



# **REMINDER**

Board Meeting is at the

**Richmond Campus**  
8771 Lansdowne Road

Melville Centre for Dialogue, Side A  
Room 2550

*Directions to Conference Centre:*

Enter building through North doors  
Walk down concourse to stairway (elevator on right)  
Go to second floor  
Turn left, off the stairs, then right down the hallway  
Melville Centre is on the left



## Regular Meeting Agenda

**Board of Governors**

**Date:** September 17, 2014

**Time:** 3:00-7:00 pm

**Location:** Richmond Campus, Melville Centre  
for Dialogue

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**Teleconference Numbers:**

Vancouver: 604-899-2339

Toll-free: 1-877-385-4099

Access Code: 6404574#

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

**3:00 pm Regular Board Meeting**  
**In camera Board Meeting to follow**  
**In camera Debriefing Session to follow**

Agenda Item	Resource	Action	Time	Page
Tour of Design Faculty Space	Carolyn Robertson / Dean Faculty of Design		2:30-3:00	
Presentation: Kwantlen Student Association / Jeremy McElroy, General Manager and Steven Button, Director of Student Services			3:00-3:20	
1. Call to Order 1.1. Welcome of International Guests	Shane King		3:20-3:21	
2. Oath of Office 2.1. Marc Kampschuur, Upinder Chahal, Hanne Madsen, Bruce Wendel 2.2. Introductory Remarks	Shane King  All	  I	3:21-3:35	
3. Approval of Agenda	Shane King	M	3:35-3:36	2
4. Annual Declaration Form Signing	Shane King	Signing	3:36-3:40	5
5. Consent Agenda 5.1. Minutes of June 4, 2014  5.2. First Quarter Financial Report 5.3. HSBC Investment Report 5.4. RBC Investment Report 5.5. Assignment of Mentors for New Board Member	Shane King	M  I I I I	3:40-3:45	16 18  28 32 51 78



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<b>Agenda Item</b>	<b>Resource</b>	<b>Action</b>	<b>Time</b>	<b>Page</b>
6. Strategic Plan Report	Alan Davis	I	3:45-3:55	80
7. Taxpayer Accountability Principles	Alan Davis	E	3:55-4:05	91
8. Human Resources Committee				
8.1. Code of Conduct Update	Alan Davis	I	4:05-4:15	99
9. Governance Committee Report				
9.1. Notice of Election	Shane King	I	4:15-4:16	100
9.2. Program Discontinuance – Associate of Science Degree	Shane King	M	4:16-4:20	103
9.3. Program Discontinuance – Post Baccalaureate Certificate in Critical Care	Shane King	M	4:20-4:25	105
9.4. Board Governance Manual Revision Task Force	Shane King	M	4:25-4:30	107
9.5. Board/Senate Task Force – Student Membership	Shane King	M	4:30-4:35	108
10. Finance & Audit Committee Report				
10.1. Statement of Financial Information - Public Bodies Report as of March 31, 2014	Harpreet Bhatti	M	4:35-4:40	109
10.2. Business and Travel Policy	Harpreet Bhatti	I/D	4:40-4:45	167
10.3. Requests for Proposal for External Auditors Update	Harpreet Bhatti	I	4:45-4:50	
11. Board/Senate Task Force Report / No Report				
12. Provost's Report	Salvador Ferreras	I	4:50-4:55	188
12.1. Academic Plan Update	Salvador Ferreras	I	4:55-5:05	
13. President's Report	Alan Davis	I	5:05-5:15	193
13.1. Brief to Federal Standing Committee on Finance	Alan Davis	I	5:15-5:20	200
13.2. Budget Consultations with Provincial Select Standing Committee on Finance	Alan Davis	I	5:20-5:25	208
13.3. Board Report Summary	Alan Davis	I	5:25-5:30	209
14. Senate Report <a href="#">May 26</a> and <a href="#">June 30</a> , 2014			5:30-5:35	
14.1. President's Senate Update	Alan Davis	I		214



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<b><i>Agenda Item</i></b>	<b><i>Resource</i></b>	<b><i>Action</i></b>	<b><i>Time</i></b>	<b><i>Page</i></b>
15. Issues and Concerns	Shane King		5:35-5:40	
16. Next Meeting Agenda Contribution	Shane King	D	5:40-5:41	
17. For the Good of the Order	Shane King	D	5:41-5:45	
18. Evaluation of the Board as a Group	Kristan Ash	E	5:45-5:50	218
19. Information Package		I		220
20. Next Meeting Regular Board Meeting Wednesday, November 19, 2014 Surrey Campus, Board Room 2110 3:00-7:00 pm				
21. Adjournment	Shane King			





## Board of Governors Regular Meeting

**Agenda Item:** # 4

**Meeting Date:** September 17, 2014

**Presenter:** Shane King

**Agenda Item:** *Annual Declaration Form Signing – Code of Conduct*

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education <input checked="" type="checkbox"/> Signing
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<b>Recommended Resolution:</b>	N/A
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**Board Committee Report:** N/A

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

1. **Board Governance Manual excerpt:**  
**26.14 “Board Members are required to annually complete the Form of Declaration set out below to acknowledge that they have read and understand the Code.”**
2. **Board Members will sign the Annual Declaration Form and return to Sandi Klassen at the September 17, 2014 Board meeting.**

**Context & Background:** N/A

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Attachment:**

1. Form of Annual Declaration for Board Members
2. Board Governance Manual, Section 26, *Code of Conduct for Board Members*

**Submitted by:** *Sandi Klassen*

**Date submitted:** *September 11, 2014*

## **26.CODE OF CONDUCT FOR BOARD MEMBERS**

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### **26.1. INTRODUCTION**

KPU is committed to the highest standards of ethics and integrity. The purpose of this Code of Conduct (the “Code”) is to establish minimum standards of conduct expected and required of all Board Members, and to support ethical decision-making at KPU. The Code is not exhaustive, and it is acknowledged that no articulation of policies, guidelines and procedures to govern conduct can anticipate all situations. The Code applies to all Board Members of KPU.

The provisions of the Code are in addition to, and not in substitution for, any Board Member’s obligation to KPU imposed upon by common law, equity or statute.<sup>1</sup> Compliance with the Code shall not relieve a Board Member from any such obligation. Consequently, a Board Member uncertain of his or her duties in any particular circumstance should raise this concern with the Board Chair in order to obtain appropriate guidance and advice.

This Code:

- a) reviews Board Members’ duties;
- b) explains conflict of interest and provides examples of conflicts of interest specific to KPU and of a general nature;
- c) provides guidance to all Board Members with respect to matters of compliance, conflict of interest, confidentiality, accounting practices and communications, complaints procedure and responsibility to disclose;
- d) outlines the consequences of a breach of the Code; and
- e) provides a Form of Declaration for Board Members to sign to confirm their agreement to comply with the Code.

### **26.2. DEFINITIONS**

In the Code:

- a) “Appointed Member” means an individual who is appointed to the Board by the Lieutenant Governor in Council;
- b) “associate” means:
  - i) a spouse of the Board Member;
  - ii) a son or daughter of the Board Member;
  - iii) a relative of the Board Member who is living in the family residence, other than his or her son or daughter, who is living in the family residence;
  - iv) a friend of the Board Member;

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<sup>1</sup> The President has additional obligations with respect to conflicts of interest per his or her employment contract.

- v) a corporation of which the Board Member beneficially owns, directly or indirectly, more than 20% of the voting rights attached to all outstanding voting securities of the corporation; and
  - vi) a trust or estate in which the Board Member has a substantial beneficial interest or for which the Board Member serves as trustee.
- c) “Board Member” means Appointed Members and Elected Members;
  - d) “Conflict of Interest” has the meaning set out in section 26.4 of the Code;
  - e) “Elected Member” means an individual who is elected to the Board by a constituency group;
  - f) “friend” means an individual with whom the Board Member is connected by frequent or close association;
  - g) “private interest” means a pecuniary or economic interest or advantage and includes any real or tangible benefit that personally benefits the Board Member or his or her associate;
  - h) “relative” means a relative by blood, adoption or marriage; and
  - i) “spouse” means a person to whom the Board Member is married or with whom the Board Member is living in a marriage-like relationship, including a person of the same gender, but does not include a person from whom the Board Member is separated or living apart and with whom the Board Member has entered into an agreement to live apart or who is the subject of an order of a court recognizing the separation.

### **26.3. DUTIES**

KPU’s Board Members’ duties include the following:

**Duty of Loyalty** – Board Members must act honestly, in good faith and in the best interests of KPU. In placing the interests of KPU ahead of their own personal or business interests, Board Members must:

- a) be honest in their dealings with KPU and with others on behalf of KPU;
- b) avoid situations where they could profit at the expense of KPU, appropriate a business opportunity of KPU or otherwise put themselves in a position of conflict between their own private interests and the best interests of KPU;
- c) avoid speaking against or undermining any decision of the Board, regardless of whether the Board Member agrees with or voted for that decision; and
- d) avoid engaging in activity or speaking publicly on matters where this could be perceived as an official act or representation of KPU unless specifically authorized to do so by the Board Chair.

**Duty of Care** – Board Members owe a duty of care to KPU and must exercise the degree of skill and diligence reasonably expected from an ordinary person of his or her knowledge and experience.

**Duty of Confidentiality** – Board Members must not divulge confidential information that they receive as Board Members to anyone other than persons who are authorized to receive the information. The duty to maintain information in confidence continues after a Board Member ceases to be a Board Member.

**Duty to Disclose** – Board Members have a duty of continuing disclosure. If a Board Member becomes aware of a matter which he or she has a duty to disclose or report under this Code, the Board Member must advise the Board Chair as soon as is reasonably practicable.

**Duty of Compliance** – Board Members shall comply with all applicable laws and regulations and with KPU's Bylaws and policies as adopted by the Board from time to time, including the Board Manual and this Code. No Board Member shall commit or condone an illegal act or instruct another Board Member to do so. All Board Members are expected to follow the spirit as well as the letter of the law.

**Duty of Knowledge** – Board Members must familiarize themselves with the relevant legislation applicable to KPU and to Board Members and to satisfy themselves that appropriate safeguards are in place to assure KPU of their compliance with that legislation.

#### **26.4. CONFLICT OF INTEREST**

A conflict of interest is a situation in which the private interests of a Board Member conflict, potentially conflict or appear to conflict with his or her duties to KPU, including his or her duty to act in the best interests of KPU.

An **actual conflict of interest** exists where a Board Member exercises an official power or performs an official duty, at the same time knowing that, in exercise of such performance, there is the opportunity to further a private interest.

A **potential conflict of interest** exists where there is some private interest that could influence the performance of a Board Member's duty or function or the exercise of power, provided that she or he has not yet exercised that duty or function.

An **apparent conflict of interest** exists where a reasonable person might hold the apprehension that a conflict of interest exists on the part of the Board Member.

In this Code, "**Conflict of Interest**" includes actual, potential, and apparent conflicts of interest.

KPU's primary and strongest defence against Conflicts of Interest is a strategy of avoidance. By creating systems and processes that, as a matter of practice, avoid Conflicts of Interest, KPU can most effectively reduce the associated risks.

Each Board Member has a responsibility first and foremost to the welfare of KPU.<sup>2</sup> Except for systemic Conflicts of Interest, as discussed below, every Board Member should avoid any situation in which there is a Conflict of Interest.

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<sup>2</sup> *University Act*, s. 19.1.

## 26.5. CONFLICTS OF INTEREST RELATING TO ELECTED MEMBERS

Elected Members are in a unique situation in relation to Conflict of Interest considerations. By reason of their membership in a particular constituency of KPU, or by reason of their position within KPU, they are more likely than Appointed Members to have a Conflict of Interest. Given that the Board structure is prescribed by the *University Act*, certain Conflicts of Interest in relation to Elected Members are deemed to be acceptable and should not require the Elected Member to be excluded from the discussion or voting. On the other hand, because of the unique position of Elected Members, there will be situations where the Conflict of Interest is significant enough to require that they be excluded from discussion or voting.

Conflict of Interest situations that involve Elected Members will generally fall into one of four categories.

- a) **Constituency Membership.** In situations where the Elected Member has an interest in a matter or issue under consideration that is shared in common with a substantial section of the constituency of which he/she is a member and who elected him or her to the Board, the Elected Member will not be taken to have a Conflict of Interest for the purpose of this Code and is expected to participate in the discussion and voting. Examples include discussions regarding:
  - i) KPU's budget; and
  - ii) tuition.
- b) **Duty to the Constituency.** In situations where duties of an Elected Member to the constituency that elected him/her conflict with the Elected Member's duty to KPU, and the Conflict of Interest is of a significant, ongoing nature, the Elected Member must either resign from the KPU Board or from his or her position with the constituency. Under the *University Act*, a KPU employee is not eligible to be a Board Member if he or she is a voting member of the executive body of, or an officer of, an academic or non-academic staff association of KPU who has the responsibility, or joint responsibility with others, to:
  - i) negotiate with the Board, on behalf of the association, the terms and conditions of service of that association; or
  - ii) adjudicate disputes regarding members of the association.<sup>3</sup>

However, a student who is a voting member or an officer of the Kwantlen Student Association board is not prohibited from being an Elected Member.

- c) **Commercially Sensitive.** In situations where the issue under consideration is of a commercially sensitive nature that potentially involves the corporate interests of the constituency, then the Conflict of Interest is deemed to be of a significant nature and Elected Members of that constituency should not participate in such discussions or voting. Examples of this type of Conflict of Interest include:

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<sup>3</sup> *University Act*, s. 23(1)(g).

- i) discussions relating to audit matters;
- ii) discussions related to collective bargaining; and
- iii) review of KPU's internal controls.

One of the ways KPU manages such Conflicts of Interest is by establishing a practice that when the Finance and Audit Committee is overseeing audit matters, meeting attendance is limited to Appointed Members. Typically, the Finance and Audit Committee addresses finance matters in the first part of the meeting and audit matters in the second.

- d) **One-off.** In situations where a Conflict of Interest arises that is not regularly recurring, the Conflict of Interest can be managed under a well-defined protocol that requires the Elected Member to disclose the Conflict of Interest and refrain from participating in the discussion or voting. For example:
  - i) decisions directly affecting a specific instructional program in which a student Elected Member is enrolled; faculty or staff Elected Members are employed in the program or service areas; or an Elected Member's associate is enrolled in or employed in the program or service areas.

## **26.6. CONFLICTS OF INTEREST RELATING TO BOARD MEMBERS**

The following examples have been developed to provide guidance to Board Members in areas where Conflict of Interest or other ethical issues may arise. They do not constitute an exhaustive list. Further, these examples are provided for reference purposes and are not in substitution for, any Board Member's obligation to KPU imposed upon by common law, equity or statute (for example, securities legislation).<sup>4</sup>

**Corporate Opportunity** – No Board Member should receive personal financial benefit through the use or misuse of confidential information in relation to the business of KPU. Examples of situations that could contravene this policy are:

- a) taking advantage, for personal gain, of a business opportunity known because of one's position with KPU;
- b) speculating in any commodity or real estate that is or is likely to be acquired or required by KPU; and
- c) conducting any private business activity from or by using any KPU asset for personal purposes, unless expressly authorized to do so by consent of the Board, in writing.

**Investment Activity** – Board Members may not, directly or indirectly through associates, acquire or dispose of any interest, including publicly traded shares, in any entity when in possession of confidential information obtained in the performance of their duties with KPU that could affect the value of such interest.

**Non-Profit Associations and Professional Associations** – From time to time, a Board Member may reach a position of leadership in a non-profit or professional association where he or she

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<sup>4</sup> The President has additional obligations with respect to conflicts of interest per his or her employment contract.

may be viewed as a spokesperson for that group. In such situations, the Board Member should take reasonable steps to ensure that when speaking on behalf of such an association he or she is seen as speaking for the organization and not as a spokesperson of KPU.

**Use of KPU Property** – KPU assets must not be misappropriated for personal use by Board Members. Board Members are entrusted with the care, management and cost-effective use of KPU's property, including the use of KPU's name, and should not make use of these resources for their own personal benefit or purposes. Board Members should ensure that any KPU property assigned to them for business purposes is maintained in good condition, and should be able to account for such property.

#### **26.7. PROTOCOL FOR DEALING WITH CONFLICTS OF INTEREST**

**Declaration of Conflicts of Interest** - Upon declaration of a Conflict of Interest at, or prior to, a Board meeting, the person recording the meeting's proceedings notes the declaration and the Board Member must, as applicable:

- a) refrain from further participation in any activities involved with the matter;
- b) absent him or herself from the proceedings during discussion or voting on that particular matter, contract or arrangement, if the meeting is *in camera*;
- c) refrain from discussing or voting on that particular matter, contract or arrangement, if the meeting is open to the public.

**Knowledge of Conflict of Interest** - A Board Member has an obligation to declare a Conflict of Interest at the earliest possible time and, in any event, prior to discussion or decision of an issue.

**Possible Conflict of Interest** - Where a Board Member other than the Board Chair is unsure of whether he or she is in Conflict of Interest, that Board Member should raise the possible Conflict of Interest with the Board Chair, and the Board Chair determines whether or not a Conflict of Interest exists. If the Board Chair is unsure of whether he or she is in Conflict of Interest, the Board Chair should raise the possible Conflict of Interest with the Vice Chair, and the Vice Chair determines whether or not a Conflict of Interest exists.

A Board Member who perceives another Board Member other than the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Board Chair at the first opportunity. The Board Chair determines whether or not a Conflict of Interest exists. A Board Member who perceives the Board Chair to be in Conflict of Interest should identify the possible Conflict of Interest to the Vice Chair at the first opportunity. The Vice Chair determines whether or not a Conflict of Interest exists.

Where the Board Chair (or the Vice Chair, as applicable) has determined that a possible Conflict of Interest does not exist, the Board Chair (or the Vice Chair, as applicable) will report to the Board his or her findings at the meeting where the topic will be discussed.

Where a Board Member has been declared by the Board Chair (or the Vice Chair, as applicable) to be in a Conflict of Interest, and that Board Member does not agree with the Board Chair (or the Vice Chair, as applicable) that a Conflict of Interest needs to be declared; or, where the

Board Chair (or the Vice Chair, as applicable) has reported to the Board his or her decision that a possible Conflict of Interest did not exist, and any Board Member disagrees with this decision, the Board Chair (or the Vice Chair, as applicable) will:

- a) call an *in camera* meeting prior to the meeting at which the topic for which the possible Conflict of Interest may exist is scheduled to be discussed;
- b) put the question to the full Board for a decision at the *in camera* meeting.

The Board shall determine by majority vote whether or not a Conflict of Interest exists. If a Board Member is declared by majority vote to be in a Conflict of Interest, he/she shall abide by the steps outlined above regarding declarations of Conflict of Interest.

**Conflict of Interest Discovered After Consideration of a Matter** - Where a Conflict of Interest is discovered after consideration of a matter, the Conflict of Interest must be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that the Board Member's involvement has, or could be perceived to have, influenced the decision,<sup>5</sup> the Board must re-examine the matter.

#### **26.8. CONFIDENTIALITY OF BOARD INFORMATION**

Board confidentiality is essential to ensure that full and frank discussion of issues deemed as confidential may take place in an atmosphere free from the risk of inappropriate disclosure. All information shared by Board Members and those presenting information to the Board shall be treated with utmost confidentiality, except when it is clearly understood that the information is in the public domain.

KPU Board Members may only disclose confidential information to external third parties when disclosure is authorized or required by law or an enactment in a court proceeding. Any other external disclosure of confidential information is subject to prior approval of the Board Chair and President.

#### **26.9. ACCOUNTING PRACTICES AND COMMUNICATIONS**

KPU's policy is that strict compliance with prescribed accounting procedures and controls will be practiced at KPU at all times. All assets, liabilities, income and expenses shall be correctly identified and recorded in the appropriate books of account. No Board Member shall make any false or misleading statement to internal or external auditors or conceal or omit information necessary to make statements to such auditors meaningful. No Board Member will withhold any books or records relevant to any subject under review from the internal or external auditors.

#### **26.10. COMPLAINTS PROCEDURE**

The Board of Governors is committed to maintaining an atmosphere in which the Board can receive and address all complaints regarding violations or perceived violations of the Code.

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<sup>5</sup> An example of a situation where the Board Member has or could be perceived to have influenced a decision is where the member expressed his/her views to the other Members on the matter in question.



All complaints received from Board Members in respect of the Code shall be referred to the Chair of the Governance Committee, other than complaints with respect to the Board Chair. All complaints received from Board Members in respect of the Code that relate to the Board Chair shall be referred to the Vice Chair. Complaints cannot be made anonymously. The Chair of the Governance Committee (or the Vice Chair, as applicable) shall conduct such investigation as he or she considers appropriate and ensure any documentation obtained as part of the investigation is retained in a secure location. The privacy of an individual who makes a complaint in respect of this Code will be respected as much as is possible in the circumstances. The Board is responsible for ensuring that any Board Member who, in good faith, has made a disclosure of a breach or potential breach of this Code does not suffer any adverse consequences as a result.

All disclosures will be kept confidential unless the matter disclosed constitutes an actual or potential threat of serious harm to KPU, its students or employees or to the general public.

The Board prohibits discrimination, harassment or retaliation against anyone who provides information or otherwise assists in an investigation or proceeding regarding an alleged breach of the Code. A Board Member who legitimately, and in good faith, makes a complaint regarding a breach or perceived breach of the Code shall not, as a result of those activities, be discriminated, harassed or retaliated against in the terms or conditions of Board membership. However, since such allegation of impropriety may result in serious personal repercussions for the subject of the complaint, the Board Member making the allegation of impropriety should have reasonable and probable grounds before making a complaint and should undertake such reporting in good faith, in the best interests of KPU, and not for personal gain or motivation.

Any Board Member who retaliates against the Board Member who has made a complaint regarding the Code is subject to discipline up to and including recommendation of termination of that person's Board Membership.

In the event that an investigation reveals that a complaint was made frivolously or undertaken for improper motives or in bad faith or without a reasonable basis, as determined by the Board, appropriate disciplinary action may be taken in accordance with section 26.11 of the Code.

#### **26.11. PUNITIVE ACTION FOR BREACHES**

Should a Board Member contravene any provision in this Code, the Board has the power (on a vote of at least a two-thirds majority of the Board) to impose punitive action, including one or more of the following:

- a) issue a letter of reprimand; or
- b) pass a resolution providing the Lieutenant Governor in Council with the authority to remove a Board Member from the Board for cause.<sup>6</sup>

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<sup>6</sup> *University Act*, s. 22(1.1).

#### **26.12. PROCESSING AN APPEAL TO A PUNITIVE ACTION FOR BREACH OF THE CODE**

If a Board Member rejects the decision of the Board, he or she may appeal to the Board in writing. The appeal must be requested within five business days of the imposition of the penalty. The penalty will remain imposed until such time as the Board hears the appeal. The Board will make every effort to hear the appeal within one month of its imposition.

On hearing the appeal, the Board may allow whatever evidence it considers appropriate, without regard to the rules of evidence.

After hearing the appeal, the Board may allow the appeal, or confirm its original decision.

#### **26.13. EXEMPTION FROM CODE OF CONDUCT REQUIREMENTS**

In extraordinary circumstances, where it is not contrary to the law and where it is clearly in the best interests of KPU to do so, and upon a Board resolution, a Board Member may be exempted in writing from a requirement of this Code following full and detailed disclosure by the Board Member of all material and relevant circumstances respecting the matter. Conditions may be attached to an exemption, and the Board will publicly disclose any exemptions from Code requirements.

If a Board Member is exempted from a requirement of this Code for the continuation of circumstances that would otherwise be considered a Conflict of Interest, the Board Member must refrain from participating in any way in any decision-making respecting the subject matter of the Conflict of Interest except to the extent specifically authorized in the decision granting the exemption.

#### **26.14. ANNUAL DECLARATION**

Board Members are required to annually complete the Form of Declaration set out below to acknowledge that they have read and understand the Code.

## FORM OF ANNUAL DECLARATION FOR BOARD MEMBERS

Name: \_\_\_\_\_

This Statement discloses information as of \_\_\_\_\_.

[date]

**I have read and understood the Code of Conduct for Board Members outlined in Kwantlen Polytechnic University's Board Manual (the "Code") and I agree to comply with all of its terms.**

A Conflict of Interest (as defined in the Code) with my duty as a Board Member of Kwantlen Polytechnic University may arise because:

I, \_\_\_\_\_(print name), declare that:

1. Other than disclosed above, I do not have any relationships or interests that could compromise, or appear to compromise, my ability to exercise judgment with a view to the best interests of Kwantlen Polytechnic University.
2. I have read and considered the Code and agree to conduct myself in accordance with its terms.
3. I agree to promptly provide an updated Declaration annually or as may be required by changed circumstances.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date



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

**Regular Meeting**  
**5**  
**September 17, 2014**  
**Shane King**

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**Agenda Item:**        ***Consent Agenda***

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the following items on the Consent Agenda:</b> <b>5.1 Minutes June 4, 2014</b> <b>AND</b> <b>THAT the Board of Governors receive the following for information:</b> <b>5.2 First Quarter Financial Report</b> <b>5.3 HSBC Investment Report</b> <b>5.4 RBC Investment Report</b> <b>5.5 Assignment of Mentors for New Board Members</b>
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**Key Messages:**  
*[maximum of three]*

- 1. The financial and investment reports were presented to the Finance & Audit Committee on September 11, 2014.**
- 2. Mentors for new Board Members have been assigned as per the Board Governance Manual.**

**Attachments:**

- 5.1 Minutes of June 4, 2014
- 5.2 First Quarter Financial Report
- 5.3 HSBC Investment Report
- 5.4 RBC Investment Report
- 5.5 Assignment of Mentors for New Board Members

**Submitted by:**        *Sandi Klassen*

**Date submitted:**    *September 11, 2014*

# **Consent Agenda**

To facilitate the Board's focus on strategic and significant matters, the Consent Agenda deals with some routine items requiring approval that do not need discussion as well as some items legally requiring Board approval but delegated to the President. Thus, the outside authority is obeyed, but governance and management are not compromised. Consent items are usually found on the agenda under two headings – Operational Consent Agenda and Board Consent Agenda.

If a Governor has a question, he/she can contact the University Secretary in advance of the meeting to clarify a concern. The Consent Agenda is not intended to prevent discussion of any matter by the Board. Therefore, prior to the adoption of the Consent Agenda, any Governor can request that an item from the Consent Agenda be moved to the regular Agenda. This does not require a second or a vote.

All items under the Consent Agenda are approved with one motion and no discussion, freeing the Board to address more substantive issues.



