440,675	585,600	590,600	1,034,600	1,016,500	575,825	130.7%	430,900	73.6%	Established ongoing funding for Scholarly Inquiry Grants which support faculty scholarship and further learning.

Divisional Area	Division	Account Type Roll-up	2016/17 Full Year Actuals	2017/18 Annual Base Budget	2017/18 Annual Adjusted Budget	2018/19 Budget Requests	2019 Draft Budget	Variance 2018/19 Draft Budget to 2016/17 Actuals		Variance 2018/19 Draft Budget to 2017/18 Base Budget		Comments
								\$	%	\$	%	
Student Support	Office of the Registrar	Labour	3,241,265	3,674,400	3,657,100	3,968,800	3,699,500	458,235	14.1%	25,100	0.7%	During 2015/16 and 2016/17 Student Services underwent reorganization resulting in temporary vacancies of key management and staff positions. Now that positions are filled there is an expectation that labour expense will increase.
		Expenditures	59,277	105,300	105,300	107,300	105,300	46,023	77.6%	-	0.0%	
	Office of the Registrar Total		3,300,542	3,779,700	3,762,400	4,076,100	3,804,800	504,258	15.3%	25,100	0.7%	
	Vice-Provost, Student Services	Labour	862,141	710,600	694,200	734,200	712,700	(149,441)	-17.3%	2,100	0.3%	
		Expenditures	121,483	55,900	55,900	73,400	73,400	(48,083)	-39.6%	17,500	31.3%	
		Transfers	(1,000)	-	-	-	-	1,000	-100.0%	-	0.0%	
	Vice-Provost, Student Services Total		982,624	766,500	750,100	807,600	786,100	(196,524)	-20.0%	19,600	2.6%	
	Student Affairs	Labour	3,892,450	4,848,200	4,752,300	5,254,700	5,049,032	1,156,582	29.7%	200,832	4.1%	During 2015/16 and 2016/17 Student Services underwent reorganization resulting in temporary vacancies of key management and staff positions. Now that positions are filled there is an expectation that labour expense will increase. The additional budget over 2017/18 represents the funds required to support the Co-operative Education department and opportunities for students.
		Expenditures	151,172	257,300	257,300	776,800	264,800	113,628	75.2%	7,500	2.9%	
		Transfers	1,042,300	1,000,000	1,000,000	1,000,000	1,000,000	(42,300)	-4.1%	-	0.0%	Transfers represent KPU 's annual contribution for Student Awards and Bursaries administred through the Student Awards and Financial Assistance office.
	Student Affairs Total		5,085,922	6,105,500	6,009,600	7,031,500	6,313,832	1,227,910	24.1%	208,332	3.4%	
Student Support Total			21,242,530	23,826,400	24,252,900	29,885,300	26,800,480	5,557,950	26.2%	2,974,080	12.5%	
Administrative Support	BPAS & Risk Management	Labour	454,016	934,300	772,900	950,500	885,200	431,184	95.0%	(49,100)	-5.3%	This is a relatively new, strategic diviosn created early 2016 to meet Board compliance objectives. The increase over 2016/17 actuals represents the associated full year spend now that positions have been created and filled.
		Expenditures	249,824	141,800	141,800	324,700	265,200	15,376	6.2%	123,400	87.0%	
	BPAS & Risk Management Total		703,840	1,076,100	914,700	1,275,200	1,150,400	446,560	63.4%	74,300	6.9%	
	Campus Safety & Security	Labour	344,055	1,112,000	1,079,300	1,200,300	1,200,300	856,245	248.9%	88,300	7.9%	This division has been identified as a priority area over the last two budget development cycles. The increase reprsents the increased activity from 2016/17 as well as additional budget required to support additional hours on existing campuses and well as the new building added in 2018 and 2019.
		Expenditures	995,909	1,254,000	1,254,000	2,054,300	1,952,600	956,691	96.1%	698,600	55.7%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
	Campus Safety & Security Total		1,339,964	2,366,000	2,333,300	3,254,600	3,152,900	1,812,936	135.3%	786,900	33.3%	
	External Affairs	Labour	973,507	1,138,000	1,110,900	1,465,000	1,390,500	416,993	42.8%	252,500	22.2%	The increase over 2016/17 actuals represents funding that was allocated during the 2017/18 budget cycle to support enhancement of the KPU brand and ensure the success of specific events. The additional funding over the 2017/18 budget represents new positions to improve strategic external relations as well as enhance strategic reporting
		Expenditures	238,559	733,700	733,700	1,122,600	810,800	572,241	239.9%	77,100	10.5%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
	External Affairs Total		1,212,066	1,871,700	1,844,600	2,587,600	2,201,300	989,234	81.6%	329,600	17.6%	

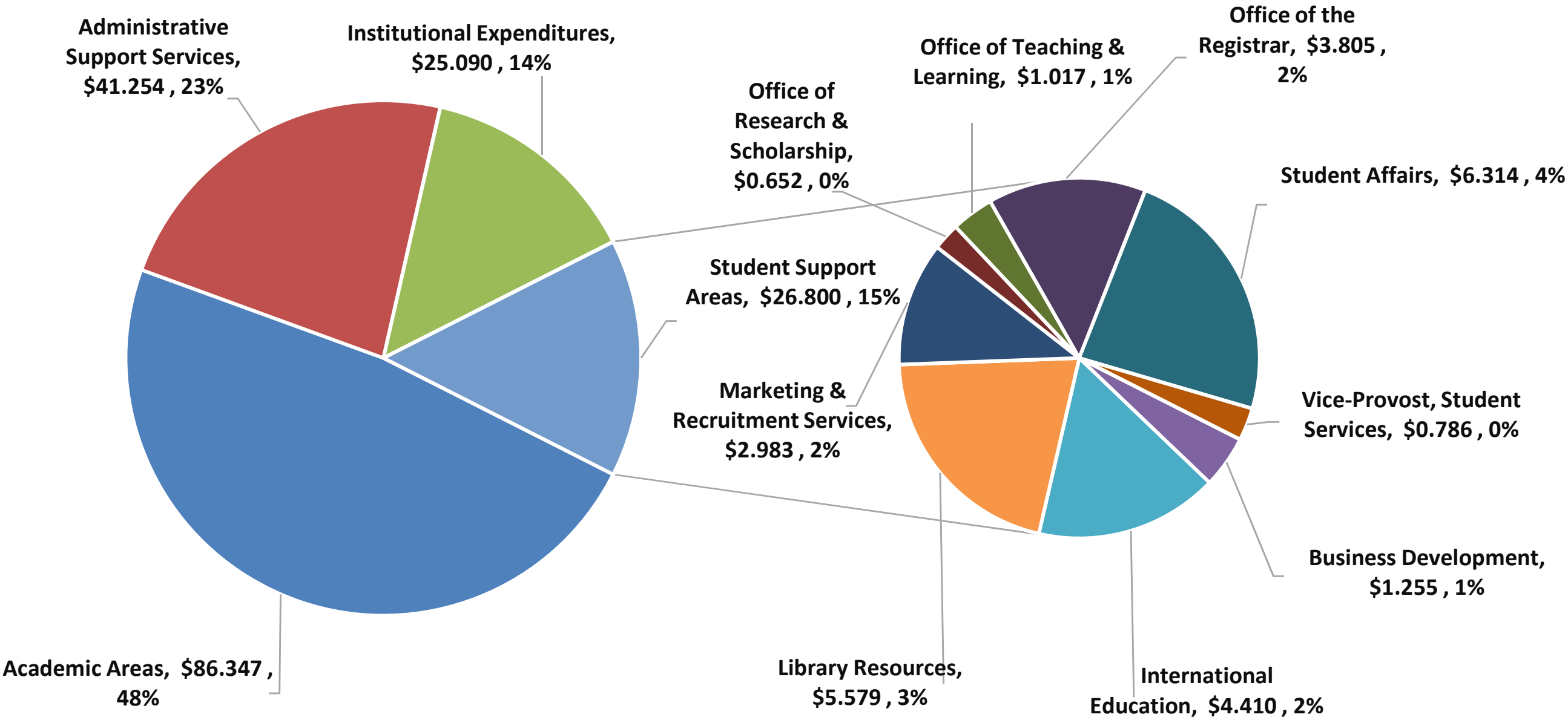
Divisional Area	Division	Account Type Roll-up	2016/17 Full Year Actuals	2017/18 Annual Base Budget	2017/18 Annual Adjusted Budget	2018/19 Budget Requests	2019 Draft Budget	Variance 2018/19 Draft Budget to 2016/17 Actuals		Variance 2018/19 Draft Budget to 2017/18 Base Budget		Comments
								\$	%	\$	%	
Administrative Support	Facilities, Ancillary and Space	Labour	3,459,625	3,883,500	3,927,300	4,657,000	4,004,000	544,375	15.7%	120,500	3.1%	Increase over 2017/18 represents additional staffing required to support new buildings. Increase over 2017/18 budget represents funding required to operate additional buildings in 2018/19 as well as to support a Construction team that will enhance building repairs and maintenance in a timely manner.
		Expenditures	5,086,588	5,466,300	5,331,800	8,869,000	8,539,100	3,452,512	67.9%	3,072,800	56.2%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
		Facilities, Ancillary and Space Total	8,546,213	9,349,800	9,259,100	13,526,000	12,543,100	3,996,887	46.8%	3,193,300	34.2%	
	Financial Services	Labour	2,194,087	2,769,300	2,697,300	3,199,600	3,225,200	1,031,113	47.0%	455,900	16.5%	Increase over 2017/18 budget represents additional positions in to improvement institutional support, ensure timely reporting and compliance. Specifically, enhancements in Procurement Services are required to meet Board compliance objectives.
		Expenditures	646,836	622,600	622,600	632,800	641,200	(5,636)	-0.9%	18,600	3.0%	
		Financial Services Total	2,840,923	3,391,900	3,319,900	3,832,400	3,866,400	1,025,477	36.1%	474,500	14.0%	
		Governance & Policy	285,804	280,600	280,600	316,600	280,600	(5,204)	-1.8%	-	0.0%	
	Governance & Policy	Expenditures	30,105	98,800	98,800	90,000	90,000	59,895	199.0%	(8,800)	-8.9%	Governance & Policy Total
			315,909	379,400	379,400	406,600	370,600	54,691	17.3%	(8,800)	-2.3%	
	Human Resources	Labour	1,506,421	1,750,600	2,178,600	2,413,000	2,358,600	852,179	56.6%	608,000	34.7%	Regularization of additional Human Resources positions to enhance and support employee attraction and retention across the University (i.e. Additional HR Business Partners, Training & Development, etc.) The increase over 2017/18 budget represents the account classification change and moderate increase associated with PD funding. In the past, part of this budget was included in Transfers.
		Expenditures	631,548	643,400	683,400	674,400	746,400	114,852	18.2%	103,000	16.0%	
		Transfers	-	87,000	87,000	-	-	-	0.0%	(87,000)	-100.0%	
		Human Resources Total	2,137,969	2,481,000	2,949,000	3,087,400	3,105,000	967,031	45.2%	624,000	25.2%	
	Information Technology	Labour	3,798,656	4,037,500	4,257,200	5,315,100	4,509,000	710,344	18.7%	471,500	11.7%	Regularization of additional positions in IT to continue additional support for KPU students and employees. Increase over 2017/18 budget represents contractual increases along with the additional operating costs associated with supporting new buildings in 2018/19.
		Expenditures	3,256,120	4,073,900	4,069,800	4,311,400	4,323,600	1,067,480	32.8%	249,700	6.1%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
		Information Technology Total	7,054,776	8,111,400	8,327,000	9,626,500	8,832,600	1,777,824	25.2%	721,200	8.9%	
	Institutional Analysis & Planning	Labour	765,903	812,200	862,000	872,300	872,300	106,397	13.9%	60,100	7.4%	Regularization of an additional Research Analyst position created in 2016/17.
		Expenditures	34,354	21,300	22,100	35,100	33,600	(754)	-2.2%	12,300	57.7%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
		Institutional Analysis & Planning Total	800,257	833,500	884,100	907,400	905,900	105,643	13.2%	72,400	8.7%	
	Office of General Counsel	Labour	436,856	517,100	490,500	517,100	517,100	80,244	18.4%	-	0.0%	Office of General Counsel Total
		Expenditures	79,537	95,000	95,000	89,500	89,500	9,963	12.5%	(5,500)	-5.8%	
	Office of the President	Office of General Counsel Total	516,393	612,100	585,500	606,600	606,600	90,207	17.5%	(5,500)	-0.9%	Decrease over 2017/18 budget is a result of aligning Institutional Membership budget with spending. This is partially offset by an increase in associated support for Convocation.
		Labour	528,732	547,800	547,800	634,500	511,500	(17,232)	-3.3%	(36,300)	-6.6%	
		Expenditures	756,420	976,900	974,800	912,400	879,300	122,880	16.2%	(97,600)	-10.0%	
		Transfers	2,000	-	-	-	-	(2,000)	-100.0%	-	0.0%	
		Office of the President Total	1,287,152	1,524,700	1,522,600	1,546,900	1,390,800	103,648	8.1%	(133,900)	-8.8%	