**REGULAR MEETING MINUTES**  
**Board of Governors**  
**Wednesday, June 4, 2014**  
**Cloverdale Campus, Room 1853**

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**Present Board**

Alan Davis / President  
Geoff Dean  
Sandra Hoffman  
Richard Hosein  
Shane King / Chair  
Kim Richter  
Lisa Skakun  
Shira Standfield  
Ken Tung

**University Vice Presidents**

Sal Ferreras / Provost & VP Academic  
Gordon Lee / VP Finance & Administration

**University Community Members**

Harry Gray / AVP, Administration  
Karen Hearn / Executive Director, Facilities Services  
Sandi Klassen / University Secretary  
Maggie MacKenzie / Office of University Secretary  
Lori McElroy / Executive Director, Institutional Analysis & Planning

**Regrets**

Kristan Ash  
Harpreet Bhatti  
Arvinder Bubber / Chancellor  
Chris Girodat  
Gord Schoberg  
Launi Skinner

**Tour of the Cloverdale Campus**

Board members toured the Cloverdale Campus Fine Arts Gallery prior to the Board meeting. The tour was conducted by Diane Purvey, Dean, Faculty of Arts and Fine Arts Instructors Kira Wu and Sibeal Foyle.

**1. Call to Order**

The Chair called the meeting to order at 3:13 pm.

**2. Approval of Agenda**

**The agenda was approved with the addition of 12.1 Appointment of Student Board Members to AVP, Research & Vice Provost Student Affairs Search Advisory Committees.**

**3. Consent Agenda**

**Moved by Richard Hosein; seconded by Geoff Dean:**

**THAT the Board of Governors approve the following items on the Consent Agenda:**

**3.1 Minutes April 2, 2014**

**AND**

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

**3.2 KSA Audited Financial Statements Year Ended December 31, 2013**

**3.3 Government Letter of Expectations**

**3.4 Board Election Results – Students**

**MOTION CARRIED**

#### **4. Governance Committee Report**

##### ***4.1 Accountability Plan and Report 2013/14***

Alan Davis advised that Lori McElroy, Executive Director, Institutional Analysis & Planning drafted the Accountability Plan and Report 2013/14 which remains in draft form pending availability of some of the required information and finalization of the layout and graphics.

**Moved by Sandra Hoffman; seconded by Shira Standfield:**

**THAT the Board of Governors approve in principal the Preliminary Draft Accountability Plan and Report 2013/14.**

**MOTION CARRIED**

##### ***4.2 Election of Officers***

Sandi Klassen stated that the Governance Committee recommended Shane King for the position of Board Chair.

- Nominations were opened.
- Second call for nominations was given - no nominations were put forward.
- Nominations were closed.

**Shane King was acclaimed Board Chair for the term of September 1, 2014 through to August 31, 2015.**

Sandi Klassen stated that the Governance Committee recommended Lisa Skakun for the position of Board Vice Chair.

- Nominations were opened.
- Second call for nominations was given - no nominations were put forward.
- Nominations were closed.

**Lisa Skakun was acclaimed Board Vice Chair for the term of September 1, 2014 through to August 31, 2015.**

##### ***4.3 Board Meeting Schedule 2015***

**Moved by Shira Standfield; seconded by Sandra Hoffman:**

**THAT the Board of Governors approve the Board Meeting Schedule 2015.**

**MOTION CARRIED**

##### ***4.4 Board Committee Appointments***

Shane King noted that Board appointees will be added to the committee memberships once appointed.

**Moved by Sandra Hoffman; seconded by Ken Tung:**

**THAT the Board of Governors approve the Board Committee Appointments for 2014-15.**

**MOTION CARRIED**

*Sandra Hoffman was excused from the meeting and left the Boardroom.*

#### ***4.5 Appointment of Kwantlen Foundation Representative***

**Moved by Geoff Dean; seconded by Ken Tung:**

**THAT the Board of Governors appoint Sandra Hoffman as the Board representative on the Kwantlen Foundation Board of Directors.**

**MOTION CARRIED**

*Sandra Hoffman rejoined the meeting.*

#### ***4.6 Appointment of Senate Representative***

**Moved by Kim Richter; seconded by Ken Tung:**

**THAT the Board of Governors appoint Marc Kampschuur as the Board representative on Senate.**

**MOTION CARRIED**

### **5. Finance & Audit Committee Report**

#### ***5.1 Draft Board Response to Senate Budget Recommendations***

Gordon Lee reviewed the Draft Board Response to Senate's Budget Recommendations advising that the response was discussed with the Finance Committee and will be presented to Senate by the Finance Committee Chair at the June 23, 2014 Meeting.

Mr. Lee advised that the 2015/16 budget and budget process was presented to the Senate Standing Committee on University Budget (SSCUB) at its meeting in May. The revised budget process provides more time for university-wide consultation and deliberation.

Discussion followed regarding the role of SSCUB, options for domestic English as a Second Language (ESL) Programming and determining KPU's value-added ESL opportunities.

**Moved by Sandra Hoffman; seconded by Shira Standfield:**

**THAT the Board of Governors approve the Board response to Senate budget recommendations regarding the 2014-15 budget.**

**MOTION CARRIED**

#### ***5.2 International Fee Increase***

Gordon Lee reviewed the increase in international fees reviewed by the Finance Committee noting that there was no increase in 2014/15 and this increase is applicable for 2015/16. Mr. Lee confirmed that these fees remain comparable to other public post-secondary institutions in Metro Vancouver.



### **5.3 Draft FTE Enrolment Report for Year Ending March 31, 2014**

Shane King stated that an audit of the FTE Enrolment Report is no longer required and it is prepared internally. Mr. King noted that the addition of the trend analysis requested by the Finance Committee provides a broader historic view of enrolment.

Discussion followed regarding domestic and international enrolments and Gordon Lee confirmed that the report is based on program declarations by students.

**Moved by Geoff Dean; seconded by Shira Standfield:**

**THAT Board of Governors receive the Enrolment Statement for the year ended March 31, 2014.**

**MOTION CARRIED**

*Kim Richter declared a conflict of interest based on her role as a Langley Township Councillor, was excused from the meeting and left the Boardroom.*

### **5.4 Five-Year Capital Plan**

Karen Hearn presented highlights of the Five-Year Capital Plan noting that the specific building referenced as the Academic Building has not yet been determined pending further evaluation.

Shane King confirmed that the report was reviewed and discussed at the Board Finance Committee Meeting.

**Moved by Ken Tung; seconded by Geoff Dean:**

**THAT the Board of Governors approve the Five-Year Capital Plan for 2015/16 - 2019/20 for submission to the Ministry of Advanced Education.**

**MOTION CARRIED**

*Kim Richter rejoined the meeting.*

### **5.5 KPU's Network Infrastructure Upgrade**

Gordon Lee reviewed the Network Infrastructure Upgrade noting that there have been no upgrades since 2003, Faculty Deans identified the need for an upgrade as one of the top priorities for 2014/15 and outlined funding. Mr. Lee also confirmed that the lifespan for this upgrade is estimated to be seven to ten years.

**Moved by Sandra Hoffman; seconded by Shira Standfield:**

**THAT the Board of Governors approve a capital budget expenditure for KPU's network infrastructure upgrade over a two year period (2014/15 and 2015/16) for \$3.5 million.**

**MOTION CARRIED**

### ***5.6 Draft Financial Statements for Year Ending March 31, 2014***

Shane King reported that the Audit Committee met with the External Auditors, without Administration present, and confirmed there were no issues identified.

Gordon Lee advised that he presented a discussion paper to Executive Committee outlining cost containment initiatives to be launched throughout the university this summer. A report will be presented to the Board in the Fall.

**Moved by Ken Tung; seconded by Shira Standfield:**

**THAT the Board of Governors approve the Audited Financial Statements for the Year Ending March 31, 2014.**

**MOTION CARRIED**

### ***5.7 Re-appointment of Auditors***

Shane King presented the Audit Committee's recommendation that KPMG be re-appointed KPU's external auditors for 2014-15. It was also confirmed that fees are competitive and in line with agreements.

Kathy Lylyk and Angel Tao and her team were congratulated for their hard work and diligence ensuring no adjustments had to be made to the financial statements.

Mr. King also noted that 2014-15 is the last year of KPMG's 5-year appointment and therefore a formal request for proposals will commence in the Fall 2014.

**Moved by Sandra Hoffman; seconded by Shira Standfield:**

**THAT the Board of Governors re-appoint KPMG as Kwantlen Polytechnic University's external auditors for 2014-15.**

**MOTION CARRIED**

### ***5.8 Enterprise Risk Management Report***

Shane King noted that the report highlighting the risk register and mitigation strategies for the Brewery Operations Diploma and School of Design was presented to the Finance Committee.

The subject of security risk was raised and Harry Gray stated that he will discuss the matter with Louella Mathias.

### ***5.9 Brewing and Brewery Operations Diploma Proposed Capital Budget***

Gordon Lee confirmed that the proposal received and approved by the Board included the budget of \$2,150,000 and noted that this is the

maximum expenditure. Mr. Lee advised that expressions of interest are being received from potential donors. The building will be a permanent structure located at the Langley campus and that based on the required timeline for construction, contingency planning for programming is underway.

**Moved by Sandra Hoffman; seconded by Ken Tung:**

**THAT The Board of Governors approve a capital budget for the Brewing and Brewery Operations facility up to \$2,150,000.**

**MOTION CARRIED**

**6. Board / Senate Task Force on Bi-Cameral Governance**

The report was presented for information.

**7. Provost's Report**

The report was received. Dr. Ferreras provided an update on enrolment, recently signed memoranda of understanding, partnership discussions, ladder opportunities and complimented his team for the tremendous job in developing the Academic Plan.

***7.1 Academic Plan***

Sal Ferreras advised that Senate endorsed the Academic Plan at its meeting on May 26, 2014. Dr. Ferreras stated that he is very proud of the work done in providing KPU with the blueprint it needs. It is a plan that is consistent with the Government's objectives and will enrich the student experience. The Academic Plan will be launched in September in conjunction with the Strategic Enrolment Plan.

**Moved by Sandra Hoffman; seconded by Geoff Dean:**

**THAT the Board of Governors approve the Academic Plan 2018.**

**MOTION CARRIED**

**8. President's Report**

A report was received and Alan Davis added that two new faculty members have joined the Brewing and Brewery Operations Program and that options are being investigated for the establishment of a brew pub as part of the brewery operations curriculum.

Dr. Davis also thanked Sal Ferreras, Gordon Lee, Harry Gray, Shelly Wrean and Kathy Lylyk for the quality and quantity of reporting, hard work and accomplishments over the academic year.

**9. Senate Report March 31, and April 28, 2014**

Notes from the Senate Meetings held March 31, and April 28, 2014 were received.

### ***9.1 President's Senate Update***

Alan Davis provided an update on the May 26, 2014 Senate Meeting. Minor Program Revisions were approved, the Academic Plan was endorsed and plans for an August 22, 2014 Governance Retreat were discussed. The agenda for the in-camera meeting included a discussion about a strategic partnership opportunity and four honorary degree nominations were approved.

Dr. Davis invited Board members to attend the August 22, 2014 Governance Retreat and advised that further details will be provided shortly.

### **10. Association of Governing Boards Conference Reports**

Ken Tung and Sandra Hoffman provided a report on the Association of Governing Boards Conference noting that the conference was well organized, informative and provided a great networking opportunity. Attendees included representatives from private and public colleges and universities throughout the USA and a number of Canadian Universities. The agenda included timely and relevant topics and for the first time included a Canadian section.

It was also suggested that newly elected Board members be formally invited to attend the June Board Meeting prior to beginning their term of office September 1.

### **11. Canadian University Boards Association Conference Report**

Shane King provided a report on the Canadian University Boards Association Conference held May 1-3, 2014 attended by Board Chairs and University Secretaries. Mr. King outlined the program and itinerary confirming that it was a great learning and networking opportunity for both he and Sandi Klassen. Shane King recommended that the Chair, Vice Chair and University Secretary attend the conference to be held in Montreal next year.

Shane King also suggested that KPU should review attendance at the Colleges and Institutes Canada annual conferences.

### **12. Issues and Concerns**

#### ***12.1 Appointment of Student Board Members to AVP, Research & Vice Provost Student Affairs Search Advisory Committees***

Sandi Klassen advised that under the Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions procedures, the composition of the Search Advisory Committee requires one student Board member appointed by the Board.

**Moved by Kim Richter; seconded by Ken Tung:**

**THAT Richard Hosein be appointed to the AVP, Research and Vice Provost, Students Search Advisory Committees.**

**MOTION CARRIED**

**Richard Hosein Abstained**

It was confirmed that the Board approves the Policy and Senate approves the Procedures. Harry Gray advised that work continues on revisions to the search procedures. It was also suggested that the requirement for a Student Board member appointed by the Board to serve on Search Advisory Committees for Senior Academic Administrator Positions might be a topic for discussion by the Board Senate Task Force.

It was further suggested that the Board Governance Committee consider reinstituting the Board Committee focusing on student issues.

**13. Next Meeting Agenda Contribution**

- What issues/opportunities are other members of the BC Association of Institutes & Universities facing?
- Suggested tours: Faculty of Trades and Technology (Cloverdale) and the School of Design.
- Representatives from the KSA will be attending the next Board Meeting.

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

- Spring Convocation was very successful and well attended. A Fashion Design graduate designed the ceremonial hoods for the Kwantlen First Nation drummers.
- The KPU Foundation raised over \$45,000 at its annual golf tournament.
- Representatives from KPU attended the BC Business Council Chair's Dinner.
- Representatives of KPU attended the Gala Dinner and Induction Ceremony to see KPU's new Chancellor, George Melville inducted into the Business Laureates of British Columbia Hall of Fame.
- 80 parents attended Richmond's Parent Orientation.
- Results of the recent email poll regarding additional Board meetings were announced with seven responses received: six concurred with the current schedule and one suggested an additional meeting in the Spring and Fall.

**15. Evaluation of the Board as a Group**

Kim Richter evaluated the Board's performance.

Noted:

- A significant amount of information was received.
- The Trend Analysis illustrating student enrolment was beneficial.
- Suggested a short PowerPoint presentation for some agenda items e.g. the Academic Plan.
- Good support from Staff.
- Good questions were asked.
- Comments from all directors would be appreciated.
- Increased the focus on student issues.

Shane King thanked Kim Richter for her 12 years of service and tremendous contributions as a member of the KPU Board as she approaches the end of her term of office on August 31, 2014.

**16. Information Package**

An information package was received.

**17. Next Meeting** Wednesday, September 17, 2014 Richmond Campus, Melville Centre for Dialogue, 3:00 pm.

**18. Adjournment** The meeting adjourned at 5:23 pm.

**EXTRACT FROM THE MINUTES OF THE MAY 27, 2014 BOARD OF DIRECTORS IN CAMERA MEETING**

**3 Civic Plaza – Release from In camera** Moved by Launi Skinner; seconded by Lisa Skakun:  
THAT the motion made by the Board on April 2, 2014 approving the 3 Civic Plaza Project be declassified from confidential to non-confidential.  
**MOTION CARRIED**

**EXTRACT FROM THE MINUTES OF THE APRIL 2, 2014, 2014 BOARD OF DIRECTORS IN CAMERA MEETING**

**3 Civic Plaza** Moved by Kristan Ash; seconded by Gord Schoberg:

WHEREAS Kwantlen Polytechnic University (“KPU”) entered into a purchase and sale agreement for the purchase of three strata lots at the development in Surrey known as Three Civic Plaza (the “Property”), which purchase and sale is subject to the satisfaction of a number of conditions precedent;  
AND WHEREAS certain of those conditions precedent have been satisfied, and certain of those conditions precedent remain outstanding, and the deadline for satisfaction or waiver of the majority of the conditions precedent in relation to such purchase and sale is April 4, 2014;

**BE IT RESOLVED THAT:**

1. The President of KPU and either the Executive Director, Finance, KPU or the Executive Director, Facilities, KPU are authorized to provide notice that the Mutual Conditions Precedent and the Purchaser’s Conditions Precedent outlined in Sections 1 and 2 of Schedule C of the 3 Civic Plaza Purchase and Sale Agreement dated January 30, 2014 (the “Agreement”) have been satisfied or waived, with the exception of the Mutual Condition Precedent outlined in Section 1(c) and the Purchaser’s Condition Precedent outlined in Section 2(f).
2. The Board of Governors of KPU (the “Board”) approves the draft Amending Agreement (the “Amending Agreement”) presented to the Board at the Board meeting held April 2, 2014, which Amending Agreement:
  - a) confirms the waiver and satisfaction of certain Mutual Conditions Precedent and Purchaser’s Conditions Precedent as outlined in such agreement;

- b) extends the subject removal date for the conditions precedent outlined in Section 1(c ) and 2 (f) of Schedule C of the Agreement (the Remaining Conditions Precedent) to June 5, 2014: and
  - c) replaces Schedule H – Purchaser’s Signage of the Agreement with updated plans;
  - d) and the Board authorizes the execution of the Amending Agreement on behalf of KPU by the President of KPU and either the Executive Director, Finance, KPU or the Executive Director, Facilities, KPU.
3. The President of KPU and either the Executive Director, Finance, KPU or the Executive Director, Facilities, KPU are authorized to provide notice of satisfaction or waiver of the Remaining Conditions Precedent without further authorization of the Board provided that (a) a modified form of the City Parking Lease (as defined in the Agreement) is presented to KPU that extends the reserved parking hours to 7 a.m. to 11 p.m.; and (b) Surrey City Council approves a site specific signage variance for KPU’s signage for the Project in the form attached as Schedule H to the Amending Agreement, without amendment.
4. KPU is authorized to pay:
- a) a deposit of \$2,045,000 to the Vendor named in the Agreement upon the satisfaction of the Remaining Conditions Precedent;
  - b) the balance of the purchase price under the Agreement (estimated to be \$11,729,940) upon completion of the purchase and sale contemplated by the Agreement, along with applicable GST (estimated to be \$690,000, with an estimated \$460,000 returning to KPU as a rebate);
  - c) all legal fees relating to the purchase and sale (estimated to be \$125,000);
  - d) all costs associated with the build out of the Property, not to exceed \$5,500,000; with all such funds described above being paid from KPU’s capital reserve account.

**MOTION CARRIED**

**Abstention: Richard Hosein**

**Opposed: Kim Richter**

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**Board Chair**



## Board of Governors Regular Meeting – Consent Agenda

Agenda Item: # 5.2

Meeting Date: September 17, 2014

Agenda Item: ***First Quarter Financial Report of Operating Fund– Quarter Ending June 30, 2014***

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

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

**Key Messages:**

*[maximum of three]*

**1. Revenue:**

- Ministry Grant funding is on target to what has been indicated by the Ministry that KPU will receive for FY15. The Ministry has communicated a 3.10% decrease in funding (\$1,355K decrease related to ESL, \$726K related to Base Operating Grant and a small reduction of ~\$50K related to change in ITA funding).
- Domestic tuition is on target, the projected tuition budget included a 2% increase in enrollment and fees. Enrolment growth is tracking lower than expected.
- International tuition is tracking above budget as the early indicators are that enrollments are up for the period.

**2. Expenses:**

- Salaries and benefits are on target, the projected budget factored in the progression through salary steps and across the Board increases, and increase to benefits costs.
  - The salary mix has changed over prior year. Current year savings of \$370K realized in Administration are being offset by an increase of \$570K in Instruction as a result of contracted increases effective January 2014.
  - Benefit costs have increased by 0.7%. This is primarily a result of annual inflationary increases which are expected.
- Non salary expenses are tracking higher as a total \$ value, but lower as a % of total budget than prior year at this time. KPU is continuing to encourage all faculties and units to tighten controls over non-salary spending and to spend wisely.
  - During late spring 2014 the FY15 Deficit Avoidance Plan was communicated to Faculties and Service & Administrative Areas.





## Board of Governors Regular Meeting – Consent Agenda

Agenda Item: # 5.2

Meeting Date: September 17, 2014

The Plan includes direction that all divisions reduce current year expenditures in Special Purpose Funds and Operating Fund Labour costs. Expenditure in these areas will require dual approval from University Vice Presidents.

- It is expected that Fees and Services expense will increase in Q2 by ~\$250K - \$300K as a result of Internal Audit Fees associated with the Harris & Company audit work performed during the summer and early fall.

3. At this time, the expectation with domestic enrollment being on target to budget, other inflationary factors and international tracking above budget; expectation is that the surplus should be similar to FY 14.

**Attachments:** *1<sup>st</sup> Quarter Financial Report Narrative*  
*1<sup>st</sup> Quarter Financial Report for Quarter Ending June 30, 2014*

**Submitted by:**

**Date submitted:**

**Kwantlen Polytechnic University**  
**Quarterly Projections for Operating Funds**  
**For Quarter Ending June 30, 2014**

**Notes for June 2014 quarterly projections:**

Revenue:

- Ministry Grant funding is on target to what has been indicated by the Ministry that KPU will receive for FY15. The Ministry has communicated a 3.10% decrease in funding (\$1,355K decrease related to ESL, \$726K related to Base Operating Grant and a small reduction of ~\$50K related to change in ITA funding).
- Domestic tuition is on target, the projected tuition budget included a 2% increase in enrollment and fees. Enrolment growth is tracking lower than expected.
- International tuition is tracking above budget as the early indicators are that enrollments are up for the period.

Expenses:

- Salaries and benefits are on target, the projected budget factored in the progression through salary steps and across the Board increases, and increase to benefits costs.
  - The salary mix has changed over prior year. Current year savings of \$370K realized in Administration are being offset by an increase of \$570K in Instruction as a result of contracted increases effective January 2014.
  - Benefit costs have increased by 0.7%. This is primarily a result of annual inflationary increases which are expected.
- Non salary expenses are tracking higher as a total \$ value, but lower as a % of total budget than prior year at this time. KPU is continuing to encourage all faculties and units to tighten controls over non-salary spending and to spend wisely.
  - During late spring 2014 the FY15 Deficit Avoidance Plan was communicated to Faculties and Service & Administrative Areas. The Plan includes direction that all divisions reduce current year expenditures in Special Purpose Funds and Operating Fund Labour costs. Expenditure in these areas will require dual approval from University Vice Presidents.
  - It is expected that Fees and Services expense will increase in Q2 by ~\$250K - \$300K as a result of Internal Audit Fees associated with the Harris & Company audit work performed during the summer and early fall.

At this time, the expectation with domestic enrollment being on target to budget, other inflationary factors and international tracking above budget; expectation is that the surplus should be similar to FY 14.

**Kwantlen Polytechnic University**  
**Quarterly Projection of Operating Funds \***  
**For Quarter Ending June 30, 2014**

(in thousands)	Annual Budget FY14/15	Quarter ending June 30, 2014	FY13/14 Q1		Projection to March 31, 2015	Annual Budget FY13/14	Quarter ending June 30, 2013	Actual % of Budget FY13/14
			Actual % of Budget FY14/15	Actual % of Budget FY13/14				
Revenue:								
Grants	67,880	17,871			67,900	70,014	18,061	
Domestic tuition	36,191	6,655			36,200	36,500	6,583	
International tuition	20,358	3,867			20,500	14,040	3,405	
Access and other fees	4,827	2,653			4,800	4,732	2,537	
Interest, shop earnings and other income	3,640	816			3,600	3,640	632	
	132,895	31,862	24%	24%	133,000	128,926	31,217	24%
Expenses:								
Salaries	88,508	18,993			88,500	87,186	18,701	
Benefits	21,583	4,626			21,600	20,292	4,594	
Salaries and benefits	110,091	23,618	21%	22%	110,100	107,478	23,295	22%
Travel and professional development	2,324	457			2,300	2,214	98	
Supplies	6,033	708			6,000	4,375	861	
Fees and services	4,209	742			4,200	4,192	696	
Facilities	6,355	1,372			6,400	5,920	1,803	
Leases, property taxes and insurance	358	99			400	352	100	
Contributions to Kwantlen Polytechnic University Foundation	1,000	1,000			1,000	1,000	1,000	
Transfers to other funds	4,935	4,935			4,900	4,435	4,435	
Non-salary expenses	25,214	9,312	37%	40%	25,200	22,488	8,993	40%
	135,305	32,930	24%	27%	135,300	129,967	32,287	25%
Excess of revenue over expenses	(2,409)	(1,068)			(2,300)	(1,041)	(1,070)	

\* includes Revenue Generating activities

**Reconciliation of Board Approved Budget Appendix C to Appendix A**

Board Approved Budget per Appendix C	133,944
OTO Increase for ACA included in Board Approved Appendix A	1,361
<b>Total Expenses and Allocations</b>	<b>135,305</b>



## Board of Governors Regular Meeting – Consent Agenda

Agenda Item: # 5.3

Meeting Date: September 17, 2014

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

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	N/A
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**Board Committee Report:** *The Board Finance & Audit Committee reviewed the attached report on September 11, 2014.*

**Key Messages:** *George Popov, Vice President, Institutional Investments at HSBC Global Asset Management presented the HSBC Compliance Report and Portfolio Review.*  
*[maximum of three]*

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

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Links:**

1. [Management and Investment of University Funds Policy](#)
2. [Management and Investment of University Funds Procedures](#)
3. [Investment Policy Statement & Strategies March 2013](#)

**Attachment:**

1. Letter of Compliance dated July 23, 2014
2. Kwantlen Polytechnic University, Portfolio Review Meeting Report

**Submitted by:** *Maggie MacKenzie*

**Date submitted:** *September 3, 2014*



July 23, 2014

Mr. Shane King  
Chairman, Finance and Audit Committee  
Kwantlen Polytechnic University  
Langley Campus, Office 2527  
20901 Langley By-Pass  
Langley, BC  
V3A 8G9

Dear Mr. King,

We would like to confirm that for the six month period ended June 30, 2014 the investments in the portfolio managed on behalf of Kwantlen Polytechnic University by HSBC Global Asset Management (Canada) Limited, were in compliance with the guidelines set out in the Investment Policy Statement of Kwantlen Polytechnic University revised on March 2013.

Should these guidelines be changed please provide us with copies of the revisions.

Please feel free to contact us if you have any questions or comments.

Yours truly,

A handwritten signature in black ink, appearing to read "Jim Huggan", written over a horizontal line.

Jim Huggan  
Chief Investment Officer  
HSBC Global Asset Management (Canada) Limited

A handwritten signature in blue ink, appearing to read "Liwa Belkziz", written over a horizontal line.

Liwa Belkziz  
Chief Compliance Officer  
HSBC Global Asset Management (Canada) Limited



# Kwantlen Polytechnic University

## Portfolio Review Meeting

Presented by:

George Popov, Vice President, Institutional Investments

September 11, 2014

RESTRICTED

**HSBC**   
Global Asset Management



# Agenda

- ▶ Performance Review
- ▶ Economic Outlook

# Investment Objectives\*

## Objective

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

## Constraints

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

\* Investment Policy Statement dated March 2013



# Canadian Bond Market Review... strong returns year-to-date and bond yields have declined

## Returns to July 31, 2014

Index	FTSE TMX Bond Indices Returns (%)					
	Yield	Modified Duration (YRS)	YTD Return	Federal Issues	Provincial Issues	Corporate Issues
Short Term (1-5 years)	1.61	2.8	1.91	1.45	2.12	2.40
Mid Term (5-10 years)	2.52	6.4	5.93	5.50	5.78	6.69
Long Term (10+ years)	3.47	14.1	10.71	10.18	10.60	11.44
Universe	2.41	7.1	5.48	4.12	7.29	5.32
91 Day T-Bills	0.95	0.3	0.51	-	-	-

Source: PC Bond, HSBC

The Corporate sector continued to outperform the Government sector in Q2. Longer dated maturities have outperformed as bond yields have fallen – a reversal of 2013.

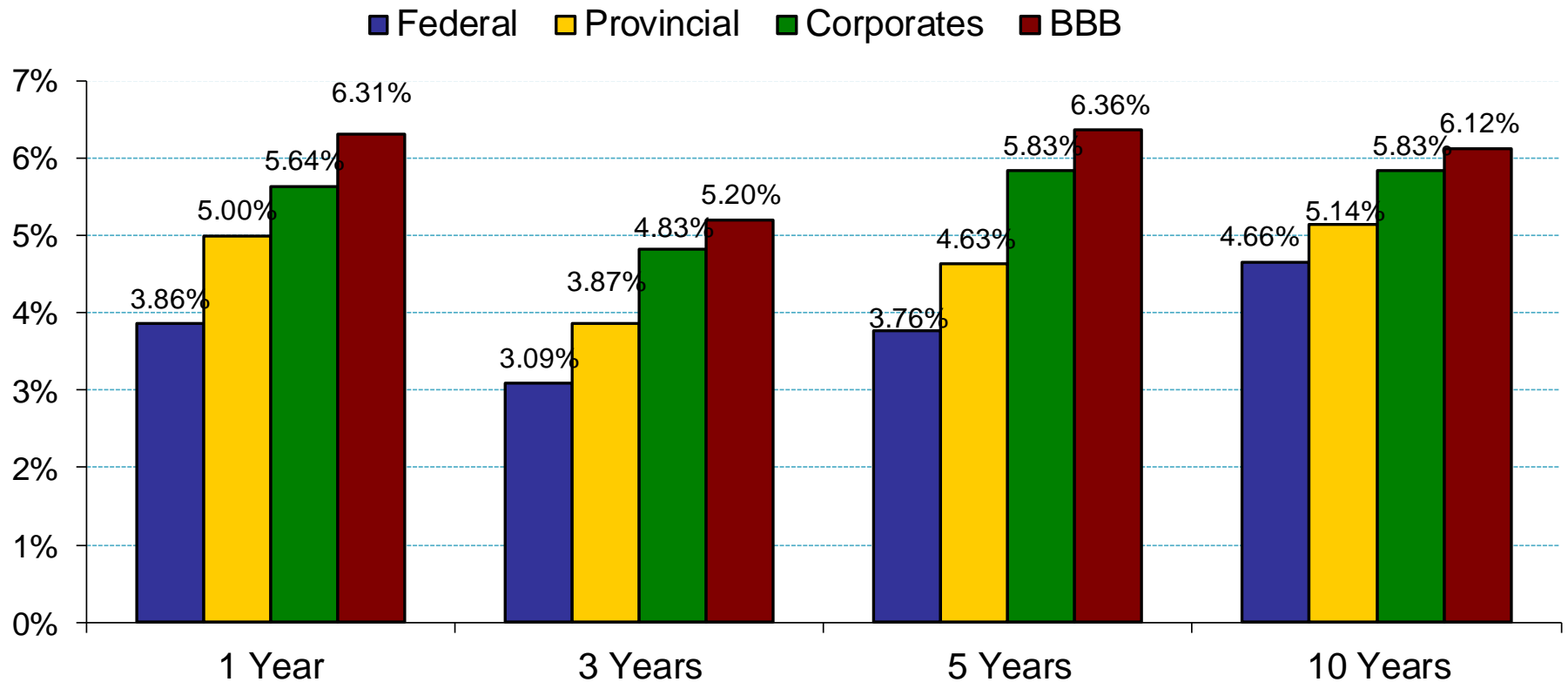
## Change in Yields

	Dec 31 2011	Dec 31 2012	Dec 31 2013	July 31 2014	YTD Change
Bank of Canada Rate	1.00%	1.00%	1.00%	1.00%	0.00%
Canadian Prime Rate	3.00%	3.00%	3.00%	3.00%	0.00%
2 Year Canadas	0.96%	1.14%	1.14%	1.10%	-0.04%
5 Year Canadas	1.28%	1.38%	1.94%	1.52%	-0.42%
10 Year Canadas	1.94%	1.80%	2.76%	2.16%	-0.60%
30 Year Canadas	2.49%	2.37%	3.23%	2.70%	-0.53%

Source: PC Bond Analytics, TD Newcrest, Bloomberg & Bank of Canada

Strong supply demand dynamics has pushed yields lower in 2014. The yield curve in Canada has flattened – again, the opposite of last year.

## 50% FTSE TMX Short Term Bond Index and 50% FTSE TMX Mid Term Bond Index Sector Returns to July 31, 2014



Source: PC Bond Analytics

- ▶ As expected Corporates (and BBB issues in particular) have outperformed Federal issues.

# Portfolio Investment Returns

Performance has been positive for all periods and ahead of the benchmark.

## Periods ending July 31, 2014

	5 Years* %	4 Years* %	3 Years* %	2 Years* %	1 Year %	Year-to- Date %
<b>TOTAL FUND</b>	<b>5.04</b>	<b>4.60</b>	<b>4.23</b>	<b>3.47</b>	<b>5.28</b>	<b>3.94</b>
Benchmark***	4.62	4.22	3.81	2.75	4.71	3.91
<b>Market Indices**</b>						
FTSE TMX 91 Day T-Bills	0.84	0.97	0.98	1.00	0.94	0.51
FTSE TMX Short Term Bond	3.09	2.80	2.53	2.27	2.97	1.91
FTSE TMX Mid Term Bond	6.15	5.63	5.09	3.20	6.46	5.93
FTSE TMX Canada Universe Bond	5.19	4.82	4.33	2.53	5.80	5.48

\* Annualized

\*\* Source: 2099242 Ontario Inc. (doing business as PC-Bond) Copyright PC-Bond 2007. All rights reserved. The information contained herein may not be redistributed, sold or modified or used to create any derivative work without the prior written consent of PC-Bond.

\*\*\* Effective October 2008:

50% FTSE TMX Short Term Bond Index

50% FTSE TMX Mid Term Bond Index

## Comparison of portfolio to 50% FTSE TMX Short Term Bond Index and 50% FTSE TMX Mid Term Bond Index as at July 31, 2014

	Bond		FTSE TMX Canada Bond Index	
	%	Duration	%	Duration
Federals	18.3	4.6	40.2	4.3
Provincials	25.5	5.0	26.4	5.5
Municipals	2.3	4.1	1.8	4.9
Corporates	49.9	3.6	31.6	4.1
Mortgage-Backed Securities (NHA)	0.8	0.1	-	-
Cash & Short Term	3.2	0.2	-	-
<b>Total</b>	100.0	4.0	100.0	4.6

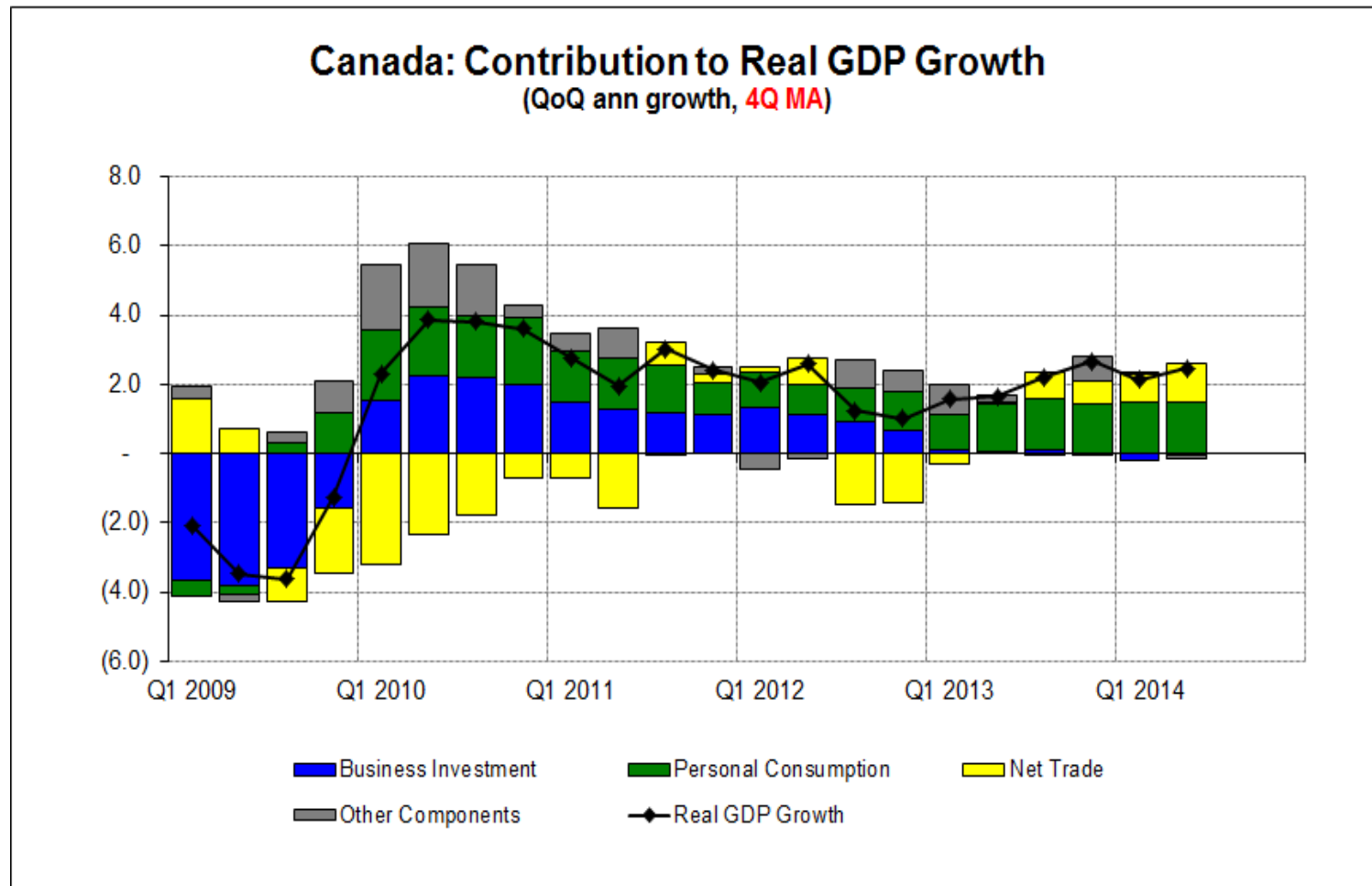
Note: numbers may not add to 100 due to rounding

Source: PC Bond

- ▶ Portfolio duration has been below the Index (~10% underweight the benchmark).
- ▶ With the view that Government of Canada bond yields are expected to rise through the remainder of 2014 and into 2015.
- ▶ Given the attractive yields, continue to be overweight Corporate bonds.

# Canadian Economic Environment

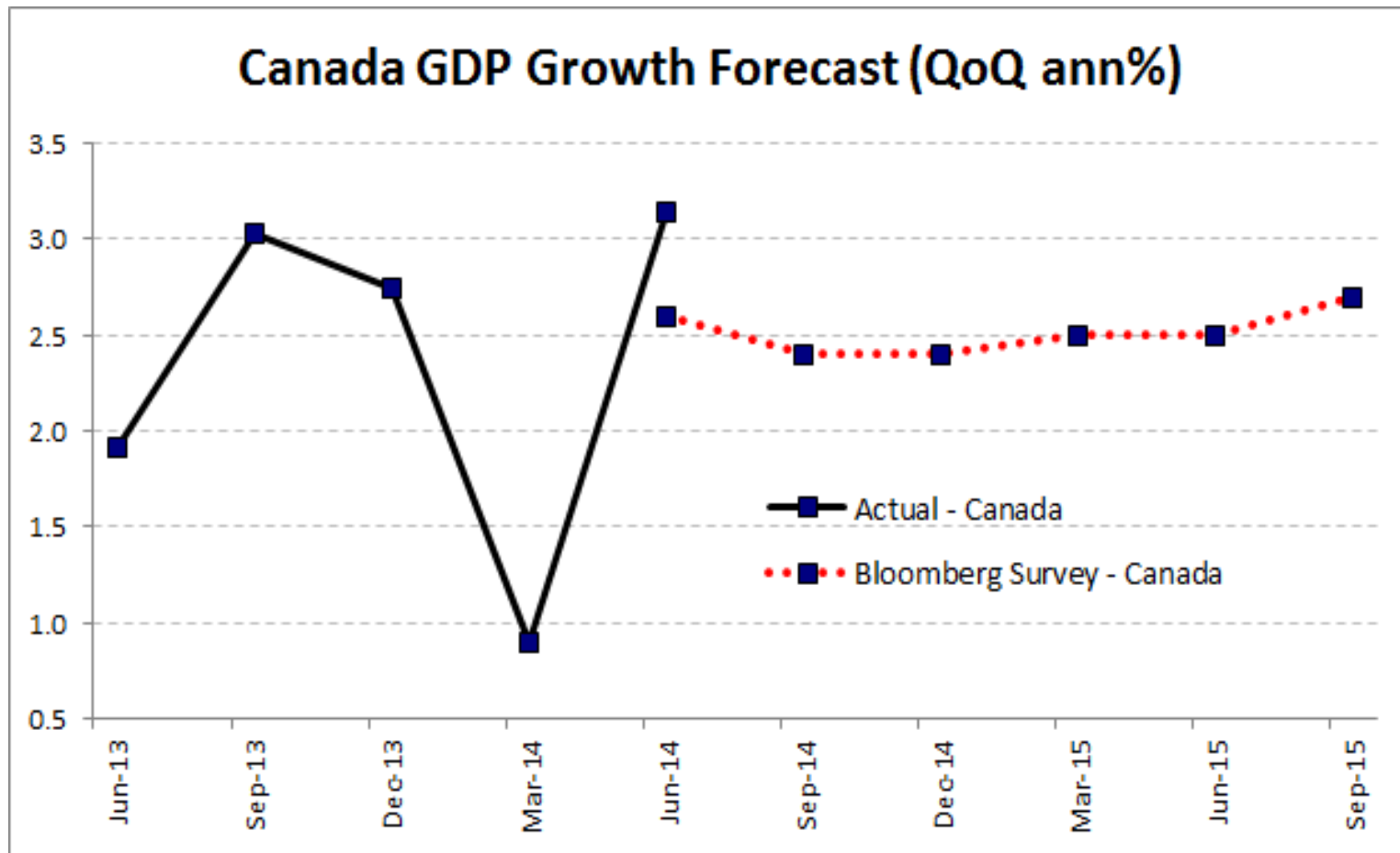
- ▶ A recent improvement in net trade has joined the consumer in supporting Canada's economic growth momentum.



Source: Stats Canada

# Canadian Economic Environment

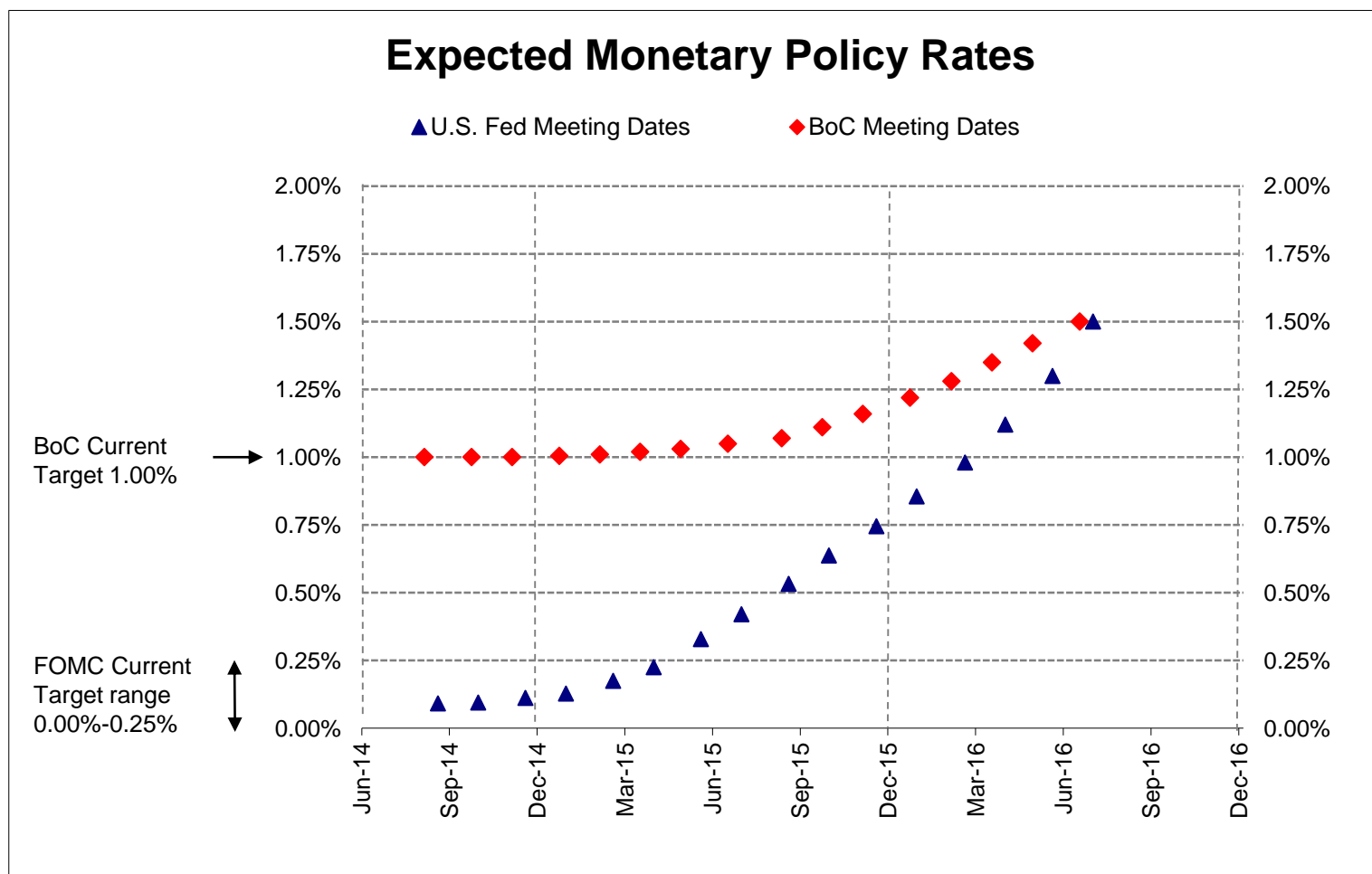
- ▶ Following a temporary slowdown in Q1, growth rebounded more strongly than forecast. After averaging 2.0% annualized growth in the first half of 2014, the pace of growth is expected to slightly improve to around 2.5%, but will require broader contributions.



Source: Stats Canada, Bloomberg

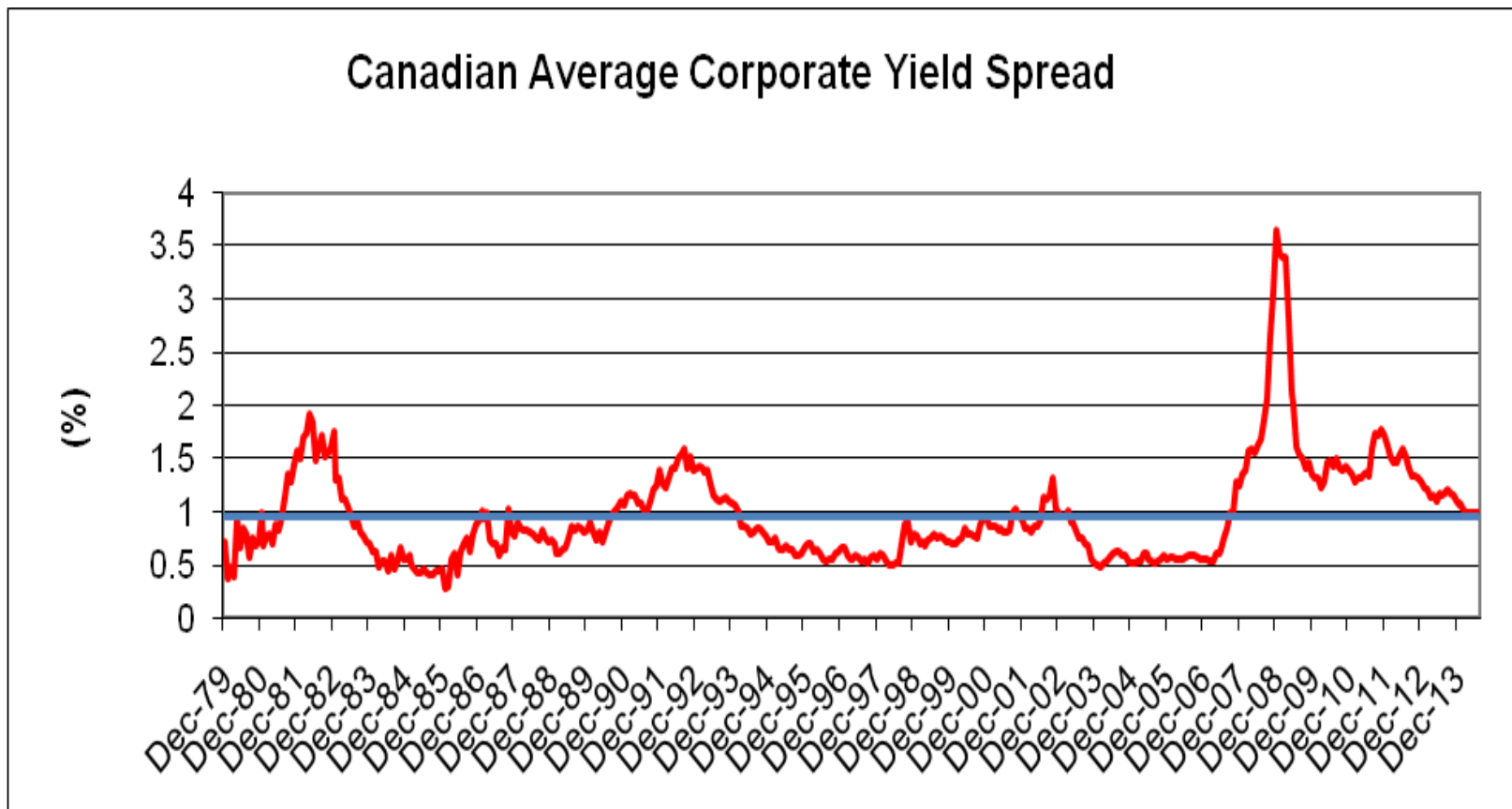
## North American Overnight Rates Stable for the near-term...

- ▶ The market expects the Bank of Canada and the Federal Reserve to leave overnight rates unchanged until late 2015.



Source: Stats Canada

## Yield Spread



Source: Stats Canada



## Fixed Income Markets - What is our current view?

Improving global growth and normalization of monetary policy, particularly in the US, should continue to put upward pressure on bond yields. Investors are expected to continue to search for yield in what is still a low interest rate environment

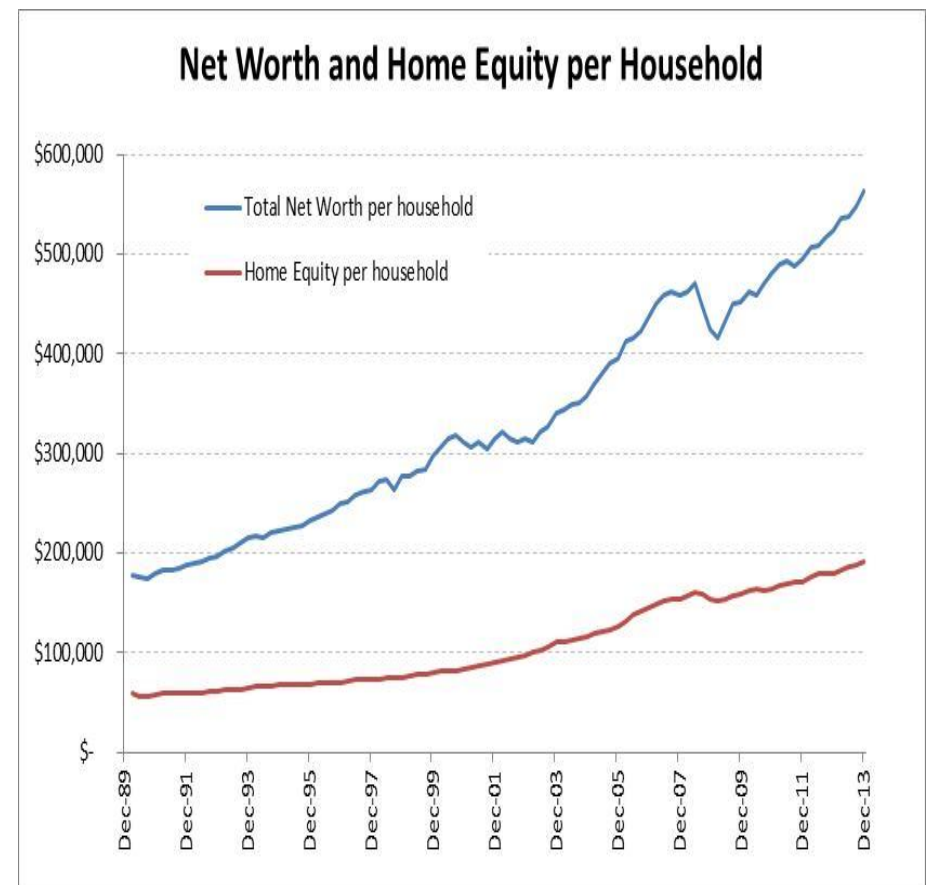
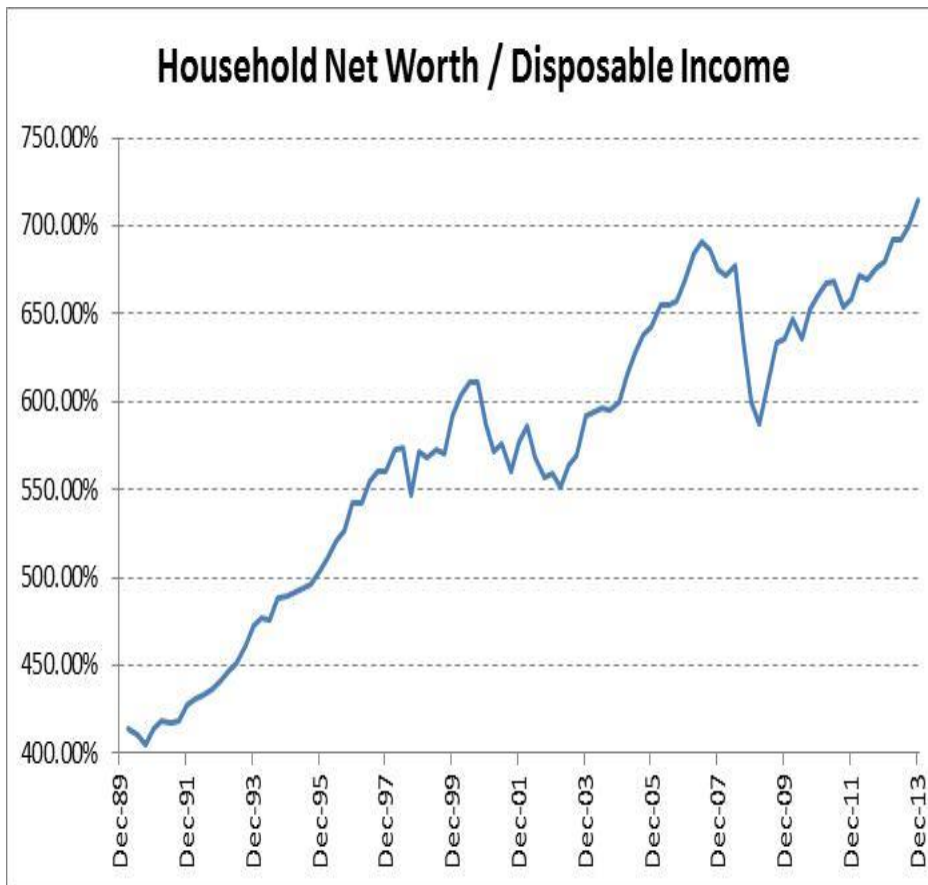
- ▶ Softer economic growth and risk aversion pushed yields lower in Q1 and early Q2. Despite having risen in 2013, yields are still at historically low levels – average yield in the Canadian broader bond market was 2.41% (2.07% for the benchmark 50% FTSE TMX Short Term Bond Index and 50% FTSE TMX Mid Term Bond Index) at July 31, 2014.
- ▶ Inflation remains well contained, but there has been upward pressure of late.
- ▶ Yields are likely still going to rise, putting pressure on bond prices, but are much closer to fair value.
- ▶ Credit remains well supported by both fundamentals and valuations.
- ▶ Expect the Bank of Canada to leave rates unchanged until 2015.