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								\$	%	\$	%	
Administrative Support	Office of the VP, Finance & Admin	Labour	271,660	277,600	277,600	277,600	277,600	5,940	2.2%	-	0.0%	Placeholder budget has been included in 2018/19 to support the resource allocation project and approved recommendations that are made.
		Expenditures	17,088	37,600	37,600	23,900	1,023,900	1,006,812	5891.9%	986,300	2623.1%	
		Transfers	1,000	-	-	-	-	(1,000)	-100.0%	-	0.0%	
	Office of the VP, Finance & Admin Total		289,748	315,200	315,200	301,500	1,301,500	1,011,752	349.2%	986,300	312.9%	
	Office of the VP, Academic	Labour	1,002,915	1,455,800	1,435,300	1,445,100	1,504,900	501,985	50.1%	49,100	3.4%	Increase over 2017/18 budget primarily reflects increases to support academic sponsorship and events.
		Expenditures	595,655	224,300	219,300	298,700	321,600	(274,055)	-46.0%	97,300	43.4%	
		Transfers	-	-	-	-	-	-	0.0%	-	0.0%	
	Office of the VP, Academic Total		1,598,570	1,680,100	1,654,600	1,743,800	1,826,500	227,930	14.3%	146,400	8.7%	
Administrative Support Total			28,643,780	33,992,900	34,289,000	42,702,500	41,253,600	12,609,820	44.0%	7,260,700	21.4%	
Total Operating Expenses and Transfers			129,462,707	139,961,200	140,683,000	166,636,000	154,400,944	24,938,237	19.3%	14,439,744	10.3%	

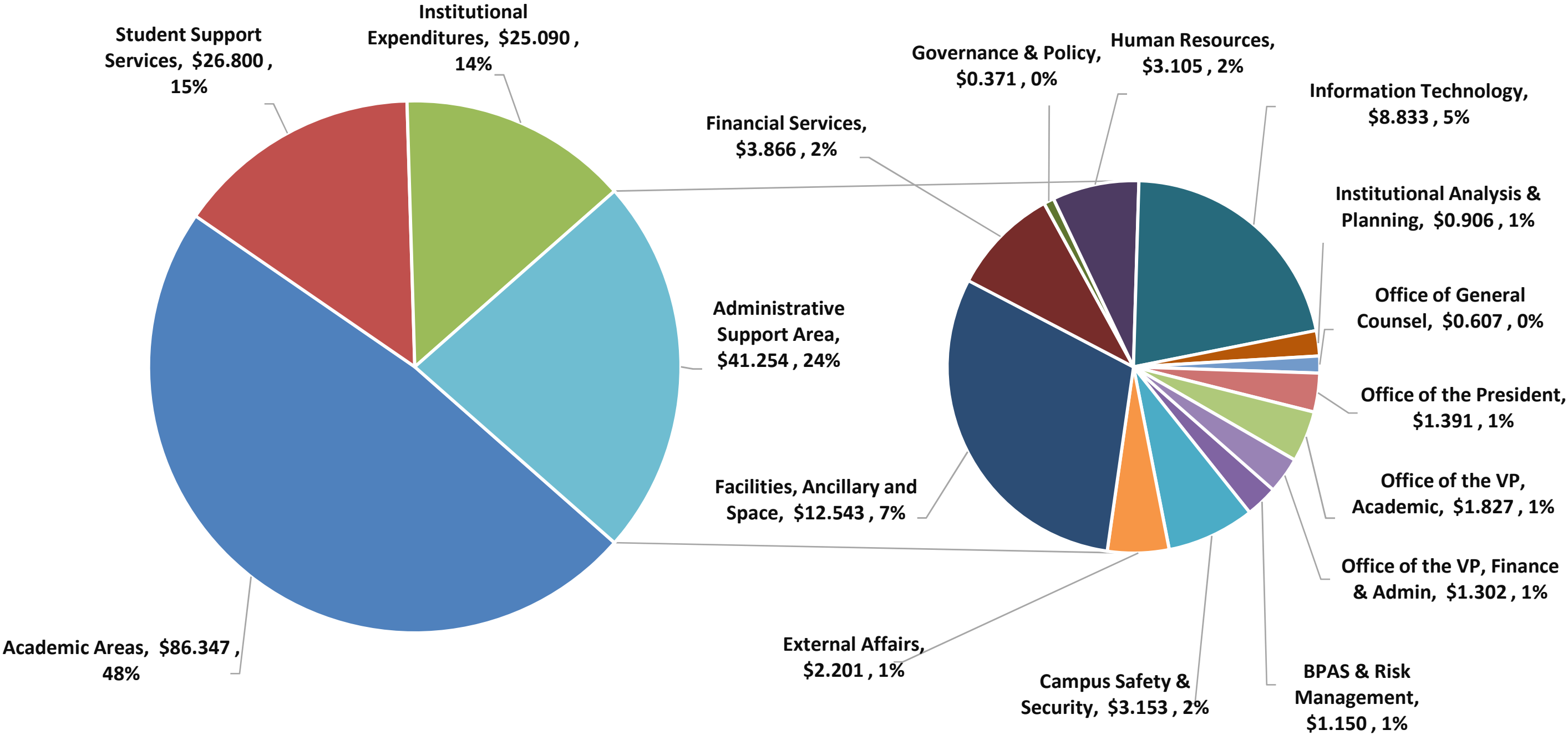
Academic Areas Operating Expense 2018/19 Budget Allocation by Division
(in \$ Millions)