Within fixed income, we...

- ▶ Continue to prefer higher yield options such as corporate bonds over government bonds.
- ▶ Continue to position fixed income portfolios defensively with respect to interest rate risk. We reduced our interest risk further in Q2.

# Canadian Economic Environment

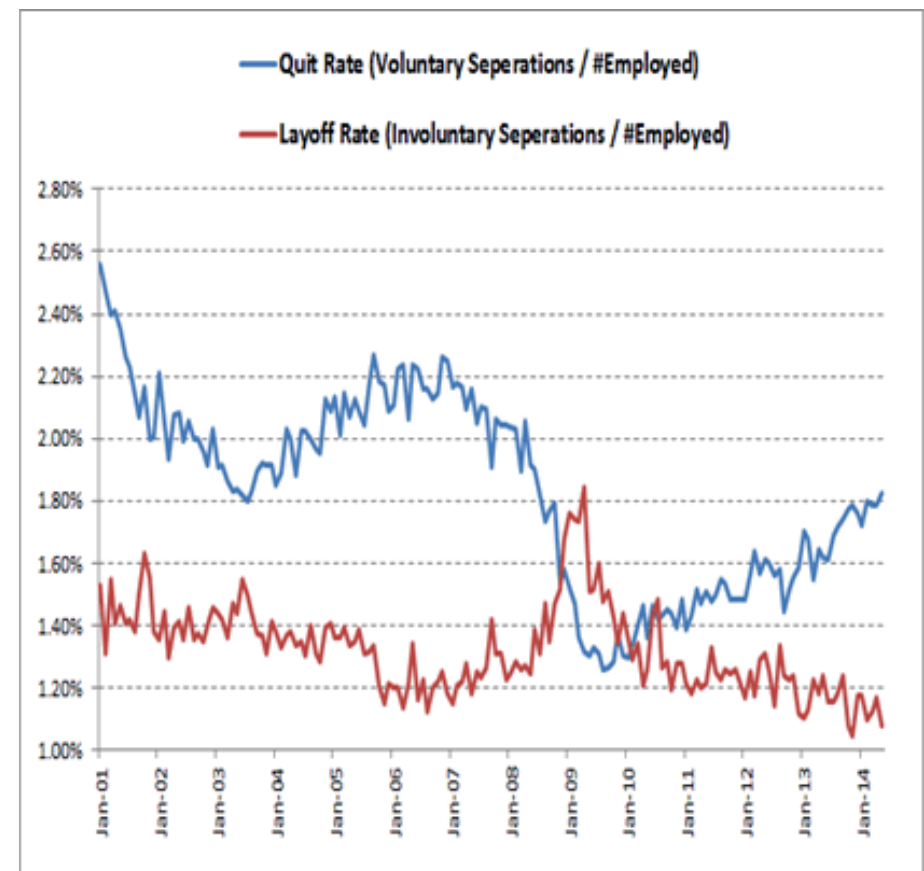
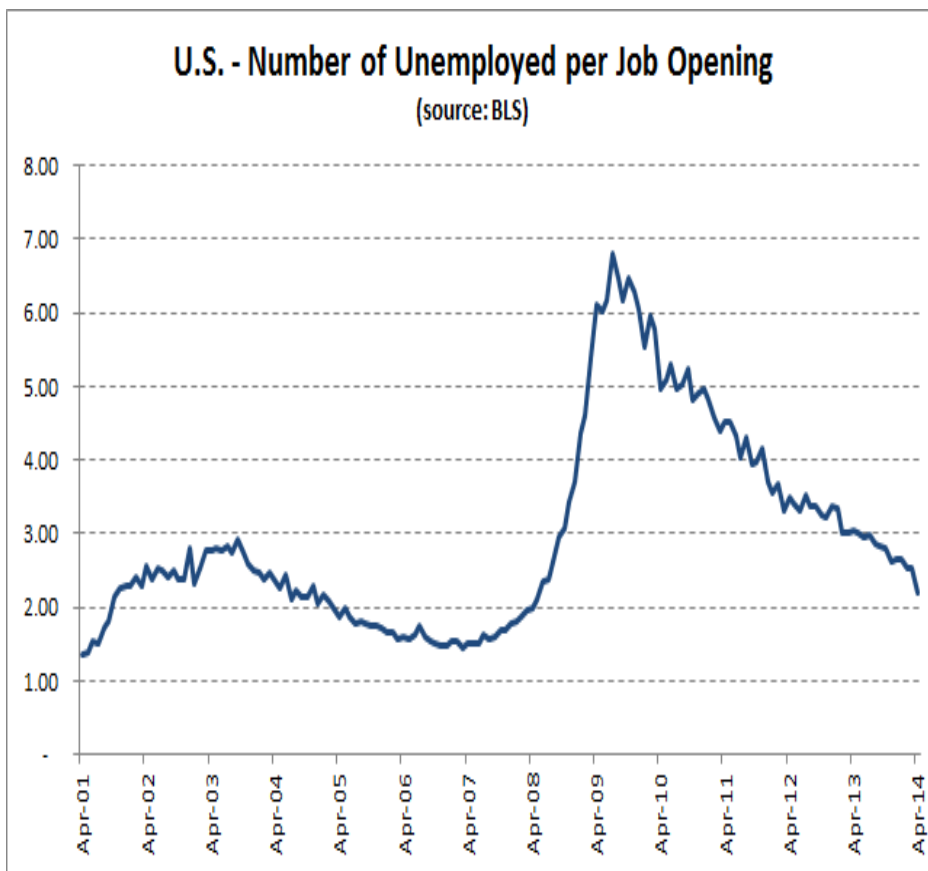
- ▶ Canadian economic growth is expected to improve in 2014 & 2015, yet will remain relatively uninspiring.
- ▶ The labour market & wealth effect continue to support the consumer; global growth should boost trade.



Source: Stats Canada, CMHC

# US Economic Environment

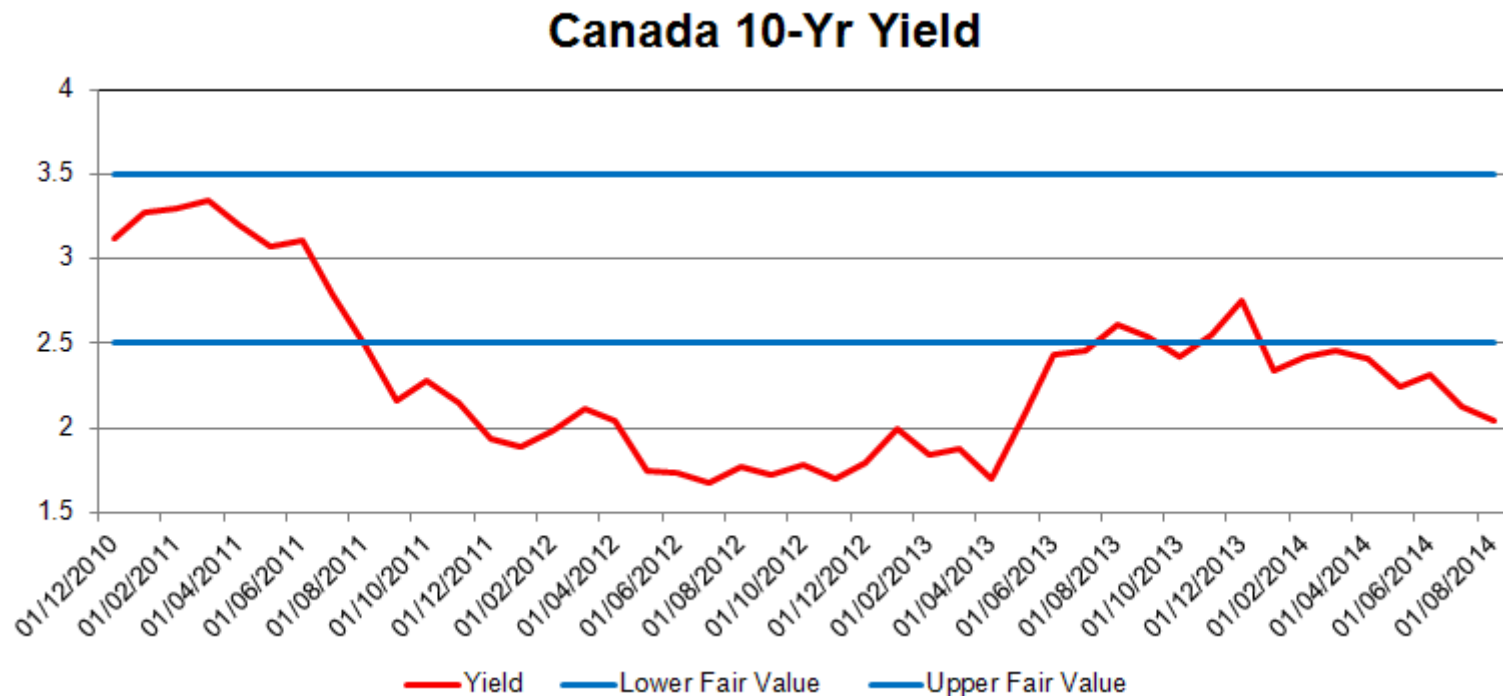
- ▶ US economic growth is expected to gain momentum in 2014 & 2015.
- ▶ The labour market & wealth effect continue to support the consumer; fiscal restraint is abating.



Source: Bloomberg

## Current view – Government Bond Yields

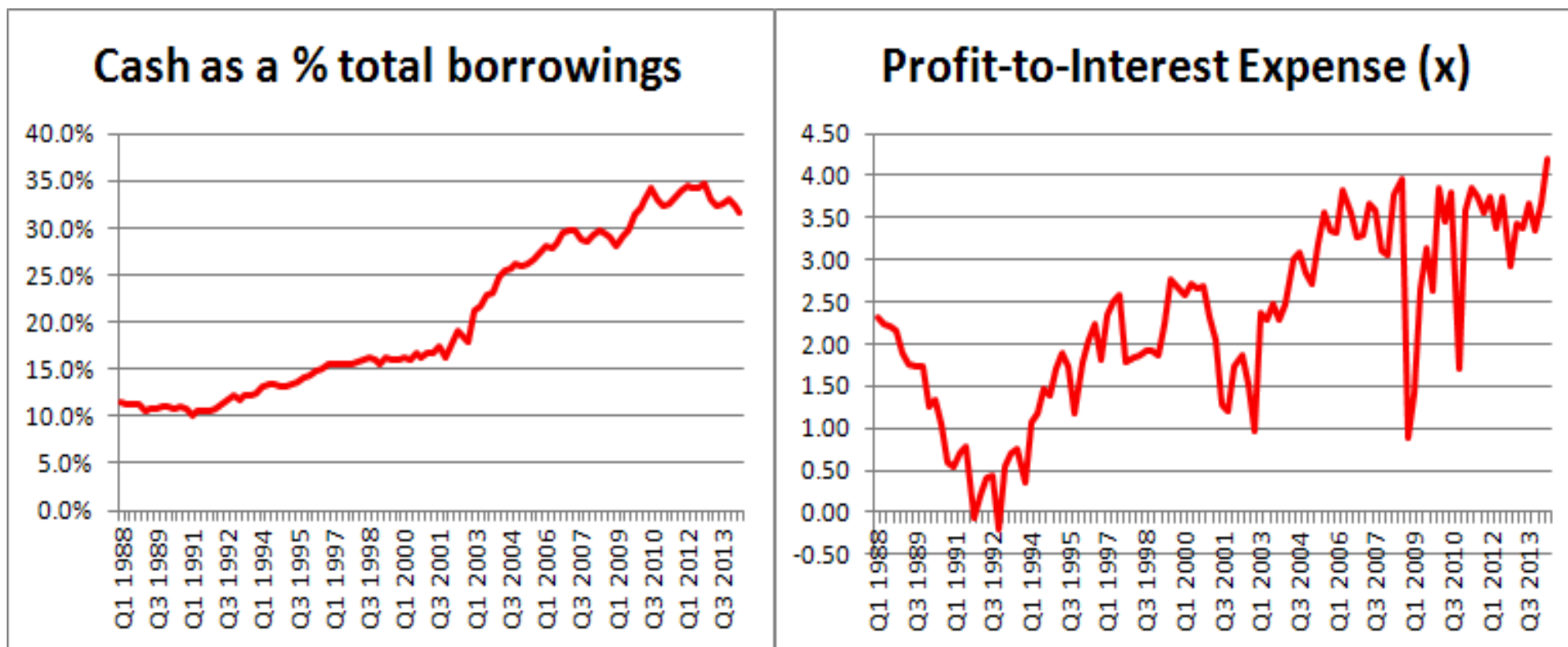
- ▶ Unlike the rapid rise in Q2-2013, yields are expected to increase gradually and modestly over the next year.
- ▶ That said, yields appear to be much closer to fair value and in the near term are expected to be range bound.
- ▶ Over the medium term, we believe the fair value range for Canada 10-year yields is 2.5%-3.5%.



Source: Bloomberg

## Current view – Credit

- Fundamentals continue to support credit profiles and should lead to further reductions in risk premiums.



Source: Stats Canada

## Outlook Summary

- ▶ For 2014 and 2015 we see positive but modest global growth. Monetary Policy will remain accommodative, but stimulus will be gradually reduced in North America. Fiscal policy headwinds will remain, although the drag should be less going forward.
- ▶ Expect to see broader based growth in both Canada and the United States, with less dependence on the consumer. Inflation remains well contained, but recent upward pressure should be monitored.
- ▶ Central Bank interest rates will stay at current low levels, while bond yields will drift somewhat higher.
- ▶ Continue to expect that fixed income returns will be more modest than in recent years as a result of generational lows in yields.
- ▶ Interest rate risk will be maintained below the benchmark.
- ▶ Credit sector overweight will continue to be a key active strategy.



## Board of Governors Regular Meeting Consent Agenda

Agenda Item: # 5.4

Meeting Date: September 17, 2014

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

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

**Board Committee Report:** *The Board Finance & Audit Committee reviewed the RBC Dominion Securities Investment Adherence Report and Portfolio Reports on September 11, 2014.*

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

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

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Links:**

1. [Management and Investment of University Funds Policy](#)
2. [Management and Investment of University Funds Procedures](#)
3. [Investment Policy Statement & Strategies March 2013](#)

**Attachments:**

1. Letter of Adherence dated July 31, 2014 and Portfolio Summary
2. KPU Audit Review Summary Report
3. KPU Audit Review Investment Account
4. KPU Audit Review Short Term Account

**Submitted by:** *Sandi Klassen*  
**Date submitted:** *September 10, 2014*



**RBC Dominion Securities Inc.**

2626 Croydon Drive, Suite 400  
Surrey, British Columbia V3S 0S8

July 31, 2014

Tel: 604-535-3800  
Fax: 604-531-4586  
1 800 663-4664

**Kwantlen Polytechnic University Accounts 360-29885 and 360-79615**

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

**I. Purpose**

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

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

**II. Reporting**

We have included, for both accounts, a summary of returns in the portfolio at 6 months, 1 year, and 5 years respectively.

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

Sincerely,  
RBC Dominion Securities

Jerry S. Basran, B.B.A, FMA, CSWP, FCSI  
Investment and Wealth Advisor



# Portfolio Review

Account Number: 36029885

IA Code: TT3

Period From: Jan. 01, 2014 - June 30, 2014

Client Name: KWANTLEN POLYTECHNIC


Currency: CANADIAN DOLLAR

Investment Return	Period From : Jan. 01, 2014 - June 30, 2014
Interest	104,979.60
Dividends	0.00
Managed Fund Distribution	9,402.68
Other Distributions	0.00
Change in Market Value	58,095.09
<b>Total Investment Return</b>	<b>172,477.37</b>
<b>Rate of Return %</b>	<b>2.42%</b>

Capital Review	Period From : Jan. 01, 2014 - June 30, 2014
Beginning Portfolio Value	7,121,351.04
Deposits/Transfer Ins	0.00
Withdrawals/Transfer Outs	0.00
Total Investment Return	172,477.37
<b>Ending Portfolio Value</b>	<b>7,293,828.41</b>

**For the current period:**

Your Beginning Portfolio Value includes accrued interest of	36,116.03
Your Ending Portfolio Value includes accrued interest of	30,094.21

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

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 Dominion Securities

# Portfolio Review

Account Number: 36029885

IA Code: TT3

Period From: July 01, 2013 - June 30, 2014

Client Name: KWANTLEN POLYTECHNIC


Currency: CANADIAN DOLLAR

Investment Return	Period From : July 01, 2013 - June 30, 2014
Interest	190,940.67
Dividends	0.00
Managed Fund Distribution	14,989.36
Other Distributions	0.00
Change in Market Value	47,708.06
<b>Total Investment Return</b>	<b>253,638.09</b>
<b>Rate of Return %</b>	<b>3.60%</b>

Capital Review	Period From : July 01, 2013 - June 30, 2014
Beginning Portfolio Value	7,040,190.32
Deposits/Transfer Ins	0.00
Withdrawals/Transfer Outs	0.00
Total Investment Return	253,638.09
<b>Ending Portfolio Value</b>	<b>7,293,828.41</b>

**For the current period:**

Your Beginning Portfolio Value includes accrued interest of	33,168.20
Your Ending Portfolio Value includes accrued interest of	30,094.21

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# Portfolio Review

Account Number: 36029885

IA Code: TT3

Period From: July 01, 2009 - June 30, 2014

Client Name: KWANTLEN POLYTECHNIC


Currency: CANADIAN DOLLAR

Investment Return	Period From : July 01, 2009 - June 30, 2014
Interest	1,154,788.19
Dividends	0.00
Managed Fund Distribution	36,740.66
Other Distributions	0.00
Change in Market Value	-182,787.00
<b>Total Investment Return</b>	<b>1,008,741.85</b>
<b>Rate of Return %</b>	<b>2.95%</b>

Capital Review	Period From : July 01, 2009 - June 30, 2014
Beginning Portfolio Value	6,296,586.56
Deposits/Transfer Ins	4,600,000.00
Withdrawals/Transfer Outs	-4,611,500.00
Total Investment Return	1,008,741.85
<b>Ending Portfolio Value</b>	<b>7,293,828.41</b>

**For the current period:**

Your Beginning Portfolio Value includes accrued interest of	85,289.62
Your Ending Portfolio Value includes accrued interest of	30,094.21

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 Dominion Securities

# Portfolio Review

Account Number: 36079615

IA Code: TT3

Period From: Jan. 01, 2014 - June 30, 2014

Client Name: KWANTLEN POLYTECHNIC

Currency: CANADIAN DOLLAR

Investment Return	Period From : Jan. 01, 2014 - June 30, 2014
Interest	87,554.11
Dividends	0.00
Managed Fund Distribution	22,963.00
Other Distributions	0.00
Change in Market Value	-88,025.82
<b>Total Investment Return</b>	<b>22,491.29</b>
<b>Rate of Return %</b>	<b>0.48%</b>

Capital Review	Period From : Jan. 01, 2014 - June 30, 2014
Beginning Portfolio Value	4,687,349.66
Deposits/Transfer Ins	0.00
Withdrawals/Transfer Outs	0.00
Total Investment Return	22,491.29
<b>Ending Portfolio Value</b>	<b>4,709,840.95</b>

**For the current period:**

Your Beginning Portfolio Value includes accrued interest of	81,892.60
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<sup>1</sup> This statement should not be used for income tax reporting purposes.

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# Portfolio Review

Account Number: 36079615

IA Code: TT3

Period From: July 01, 2013 - June 30, 2014

Client Name: KWANTLEN POLYTECHNIC


Currency: CANADIAN DOLLAR

Investment Return	Period From : July 01, 2013 - June 30, 2014
Interest	87,554.11
Dividends	0.00
Managed Fund Distribution	23,023.41
Other Distributions	0.00
Change in Market Value	-49,609.54
<b>Total Investment Return</b>	<b>60,967.98</b>
<b>Rate of Return %</b>	<b>1.31%</b>

Capital Review	Period From : July 01, 2013 - June 30, 2014
Beginning Portfolio Value	4,648,872.97
Deposits/Transfer Ins	0.00
Withdrawals/Transfer Outs	0.00
Total Investment Return	60,967.98
<b>Ending Portfolio Value</b>	<b>4,709,840.95</b>

## For the current period:

Your Beginning Portfolio Value includes accrued interest of	37,354.53
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*Prepared by Jerry S. Basran, BBA, CSWP, CIWM, FCSI*

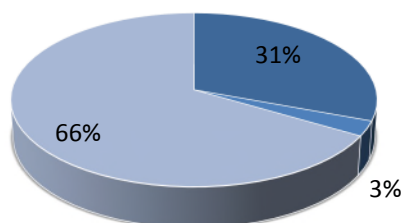
## Reports Included in this package

Comprehensive Reviews\* as at August 31, 2014 for both KPU portfolios:

- Investment Account 360-29885-15 **\$7,328,389**
- Short Term Account 360-79615-17 **\$2,718,280**

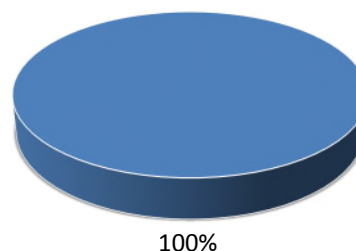
**Investment Acct 360-29885-15  
\$7,328,389**

■ Cash & Equivalents ■ GICs ■ Bonds



**Short Term Acct 360-79615-17  
\$2,718,280**

■ Cash & Equivalents



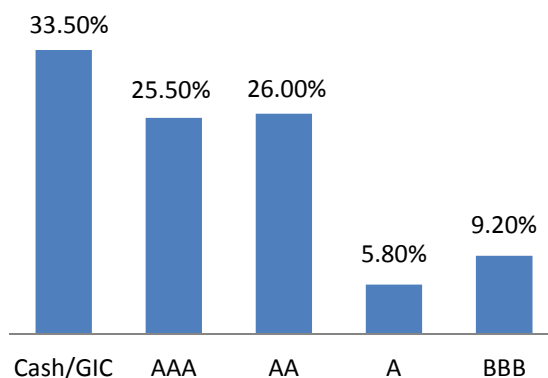
**KPU Total Market Value: \$10,046,669**

\*Performance data in attached reports is as at Jul 31<sup>st</sup> and based on calendar year. For performance measurement in Line with KPU's fiscal year, see summary provided below.

## Fiscal 2014 Summary – Investment Account

- Sep 2013 - Directed \$600,000 into mid-range of curve (7 and 8 Year) – yields 3.8 and 3.2% following FY13 Audit Committee meeting.
- Average Term of Portfolio: 3.6 Years
- Mid-Term returns exceeded short by 1.6% from Sep 2013 to FYE months, and by 1.45% in Q1 2015.
- Subsequent maturities of approximately \$890,000 over course of year were directed to cash or equivalents. Liquidity needs uncertain.
- Credit quality remains high – there remains little upside to acceptance of additional credit risk

**KPU Investment Account  
Composite Credit Quality: AAA**





*Prepared by Jerry S. Basran, BBA, CSWP, CIWM, FCSI*

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**Fiscal 2014 and Fiscal Q1 2015 Performance Summary**

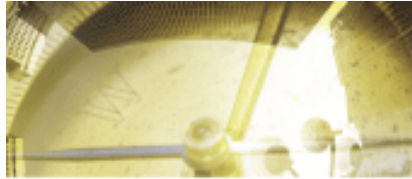
**Benchmarks as per IPS**

- 50% FTSE TMX Short Term Bond Index C\$ (previously Dex Short Term Bond)
- 50% FTSE TMX Mid Term Bond Index C\$ (previous Dex Mid Term Bond)
- Blended benchmark Average Term to Maturity 5.10 Years

	<b>Average Term to Maturity</b>	<b>ROR Fiscal YE Mar 2014</b>	<b>ROR Fiscal Q1 Jun 2015</b>	<b>ROR Year to Date</b>
<b>KPU Investment Portfolio</b>	3.66 Years	1.49%	0.92%	2.57%
<b>Benchmark FTSE TMX Short Term C\$</b>	2.91 Years	1.92%	0.68%	1.91%
<b>Benchmark FTSE TMX Mid Term C\$</b>	7.32 Years	1.17%	2.13%	5.93%
<b>Benchmarks 50/50 Combined *</b>	5.10 Years	1.55%	1.41%	3.92%

**Additional Agenda Items**

- Fixed Income Outlook
- Portfolio Direction Fiscal 2015
- Question & Answers



# Kwantlen Polytechnic University Review

As at settlement date August 31, 2014

KWANTLEN POLYTECHNIC - 3602988515000

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### KWANTLEN POLYTECHNIC

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### UNIVERSITY

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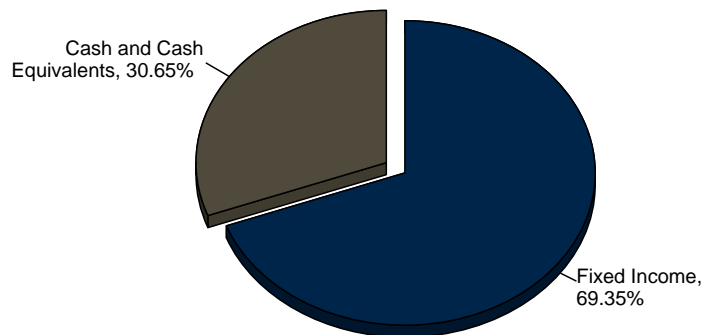
# Asset Allocation

KWANTLEN POLYTECHNIC - 3602988515000

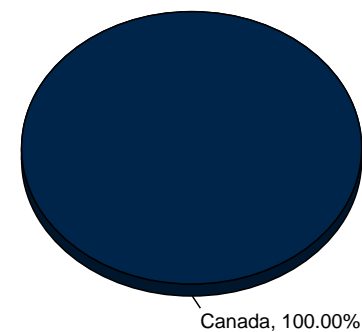
## Portfolio Allocation

As at August 31, 2014

Asset Class Allocation



Geographic Allocation



	Canada		US		Global		Unclassified		Total Market Value	Total %
	Market Value	%	Market Value	%	Market Value	%	Market Value	%		
Fixed Income	5,082,183	69.35	0	0.00	0	0.00	0	0.00	5,082,183	69.35
Cash and Cash Equivalents	2,246,206	30.65	0	0.00	0	0.00	0	0.00	2,246,206	30.65
Total Assets	7,328,389	100.00	0	0.00	0	0.00	0	0.00	7,328,388	100.00
Total Liabilities (Margin)	0		0		0		0		0	
Total Portfolio	7,328,389	100.00	0	0.00	0	0.00	0	0.00	7,328,388	100.00

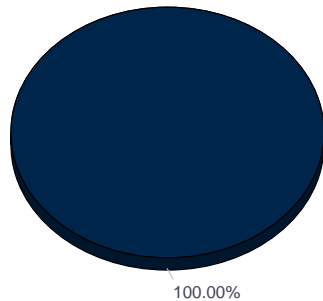
# Fixed Income Summary

KWANTLEN POLYTECHNIC - 3602988515000

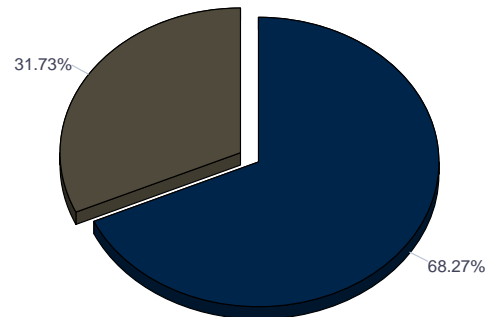
## Total Fixed Income

As at August 31, 2014

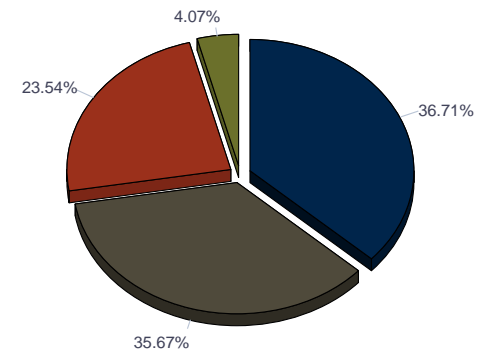
Allocation by Geography



Allocation by Term (excl. Preferreds)



Allocation by Issuer Type



Geography	Market Value	%	Term	Market Value	%	Issuer Type	Market Value	%
Canada	5,082,183	100.00	0-4 years	3,469,648	68.27	Provincial/State	1,865,856	36.71
			5-9 years	1,612,535	31.73	Corporate	1,813,055	35.67
						Federal Government	1,196,429	23.54
						Bank Certificates/Deposits	206,843	4.07

Fixed Income Characteristics	Values
Total Market Value of Fixed Income in Portfolio	5,082,182.65
Total Market Value of Fixed Income excluding Preferreds	5,082,182.65
Weighted average (excl. Preferreds) Term to Maturity (in years)	3.66
Weighted average (excl. Preferreds) Yield to Maturity (%)	1.98
Weighted average (excl. Preferreds) Current Yield (%)	3.13
Weighted average (excl. Preferreds) of Coupons (%)	3.26
Weighted average of Current Yield of Preferreds (%)	0.00

# Portfolio Valuation

KWANTLEN POLYTECHNIC - 3602988515000

## Comprehensive

As at August 31, 2014

Quantity	Security Description	Book Value	Market Price	Market Value	% of Class	% of Portfolio	Est.Annual Distrib'n	Current Yield (%)	Yield to Maturity
CASH AND CASH EQUIVALENTS									
224,620.57	RBC INVESTMENT SAVINGS ACCOUNT SR F (2011)	2,246,205.66	10.00	2,246,205.66	100.00	30.65	33,693.08	1.50	-
TOTAL - CASH AND CASH EQUIVALENTS				2,246,205.66	100.00	30.65	33,693.08		
FIXED INCOME									
100,000.00	CDN WESTERN BANK GIC - ANNUAL COMPOUND DUE 01/22/2015 2.15000%	100,000.00	103.46	103,462.10	2.04	1.41	2,150.00	2.15	2.14
100,000.00	ROYAL BANK OF CANADA GIC - ANNUAL COMPOUND DUE 01/22/2015 2.10000%	100,000.00	103.38	103,381.10	2.03	1.41	2,100.00	2.10	2.09
639,000.00	CANADA HOUSING TRUST NO.1 CMBS SERIES 33 DUE 03/15/2015 2.95000%	641,592.71	101.02	654,129.60	12.87	8.93	18,850.50	2.92	1.08
350,000.00	BANK OF NOVA SCOTIA SENIOR DEPOSIT NOTES DUE 03/25/2015 3.34000%	347,270.00	101.10	358,871.45	7.06	4.90	11,690.00	3.30	1.41
113,000.00	GREATER TORONTO AIRPORTS AUTHORITY MTN SR.2005-3 DUE 02/15/2016 4.70000%	112,930.39	104.55	118,342.98	2.33	1.61	5,311.00	4.50	1.54
370,000.00	PROVINCE OF ONTARIO DUE 03/08/2016 4.40000%	385,810.21	104.78	395,439.35	7.78	5.40	16,280.00	4.20	1.23
525,000.00	CANADA HOUSING TRUST NO.1 DUE 06/15/2016 2.75000%	524,375.25	102.73	542,299.28	10.67	7.40	14,437.50	2.68	1.21

The Basran Wealth Management Group

RBC Dominion Securities

Reported in CAD

Quantity	Security Description	Book Value	Market Price	Market Value	% of Class	% of Portfolio	Est. Annual Distrib'n	Current Yield (%)	Yield to Maturity
494,000.00	FINANCEMENT QUEBEC DUE 12/01/2016 3.50000%	501,076.55	104.72	521,512.84	10.26	7.12	17,290.00	3.34	1.37
339,635.00	CPN PROVINCE OF BRITISH COLUMBIA BOOK ENTRY ONLY DUE 11/19/2017	299,999.59	94.84	322,109.83	6.34	4.40	0.00	0.00	1.65
340,000.00	WELLS FARGO CANADA CORP MED TERM NTS DUE 07/25/2019 2.94400%	339,796.00	102.69	350,099.02	6.89	4.78	10,009.60	2.87	2.36
306,000.00	BELL CANADA SERIES M-27 DEB DUE 06/17/2020 3.25000%	294,463.80	102.66	316,140.84	6.22	4.31	9,945.00	3.17	2.75
300,000.00	PROVINCE OF BRITISH COLUMBIA DUE 12/18/2021 3.25000%	299,730.00	106.50	321,432.30	6.32	4.39	9,750.00	3.05	2.28
320,000.00	FAIRFAX FINANCIAL HOLDINGS LTD SENIOR NOTES DUE 10/14/2022 5.84000%	342,656.00	110.54	360,736.00	7.10	4.92	18,688.00	5.28	4.29
301,000.00	PROVINCE OF ALBERTA DEBENTURE DUE 12/15/2022 2.55000%	296,965.60	100.92	305,361.49	6.01	4.17	7,675.50	2.53	2.43
285,000.00	BROOKFIELD ASSET MGMT INC MED TERM NTS DUE 03/31/2023 4.54000%	299,250.00	106.44	308,864.48	6.08	4.21	12,939.00	4.27	3.66
<b>TOTAL - FIXED INCOME</b>				<b>5,082,182.65</b>	<b>100.00</b>	<b>69.35</b>	<b>157,116.10</b>		
<b>Total Portfolio</b>				<b>7,328,388.31</b>		<b>100.00</b>	<b>190,809.18</b>		

Yield on Cost cannot be calculated for discount instruments at this time.  
Book Values are reported in account currency unless otherwise stated.  
Market values include accrued interest.

# Portfolio Summary

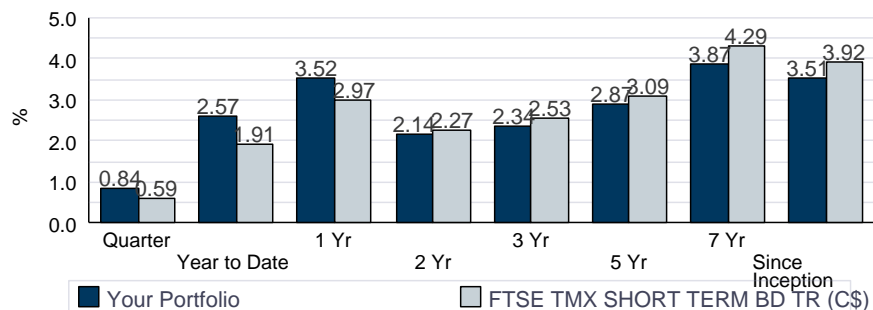
KWANTLEN POLYTECHNIC - 3602988515000

## Annualized and Calendar Returns

As at August 31, 2014

### Annualized Returns

September 16, 2005 To July 31, 2014

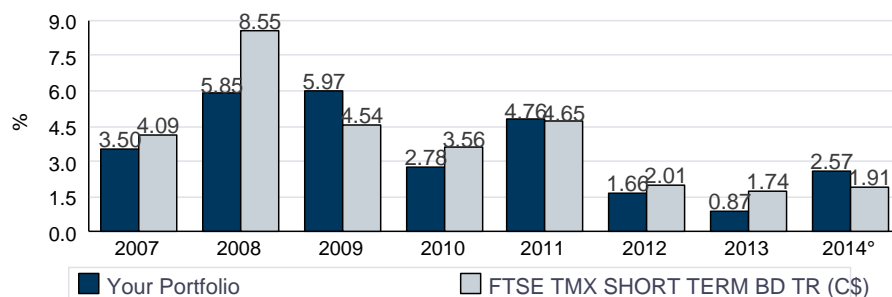


### Performance Data For The Reporting Period September 16, 2005 To July 31, 2014

Period	Your Portfolio in %	Your Benchmark in %
Quarter	0.84	0.59
Year to Date	2.57	1.91
1 Year	3.52	2.97
2 Year	2.14	2.27
3 Year	2.34	2.53
5 Year	2.87	3.09
7 year	3.87	4.29
Since Inception	3.51	3.92

### Calendar Rate of Return

August 1, 2006 To July 31, 2014



### Performance Data For The Reporting Period August 1, 2006 To July 31, 2014

Period	Your Portfolio in %	Your Benchmark in %
2007	3.50	4.09
2008	5.85	8.55
2009	5.97	4.54
2010	2.78	3.56
2011	4.76	4.65
2012	1.66	2.01
2013	0.87	1.74
2014°	2.57	1.91

° Partial Period.

° Partial Period.

# Projected Monthly Income

KWANTLEN POLYTECHNIC - 3602988515000

## Including: Mutual Funds

As at September 1, 2014

Quantity	Description	Day	Pay Amount	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Est. Annual Income
<b>CASH AND CASH EQUIVALENTS</b>																
224,621	RBC INVESTMENT SAVINGS ACCOUNT SR F (2011)	31	0.01	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	33,696
<b>TOTAL INCOME - CASH AND CASH EQUIVALENTS</b>				2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	2,808	33,696
<b>FIXED INCOME</b>																
350,000	BANK OF NOVA SCOTIA SENIOR DEPOSIT NOTES DUE 03/25/2015 3.34000%	25	3.34	5,845	-	-	-	-	-	5,845	-	-	-	-	-	11,690
306,000	BELL CANADA SERIES M-27 DEB DUE 06/17/2020 3.25000%	17	3.25	-	-	-	4,973	-	-	-	-	-	4,973	-	-	9,946
285,000	BROOKFIELD ASSET MGMT INC MED TERM NTS DUE 03/31/2023 4.54000%	31	4.54	6,470	-	-	-	-	-	6,470	-	-	-	-	-	12,940
525,000	CANADA HOUSING TRUST NO.1 DUE 06/15/2016 2.75000%	15	2.75	-	-	-	7,219	-	-	-	-	-	7,219	-	-	14,438
639,000	CANADA HOUSING TRUST NO.1 CMBS SERIES 33 DUE 03/15/2015 2.95000%	15	2.95	9,425	-	-	-	-	-	9,425	-	-	-	-	-	18,850
100,000	CDN WESTERN BANK GIC - ANNUAL COMPOUND DUE 01/22/2015 2.15000%	22	2.15	-	-	-	-	-	-	-	-	-	-	-	-	0
339,635	CPN PROVINCE OF BRITISH COLUMBIA BOOK ENTRY ONLY DUE 11/19/2017	19	0.00	-	-	-	-	-	-	-	-	-	-	-	-	0
320,000	FAIRFAX FINANCIAL HOLDINGS LTD SENIOR NOTES DUE 10/14/2022 5.84000%	14	5.84	-	9,344	-	-	-	-	-	9,344	-	-	-	-	18,688
494,000	FINANCEMENT QUEBEC DUE 12/01/2016 3.50000%	01	3.50	-	-	-	8,645	-	-	-	-	-	8,645	-	-	17,290
113,000	GREATER TORONTO	15	4.70	-	-	-	-	-	2,656	-	-	-	-	-	2,656	5,312

The Basran Wealth Management Group

RBC Dominion Securities

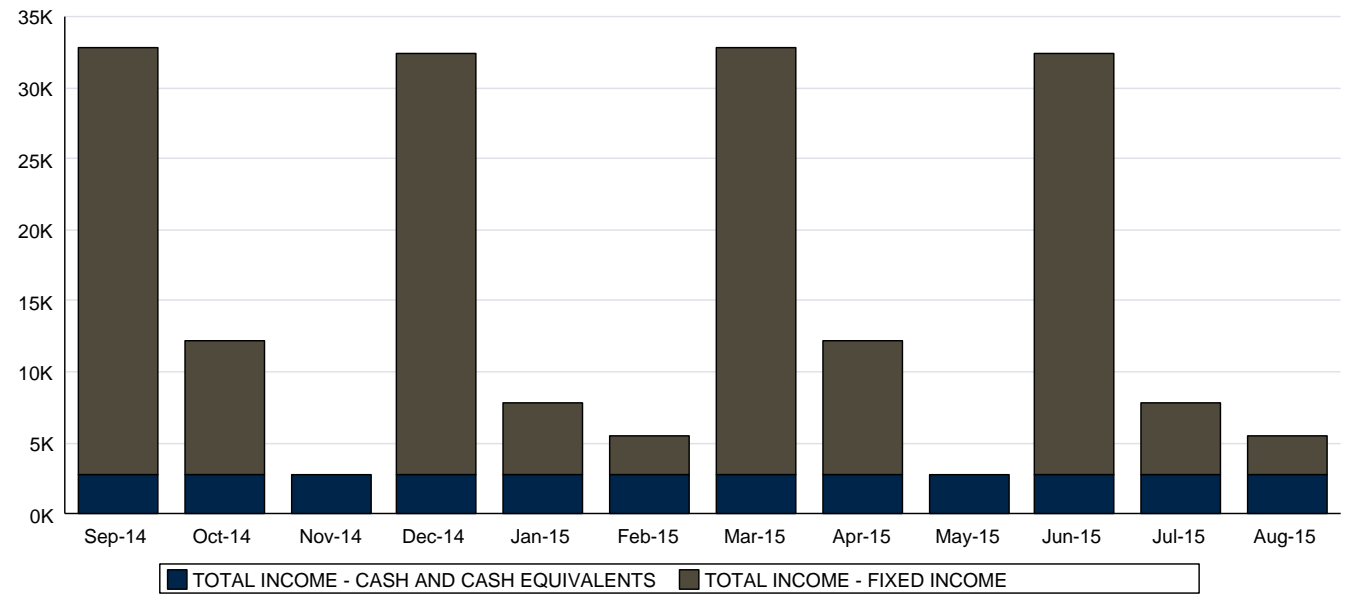
Reported in CAD

Quantity	Description	Day	Pay Amount	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Est. Annual Income
	AIRPORTS AUTHORITY MTN SR.2005-3 DUE 02/15/2016 4.70000%															
301,000	PROVINCE OF ALBERTA DEBENTURE DUE 12/15/2022 2.55000%	15	2.55	-	-	-	3,838	-	-	-	-	-	3,838	-	-	7,676
300,000	PROVINCE OF BRITISH COLUMBIA DUE 12/18/2021 3.25000%	18	3.25	-	-	-	4,875	-	-	-	-	-	4,875	-	-	9,750
370,000	PROVINCE OF ONTARIO DUE 03/08/2016 4.40000%	08	4.40	8,140	-	-	-	-	-	8,140	-	-	-	-	-	16,280
100,000	ROYAL BANK OF CANADA GIC - ANNUAL COMPOUND DUE 01/22/2015 2.10000%	22	2.10	-	-	-	-	-	-	-	-	-	-	-	-	0
340,000	WELLS FARGO CANADA CORP MED TERM NTS DUE 07/25/2019 2.94400%	25	2.94	-	-	-	-	5,005	-	-	-	-	-	5,005	-	10,010
<b>TOTAL INCOME - FIXED INCOME</b>				29,880	9,344	-	29,550	5,005	2,656	29,880	9,344	-	29,550	5,005	2,656	152,870
<b>Total Income - Portfolio</b>				32,688	12,152	2,808	32,358	7,813	5,464	32,688	12,152	2,808	32,358	7,813	5,464	186,566

Pay amounts are displayed in base currency.

## Projected Monthly Income

- Excluding Reinvested Dividends.





# Statement of Terms

KWANTLEN POLYTECHNIC - 3602988515000

As at August 31, 2014

## Legal Disclaimers

The portfolio summary ("the Portfolio Report") is prepared by your Investment Advisor/Portfolio Manager who is an employee of RBC DS and is prepared from information received from sources we believe to be reliable. It is not an official statement of your positions at RBC Dominion Securities Inc. ("RBC DS").

This Portfolio Report has been prepared at the direction of and solely for the general guidance and benefit of the owners of the accounts included in the portfolio. It should be noted that a Portfolio Report can be created at anytime whereas your monthly statement is created at the last day of the month. Some of the positions shown in this statement may be held at other financial institutions where they are not covered by the Canadian Investor Protection Fund. Information regarding positions that are not held at RBC DS has been provided by the owner of an account included in the portfolio. These positions are included in the Portfolio Report at the request of the owner(s) of one or more of the accounts comprising the Portfolio Report for the purposes of providing as complete a view as possible of the portfolio. Neither RBC DS nor its employees can guarantee the accuracy or completeness of information relating to positions held at entities other than RBC DS, including quantities of securities held, market value and book-cost.

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Clients should consult their Investment Advisor/Portfolio Manager when planning to purchase or sell securities or otherwise rebalance securities holdings as a result of the information provided in this Portfolio Report. This will ensure that their own circumstances, including their own individual investment objectives and risk tolerances, have been considered properly and that action is taken on the latest available information. Interest rates, market conditions market prices, tax rules, security classifications and other investment factors are subject to change.

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## General Disclaimers

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KWANTLEN POLYTECHNIC - 3602988515000
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- Accrued interest is included in market values except when accrued interest is displayed in a separate column.
- Book Values are reported in account currency unless otherwise stated.

## Section Specific Disclaimers

### Portfolio Valuation

- Yield % indicates yield to maturity based on current market value for debt products. In general, CDN and US Bonds and Debentures indicate semi- annual yield. All other debt products indicate annual yield. Equity Products indicate current yield.
- Distribution information may not be available for certain mutual funds.
- Distributions may vary widely from year to year.

### Projected Monthly Income

- Monthly Income projects distributions on debt, equity and fund positions. Distributions may vary widely from year to year.



# Kwantlen Polytechnic University Review

As at settlement date August 31, 2014

KWANTLEN POLYTECHNIC - 3607961517000

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<a href="#">Projected Monthly Income - Including: Mutual Funds.....</a>	<a href="#">4</a>
<a href="#">Statement of Terms - Statement of Terms.....</a>	<a href="#">5</a>

### KWANTLEN POLYTECHNIC

12666 72 AVENUE  
ATTN: ANGELA TAO FINANCE DEPT  
SURREY, BC, V3W 2M8  
Canada

### UNIVERSITY

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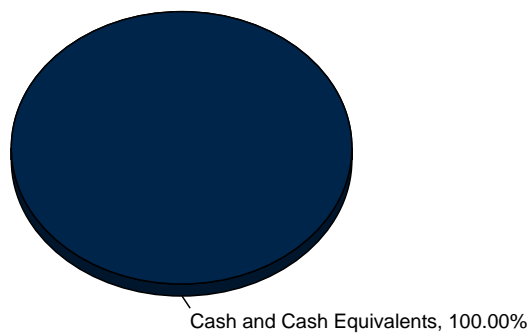


**RBC Wealth Management**  
Dominion Securities

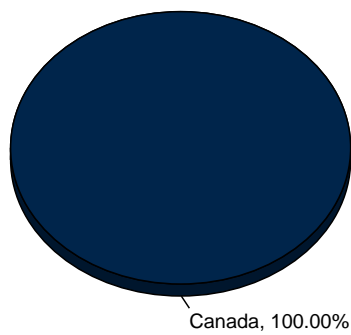
Portfolio Allocation

As at August 31, 2014

Asset Class Allocation



Geographic Allocation



	Canada		US		Global		Unclassified		Total Market Value	Total %
	Market Value	%	Market Value	%	Market Value	%	Market Value	%		
Cash and Cash Equivalents	2,718,280	100.00	0	0.00	0	0.00	0	0.00	2,718,280	100.00
Total Assets	2,718,280	100.00	0	0.00	0	0.00	0	0.00	2,718,280	100.00
Total Liabilities (Margin)	0		0		0		0		0	
Total Portfolio	2,718,280	100.00	0	0.00	0	0.00	0	0.00	2,718,280	100.00

# Portfolio Valuation

KWANTLEN POLYTECHNIC - 3607961517000

## Comprehensive

As at August 31, 2014

Quantity	Security Description	Book Value	Market Price	Market Value	% of Class	% of Portfolio	Est. Annual Distrib'n	Current Yield (%)	Yield to Maturity
<b>CASH AND CASH EQUIVALENTS</b>									
271,827.99	RBC INVESTMENT SAVINGS ACCOUNT SR F (2011)	2,718,279.93	10.00	2,718,279.93	100.00	100.00	40,774.20	1.50	-
<b>TOTAL - CASH AND CASH EQUIVALENTS</b>				<b>2,718,279.93</b>	<b>100.00</b>	<b>100.00</b>	<b>40,774.20</b>		
<b>Total Portfolio</b>				<b>2,718,279.93</b>	<b>100.00</b>	<b>100.00</b>	<b>40,774.20</b>		

Yield on Cost cannot be calculated for discount instruments at this time.  
 Book Values are reported in account currency unless otherwise stated.  
 Market values include accrued interest.

# Portfolio Summary

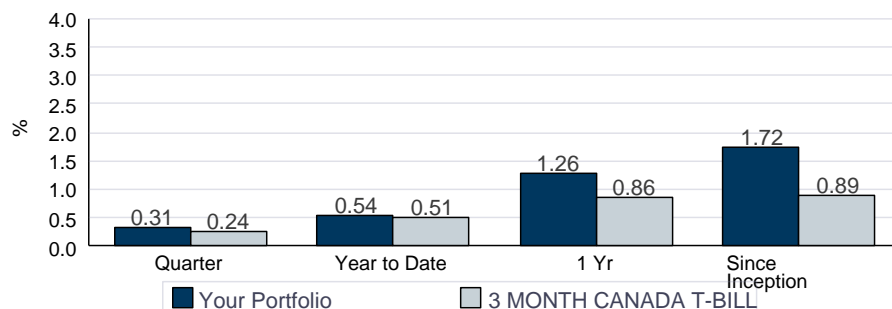
KWANTLEN POLYTECHNIC - 3607961517000

## Annualized and Calendar Returns

As at August 31, 2014

### Annualized Returns

April 24, 2013 To July 31, 2014



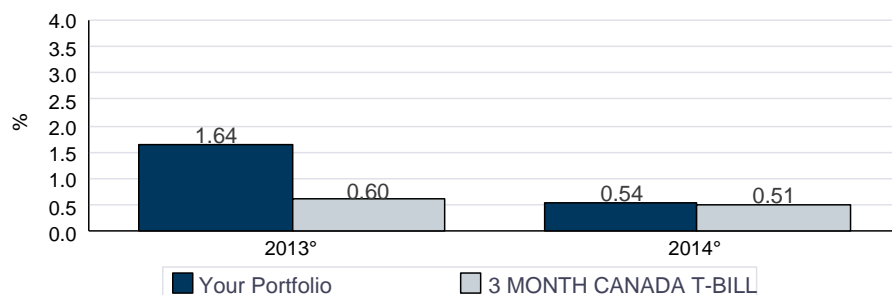
### Performance Data For The Reporting Period

April 24, 2013 To July 31, 2014

Period	Your Portfolio in %	Your Benchmark in %
Quarter	0.31	0.24
Year to Date	0.54	0.51
1 Year	1.26	0.86
Since Inception	1.72	0.89

### Calendar Rate of Return

April 24, 2013 To July 31, 2014



### Performance Data For The Reporting Period

April 24, 2013 To July 31, 2014

Period	Your Portfolio in %	Your Benchmark in %
2013°	1.64	0.60
2014°	0.54	0.51

° Partial Period.

° Partial Period.