Student Support Areas Operating Expense 2018/19 Budget Allocation by Division
(in \$ Millions)



Administrative Support Areas Operating Expense 2018/19 Budget Allocation by Division
(in \$ Millions)



Kwantlen Polytechnic University
Appendix 3: Business Development and Innovation -All Funds
2018/19 Draft Budget

Account Type Roll-up	Account Description	2016/17 Full Year Actuals	2017/18 Annual Base Budget	2018/19 Draft Budget	Variance 2018/19 Draft Budget to 2016/17 Actuals		Variance 2018/19 Draft Budget to 2017/18 Base Budget	
					\$	%	\$	%
Revenues	Application and Other Fees	15,000	-	-				
	Tuition - Non-Credit	782,004	1,332,800	792,000	9,996	1.3%	(540,800)	-40.6%
	Contract Services	5,200	88,000	262,000	256,800	4938.5%	174,000	197.7%
	Shop Income	4,365	6,000	-	(4,365)	-100.0%	(6,000)	-100.0%
	Amort of Deferred Contributions	2,867,439	2,672,900	840,000	(2,027,439)	-70.7%	(1,832,900)	-68.6%
	Commissions	954	-	-	(954)	-100.0%	-	
	Other income	130,242	128,000	565,000	434,758	333.8%	437,000	341.4%
	Total Revenue	3,805,204	4,227,700	2,459,000	(1,346,204)	-35.4%	(1,768,700)	-41.8%
Salaries & Benefits	Salaries						-	
	Salaries - Administration	336,833	473,100	687,900	351,067	104.2%	214,800	45.4%
	Salaries - Faculty	10,698	-	-	(10,698)	-100.0%	-	
	Salaries - Staff	214,505	155,400	515,900	301,395	140.5%	360,500	232.0%
	Salaries - Other	243,217		276,200	32,983	13.6%	276,200	
	Total Salaries	805,253	628,500	1,480,000	674,747	83.8%	851,500	135.5%
	Benefits	168,546	165,200	345,700	177,154	105.1%	180,500	109.3%
	Total Labour	973,799	793,700	1,825,700	851,901	87.5%	1,032,000	130.0%
	Supplies	129,000	224,500	157,300	28,300	21.9%	(67,200)	-29.9%
	Repairs and Maintenance	2,210	-	-	(2,210)	-100.0%	-	
	Leases/Rentals	254,243	45,900	-	(254,243)	-100.0%	(45,900)	-100.0%
	Travel and PD	121,920	96,200	52,500	(69,420)	-56.9%	(43,700)	-45.4%
	Utilities	97	-	-	(97)	-100.0%	-	
	Communications	6,484	5,600	2,100	(4,384)	-67.6%	(3,500)	-62.5%
	Fees and Services	2,412,642	2,826,400	1,289,500	(1,123,142)	-46.6%	(1,536,900)	-54.4%
	Capital Purchases & Amortization	83,150	-	-	(83,150)	-100.0%	-	
	Total Expenditures	3,009,746	3,198,600	1,501,400	(1,508,346)	-50.1%	(1,697,200)	-53.1%
	Transfers In	(7,535)	-	-	7,535	-100.0%	-	
	Transfers Out	5,344	-	-	(5,344)	-100.0%	-	
	Total Transfers	(2,191)	-	-	2,191	-100.0%	-	
Transfers In	Total All Expenses	3,981,354	3,992,300	3,327,100	(654,254)	-16.4%	(665,200)	-16.7%
	Net Income/ (Loss)	(176,150)	235,400	(868,100)	(691,950)	392.8%	(1,103,500)	-468.8%



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

Regular Meeting
#6.7
March 28, 2018
Joe Sass

Agenda Item: Updated 2017/18 Financial Forecast

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 March 13, 2018, the Board Finance Committee reviewed the updated 2017/18 Financial Forecast

Context & Background: Public Sector Accounting Standards Forecast for the year ending March 31, 2018.

Key Messages:
[maximum of three]

- 1. The updated 2017/18 Financial Forecast is forward looking and subject to change as new information becomes available.**
- 2. Forecasted net income is approximately \$5 million, driven by significant increases in International enrolments.**