# Projected Monthly Income

KWANTLEN POLYTECHNIC - 3607961517000

Including: Mutual Funds

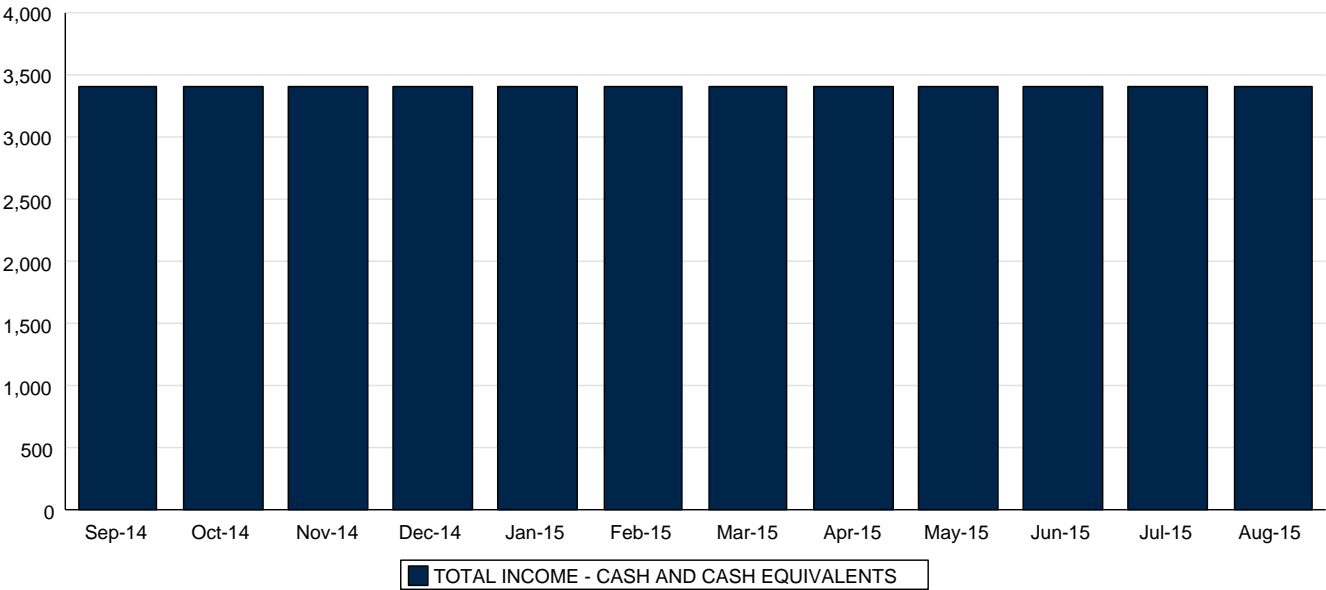
As at September 1, 2014

Quantity	Description	Day	Pay Amount	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Est. Annual Income
<b>CASH AND CASH EQUIVALENTS</b>																
	RBC INVESTMENT SAVINGS ACCOUNT															
271,828	SR F (2011)	31	0.01	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	40,776
<b>TOTAL INCOME - CASH AND CASH EQUIVALENTS</b>				3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	40,776
<b>Total Income - Portfolio</b>				3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	3,398	40,776

Pay amounts are displayed in base currency.

Projected Monthly Income

● Excluding Reinvested Dividends.



# Statement of Terms

KWANTLEN POLYTECHNIC - 3607961517000

As at August 31, 2014

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- Accrued interest is included in market values except when accrued interest is displayed in a separate column.
- Book Values are reported in account currency unless otherwise stated.
- Fixed Income Summary section(s) contains no data for the period selected.



## Section Specific Disclaimers

### Portfolio Valuation

- Yield % indicates yield to maturity based on current market value for debt products. In general, CDN and US Bonds and Debentures indicate semi- annual yield. All other debt products indicate annual yield. Equity Products indicate current yield.
- Distribution information may not be available for certain mutual funds.
- Distributions may vary widely from year to year.

### Projected Monthly Income

- Monthly Income projects distributions on debt, equity and fund positions. Distributions may vary widely from year to year.



## Board of Governors Regular Meeting – Consent Agenda

Agenda Item: # 5.5

Meeting Date: September 17, 2014

Agenda Item: *Assignment of Mentors for New Board Members*

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

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

**Board Committee Report:** N/A

**Key Messages:** 1. The Board Chair has assigned mentors for new Board Members as follows:  
*[maximum of three]*

New Board Member	Mentor
Upinder Chahal	Geoff Dean
Marc Kampschuur	Shane King
Hanne Madsen	Kristan Ash
Bruce Wendel	Harpreet Bhatti

### 2. Board Governance Manual Excerpt:

#### 19.4 MENTOR

The Board Chair assigns a current Board Member as a mentor to each new Board Member. The mentor acts as a resource and advisor at the start of the new Member's tenure. This mentoring program provides the new Board Member with a chance to get comfortable with his or her new role, and to interact one-on-one with someone who may have experience in the areas in which the new Board Member has any questions. It is also an opportunity for the new Board Member to become acclimatized to the Board, by gaining a sense of its culture, and to meet other Members in informal situations.

The mentor:

- follows up after Board meetings to debrief and answer questions, including basic questions that it might be easier for the new Board Member to ask of a mentor than of an entire Board;
- encourages the new Member to actively participate in the Board;



## Board of Governors Regular Meeting – Consent Agenda

**Agenda Item:** # 5.5

**Meeting Date:** September 17, 2014

- c) initiates informal contact between Board meetings for the first few months of a new Board Member's tenure, to facilitate an ongoing discussion of 'how' to be a Board Member of KPU;
- d) provides advice and direction to the new Member as required, including with respect to, for example:
  - i) Board norms and behaviours;
  - ii) the background of any current controversies; and
  - iii) history of major Board/organizational issues;
- e) assists the new Board Member to access resources and information as needed; and
- f) provides feedback to the Governance Committee on the Board's orientation process to address information gaps or areas that have been overlooked for the future benefit of new Board Members.

**Context &  
Background:** N/A

**Resource  
Requirements:** N/A

**Implications /  
Risks:** N/A

**Consultations:** N/A

**Attachment:** N/A

**Submitted by:** *Sandi Klassen*

**Date submitted:** *September 11, 2014*



## Board of Governors Regular Meeting

**Agenda Item:** # 6

**Meeting Date:** September 17, 2014

**Presenter:** Alan Davis / Lori McElroy

**Agenda Item:** *Strategic Plan Report*

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	N/A
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**Board Committee Report:** N/A

**Key Messages:**

1. This report presents the performance measures for KPU's Strategic Plan VISION 2018.
2. There are 41 measures described in this report. We have data and performance targets for assessing 30 of these measures.
3. Five measures are under development. For the remaining 6, we have data, but no targets for 3, and targets, but no data for the 3 others, thus no assessment of these 6 is possible at this time.

**Context & Background:** N/A

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Attachment:**

**Submitted by:** *Lori McElroy*

**Date submitted:** *September 11, 2014*

VISION 2018

# Annual Performance Report: 2014



September 2014

## FOREWORD

This report presents the performance measures for KPU's Strategic Plan VISION 2018. There are 41 measures described in this report. We have data and performance targets for assessing 30 of these measures. Five measures are under development. For the remaining 6, we have data, but no targets for 3, and targets, but no data for the 3 others, thus no assessment of these 6 is possible at this time.






Where possible, each measure has a proposed target. If a standard exists or a policy requirement, that is used as the target. In some cases, VISION 2018 dictates the target.

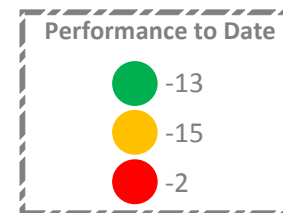
Where comparable data on similar institutions is available, we have used these. The targets for **1, 2, 3, 4, 5, 28, and 29** are based on the performance of the teaching intensive universities (referred to as TIU throughout the document) in British Columbia. Teaching Intensive Universities include Capilano, Vancouver Island, Fraser Valley, Emily Carr, and Thompson Rivers. The data used for these measures are collected by BC Stats and cover: certificate, diploma, associate degree, baccalaureate and trades students/programs data. Developmental data are not included, because the comparable data are not available. The targets for **6 and 12** are based on the performance of Canadian Teaching Institutions who participated in the National Survey of Student Engagement 2014 survey. This includes Algoma, Cape Breton, Grant MacEwan, Mount Royal, Nipissing, Saint Mary's, Sheridan College, St. Thomas, Willing, Thompson Rivers, Fraser Valley, and Vancouver Island. The target for **7** is based on the performance of Canadian Institutions who participated in the optional 'Development of Transferable Skills' module in the NSSE 2014 Survey. This includes: Brock, Carleton, Sheridan College, Simon Fraser, Prince Edward Island, and Wildfrid Laurier.

Where no standard exists or data on comparable institutions is not available, we have usually used the average of the previous two years.

Targets are labeled as "proposed targets" since the board has not had an opportunity to review and approve them.

For each of the performance measures, progress is identified using symbols:

-  - Indicates the target has been achieved
-  - Indicates performance is within 90% of the target
-  - Indicates performance is below 90% of the target
-  - Indicates that the measure cannot be assessed because the data is not yet available
-  - Indicates the measure or target is under development



The ranges for determining if progress is assigned green, amber or red are based on the Ministry's accountability framework.

### NOTES on Specific Measures:

**1, 2, 3, 4, 5, 28, 29:** These are lag indicators based on surveying former students. The year indicates the year the survey was conducted. The cohort indicates when the student left KPU.

**6, 7, 12:** From NSSE 2014 survey. Some survey items have changed since KPU last participated in NSSE in 2010 and therefore longitudinal data are not available.

**10, 11:** Cohort refers to the year the student entered KPU. KPU's new retention analysis is under development.

**12:** The concept of **High Impact Practices** has been developed by NSSE. HIPs are characterized by several traits: "They demand considerable time and effort, facilitate learning outside of the classroom, require meaningful interactions with faculty and students, encourage collaboration with diverse others, and provide frequent and substantive feedback." It is recommended that institutions should aspire for all students to participate in at least two HIPs over the course of their undergraduate experience.

**28:** Intrinsic job satisfaction is a composite measure that includes skills and abilities well used, strong feelings of accomplishment, creativity encouraged, and opinions seem to count.

**43:** Work integrated learning experiences include co-op education placement, internships, practicums, work placements, and apprenticeships.

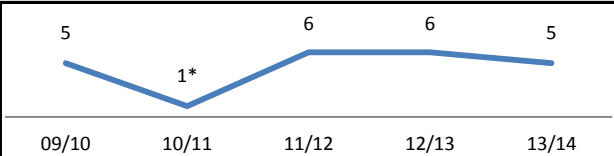




## Quality: Successful Global Citizens

Measures of Post-Study Employment		Performance		Proposed Target		Progress	
1. Proportion of former students who are employed		<div><div>75%</div><div>76%</div><div>77%</div><div>77%</div></div> <div><div>2010 (08/09 Cohort)</div><div>2011 (09/10 Cohort)</div><div>2012 (10/11 Cohort)</div><div>2013 (11/12 Cohort)</div></div>		≥ TIU 3 year average (80%)		<div></div>	
2. Proportion of former students employed in a related field of study		<div><div>59%</div><div>61%</div><div>63%</div><div>62%</div></div> <div><div>2010 (08/09 Cohort)</div><div>2011 (09/10 Cohort)</div><div>2012 (10/11 Cohort)</div><div>2013 (11/12 Cohort)</div></div>		≥ TIU 3 year average (69%)		<div></div>	
3. Proportion of former students who reported satisfaction in the usefulness of their knowledge and skills in performing their jobs		<div><div>70%</div><div>75%</div><div>76%</div><div>74%</div></div> <div><div>2010 (08/09 Cohort)</div><div>2011 (09/10 Cohort)</div><div>2012 (10/11 Cohort)</div><div>2013 (11/12 Cohort)</div></div>		≥ TIU 3 year average (81%)		<div></div>	
Measures of Citizenship and Internationalization		Performance		Proposed Target		Progress	
4. Proportion of former students who developed ability to work effectively with others		<div><div>81%</div><div>79%</div><div>83%</div><div>81%</div></div> <div><div>2010 (08/09 Cohort)</div><div>2011 (09/10 Cohort)</div><div>2012 (10/11 Cohort)</div><div>2013 (11/12 Cohort)</div></div>		≥ TIU 3 year average (83%)		<div></div>	
5. Proportion of former students who reported their program provided opportunities for developing ability to analyze and think critically		<div><div>82%</div><div>81%</div><div>82%</div><div>82%</div></div> <div><div>2010 (08/09 Cohort)</div><div>2011 (09/10 Cohort)</div><div>2012 (10/11 Cohort)</div><div>2013 (11/12 Cohort)</div></div>		≥ TIU 3 year average (84%)		<div></div>	
6. Proportion of students who reported having discussions with diverse others during their educational experiences at KPU		<div><div>1st year</div><div>67%</div><div>4th year</div><div>79%</div></div>		≥ Canadian Teaching Institutions' ratings (65% for 1st years and 69% for 4th years)		<div></div>	

Measures of Citizenship and Internationalization		Performance	Proposed Target	Progress
7. Proportion of students who reported exposure to societal problems during their educational experience at KPU	<div><div>1st year</div><div>49%</div><div>4th year</div><div>64%</div></div>	≥ Canadian 'Transferable Skills' Institutions' ratings (47% for 1st years and 57% for 4th years)	<div></div>	
8. Number of students taking part in formal exchanges or international learning experiences	<div><div>Inbound</div><div>Outbound</div><div>57</div><div>80</div><div>97</div><div>152</div><div>41</div><div>71</div><div>110</div><div>89</div><div>10/11</div><div>11/12</div><div>12/13</div><div>13/14</div></div>	≥ average of the previous 2 years (89 for inbound and 91 for outbound)	<div></div>	
9. Proportion of students completing the Global Competency Certificate	The Global Competency Certificate, which will allow students to receive recognition on their transcript for their intercultural and international experience, is under development. Completion is expected by Fall 2015.		TBD	<div></div>
Quality: Engaged Learners				
Measures of Retention		Performance	Proposed Target	Progress
10. Percent retained or graduated from year 1 to year 2 for open and selective entry baccalaureate programs	<div><div>Limited Entry</div><div>Open Access</div><div>86%</div><div>88%</div><div>90%</div><div>92%</div><div>93%</div><div>76%</div><div>68%</div><div>72%</div><div>73%</div><div>72%</div><div>Fall 2006 Cohort</div><div>Fall 2007 Cohort</div><div>Fall 2008 Cohort</div><div>Fall 2009 Cohort</div><div>Fall 2010 Cohort</div></div>	≥ average previous 2 years (91% for limited entry and 72% for open access)	<div></div>	
11. Percent retained or graduated from year 1 to year 2 for open and selective entry non-baccalaureate programs	<div><div>Limited Entry</div><div>Open Access</div><div>79%</div><div>69%</div><div>68%</div><div>62%</div><div>64%</div><div>61%</div><div>60%</div><div>62%</div><div>61%</div><div>56%</div><div>Fall 2006 Cohort</div><div>Fall 2007 Cohort</div><div>Fall 2008 Cohort</div><div>Fall 2009 Cohort</div><div>Fall 2010 Cohort</div></div>	≥ average previous 2 years (65% for limited entry and 62% for open access)	<div></div>	
Measures of Learner Engagement		Performance	Proposed Target	Progress
12. Proportion of students who participated in <b>High Impact Practices</b> (such as participation in a learning community, service-learning, research with faculty, participation in an internship or field experience, study abroad, or culminating senior experience) while at KPU	<div><div>1 HIP</div><div>2+ HIPs</div><div>1st year</div><div>34%</div><div>6%</div><div>4th year</div><div>30%</div><div>48%</div></div>	≥ Canadian Teaching Institutions' ratings (38% (1 HIP) and 6% (2+ HIPs) for 1st years and 28% (1 HIP) and 52% (2+ HIPs) for 4th years)	<div></div>	



## Quality: Effective Organization

Measures of Management Effectiveness and Quality Assurance		Performance	Proposed Target	Progress
13. Number of program reviews completed		6 reviews completed annually		
*one review completed in 2010/11, but 8 programs began review process				
14. Development of plans identified in VISION 2018	<p>&gt; The <b>Academic Plan</b> was completed in Spring 2014. The implementation plan is now under development.</p> <p>&gt; The <b>Research and Scholarship Plan</b> is under development and will be completed by September 30, 2014.</p> <p>&gt; The <b>Teaching and Learning Plan</b> is being developed over phases. First an extensive series of small and large-scale activities were carried out that aimed at supporting educational delivery and other strategic objectives such as student success, and experiential learning, as well as scholarship and research. The outcome of these multiple sessions laid the foundation for the Teaching and Learning Plan. Then the Vice Provost hosted discussion groups, forums, lectures, webinars and other group activities on a range of topics. Between October and November 2014, a series of forums will be convened to shape the next phase of a comprehensive Teaching and Learning Plan for KPU. A summary report will be available for Senate and the Board of Governors by December 2014.</p> <p>&gt; The <b>Strategic Enrolment Management Plan</b> is under development and will be completed by mid-December, 2014.</p>	Completion of all plans by Spring 2015		
15. Successful development of service unit plans that align with VISION 2018	<p>&gt; The <b>IET strategic plan</b> is under development, to be published Spring 2015.</p> <p>&gt; The <b>Facilities strategic plan</b> is under development, with completion expected by December 2014.</p> <p>&gt; The <b>IAP strategic plan</b> is in the planning phase, with completion expected by Spring 2015.</p>	TBD		
16. Survey of governance effectiveness at KPU (Board and Senate)	The survey of governance effectiveness is in the planning phase, with the goal of conducting the survey during the 2014/15 academic year.	TBD		

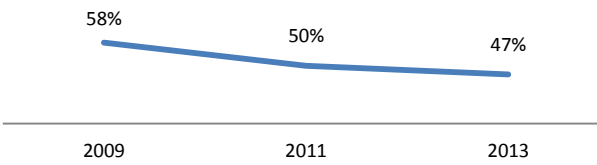

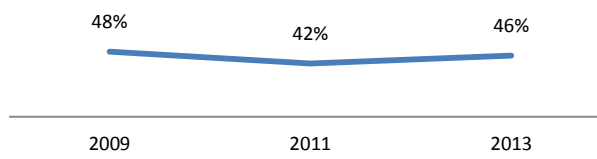

Measures of Efficiency		Performance	Proposed Target	Progress
17. Proportion of educational activity taking place between May and August	<div><div></div><div>15.2%15.6%15.9%16.6%16.2%</div></div>	≥ average previous 2 years (16.2%)	<div></div>	
	<div><div></div><div>09/1010/1111/1212/1313/14</div></div>			
18. Credentials awarded by learner FTE	<div><div></div><div>0.210.220.200.200.23</div></div>	≥ average previous 2 years (0.20 credentials per learner FTE)	<div></div>	
	<div><div></div><div>09/1010/1111/1212/1313/14</div></div>			
19. Overall seat utilization rates	<div><div></div><div>80.1%80.0%80.9%79.4%78.1%</div></div>	≥ average previous 2 years (80.2%)	<div></div>	
	<div><div></div><div>09/1010/1111/1212/1313/14</div></div>			
Measures of Sustainability		Performance	Proposed Target	Progress
20. Measure(s) of environmental sustainability	The KPU Environmental Sustainability Committee has made recommendations to the President that we use 3 components of the AASHE STARS rating system. STARS is the Association for the Advancement of Sustainability in Higher Education <b>Sustainability Tracking, Assessment &amp; Rating System™</b> , a transparent, self-reporting framework for colleges and universities to measure their sustainability performance.		TBD	<div></div>
Measures of Financial Health		Performance	Proposed Target	Progress
21. Government grant per funded learner FTE	<div><div></div><div>\$7,890\$7,526\$7,284\$7,271\$7,213</div></div>	Not under KPU's control, therefore not assessed	<div></div>	
	<div><div></div><div>FY2010FY2011FY2012FY2013FY2014</div></div>			
22. Operating expenses per overall learner FTE	<div><div></div><div>\$12,322\$12,496\$12,898</div></div>	≤ average previous 2 years (\$12,409)	<div></div>	
	<div><div></div><div>FY2012FY2013FY2014</div></div>			
23. Revenue from non-government sources	<div><div></div><div>\$72,313\$71,261\$76,619</div></div>	≥ average previous 2 years (\$71,787)	<div></div>	
	<div><div></div><div>FY2012FY2013FY2014</div></div>			


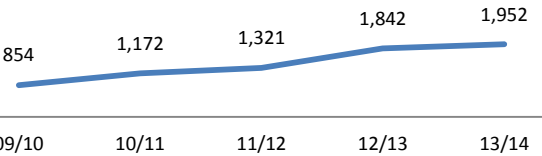




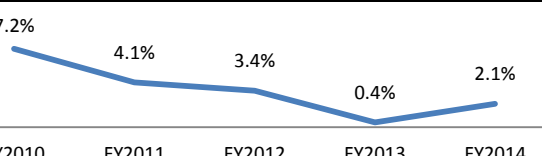

Measures of Financial Health		Performance	Proposed Target	Progress
24. Deferred maintenance: the Facility Condition Index (ratio of total cost of building deficiencies divided by current replacement value, presented as a percentage)		Facilities is developing a target in consultation with the Board Finance Committee		
25. Ratio of Contingency reserve to operations		≥ 4.0%		
26. Cash donations for capital expansions, special projects and student awards (in '000s)		≥ average previous 2 years (\$2,368,756)		
Measures of Employee Engagement		Performance	Proposed Target	Progress
27. Proportion of employees who reported satisfaction with their jobs (intrinsic job satisfaction includes: skills and abilities well used, strong feelings of accomplishment, creativity encouraged, and opinions seem to count)		> last survey's ratings (71% for overall and 66% for intrinsic)		
28. Proportion of employees' who reported a sense of commitment to KPU (would recommend KPU as a good place to work; feel that KPU is committed to its employees; and would continue working at KPU even if there was a favourable alternative)		> last survey's ratings (68% for recommend KPU, 53% for KPU committed, and 44% for continue at KPU)		

## Reputation: Recognized Teaching and Scholarship

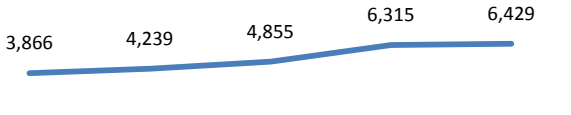

Measures of Teaching Quality		Performance	Proposed Target	Progress
29. Proportion of former students' who reported satisfaction with their education	<div><div></div><div>93%</div><div>92%</div><div>92%</div><div>92%</div></div>	≥ TIU 3 year average (93%)	<div></div>	
	<div><div>2010 (08/09 Cohort)</div><div>2011 (09/10 Cohort)</div><div>2012 (10/11 Cohort)</div><div>2013 (11/12 Cohort)</div></div>			
30. Proportion of former students' who assessed their quality of instruction as high or very high	<div><div></div><div>84%</div><div>82%</div><div>80%</div><div>80%</div></div>	≥ TIU 3 year average (84%)	<div></div>	
	<div><div>2010 (08/09 Cohort)</div><div>2011 (09/10 Cohort)</div><div>2012 (10/11 Cohort)</div><div>2013 (11/12 Cohort)</div></div>			
Measures of Scholarly Activity		Performance	Proposed Target	Progress
31. Dollars received for sponsored research (in '000s)	<div><div></div><div>\$109</div><div>\$579</div><div>\$942</div><div>\$991</div><div>\$957</div></div>	≥ average previous 2 years (\$966,601)	<div></div>	
	<div><div>FY2010</div><div>FY2011</div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div>			
32. Other measures of scholarly activity (e.g. Scholarship of Teaching and Learning) will be developed	To be developed by ORS and IAP. Once the Research and Scholarship Plan is finalized, IAP will work closely with ORS to develop appropriate metrics for the plan.		TBD	<div></div>

## Reputation: Unique Identity

Measures of Unique Identity		Performance	Proposed Target	Progress
33. Proportion of employees who agree that KPU has a good reputation in its community			> 2011 survey's rating (50%)	
	2009	2011		
34. Proportion of employees who agree that there is a clear vision for KPU's future			> 2011 survey's rating (42%)	
	2009	2011		

Measures of Unique Identity		Performance	Proposed Target	Progress												
35. KPU's community understands and values KPU's unique identity	A community perception survey is being conducted to assess the level of awareness of KPU, as well as their understanding of KPU's identify, and the reputation KPU has among the community. The results are expected by the end of October, 2014.		TBD													
Reputation: Continuing and Professional Education																
Measures of Continuing Education		Performance	Proposed Target	Progress												
36. Headcount in continuing education and professional studies	 <table><tr><th></th><th>09/10</th><th>10/11</th><th>11/12</th><th>12/13</th><th>13/14</th></tr><tr><td>Headcount</td><td>854</td><td>1,172</td><td>1,321</td><td>1,842</td><td>1,952</td></tr></table>			09/10	10/11	11/12	12/13	13/14	Headcount	854	1,172	1,321	1,842	1,952	≥ average previous 2 years (1,582)	
	09/10	10/11	11/12	12/13	13/14											
Headcount	854	1,172	1,321	1,842	1,952											
Relevance: Community Engagement																
Measures of Community Engagement		Performance	Proposed Target	Progress												
37. Proportion of the public who are aware of KPU as a polytechnic university	Baseline measures being assessed in Fall 2014 on Community Perception Survey		# of people aware of KPU has doubled by 2018													
38. Proportion of the public who have positive views about KPU			# of people with positive views of KPU has doubled by 2018													
39. Number of people donating to KPU		TBD	# of people making donations to KPU has doubled by 2018													
Relevance: Expanded Educational Access																
Measures of Learner Growth		Performance	Proposed Target	Progress												
40. Percent of FTE growth from previous years	 <table><tr><th></th><th>FY2010</th><th>FY2011</th><th>FY2012</th><th>FY2013</th><th>FY2014</th></tr><tr><td>Percent of FTE growth</td><td>7.2%</td><td>4.1%</td><td>3.4%</td><td>0.4%</td><td>2.1%</td></tr></table>			FY2010	FY2011	FY2012	FY2013	FY2014	Percent of FTE growth	7.2%	4.1%	3.4%	0.4%	2.1%	5% annual growth	
	FY2010	FY2011	FY2012	FY2013	FY2014											
Percent of FTE growth	7.2%	4.1%	3.4%	0.4%	2.1%											

Relevance: Blending Theory and Practice

Measures of Experiential Learning					Proposed Target		Progress
41. Number of work integrated learning experiences					≥ average of the previous 2 years (5,585)		
	3,866	4,239	4,855	6,315			
	09/10	10/11	11/12	12/13	13/14		



## Board of Governors Regular Meeting

Agenda Item: # 7

Meeting Date: September 17, 2014

Presenter: Alan Davis

Agenda Item: *Taxpayer Accountability Principles*

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: N/A

Key Messages:

1. The BC Provincial Government issued the *Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability* in June 2014.
2. As requested, an analysis of the Board Governance Manual in light of the new requirements has occurred.
3. Suggestions for revision will come forward during the bi-annual review of the Board Governance Manual for the Board's consideration.

Context & Background: N/A

Resource Requirements: N/A

Implications / Risks: N/A

Consultations: N/A

Attachment:

1. [Taxpayer Accountability Principles](#)
2. Analysis of Board Governance Manual

Submitted by: *Sandi Klassen*

Date submitted: *September 11, 2014*

**Board Governance Manual**  
**Suggested Revisions in Light of Compensation Review (Mingay Report) & Taxpayer Accountability Principles (TAP)**  
**July 10, 2014**

Note: New text proposed is **bold and underlined**

Board Governance Manual Section	Proposed Revision	Comments / References / Questions for Discussion
<b>Section 8</b> President and Vice-Chancellor Position Description	8.5.6 Financial and Risk Management Add new <b><u>(c) ensures executive compensation disclosure statements include pre-employment and post-employment contracts, as applicable, and discloses same to the Board Human Resources Committee and the Finance and Audit Committee.</u></b>	It is clear that the issues stem from uncertainty within admin about who informs which body about what. This interface is crucial, and ultimately the responsibility of the President.
<b>Section 11.4.4</b> Audit Committee Financial Reporting	b) says “reviews all public reporting by KPU to ensure that it represents a complete, accurate and balanced picture of KPU’s performance and financial situation <b><u>(includes, but is not limited to, all reports that are required by AVED, PSEC and other provincial government departments);</u></b> ”	Does this mean that the executive compensation report needs to go to the Audit Committee for review? Or is it the HR Committee?  Should examples of annual reports that the Board must approve be listed, as proposed?
	g) says “reviews and recommends to the Board for approval of the: iii) significant financial reports made publicly available.	In light of the two reports and the wording in (g) the executive compensation report will need to be approved by the Board going forward.



Board Governance Manual Section	Proposed Revision	Comments / References / Questions for Discussion
<b>Section 12.3</b> Human Resources Committee Duties and Responsibilities already states:	The Committee: a) Ensures KPU's compensation and human resource philosophies and strategies are in keeping with: ii) legislative and policy guidelines and requirements.	No revision needed. This provision is in line with both reports.
Add to <b>Section 12.3(f)</b>	_ "reviews and recommends to the Board KPU's philosophy and guidelines for senior leadership compensation in consideration of Public Sector Employers' Association (PSEC) guidelines" <b><u>and the 2014 Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability (Appendix I)</u></b>	Create new Appendix I: Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability.
<b>Section 19.1</b> Orientation & Professional Development	Add new (b) <b><u>Make Board Members aware of their responsibilities and obligations for compensation transparency, statutory requirements and guideline reporting as outlined in the Taxpayer Accountability Principles: Strengthening Public Section Governance and Accountability June 2014. (See Section 19.6 and Appendix I)</u></b>	Mingay report p. 23 Section II

Board Governance Manual Section	Proposed Revision	Comments / References / Questions for Discussion
Add new <b><i>Section 19.6</i></b> Taxpayer Accountability Principles	<b><u>Key principles: Cost consciousness and public accountability</u></b>	p. 4, TAP, last paragraph
	<p><b><u>A. How these principles apply to Board Members:</u></b></p> <ol style="list-style-type: none"> <li><b><u>1. Each board member agrees to and signs the annual government mandate letter. Mandates letters are posted publicly.</u></b></li> <li><b><u>2. Board Members act independently from the organization's executive and have the best interests of taxpayers and shareholders as their primary consideration.</u></b></li> <li><b><u>3. All new board members will receive the strategic mandate orientation and will sign off on them.</u></b></li> <li><b><u>4. All board members receive comprehensive and appropriate communication, orientation and training regarding the accountability framework, the taxpayer accountability principles, roles and expectations for their board and executives.</u></b></li> </ol>	<p>Point 4 in the TAP Action Plan</p> <p>How does this align with the University Act Sec 19.1 "The members of the board of a university must act in the best interests of the university?" Key point: does the Board have any autonomy to stand up for KPU versus being purely agents of the government?</p> <p>TAP p. 4 Accountability Principles #4</p> <p>Point 2 of the TAP Action Plan</p> <p>Point 9 of the TAP Action Plan</p>

Board Governance Manual Section	Proposed Revision	Comments / References / Questions for Discussion
	<p><b>B. <u>How these principles apply to the Board Chair and President:</u></b></p> <ol style="list-style-type: none"> <li><b>1. <u>Quarterly meetings between the board chair, president, minister and deputy minister to discuss relevant and current institutional business, including reviewing achievement of the goals, objectives, performance measures, financial targets and risk assessments identified in the institutional service plan.</u></b></li> <li><b>2. <u>Annual report letter with respect to the organization's performance concerning the mandate letter of expectations to be established as a new accountability requirement. It will be published with 2015-16 Annual Service Plan Reports and then annually.</u></b></li> <li><b>3. <u>Semi-annual meetings between the board chair, president, deputy minister with members of the Executive Council.</u></b></li> </ol>	<p>TAP P. 3 bullet 3</p> <p>Point 5 in the TAP Action Plan</p> <p>#10 in the TAP Action Plan</p>
<b>Section 26</b> Code of Conduct	<p><b><u>26.9</u></b> "All assets, liabilities, income and expenses shall be correctly identified and recorded in the appropriate books of account." <b><u>Executive compensation shall be reported to the Public Sector Employers' Council as required, including pre-employment and post-employment contracts for senior executive, as applicable.</u></b></p>	<p><b>NOTE:</b> A strong ethical code of conduct for all employees and executives is required and the Government will provide guidelines for this code of conduct in November 2014. The Board Code of Conduct will require review once these guidelines are released.</p>

Board Governance Manual Section	Proposed Revision	Comments / References / Questions for Discussion
<b>Appendix H</b> Appointment, Termination & Promotion of Employees	Place under Principles Governing Appointments, before last paragraph <u><b>“As applicable, all pre-employment and post-employment contracts for senior executives will be disclosed to the Board Human Resources Committee prior to signing them to ensure transparency, cost consciousness and accountability.</b></u>	And Finance & Audit? Who is ultimately responsible for ensuring this? Should be assume that it is the President?

**Other Discussion Points:**

Board Governance Manual Section	Proposed Revision	Comments / References / Questions for Discussion
<b>Section 10.6 Committee Reporting</b> Each Committee reports to the Board by distributing the Committee’s minutes in advance of the next Board meeting.  In addition, at the next Board meeting, the Committee Chair provides an oral report that summarizes, at a high-level, what the Committee has been working on (since it last reported to the Board), what the Committee is bringing forward for discussion or approval, and what is coming up on the Committee’s work plan.	No Revision proposed as implementation of current provisions in the Board Manual may address the concerns raised.	Concerns were expressed by Board Members regarding communication from Committees and how to address this.  Section 10.6 of the Board Manual addresses this issue and should be implemented for Fall 2014.

Board Governance Manual Section	Proposed Revision	Comments / References / Questions for Discussion
<p>On an annual basis, the Committee provides a high level summary report (maximum two pages) on what the Committee has been working on for the previous year and what is coming up on the Committee's work plan.</p>		
<p><b>11.4 Audit Oversight Responsibilities</b> When the Finance and Audit Committee is overseeing audit procedures (under section 11.4), meeting attendance is limited to those Committee members who are Appointed Members.</p>		<p>Concerns were raised by Board Members regarding lack of elected Board Members on the Audit Committee.</p> <p><b>Best Practices in Governance Guidelines state:</b>  <b>"4.1. Audit Committee Membership</b>  Audit Committee members should be independent and financially literate. At least one member of the committee should have a financial designation or relevant financial management expertise.</p> <p>In this context:</p> <ul style="list-style-type: none"> <li>• "independent" means having no material direct or indirect association with the organization, which could, in the view of the organization's board of directors, reasonably interfere with the exercise of the member's independent judgment; and</li> <li>• "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</li> </ul>

Board Governance Manual Section	Proposed Revision	Comments / References / Questions for Discussion
		<p>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 the organization's financial statements.”</p> <p>Based on this and Liz Watson’s advice, and after much discussion, the Board decided on this membership.</p>
<p><b>12.1 Human Resources Committee Composition</b>  The Human Resources Committee is composed of at least four Board Members and only includes Appointed Members.</p>		<p>Concerns were raised by Board Members concerning lack of elected members on the Human Resources Committee.</p>



## Board Human Resources Committee

Agenda Item:

#8.1

Meeting Date:

September 4, 2014

Presenter(s):

Alan Davis

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**Agenda Item:** Code of Conduct Policies

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

**Key Messages:**

1. The Government has mandated the development of an Employee Code of Conduct for all public institutions, to be sent to Minister de Jong by October 31 and completed and posted by November 30, 2014.
2. BC Association of Institutes and Universities (BCAIU) has contracted with Liz Watson's group to compile all the policies and to suggest the common and optional features.
3. The KPU Code of Conduct for Employees will be a summary document, written and formatted so as to clearly identify our expectations of all employees and drawn from a number of policies that we either have now, are developing or which will be new as a result of this work.

**Policies Covered by the Summary Document**

*Conflict of Interest*  
*Conflict of Commitment*  
*Respectful Workplace*  
*Use of University Property*  
*Protected Disclosure (Whistleblower)*  
*Intellectual Property*  
*Others as identified as we go through the process*

**Attachments:** [Standards of Conduct Guidelines for the BC Public Sector, July 2014](#)

**Submitted by:** Sandi Klassen

**Date submitted:** September 11, 2014



**Board of Governors**

**Agenda Item: #**

**Meeting Date:**

**Presenter(s):**

**Regular Meeting**

**9.1**

**September 17, 2014**

**Shane King**

---

**Agenda Item:**      **Notice of Election for the positions of Chair & Vice Chair of the Kwantlen Polytechnic University Board of Governors**

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

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

**Key Messages:**

1. Normally the Board Chair and Vice Chair are elected annually at the June Board meeting.
2. They may be re-appointed to a maximum of three years.
3. Board Chair, Shane King's term of office expires on December 31, 2014, leaving a vacancy for Chair. Therefore, an election will occur at the November 19, 2014 Board meeting to elect a new Chair and possibly a new Vice Chair.
4. Lisa Skakun's appointment as Vice Chair in June was for a term from September 1, 2014 to August 31, 2015.
5. Excerpts from the Board Governance Manual regarding the position of Board Chair (Vice Chair) are set out below.

**Submitted by:**      *Sandi Klassen*

**Date submitted:**      *September 11, 2014*

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The Board Governance Manual states the following with regard to the position of Board Chair (Vice Chair):

### **6.1 ELECTION AND TERM**

The Board Chair is elected in accordance with section 23.4 of the Board Manual annually by Board Members and may be re-appointed up to a maximum of three years.<sup>1</sup>

### **23.3 ACCOUNTABILITY**

The Governance Committee is responsible to lead the Board Chair succession planning process to ensure KPU has a Board Chair succession plan that gives consideration to:

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<sup>1</sup> The Board may, in exceptional circumstances, extend the Board Chair's term beyond three years.



**Board of Governors****Agenda Item: #****Meeting Date:****Presenter(s):****Regular Meeting****9.1****September 17, 2014****Shane King**

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- a) the requirements of the Board Chair Position Description;
- b) the incumbent Board Chair's performance review, tenure and future availability;
- c) KPU's strategy and timelines for leadership renewal; and
- d) the availability of the Board Chair succession candidates.

In the event that the Committee is required to lead a Board Chair transition process as outlined below, any members of the Committee who are interested in seeking the Board Chair position shall not participate in any of the Committee's discussions regarding Board Chair transition.

**23.4 PROCESS**

Individuals elected to Board Chair and Vice Chair typically serve in those roles for two years. However, succession planning is an ongoing process and involves the following elements:

- a) On an annual basis, the Committee reviews the Board Membership to obtain reasonable satisfaction that there are candidates who could serve in the Board Chair and Vice Chair positions.
- b) When recommending new candidates for the appointment to the Board, the Committee considers the need for Board leadership, including the Board Chair and Vice Chair positions.
- c) When consulting with the Board Chair regarding the recommendation of Board Members to serve as Committee members or Committee chairs, the Committee considers the needs of the Board Chair succession planning process.
- d) When the Board Chair (or Vice Chair, as applicable) position becomes vacant (the unplanned succession situation) or is anticipated to become vacant within the following year (the planned succession situation), the Committee leads the transition process as follows:
  - i) The Committee reviews the current Board Membership and identifies potential Board Chair (or Vice Chair, as applicable) candidates, who, in the Committee's view, match the key skills and experience criteria set forth in this section of the Board Manual. While there is no presumption that the current Vice Chair will become the Board Chair, the Committee may consider that the Board Chair assists the Vice Chair in developing the optimal key skills and attributes required of the Board Chair role by identifying shadowing and training opportunities and providing mentorship over the course of the Vice Chair's term.
  - ii) The Committee ascertains from those Board Member(s) identified as potential Board Chair (or Vice Chair, as applicable) candidates their interest and willingness to serve as Board Chair (or Vice Chair, as applicable).
  - iii) Once ascertaining the interest of the potential Board Chair (or Vice Chair, as applicable) candidate(s), the Committee consults with all Board Members and the President to



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---

ascertain their support for one or more of the candidates. The Committee Chair has one on one conversations to facilitate the exchange of views and build consensus.

- iv) In the event there is immediate consensus on one candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Committee will so inform the Board and seek confirmation from the Board as to the election of the new Board Chair (or Vice Chair, as applicable).
- v) In the event there is more than one candidate interested in assuming the Board Chair (or Vice Chair, as applicable) position, and there is not immediate consensus among Board Members as to the preferred candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Board shall vote by secret ballot on the new Board Chair (or Vice Chair, as applicable).



# Board of Governors Regular Meeting

**Agenda Item:** # 9.2

**Meeting Date:** September 17, 2014

**Presenter:** Shane King

**Agenda Item:** *Program Discontinuance: Associate of Science in Biology, Associate of Science in Chemistry and the Associate of Science in Physics Degrees*

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors, with the endorsement of Senate, approve the discontinuance of the Associate of Science in Biology, Associate of Science in Chemistry and the Associate of Science in Physics Degrees.</b>
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<b>Board Committee Report:</b>	The Board Governance Committee reviewed the proposal for discontinuance forwarded from Senate and recommended the discontinuance of the Associate Degrees named above to the Board for approval.
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**Key Messages:**  
[maximum of three]

1. To better serve students.
2. Implementation effective September 2015.

**Context & Background:** Under Section 35.2 (6) of the University Act, the Senate of a special purpose, teaching university must advise the Board, and the Board must seek advice from the Senate, on the development of educational policy for the following matters: (b) the establishment, revision or discontinuance of courses and programs at the special purpose, teaching university.

The Policy is under development, but in its absence, a discontinuance requires Board approval.

To provide more flexibility and smooth transition from Associate of Science degrees into new Bachelor programs, it was determined that having one General Science Associate degree would better serve our students. The majority of the Associate of Science students do not complete the credential; they either transfer out to other institutions after one year or transfer into our new Bachelor degrees. With this in mind, the Faculty found it more prudent to update only the Associate of General Science and Associate of Science in Mathematics degrees in order to continue to serve the needs of its students. The implementation of this change would be September 2015 such that there will no longer be admission into the above programs.

**Resource Requirements:** N/A

**Implications / Risks:** N/A



## **Board of Governors Regular Meeting**

**Agenda Item:** # 9.2

**Meeting Date:** September 17, 2014

**Presenter:** Shane King

- Consultations:**
1. Approved by the Faculty of Science and Horticulture Curriculum Committee on January 9, 2014 and by the Faculty Council on January 20, 2014.
  2. Endorsed by the Senate Standing Committee on Curriculum on June 11, 2014, the Senate Standing Committee on University Budget on June 13, 2014 and the Senate Standing Committee on Academic Planning and Priorities on June 20, 2014.
  3. Recommended to the Board of Governors for approval by Senate on June 23, 2014.

**Submitted by:** *Sandi Klassen*

**Date submitted:** *September 11, 2014*



## Board of Governors Regular Meeting

**Agenda Item:** # 9.3

**Meeting Date:** September 17, 2014

**Presenter:** Shane King

**Agenda Item:** *Program Discontinuance: Post Baccalaureate Certificate in Critical Care*

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors, with the endorsement of Senate, approve the discontinuance of the Post Baccalaureate Certificate in Critical Care.</b>
--------------------------------	--

**Board Committee Report:** The Board Governance Committee reviewed the proposal for discontinuance forwarded from Senate and recommended the discontinuance of the Associate Degrees named above to the Board for approval.

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

1. **Credential was created at the request of the Fraser Health Authority.**
2. **Not funded by the Ministry of Advanced Education (AVED).**
3. **No intakes since January 2012.**

**Board Committee Report:** The Board Governance Committee reviewed the proposal for discontinuance forwarded from Senate and recommended the discontinuance of the Associate Degrees named above to the Board for approval.

**Context & Background:** Under Section 35.2 (6) of the University Act, the Senate of a special purpose, teaching university must advise the Board, and the Board must seek advice from the Senate, on the development of educational policy for the following matters: (b) the establishment, revision or discontinuance of courses and programs at the special purpose, teaching university.

The Policy is under development, but in its absence, a discontinuance requires Board approval.

The KPU Critical Care program, created as an all-encompassing theoretical and practice program at the request of the Fraser Health Authority, was a very expensive program (almost triple the cost of the program offered at BCIT). This was because KPU did not receive financial support from AVED and because KPU's program included the cost of the clinical practice component of the program. Over the years, Fraser Health could not justify the cost of the KPU program, compared to that of BCIT's. As a result, there have been no intakes into the current post-secondary critical care program since January 2012.

**Consultations:**

1. Approved by the Faculty of Health-Faculty Council on Friday, April 25, 2014.
2. Endorsed by the Senate Standing Committee on Curriculum on June 11, 2014, the Senate Standing Committee on University Budget on June 13, 2014 and the Senate Standing Committee on Academic Planning and Priorities on June 20, 2014.



**Board of Governors Regular Meeting**

**Agenda Item: # 9.3**

**Meeting Date: September 17, 2014**

**Presenter: Shane King**

3. Recommended to the Board of Governors for approval by Senate on June 23, 2014

**Submitted by:** *Sandi Klassen*

**Date submitted:** *September 11, 2014*



**Board of Governors Regular Meeting**  
**Agenda Item:** # 9.4  
**Meeting Date:** September 17, 2014  
**Presenter:** Shane King

**Agenda Item:** *Board Governance Manual Revision Task Force*

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>A motion of appointment to the Board Governance Manual Revision Task Force may result from the discussion.</b>
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**Board Committee Report:** The Board Governance Committee discussed this item at its September 10, 2014 meeting.

**Key Messages:**

1. A review of the Board Governance Manual is to occur in Fall 2014.
2. As in the original development of the Manual, it is suggested that a small task force of Board Members be appointed to review and discuss suggested revisions proposed by the University Secretariat.
3. Sandra Hoffman has volunteered to sit on the Task Force. Possibly two more Board Members would agree to join the Task Force.

**Context & Background:** N/A

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Attachment:**

**Submitted by:** *Sandi Klassen*

**Date submitted:** *September 11, 2014*



## Board of Governors Regular Meeting

Agenda Item: # 9.5

Meeting Date: September 17, 2014

Presenter: Shane King

Agenda Item: *Board / Senate Task Force – Student Membership*

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors appoint _____ as the student Board Member on the Board/Senate Task Force on Bi-cameral Governance.</b>
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<b>Board Committee Report:</b>	The Board Governance Committee discussed this item at its September 10, 2014 meeting and decided to bring it forward to the entire Board.
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**Key Messages:**  
*[maximum of three]*

1. The Board agreed to ask Senate to appoint a student Senator to the Board/Senate Task Force.
2. To balance membership on the Task Force, the Board decided to also add a student Board Member to the Task Force.
3. Richard Hosein and Upinder Chahal are the student Board Members eligible for the Board's appointment.

**Context & Background:**

A student senator requested that the membership of the Board/Senate Task Force be opened up to student representation. The Board agreed with that request as long as it was a student Senator and student Board Member that were the new members.

**Resource Requirements:**

N/A

**Implications / Risks:**

N/A

**Consultations:**

**Submitted by:** *Sandi Klassen*

**Date submitted:** *September 11, 2014*





## Board of Governors Regular Meeting

Agenda Item: # 10.1

Meeting Date: September 17, 2014

Presenter: Harpreet Bhatti

**Agenda Item:** *Statement of Financial Information Pursuant to the Financial Information Act*  
(Public Bodies Report)

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the Statement of Financial Information Pursuant to the Financial Information Act for the year ended 31 March 2014.</b>
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<b>Board Committee Report:</b>	The Board Finance & Audit Committee received an update as to the status of the Statements at its September 11, 2014 meeting. The Statements were not yet available at the time of the meeting and so are coming directly to the Board for review. This is past practice. However, the Board Governance Manual now directs that financial reports must go to the Finance and Audit Committee prior to coming to the Board of Governors.
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**Key Messages:**  
*[maximum of three]*

1. The Board of Governors approved the Audited Financial Statements on June 4, 2014.
2. The Board will now approve the Other Financial Information section of the document as outlined in the attached memo.

**Context & Background:**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:**

**Attachments:**

1. Memo with Background Information
2. Financial Information Pursuant to the Financial Information Act for the year ended March 31, 2014

**Submitted by:** *Gordon Lee, Kathy Lylyk*

**Date submitted:** *September 12, 2014*

**MEMORANDUM**

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**TO: Shane King, Chair, Board of Governors**

**CC:**

**FROM:** Kathy Lylyk, Executive Director, Finance



**DATE:** September 12, 2014

**SUBJECT:** Statements of Financial Information Pursuant to the Financial Information Act

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**Background Information**

Chapter 8 of the Financial Information Act administered by the Ministry of Finance and Corporate Relations requires the University to submit a report each year including prescribed schedules of information. It is known formally as the "Statements of Financial Information Pursuant to the Financial Information Act" and informally as "The Public Bodies Report" or "SOFI". It also requires the University to make the report accessible during usual business hours for inspection by any person and to provide copies as requested for a prescribed fee of \$5.

This report must include the following elements:

1. A statement showing approval by the University Board. This statement is signed by the Board Chair after the report is approved.
2. A management report explaining the roles and responsibilities of the Board, University management and the auditors regarding the preparation and approval of the "SOFI". This report is signed by the President and Vice Chancellor, as well as the Vice President, Finance and Administration.
3. A complete copy of the University's Financial Statements. The Board approved these in May.
4. A schedule showing employee remuneration and expenses paid to or on their behalf. Employees whose remuneration and expenses were \$75,000 or greater are listed by name. Those employees whose remuneration and expenses were less than \$75,000 are grouped and listed as one total.

This schedule must also list separately all University Board members and the remuneration received and expenses paid to or on their behalf.

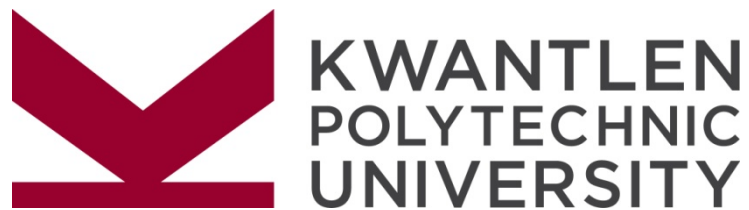
**MEMORANDUM**

It is important to remember that the amounts listed in this schedule and in the schedule of payments made to suppliers include all University operations, not just the Operating Fund expenditures. These other activities include: capital purchases – equipment, building construction and space renovation; ancillary operations – bookstore, food services and parking; and special purpose activities such as research and international activities funded by third parties.

5. A schedule showing payments made to suppliers for goods or services. Suppliers paid greater than \$25,000 are listed separately. Those suppliers paid \$25,000 or less are grouped and listed as one total.
6. A schedule showing the number of severance agreements, under which payment commenced during the fiscal year, with employees excluded from coverage under University collective agreements. This statement on severance agreements must also total the equivalent months this compensation represented. These payments are not included in the schedule of employee remuneration and expenses.
7. A schedule of long term debt, if any.
8. A schedule of guarantee and indemnity agreements, if any.
9. A reconciliation schedule between the audited Financial Statements and the totals listed in the schedules of employee remuneration and expenses and of suppliers paid. These differences arise due to Financial Statements reporting requirements that they be prepared on an accrual basis and the schedules which are prepared on a “cash” or “as paid” basis. You will find attached the reconciliation for the year ended March 31, 2014.

This report is compiled to the best of our knowledge to ensure that information is reported as accurately as possible. Due to the volume of transactions that are involved in compiling detailed information on individual employees and vendors, reliance must be placed on the system and assumptions that the correct coding was processed on individual transactions and regular procedures were followed when transactions were processed. Best effort is made to ensure that the impact of subsequent corrections to transactions is factored into the report.

Attachments



## Statement of Financial Information

Pursuant to the Financial Information Act

For the year ended March 31, 2014

# Kwantlen Polytechnic University

## Statement of Financial Information Pursuant to the Financial Information Act For the year ended March 31, 2014

Statement of Financial Information Approval

Management Report

Financial Statements

- Statement of Management Responsibility
- Independent Auditors' Report
- Statement of Financial Position Statement 1
- Statement of Operations Statement 2
- Statement of Changes in Net Assets Statement 3
- Statement of Cash Flows Statement 4
- Notes to Financial Statements

Other Financial Information

- Schedule of Board Remuneration and Expenses Attachment 1
- Schedule of Employee Remuneration and Expenses Attachment 1
- Schedule of Payments to Suppliers of Goods and Services Attachment 2
- Statement of Severance Agreements Attachment 3
- Schedule of Long Term Debt Attachment 4
- Schedule of Guarantee and Indemnity Agreements Attachment 5
- Reconciliation to Financial Statements Attachment 6

Financial Information Regulation (FIR), Schedule 1

# Kwantlen Polytechnic University

## Statement of Financial Information Approval

In accordance with the requirements of the Financial Information Act, all statements and schedules in this Statement of Financial Information have been reviewed and approved by the Kwantlen Polytechnic University Board of Governors.

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Shane King  
Chair, Board of Governors

# Kwantlen Polytechnic University

## Management Report

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with Canadian generally accepted accounting principles or stated accounting principles, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises this responsibility through regular meetings with management. The Board meets with management and the external auditors once a year.

The external auditors, KPMG, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express an opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the *Financial Information Act*. Their examination includes a review and evaluation of the University's system of internal control with appropriate tests and procedures to provide reasonable assurance that the Financial Statements are presented fairly. The external auditors have full and free access to the Board of Governors and meet with it once a year or as needed.

On behalf of Kwantlen Polytechnic University

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Dr. Alan Davis,  
President and Vice Chancellor

---

Gordon Lee,  
Vice President, Finance and  
Administration

Financial Statements of

# **KWANTLEN POLYTECHNIC UNIVERSITY**

Year ended March 31, 2014



## MANAGEMENT'S STATEMENT OF RESPONSIBILITY

To the Board of Governors of Kwantlen Polytechnic University

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

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

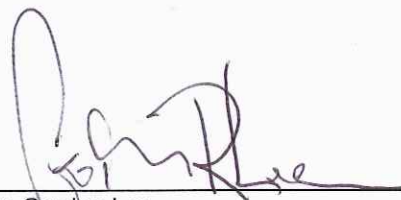
The Board of Governors and Finance and Audit Committee are composed primarily of those who are neither management nor employees of the University. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the financial information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

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

On behalf of Kwantlen Polytechnic University



Dr. Alan Davis  
President and Vice-Chancellor



Mr. Gordon Lee  
Vice President, Finance & Administration



**KPMG LLP**  
**Chartered Accountants**  
32575 Simon Avenue  
Abbotsford BC V2T 4W6  
Canada

Telephone (604) 854-2200  
Fax (604) 853-2756  
Internet [www.kpmg.ca](http://www.kpmg.ca)

## **INDEPENDENT AUDITORS' REPORT**

To the Board of Governors of Kwantlen Polytechnic University, and  
To the Minister of Advanced Education, Province of British Columbia

We have audited the accompanying financial statements of Kwantlen Polytechnic University, which comprise the statement of financial position as at March 31, 2014, the statements of operations, remeasurement gains and losses, changes in net debt and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

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

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the accounting requirements of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

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

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

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



*Opinion*

In our opinion, the financial statements of Kwantlen Polytechnic University as at March 31, 2014 and for the year then ended are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

*Emphasis of Matter*

Without modifying our opinion, we draw attention to Note 2(a) to the financial statements, which describes the basis of accounting and the significant differences between such basis of accounting and Canadian public sector accounting standards.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Accountants

June 4, 2014  
Abbotsford, British Columbia

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Financial Position

(in '000s)

March 31, 2014, with comparative information for 2013

		2014	2013
<b>Financial assets</b>			
Cash and cash equivalents	(Note 3)	\$ 25,427	\$ 20,535
Accounts receivable	(Note 4)	2,483	3,676
Inventories for resale		1,869	1,841
Investments	(Note 6)	32,781	34,244
		62,560	60,296
<b>Liabilities</b>			
Accounts payable and accrued liabilities	(Note 7)	24,693	22,736
Deferred revenue		9,994	9,439
Deferred contributions	(Note 9)	3,861	2,945
Deferred capital contributions	(Note 10)	130,244	130,768
Obligations under capital lease	(Note 11)	27	62
		168,819	165,950
Net debt		(106,259)	(105,654)
<b>Non-financial assets</b>			
Tangible capital assets	(Note 12)	179,043	178,893
Endowment investments	(Note 6)	2,817	2,817
Prepaid expenses		2,048	1,608
		183,908	183,318
Accumulated surplus	(Note 16)	\$ 77,649	\$ 77,664
Accumulated surplus is comprised of:			
Accumulated operating surplus		\$ 77,416	\$ 77,345
Accumulated remeasurement gains		233	319
		\$ 77,649	\$ 77,664

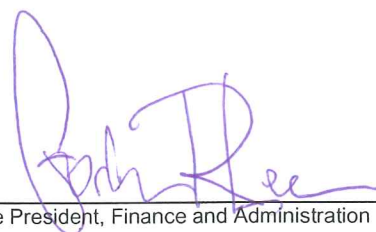
Contractual obligations (Note 14)

Commitments and contingent liabilities (Note 15)

See accompanying notes to financial statements.