Attachments: 1. PSAS Forecast March 31 2018

Submitted by: Joe Sass / Executive Director, Financial Services

Date submitted: March 14, 2018

Kwantlen Polytechnic University
DRAFT Consolidated Forecast
Fiscal 2017/18

Account Title	2016/17 Actuals (as at Feb)	2016/17 Full Year Actuals	2017/18 Original Annual Budget	2017/18 Actuals (as at Feb)	Remaining	2017/18 Forecasted Full Year
Grants	62,736,995.00	68,012,776.00	68,957,200.00	55,691,242.80	15,543,246	71,234,489
Tuition Fees						
Domestic Tuition Fees	40,934,393.24	36,634,756.51	38,990,000.00	40,524,672.81	(6,253,008)	34,271,665
International Tuition Fees	31,285,543.17	28,397,615.01	31,768,000.00	54,256,487.31	(4,774,683)	49,481,804
Total Tuition Fees	72,219,936.41	65,032,371.52	70,758,000.00	94,781,160.12	(11,027,691.54)	83,753,469
Application and Other Fees	6,373,568.10	6,027,926.45	6,269,000.00	8,398,298.26	(671,864)	7,726,434
Tuition - Non-Credit	1,286,521.80	1,195,809.86	1,457,800.00	1,534,190.05	65,810	1,600,000
Contract Services	625,764.83	831,453.97	663,000.00	271,484.73	630,573	902,058.03
Shop Income	294,012.32	343,229.69	332,000.00	338,648.06	11,352	350,000
Interest	1,189,174.80	1,759,391.36	1,733,100.00	835,135.23	293,865	1,129,000
Amort of Deferred Contributions	2,993,970.40	6,312,322.07	7,172,900.00	3,939,612.40	389,491	4,329,104
Ancillary Goods/Services	6,366,510.98	6,773,612.84	6,774,100.00	6,094,390.00	264,956	6,359,346
Capital Contributions	-	5,460,751.33	6,679,000.00	-	5,893,000	5,893,000
Other income	1,695,920.00	1,976,316.82	2,554,100.00	1,971,856.17	(153,202)	1,818,654
Total Revenue	155,782,374.64	163,725,961.91	173,350,200.00	173,856,017.82	11,239,536.58	185,095,554.40
Salaries - Administration	11,824,348.74	13,799,084.98	15,949,500.00	12,682,323.76	2,741,543	15,423,867
Salaries - Faculty	50,640,567.59	57,006,913.27	58,252,600.00	52,236,355.23	10,738,812	62,975,168
Salaries - Other	2,546,172.90	2,841,457.50	2,357,800.00	2,396,248.71	469,731	2,865,980
Salaries - Staff	19,685,863.83	21,971,514.55	23,685,500.00	19,738,938.70	3,604,938	23,343,877
Salaries	84,696,953.06	95,618,970.30	100,245,400.00	87,053,866.40	17,555,024.80	104,608,891.20
Benefits	19,017,199.62	20,836,026.84	24,038,100.00	18,981,835.16	5,131,389	24,113,224
Total Salaries & Benefits	103,714,152.68	116,454,997.14	124,283,500.00	106,035,701.56	22,686,413.96	128,722,115.52
Supplies	4,691,828.36	4,546,473.37	5,213,600.00	4,328,626.42	393,511	4,722,138
Repairs and Maintenance	5,222,456.10	5,781,485.73	6,294,900.00	5,445,099.68	895,009	6,340,109
Leases/Rentals	554,184.86	614,060.80	241,500.00	611,250.00	55,568	666,818
Travel and PD	2,109,134.01	2,346,409.25	3,024,100.00	2,136,958.05	394,269	2,531,227
Student Awards	1,382,181.30	2,009,851.83	1,613,900.00	1,059,918.28	958,082	2,018,000
Utilities	1,446,730.69	1,742,563.49	1,937,500.00	1,521,004.40	738,273	2,259,278
Communications	1,015,377.61	814,885.40	830,100.00	855,767.25	77,797	933,564
Fees and Services	10,368,948.72	11,912,975.43	11,904,500.00	12,256,569.61	1,514,234	13,770,803
Capital Acquisitions/Amortization	10,888,133.67	11,812,545.56	13,457,900.00	38,735,799.13	(24,599,803)	14,135,996
KPU Foundation Disbursements	3,388.33	-	-	-	-	-
Cost-of-Sales	5,175,814.63	3,799,794.16	3,530,500.00	4,973,972.10	(1,130,168)	3,843,804
Transfers to Third Parties	73,070.00	75,070.00	3,700.00	7,000.00	68,000	75,000
Budget Contingency	-	-	1,000,000.00	-	-	-
Total Non-Salary Expenditures	42,931,248.28	45,456,115.02	49,052,200.00	71,931,964.92	(20,635,227.97)	51,296,736.95
Total All Expenses	146,645,400.96	161,911,112.16	173,335,700.00	177,967,666.48	2,051,185.99	180,018,852.47
Net Transfers	-	(0.00)	-	-	-	-
Net Income/(Loss)	9,136,974	1,814,850	14,500	(4,111,649)	9,188,351	5,076,702



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

Regular Meeting
#7.2
March 28, 2018
Hanne Madsen

Agenda Item: **Board Meeting Schedule 2018/2019**

Action Requested:	<input type="checkbox"/> Motion to Approve <input checked="" type="checkbox"/> Discussion <input 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 March 12, 2018, the Board Governance Committee reviewed the proposed dates for the 2018/2019 Board Meetings.

Key Messages: The following dates and are proposed for the 2018/2019 Board Meetings. All Board meetings begin at 4:00 pm:

Wednesday, September 19, 2018	Wilson, 4900	Richmond
Wednesday, November 21, 2018	Meeting Room 1030	Langley
Wednesday, January 30, 2019	Boardroom 1853	Cloverdale
Wednesday, March 27, 2019	Boardroom 2110	Surrey
Wednesday, May 22, 2019	Boardroom 2110	Surrey
Wednesday, June 26, 2019	Wilson, 4900	Richmond

Submitted by: Keri van Gerven

Date submitted: March 14, 2018



Board of Governors

Agenda Item:

Meeting Date:

Presenter(s):

Regular Meeting

#12

March 28, 2018

Keri van Gerven

Agenda Item: **Administrative Revisions to the Board Governance Manual**

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: For University Secretariat Use Only

Context & Background: As stated in the Board Governance Manual, Section 1 – Introduction, the University Secretary, after consulting with the Board Chair, may make and publish amendments to this Board Manual that are minor or administrative in nature.

Key Messages: *[maximum of three]*

- 1. Administrative revision to the Committee Operating Guidelines.**
- 2. Administrative revisions to the Audit Committee Terms of Reference.**
- 3. Administrative revisions to the Finance Committee Terms of Reference.**

Consultations: Board Chair, Audit Committee and Finance Committee.

Attachments:

1. Board Governance Manual – Section 12 Committee Operating Guidelines
2. Board Governance Manual – Section 13 Audit Committee Terms of Reference
3. Board Governance Manual – Section 14 Finance Committee Terms of Reference

Submitted by: Keri van Gerven, University Secretary

Date submitted: March 19, 2018

12. COMMITTEE OPERATING GUIDELINES

Each Committee's Terms of Reference are set out separately in this Board Manual. The provisions below identify the operating guidelines applicable to all Committees.

Purpose

The purpose of the Committees is to provide in-depth concentration in key areas of Board responsibility and to help the Board carry out its work.

Mandate

Each Committee reviews its own Terms of Reference annually and submits any [substantive](#) proposed changes to the Governance Committee for review and recommendation to the full Board.

Accountability and Decision-Making (including Recommendations)

Each Committee is accountable to the Board.

Under the *University Act*, the Board may confer on the Committees power and authority to act for the Board.⁷⁷ However, no Committee has the power and authority to act for the Board unless specifically authorized by the Board through the applicable Committee Terms of Reference or otherwise (for example, through a motion at a Board meeting).

As such, the Committees have no authority to direct Senior Leadership, speak for, or commit KPU unless specifically authorized by the Board through the applicable Committee Terms of Reference or otherwise.

In the absence of express authority to act for the Board, decisions, if any, made by a Committee are recommendations to the Board in respect of the subject on which it was created to advise. The Board takes into consideration, but is not bound by, Committee recommendations.

Regardless of whether the power and authority to act for the Board has been delegated to a Committee, no Committee may make a decision that may have a material impact on KPU's strategic plan (see Section 13); such decisions must be made by the Board.

Decisions made by a Committee are determined by consensus, or, if necessary, by majority vote.

⁷⁷ *University Act*, s. 27(2)(c).

13. AUDIT COMMITTEE TERMS OF REFERENCE

Purpose

The purpose of the Audit Committee (the “Committee”) is to assist the Board in fulfilling its obligations and oversight responsibilities relating to the internal and external audit processes, financial reporting, risk management and the system of internal controls that management and the Board have established, and when required, to make recommendations to the full Board for approval.

In the process of overseeing KPU’s audit procedures, the Committee will have unrestricted access to KPU’s personnel and documents, and will be provided with the resources necessary to carry out its responsibilities, including external advisors in accordance with Section 6 of this Board Manual.¹

Composition and Quorum

The Committee is composed of at least four Members, all of whom must be Appointed Members and “independent”.²

Committee members must be financially literate.³ At least one member of the Committee must have a financial designation or significant relevant financial management expertise. The Chair of the Audit Committee must not be the Chair of the Board.

A majority of members of the Committee constitutes a quorum.

Audit Oversight Responsibilities

Subject to the powers and duties of the Board, the Audit Committee performs the following duties.

Risk Management

The Audit Committee supports the Board with respect to risk management, and provides a leadership role in ensuring that other Board Committees support the Board in regards to risk management should the need arise.

¹ See Section 6 for additional information on external advisor engagement.

² In this context, “independent” means having no material direct or indirect association with KPU, which could, in the view of KPU’s Board, reasonably interfere with the exercise of the Member’s independent judgment.

³ In this context, “financially literate” means that the Member has the ability to read and understand a set of financial statements which present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by KPU’s financial statements.

In addition, the Audit Committee:

- a) provides leadership to the Board's overall approach to risk management oversight;
- b) leads an annual review with the Board on KPU's identified material risks and Senior Leadership's risk mitigation strategies~~systems to mitigate such risks~~;
- c) understands the material risks to KPU;
- d) reviews and makes recommendations on KPU's risk management controls and policies and seeks input and assistance from other Board Committees as appropriate;
- e) reviews Senior Leadership's systems to manage said risks;
- f) receives regular reports from Senior Leadership on the management of material risks to KPU;
- g) obtains reasonable assurance from Senior Leadership that systems are effective in eliminating or managing said risks; and
- h) ~~ensures-verifies~~ KPU is adequately insured to cover material business risks and uncertainties.

External Audit

The Committee:

- a) reviews and recommends to the Board the terms of the External Auditor's engagement;^{4 5}
- b) recommends to the Board the appointment of the External Auditor;⁶
- c) reviews the performance of the External Auditor;
- d) confirms the independence of the External Auditor;
- e) reviews all issues related to any change in the appointment of the External Auditor;
- f) reviews and recommends to the Board the annual external audit plan;
- g) holds in camera meetings with the External Auditor, without Management present;

⁴ KPU Policy and Procedure GV1 [Selection and Appointment of Auditors](#)

⁵ Typically, the RFP for the External Auditor occurs every three years.

⁶ Pursuant to section 33 of the *University Act*, unless the Auditor General is appointed in accordance with the *Auditor General Act* as the Auditor of the Board, the Board must appoint an Auditor to audit the accounts of the Board at least once each year.

- h) reviews and approves the provision of non-audit services provided by the External Auditor;
- i) meets with the External Auditor at least biannually and obtains reasonable assurances that KPU has implemented appropriate systems of internal control:
 - i) over relevant changes to financial reporting, information technology, data security and protection of personal information and privacy, and that these systems are operating effectively;
 - ii) to ensure compliance with its policies and procedures and that these systems are operating effectively; ~~and~~
 - iii) to identify, monitor, mitigate and report significant financial or operational risk exposures and that these systems are operating effectively; and
 - ~~iii)iv)~~ any other relevant matters as identified during the audit process;
- j) reviews problems experienced by the External Auditor in performing the audit, including any restrictions imposed by Senior Leadership and all significant accounting issues on which there was a disagreement with Senior Leadership;
- k) reviews the post-audit opinion letter containing the recommendations of the External Auditor and reviews the Senior Leadership's response and subsequent follow-up to any significant identified weaknesses;
- l) The Committee:
 - i) confirms that if there is a legal matter raised by the External Auditor that could have a significant impact on KPU's financial statements, then Senior Leadership will provide an explanation;
 - ii) reviews with the Vice President, Finance and Administration, on at least an annual basis:
 - KPU's compliance with applicable and material legal and regulatory requirements;
- m) reviews the evaluation of internal controls by the External Auditor, including any recommendations for improvement of KPU's accounting procedures and internal controls, together with Senior Leadership's response; and
- n) directs the External Auditor's examinations to particular areas of concern with respect to internal controls.

Financial Reporting

The Committee:

- a) reviews KPU's annual financial statements to ensure they are fairly presented in all material respects in accordance with generally accepted accounting and financial reporting principles;

- b) reviews the financial statements and reports, and recommends their approval or disapproval to the Board; the Committee will provide an explanation if it cannot recommend approval;
- c) discusses with Senior Leadership and with the External Auditor such matters as:
 - i) all proposed changes in accounting policy;
 - ii) the import and presentation of all large risks or uncertainties;
 - iii) compliance with accounting standards;
 - iv) adjustments arising out of the audit process and related party transactions; and
 - v) all estimates or judgments of Senior Leadership that may be material to financial reporting;
- d) discusses with Senior Leadership and the External Auditor significant financial reporting, record or presentation issues identified during the fiscal period and the manner of their resolution;
- e) examines the audited annual financial statements in conjunction with the reports of the External Auditor, which may include determining whether the statements:
 - i) properly reflect the significant accounting policies selected;
 - ii) reflect estimates and other financial statements elements that are reasonable and consistent;
 - iii) adequately disclose all major transactions and issues;
 - iv) disclose all post-year-end significant events; and
 - v) are understandable, relevant, reliable and comparable;
- f) reviews and recommends to the Board approval of the:
 - i) annual audited financial statements;
 - ii) management discussion and analysis that accompanies the audited financial statements.

The Chair of the Audit Committee reviews the Board Chair's expenses quarterly and reports any issues or concerns to the Committee.

Internal Audit

The Committee:

- a) in consultation with the Vice President Finance and Administration, reviews and approves the appointment or termination of the Internal Auditor, for recommendation to the Board and annually evaluates the Internal Auditor's performance;

- b) reviews and approves the Annual Internal Audit Plan with the Internal Auditor for recommendation to the Board;
- c) ensures the Internal Audit Plan is satisfactory, effective and meets the requirements of the Board;
- d) ensures the Internal Auditor's approach to risk and internal controls is appropriate;
- e) reviews the Internal Audit Plan to ensure consistency with International Standards for the Professional Practice of Internal Auditing;
- f) ensures there are adequate resources for the Internal Auditor in performing its functions, including any restrictions imposed by Senior Leadership and all significant difficulties or disagreements with Senior Leadership;
- g) reviews the findings of the reports prepared by the Internal Auditor and receives periodic reports to ensure that any recommendations are implemented;
- h) meets with the Internal Auditor in camera at least annually without other Management present ~~at least once per year~~.

Alleged Wrong-Doing

The Committee:

- a) ensures that Senior Leadership has implemented a process to receive and respond to complaints or allegations of wrong-doing or questionable acts by KPU, its employees or Board Members with respect to financial wrong-doing; and
- b) reviews and advises the Board with respect to complaints of alleged financial wrong-doing.

Conflict of Interest for Board Members

The Committee:

- a) annually and/or as required, reviews the Conflict of Interest Registry of Conflict of Interest disclosures⁷ filed by Board Members; and
- b) at least annually, submits the Conflict of Interest Registry to the Board of Governors for review.

Compliance

The Committee:

⁷ Appendix "H.3" Annual Conflict of Interest Disclosure

- a) confirms the appropriate policies and procedures are in place for monitoring compliance with All Applicable Laws and ascertains their adequacy and the levels of compliance;
- b) advises the Board on any new or pending developments in accounting and/or reporting standards;
- c) reports to the Board all financial matters of which the Committee has knowledge that may materially affect the current or future position of KPU; and
- d) reviews such other matters that the Committee or the Board deems advisable or timely.

Meetings

The Committee meets at least four times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any two Committee members or the External [or Internal](#) Auditor.

Committee Support

The Vice-President Finance and Administration, Provost and Vice-President Academic, ~~Director Business Performance and Advisory Services,~~ [Internal Auditor approved by the Board of Governors](#) and the University Secretary or designates support the Committee in carrying out its work.

Responsibility for Policy Review

The Committee has responsibility to review as required by the policy, and more frequently if necessary (based on legislative changes, public sector reporting requirements, or a development in governance best practices) all Board Bylaws and Board-Approved University Policies and sections of this Board Manual which relate to audit matters, including the following:

Board Bylaws and Board Manual Sections

- a) Bylaw 1 – Insurance and Indemnification
- b) Section 13 – Audit Committee Terms of Reference
- c) Section 27 – Conflict of Interest for Board Members

Board-Approved University Policies

- a) GV1 Selection and Appointment of Auditors
- b) HR24 Protected Disclosure

14. FINANCE COMMITTEE TERMS OF REFERENCE

Purpose

The purpose of the Finance Committee (the “Committee”) is to assist the Board in fulfilling its obligations and oversight responsibilities relating to financial planning, Financial Reporting, Investments, Property and when required, to make recommendations to the full Board for approval.

Composition and Quorum

The Committee is composed of four to six Members, four of whom must be Appointed Members and “independent”.⁸

Committee members must be financially literate.⁹ At least one member of the Committee must have a financial designation or significant relevant financial management expertise.

A majority of members of the Committee constitutes a quorum.

Financial Oversight Duties and Responsibilities¹⁰

Subject to the powers and duties of the Board, the Finance Committee will perform the following duties with respect to financial oversight of KPU.

Financial Planning

The Committee:

- a) reviews and makes recommendations to the Board in respect of:
 - i) financial plans and budgets;¹¹
 - ii) the appropriateness and validity of any material assumptions and estimates used in the preparation of such plans or budgets;
 - iii) the consistency of the plans and budgets with strategic plans, policies, objectives and initiatives approved by the Board;
 - iv) the consistency of the financial plans and budgets with any other financial data;

⁸ In this context, “independent” means having no material direct or indirect association with Kwantlen, which could, in the view of Kwantlen’s Board, reasonably interfere with the exercise of the Member’s independent judgment.

⁹ In this context, “financially literate” means that the Member has the ability to read and understand KPU’s financial information.

¹⁰ Typically, these matters are addressed in the first part of each Committee meeting when both Elected and Appointed Members may be present.

¹¹ *University Act*, s.27(2)(l).

- v) any significant assumptions, forecasts, targets or performance goals used by Senior Leadership in the preparation of the financial plans and/or budgets;
 - vi) ~~tuition and other academic and major mandatory fees~~ setting, determining, and collecting fees as provided for by the University Act,¹²
 - vii) the provision ~~of funds~~ for student loans;¹³
 - viii) the collection of fees on behalf of student societies;¹⁴
 - ix) the provision of funds for chairs, institutes, fellowships, scholarship, exhibitions, bursaries and prizes the Board and Senate consider advisable;¹⁵
 - x) the determination of student enrolment, with approval of the Senate;¹⁶
 - xi) the Board of Governors annual budget;
 - xii) the schedule of signing authorities, annually.
- b) ensures the Board receives, on a timely basis, meaningful financial information regarding KPU's current financial status and up-to-date forecasts required to make decisions;

Investments and ~~indebtedness~~ Borrowing

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The Committee:

- a) reviews and recommends to the Board policies with respect to KPU's invest-ments and ~~indebtedness~~ borrowing; and
- b) monitors KPU's investments and ~~indebtedness~~ borrowing.

Property

The Committee:

- a) in consultation with Senate, recommends to the Board rules respecting the management, governance and control of KPU's real property, buildings and structures;¹⁷
- b) oversees facilities planning and real property matters including:
 - i) financing arrangements;
 - ii) acquisition and disposition, both owned and leased and through both purchase and donation;

¹² University Act, s.27(2)(m).

¹³ University Act, s.27(2)(q).

¹⁴ University Act, s. 27.1(1).

¹⁵ University Acts, s. 27(2)(k).

¹⁶ University Act, s. 27(2)(r).

¹⁷ University Act, s. 27(2)(d).

- iii) development of long-term master site and facility plan for KPU's campuses;
- iv) development of specific facilities to accommodate KPU's academic, ancillary and related activities;
- v) selection and appointment of professionals and contractors involved in the planning and construction of KPU's facilities subject to KPU's procurement practices;
- vi) development of sustainable, efficient and long-term facilities;
- c) in consultation with Senate, recommends to the Board policies regarding the conservation of KPU's heritage sites;¹⁸
- d) reviews and recommends to the Board policies with respect to KPU's intellectual property, including those matters specified in the *University Act*.¹⁹

Financial Reporting

The Committee:

- a) reviews significant financial reporting made public by KPU to ensure that it represents a complete, accurate and balanced picture of KPU's performance and financial situation as requested or required by the Board;
- b) reviews applicable Ministry of Advanced Education, Skills and Training reporting to ensure that it represents a complete, accurate and balanced picture of KPU's performance and financial situation;

Compliance

The Committee:

- a) confirms the appropriate policies and procedures are in place for monitoring compliance with applicable laws and ascertains their adequacy and the levels of compliance;
- b) reports to the Board all financial matters of which the Committee has knowledge that may materially affect the current or future position of KPU; and
- c) reviews such other matters that the Committee or the Board deems advisable or timely.

Meetings

The Committee meets at least four times per year. Additional meetings may be held as deemed necessary by the Committee Chair or as requested by any two Committee members.

¹⁸ *University Act*, s. 27(2)(e).

¹⁹ *University Act*, s. 27(2)(u) and (v).

Committee Support

The Vice-President Finance and Administration, Provost and Vice-President Academic and the University Secretary or designates support the Committee in carrying out its work.

Responsibility for Policy Review

The Committee has responsibility to review as required by the policy, and more frequently if necessary (based on legislative changes, public sector reporting requirements, or a development in governance best practices) all Board Bylaws and Board-Approved University Policies and sections of this Board Manual which relate to financial matters, including the following:

Board Bylaws and Board Manual Sections

- a) By Law 4 – Fees
- b) Section 14 – Finance Committee Terms of Reference
- c) Section 26 – Board Member Remuneration and Expenses

Board-Approved University Policies

- a) GV 4 Signing Authority Policy and Procedure and Schedules of Signatures 1 and 2
- b) E9 Political Fundraising Expenses Policy and Procedure
- c) FM2 Management and Investment of Operating Funds Policy, Procedures and Investment Policy Statement & Strategies



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

Regular Meeting
#13
March 28, 2018
Alan Davis

Agenda Item: Senate Reports: January 29, 2018 and February 26, 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: The Vice Chair of Senate provides meeting notes for the Board of Governors detailing the items approved by Senate at each of its meetings for information.
[maximum of three]

Attachments Notes from the Senate Meetings held January 29, 2018 and February 26, 2018.

Submitted by: Alan Davis / President & Vice Chancellor

Date submitted: March 19, 2018

Notes from the Senate Meeting of January 29, 2018

The first meeting of 2018 began with the President's update on the ongoing discussions regarding Vision 2023. He was, shortly thereafter, empowered by the Senate to begin the process of revising the University's mission, vision and values statements. The Provost, in his report, noted similar consultations taking place as he develops the next Academic Plan.

With the Academic Calendar deadlines approaching, the SSC Curriculum brought nearly 200 course changes for Senate's approval. Most of these were a result of significant streamlining of the course catalogue in the Faculty of Health, but some of KPU's first graduate courses were also passed (from the School of Business). Program changes were made to the Bachelor of Journalism, the B.A. Minor in Journalism, the B.A. Minor in Sociology, and the Health Care Assistant Certificate. Changes were also made to the CADD program, including the creation of a new co-op option. It was noted both by Chair of SSC Curriculum, and by the Provost, that recent curricular changes have made increasing emphasis on the recommendations arising out of the Program Review process. This is an important sign of progress in our quality assurance practices, and in the rigour of our arguments for curricular change.

Housekeeping changes were made to SSC Program Review's committee membership by SSC Governance, and modifications were made to the Health Unit Coordinator minimum qualifications. Most significantly, the Senate voted on its endorsement letter for the Draft University Budget for Fiscal Year 2018/19. Both the Draft Budget, and the Senate's response to it, will be available under the 2018/19 table on the SSC Budget page (listed at kpu.ca/senate).

My own personal thanks, this month, go to Joe Sass and Stephanie Singer (Finance). Their work in preparing budget information for the Senate's consideration was widely praised.

Notes from the Senate Meeting of February 26, 2018

In addition to the standing updates regarding the development of the strategic and academic plans, a number of noteworthy decisions were made at the February meeting of our Senate.

- A set of ten courses from the Music Department - ranging from songwriting, to orchestra to the history of popular music - were added to the Pathway to Undergraduate Study. This change makes these courses accessible to students working towards admission to general undergraduate study, and significantly widens access to musical education.
- The Millwright program made a number of changes to maintain their alignment with ITA standards.
- The Senate office brought forward a draft 2018-2019 Senate calendar, including the meeting dates for all Senate committees.
- After leading a series of consultations, Senator Chris Traynor brought forward revisions to the Senate Standing Committee on the Library's mandate. The new mandate emphasizes the active role the Committee seeks to fill.

- The first nominees to the Senate Standing Committee on Research, and the Senate Standing Committee on Teaching and Learning, were brought forward. The first meetings of these committees are expected to take place in the coming months.
- The SSC Library also brought forward a report on its review of fees charged for “Libraries, technologies, and student life,” as well as its discussion of the accessibility of library facilities.
- The Registrar updated the Senate on the progress of gender nomenclature reforms at the BC Registrars Association.

Live long and prosper,
Dr. David P. Burns, Vice-Chair, University Senate