Approved on behalf of the Board:

  
Chair

  
Vice President, Finance and Administration

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Operations

(in '000s)

Year ended March 31, 2014, with comparative information for 2013

		Budget (Note 2(j))	2014	2013
Revenue:				
Province of British Columbia grants	(Note 9)	\$ 70,014	\$ 72,109	\$ 72,753
Other grants	(Note 9)	2,191	1,983	1,609
Tuition and student fees		55,272	58,416	53,589
Ancillary services		9,035	8,039	8,191
Other revenue		6,600	5,067	4,621
Amortization of deferred capital contributions	(Note 10)	5,105	5,097	4,860
		148,217	150,711	145,623
Expenses:				
Instruction and instructional support	(Note 17)	133,868	136,657	129,001
Ancillary operations		8,057	8,013	8,630
Externally sponsored activity		2,664	2,352	1,918
Research activity		3,603	3,618	3,317
		148,192	150,640	142,866
Annual surplus before restricted funding		25	71	2,757
Restricted endowment contributions		-	-	317
Annual surplus		25	71	3,074
Accumulated operating surplus, beginning of year		77,345	77,345	74,271
Accumulated operating surplus, end of year		\$ 77,370	\$ 77,416	\$ 77,345

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Changes in Net Debt

(in '000s)

Year ended March 31, 2014, with comparative information for 2013

	Budget (Note 2(j))	2014	2013
Annual surplus	\$ 25	\$ 71	\$ 3,074
Acquisition of tangible capital assets	-	(10,582)	(11,098)
Amortization of tangible capital assets	11,000	10,432	9,858
	11,000	(150)	(1,240)
Restricted endowment contributions	-	-	(317)
Acquisition net of use of prepaid expense	-	(440)	228
Net remeasurement gains (losses)	-	(86)	319
Change in net debt	11,025	(605)	2,064
Net debt, beginning of year	(105,654)	(105,654)	(107,718)
Net debt, end of year	\$ (94,629)	\$ (106,259)	\$ (105,654)

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Cash Flows

(in '000s)

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 71	\$ 3,074
Items not involving cash:		
Amortization of tangible capital assets	10,432	9,858
Amortization of deferred capital contributions	(5,097)	(4,860)
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	1,193	(715)
Decrease (increase) in prepaid expenses	(440)	228
Increase in inventories for resale	(28)	(400)
Increase in accounts payable and accrued liabilities	1,957	1,485
Increase in deferred revenue	555	1,251
Increase in deferred contributions	916	1,159
Net change in cash from operating activities	9,559	11,080
Capital activities:		
Cash used to acquire tangible capital assets	(10,582)	(11,098)
Net change in cash from capital activities	(10,582)	(11,098)
Financing activities:		
Contributions received for tangible capital assets	4,573	834
Principal payments on capital lease obligations	(35)	(64)
Net change in cash from financing activities	4,538	770
Investing activities:		
Decrease (increase) in investments	1,463	(2,813)
Increase in endowment investments	-	(317)
Net remeasurement gains (losses)	(86)	319
Net change in cash from financing activities	1,377	(2,811)
Net change in cash and cash equivalents	4,892	(2,059)
Cash and cash equivalents, beginning of year	20,535	22,594
Cash and cash equivalents, end of year	\$ 25,427	\$ 20,535

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Remeasurement Gains and Losses

(in '000s)

Year ended March 31, 2014, with comparative information for 2013

	2014	2013
Accumulated remeasurement gains, beginning of year	\$ 319	\$ -
Unrealized gains (losses) attributed to:		
Long term bonds	(377)	324
Securities	(31)	(3)
Foreign currency translation	(1)	(2)
Amounts reclassified to the Statement of Operations:		
Long term bonds	284	-
Securities	23	-
Foreign currency translation	16	
Net remeasurement gains (losses) for the year	(86)	319
Accumulated remeasurement gains, end of year	\$ 233	\$ 319

See accompanying notes to financial statements.



# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

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## 1. Authority and Purpose

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

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

## 2. Summary of significant accounting policies

### (a) Basis of accounting:

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

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

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

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

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

### (b) Cash and cash equivalents

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

### (c) Financial instruments

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

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

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

### (d) Inventories for resale

Inventories for resale, including new and used textbooks, course manuals, stationary, art supplies, clothing, crested and non-crested giftware are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated proceeds on sale less any costs to sell.

### (e) Non-financial assets

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

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

### (e) Non-financial assets (continued)

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

Asset	Basis	Rate
Buildings	Straight Line	40 years
Major renovations	Straight Line	10 years
Site improvements	Straight Line	10 years
Library holdings	Straight Line	10 years
Furniture and equipment	Straight Line	5 years
Vehicles	Straight Line	5 years

Assets under construction are not amortized until the asset is available for productive use.

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

### (ii) Leased tangible capital assets

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

### (f) Employee future benefits

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

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

### (g) Revenue recognition

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

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

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

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

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

### (h) Use of estimates

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

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

### (i) Foreign currency translation

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

### (j) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2013-2014 University Budget approved by the Board of Governors of Kwantlen Polytechnic University on April 3, 2013. The budget is reflected in the Statement of Operations and Accumulated Surplus and the Statement of Changes in Net Debt.

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

## 3. Cash and cash equivalents

	2014	2013
Cash	\$ 17,455	\$ 14,988
Cash equivalents	7,972	5,547
	<b>\$ 25,427</b>	<b>\$ 20,535</b>

## 4. Accounts receivable

	2014	2013
Accounts receivable	\$ 3,433	\$ 4,551
Allowance for doubtful accounts	(950)	(875)
	<b>\$ 2,483</b>	<b>\$ 3,676</b>

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

Included in accounts receivable	2014	2013
Provincial government	\$ 433	\$ 1,557
Other government	247	340
	<b>\$ 680</b>	<b>\$ 1,897</b>
Included in accounts payable and accrued liabilities	2014	2013
Provincial government	\$ 25	\$ 141
Other government	1	1,105
	<b>\$ 26</b>	<b>\$ 1,246</b>

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

## 6. Financial instruments

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

	2014	2013
Long term bonds	\$ 34,257	\$ 33,764
Securities	1,341	3,297
	35,598	37,061
Endowment Investments	2,817	2,817
Investments	\$ 32,781	\$ 34,244

All fixed income securities held at March 31, 2014 mature at various dates to December 2105 (2013 – December 2105) and bear interest rates varying from 1.75% - 7.9% (2013 – 1.90% - 7.22%).

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

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

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

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

## 7. Accounts payable and accrued liabilities

	2014	2013
Accounts payable and accrued liabilities	\$ 10,076	\$ 9,924
Salaries and wages payable	5,411	4,166
Accrued vacation payable	9,206	8,646
	\$ 24,693	\$ 22,736

## 8. Employee future benefits

### (a) Pension benefits:

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan, jointly trustee pension plans. The boards of trustees for these plans represent plan members and employers and are responsible for the management of the pension plan including investment of the assets and administration of benefits. The pension plans are multi-employer contributory pension plans. Basic pension benefits provided are based on a formula. The College Pension Plan has about 13,000 active members from senior administration and instructional staff and approximately 6,000 retired members. The Municipal Pension Plan has about 179,000 active members, with approximately 5,700 from colleges and special purpose, teaching universities.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2012 indicated a \$105 million funding deficit for basic pension benefits. The next valuation will be as at August 31, 2015 with results available in 2016. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015 with results available in 2016. Employers participating in the Plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plans record accrued liabilities and accrued assets for the Plans in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plans.

The University expensed \$7,836 for employer contributions to the Plans in the current year (2013 - \$7,259).

### (b) Maternity or parental leave:

The University provides supplemental employee benefits for faculty, staff, or administration on maternity or parental leave. For the duration of the leave, employees on maternity or parental leave receive a supplemental payment added to employment insurance benefits. Employer-paid benefits also continue to be paid on the employees' behalf. The University has expensed \$653 in the current year (2013 - \$688). As at March 31, 2014, the University has an obligation of \$406 (2013 - \$445), which has been included in salaries and wages payable.



# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

## 9. Deferred contributions

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

	2013	Amounts received	Amortized as revenue	2014
Provincial Grants	\$ -	\$ 69,578	\$ (69,578)	\$ -
Deferred contributions	2,055	3,561	(2,531)	3,085
Federal Grants	-	615	(615)	-
Deferred Contributions	419	421	(459)	381
Other sources				
Deferred contributions	471	833	(909)	395
Total	\$ 2,945	\$ 75,008	\$ (74,092)	\$ 3,861

## 10. Deferred capital contributions

	2013	Adjustment	Amounts received	Amortized as revenue	2014
Provincial	\$ 125,943	\$ (10)	\$ 2,463	\$ (4,820)	\$ 123,576
Federal	2,553	10	-	(111)	2,452
Other sources	2,272	-	2,110	(166)	4,216
Total	\$ 130,768	\$ -	\$ 4,573	\$ (5,097)	\$ 130,244

## 11. Obligations under capital lease

The University has entered into capital leases to finance computing equipment at an estimated cost of borrowing of 1.02% per annum. The principal and interest payments are as follows:

	2014	2013
2014	\$ -	\$ 36
2015	19	19
2016	8	8
2017	-	-
Total minimum lease payments	27	63
Less amounts representing interest	-	(1)
Present value of net minimum capital lease payments	\$ 27	\$ 62

Total interest on leases for the year was \$1 (2013 - \$4).

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

## 12. Tangible capital assets

	Land	Site improvements	Buildings	Major renovations	Furniture & equipment	Library holdings	Vehicles	Construction in progress	Total
2014 Cost									
Opening balance	\$ 20,040	\$ 941	\$ 195,226	\$ 10,675	\$ 46,151	\$ 6,164	\$ 45	\$ 41	\$ 279,283
Additions	-	-	425	3,363	2,616	689	-	3,489	10,582
Transfers to/(from) CIP	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-
Write-downs	-	-	-	-	-	-	-	-	-
Closing balance	20,040	941	195,651	14,038	48,767	6,853	45	3,530	289,865
2014 Accumulated amortization									
Opening balance	-	(803)	(57,879)	(772)	(37,293)	(3,603)	(40)	-	(100,390)
Amortization	-	(27)	(4,886)	(1,235)	(3,806)	(473)	(5)	-	(10,432)
Disposals	-	-	-	-	-	-	-	-	-
Closing balance	-	(830)	(62,765)	(2,007)	(41,099)	(4,076)	(45)	-	(110,822)
2014 Net book value	\$ 20,040	\$ 111	\$ 132,886	\$ 12,031	\$ 7,668	\$ 2,777	\$ -	\$ 3,530	\$ 179,043
2013 Net book value	\$ 20,040	\$ 138	\$ 137,347	\$ 9,903	\$ 8,858	\$ 2,561	\$ 5	\$ 41	\$ 178,893

### (a) Assets under construction:

Assets under construction having a value of \$3,530 (2013 - \$41) have not been amortized. Amortization of these assets will commence when the assets are put into service.

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

There is no write-down or reversal of any prior year write-down in the current year (2013 - nil).

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

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## 13. Financial risk management

The University has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

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

### (a) Credit risk

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

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

### (b) Market risk

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

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

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

### (c) Liquidity risk

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

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## 14. Contractual obligations

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

	2015	2016	2017	2018	2019
	\$ 2,618	\$ 944	\$ 171	\$ 67	\$ 63

## 15. Commitments and contingent liabilities

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

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

- (b) The University has committed to the building of the Chip and Shannon Wilson School of Design at the Richmond campus for the Faculty of Design. The University is to receive \$12,000 from Chip and Shannon Wilson and lululemon athletica Canada Inc. and provincial funding of up to \$12,000 in support of the project. The University has Board approval for a budget of \$12,000 as the University's contribution toward the project. The project, which has a total budget of \$36,000, is expected to be completed by December 31, 2015.
- (c) The University has entered into an agreement to purchase real estate to provide additional classroom space to meet future student demand with space being available in 2016/17. The University will be funding the project at a budget of \$19,555.
- (d) The University Board has approved a Brewery and Brewery Operations program that requires equipment and a lab facility with a budget up to \$2,372. Related commitments at March 31, 2014 total \$128. The Brewery program will be starting September 2014.
- (e) The University has the ability to draw on a line of credit of \$7,000 (2013 - \$7,000). As at March 31, 2014, the University has not utilized the available line of credit.

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

## 16. Accumulated surplus

Accumulated surplus consists of individual fund surplus/ (deficit) and reserve fund balances:

	2014	2013
Operating fund	\$ 584	\$ 579
Operating contingency fund	8,000	7,500
Vacation accrual fund	(9,206)	(8,646)
Ancillary fund	8,401	7,970
Special purpose fund	9,347	10,593
Endowment fund	2,817	2,817
Capital fund	57,706	56,851
	<b>\$ 77,649</b>	<b>\$ 77,664</b>

## 17. Expenses by object

The following is a summary of expenses by object:

	Instruction and instructional support	Ancillary	Externally sponsored activity	Research	2014
Salaries and benefits	\$ 106,242	\$ 1,877	\$ 879	\$ 2,343	\$ 111,341
Travel and professional development	2,407	23	129	440	2,999
Supplies	3,371	106	270	155	3,902
Student awards and bursaries	71	-	182	-	253
Fees and services	6,831	719	766	264	8,580
Facilities	5,607	410	111	151	6,279
Cost of sales	-	4,615	-	-	4,615
Leases, property taxes, insurance	974	29	14	23	1,040
Amortization of tangible capital assets	9,956	234	-	242	10,432
Contributions to Kwantlen Polytechnic University Foundation	1,198	-	1	-	1,199
<b>Total</b>	<b>\$ 136,657</b>	<b>\$ 8,013</b>	<b>\$ 2,352</b>	<b>\$ 3,618</b>	<b>\$ 150,640</b>

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)  
(in '000s)

Year ended March 31, 2014

## 17. Expenses by object (continued)

	Instruction and instructional support	Ancillary	Externally sponsored activity	Research	2013
Salaries and benefits	\$ 99,515	\$ 1,939	\$ 728	\$ 2,168	\$ 104,350
Travel and professional development	2,291	29	164	334	2,818
Supplies	3,438	91	277	143	3,949
Student awards and bursaries	23	-	277	-	300
Fees and services	6,030	620	379	289	7,318
Facilities	6,379	398	69	123	6,969
Cost of sales	-	5,243	-	-	5,243
Leases, property taxes, insurance	806	32	17	15	870
Amortization of tangible capital assets	9,338	278	-	242	9,858
Contributions to Kwantlen Polytechnic University Foundation	1,181	-	7	3	1,191
Total	\$ 129,001	\$ 8,630	\$ 1,918	\$ 3,317	\$ 142,866



## Other Financial Information

**Kwantlen Polytechnic University**  
**Schedule of Other Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<b><u>Board Member Name</u></b>	<b><u>Position</u></b>	<b><u>Remuneration \$</u></b>	<b><u>Expenses \$</u></b>	<b><u>Total \$</u></b>
Ash, Kristan	Member, Board	\$ -	\$ -	\$ -
Bhatti, Harpreet	Member, Board	-	12	12
Bubber, Arvinder	Chancellor/Ex-Officio	-	662	662
Davis, Alan	President/ Ex-Officio	-	1,294	1,294
Dean, Geoff	Member, Board	-	965	965
Fulmer, Yuri	Member, Board	-	-	-
Ghahremani, Iman	Member, Board	-	1,268	1,268
Girodat, Christopher	Member, Board	-	2,894	2,894
Hoffman, Sandra	Member, Board	-	5,114	5,114
Hosein, Richard	Member, Board	-	-	-
King, Shane	Chair	-	1,379	1,379
Penland, Jared	Member, Board	-	-	-
Richter, Kim	Member, Board	-	1,098	1,098
Schoberg, Gord	Chair (to Aug 31/13)	-	5,104	5,104
Skakun, Lisa	Vice-Chair	-	-	-
Skinner, Launi	Member, Board	-	-	-
Standfield, Shira	Member, Board	-	-	-
Tung, Kenneth	Member, Board	-	2,479	2,479
Virk, Amrik	Vice Chair (to May 14/13)	-	-	-
<b>(A) Total Board Members</b>		<b>\$ -</b>	<b>\$ 22,268</b>	<b>\$ 22,268</b>



**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Abbott, Francis	History Instructor	83,643	1,089	84,731
Abiew, Francis	Political Science Instructor	89,661	132	89,793
Adams, Michael	Chemistry Instructor	86,499	4,100	90,599
Adebayo, Dada	Psychology Instructor	90,975	145	91,120
Agostino, Cosimo	Fashion Design Degree Instructor	89,784	550	90,334
Aguilera, Laura	Learning Specialist	93,909	5,979	99,888
Ahluwalia, Seema	Sociology Instructor	89,661	2,705	92,366
Akbar, Mohammad	School of Business Instructor	98,821	6,151	104,972
Alger, Martha	Learning Strategist, Learning Centre	89,622	1,024	90,646
Ali, Khairunnisa	Co-op Instructor	88,785	1,631	90,417
Allen, Tom	Criminology Instructor	88,439	1,183	89,622
Alva Dimas, Alejandra	Student Recruitment Coordinator	50,287	25,114	75,401
Amlani, Aym	School of Business Instructor	89,506	1,953	91,460
Anderson, Bradley	School of Business Instructor	89,496	7,763	97,259
Anderson, Kent	Fine Arts Instructor	89,496	-	89,496
Andrews, Wayne	Carpentry Instructor	89,496	1,264	90,760
Androsiuk, Mary	Fashion Design Degree Instructor	89,231	1,346	90,578
Arguello, Ariana	Divisional Business Manager, International	71,212	5,861	77,074
Asano, Lisbeth	English Language Studies Instructor	89,731	2,482	92,213
Au, Jennifer	Chemistry Instructor	87,910	591	88,501
Auton-Cuff, Faith	Educational Studies Instructor	87,910	132	88,042
Bailey, Bruce	Counsellor	89,661	599	90,259
Ball, Robert	Manager of User Support	89,393	8,775	98,168
Barencott, Dorothy	Fine Arts Instructor	76,944	8,244	85,189
Barnett, Carol	Horticulture Instructor	79,427	2,265	81,692
Barthelemy, William	Philosophy Instructor	125,476	100	125,576
Bartlett, Andrew	English Instructor	92,682	1,450	94,132
Basil, Robert	School of Business Instructor	94,262	535	94,797
Bassani, Cherylynn	Criminology Contract Instructor	75,601	-	75,601
Beaton, Jim	Academic and Career Preparation Instructor	89,496	-	89,496
Beck, Terry	Special Advisor	105,403	40,222	145,625
Begalka, Aimee	Academic and Career Preparation Instructor	89,561	711	90,272
Bell, Arleigh	Nursing Instructor	88,785	6,395	95,180
Belter, Wendy	Counsellor	89,673	5,085	94,759
Benevides, Judith	School of Business Instructor	87,910	475	88,385
Benn, Lynette	Director, Student Development & Success	101,636	12,247	113,884
Bennett, Patrick	Interdisciplinary Design Studies Instructor	89,496	-	89,496
Benwick, Robert	School of Business Instructor	89,150	-	89,150
Berg, Terrance	Academic and Career Preparation Instructor	88,785	2,979	91,764
Bernstein, Daniel	Psychology Instructor	96,959	5,486	102,445
Best, Keith	Bachelor of Psychiatric Nursing Program Instructor	88,146	-	88,146
Bhagat, Meena	School of Business Instructor	89,496	9,179	98,675
Bhatt, Gira	Psychology Instructor	98,656	15,377	114,033
Bicep, Judith	Math Instructor	83,638	689	84,328
Bickell, M.	School of Business Instructor	87,910	2,892	90,802
Bigsby, Kathleen	Director, Institutional Analysis & Planning	114,807	2,772	117,579
Birch, Leslee	Executive Assistant, Research & Scholarship	70,467	17,193	87,661
Birner, Ulrieke	School of Business Instructor	89,496	152	89,648
Blenkhorn, Deborah	English Instructor	89,661	-	89,661
Blizard, Lida	Nursing Instructor	87,910	2,424	90,333
Boboricken, Tanya	Academic and Career Preparation Instructor	88,785	544	89,329
Bock, Catherine	Nursing Instructor	89,496	943	90,439
Boni, Mary	Acting Associate Dean, Faculty of Design	88,207	2,595	90,803
Bourgeois, Helen	English Language Studies Instructor	89,405	100	89,505
Bourgeois, Verne	Philosophy Instructor	89,315	275	89,590
Boyce, Joan	Nursing Instructor	89,150	-	89,150
Boyd, Shelley	English Instructor	86,837	6,434	93,272
Boydell, Carroll	Criminology Instructor	79,471	-	79,471
Boylan, John	Associate Registrar, Student Financial Services	89,246	10,654	99,901
Braaksma, Anita	School of Business Instructor	88,785	2,363	91,148
Broderick, George	School of Business Instructor	89,661	1,992	91,653
Brooks, Ian	Academic and Career Preparation Instructor	89,213	-	89,213
Brown, Dan	Manager, Physical Plant	91,476	3,608	95,084

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Brown, John	Manager, Accounting Services	80,208	9,993	90,201
Browne, Patricia	School of Business Instructor	89,496	173	89,669
Brush, Gene	Academic and Career Preparation Instructor	89,496	1,457	90,953
Buirs, Betty Anne	English Instructor	89,661	100	89,761
Burgess, William	Geography Instructor	90,537	719	91,256
Burns, Christine	Librarian	89,571	1,879	91,451
Burns, David	Educational Studies Instructor	90,486	3,429	93,914
Burns, Patrick	Horticulture Instructor	81,473	436	81,909
Burnstein, Cheryl	Nursing Instructor	88,785	4,709	93,494
Calao, Carlos	School of Business Instructor	98,822	1,276	100,098
Caldwell, Nancy	School of Business Instructor	89,912	1,967	91,878
Calla, Shirley	Fashion Design Degree Instructor	92,785	6,340	99,126
Callaghan, Fergal	Physics Instructor	87,910	407	88,317
Cannon, Roger	Electrical Instructor	89,668	1,754	91,422
Cato, Donna	Collaborative Nursing Instructor	89,496	4,334	93,830
Chamberlain, Norman	Electrical Instructor	91,162	2,584	93,746
Chan, Gregory	English Instructor	84,887	1,600	86,487
Chanyungco, Teresa	Director, University Space	102,242	6,041	108,283
Charlton, Steven	Psychology Instructor	77,593	100	77,693
Cheema, Chamkaur	School of Business Instructor	98,821	575	99,395
Chen, Jyh-Yaw	School of Business Instructor	89,598	257	89,855
Chevrier, Peter	Director Enrollment Planning & Technology	104,713	1,176	105,889
Chia, Jacqueline	School of Business Instructor	93,814	1,201	95,015
Chin, Kenward	School of Business Instructor	89,661	165	89,826
Chmilar, Marlene	Graduate Nursing Instructor	89,498	3,697	93,195
Chong, Jane	School of Business Instructor	89,496	1,689	91,185
Chow, Bob	School of Business Instructor	94,413	1,151	95,564
Christensen, Erling	Sociology Instructor	89,975	100	90,075
Christon-Quao, Percy	School of Business Instructor	89,150	93	89,243
Chun, Henry	Network Administrator	74,115	6,664	80,779
Clancy, Laurie	Divisional Business Manager, School of Business	89,630	8,184	97,814
Clarival, Olivier	French Instructor	89,663	861	90,525
Claxton, Leona	Graduate Nursing Instructor	89,110	4,772	93,882
Cody, Bernett	English Instructor	89,496	64	89,560
Coombes, Michael	Physics Instructor	87,910	100	88,010
Crisp, Dianne	Psychology Instructor	97,438	473	97,911
Crockett, Robert	School of Business Instructor	90,017	3,290	93,306
Crothers, Simon	School of Business Instructor	79,220	1,507	80,727
Cserepes, Dana	Fine Arts Instructor	88,785	828	89,614
Culham, Eugenia	School of Business Instructor	87,694	2,045	89,740
Cunnin, Elizabeth	Horticulture Instructor	89,802	4,157	93,958
Dadson, Susanne	Director, Services for Students with Disabilities	100,299	9,081	109,380
Dahl, A.	Learning Specialist	89,496	5,069	94,565
Dale, Denise	Librarian	89,661	608	90,268
Daley, Joanna	English Language Studies Instructor	90,014	65	90,079
Dallas, Laura	School of Business Instructor	82,639	1,032	83,671
Damon, Margaret	Graphic Design for Marketing Instructor	88,785	-	88,785
Daniels, Caroline	Librarian	89,661	809	90,470
Dastur, Farhad	Psychology Instructor	99,229	9,010	108,240
Davidson, David	Associate Dean, Horticulture	120,669	6,437	127,107
Davis, Alan	President	212,483	80,667	293,151
Davis, Robert	Millwright Instructor	89,496	182	89,678
Davison, Ann Marie	Biology Instructor	88,012	4,630	92,642
De Boer, Monica	Biology Instructor	90,760	136	90,896
de Silva, Moira	English Language Studies Instructor	89,700	-	89,700
Dean, Geoffrey	Academic and Career Preparation Instructor	87,910	2,302	90,212
Dearle, Gillian	English Instructor	89,492	123	89,616
Dearle, Robert	English Instructor	75,268	100	75,368
DeGroot, Judith	Health Care Assistant Program Instructor	89,496	1,766	91,262
Deisman, Wade	Criminology Instructor	90,283	-	90,283
Deresh, Carla	Human Resources Consultant	82,751	9,872	92,623
Detwiler, Laurie	Counsellor	82,605	6,420	89,025
Dhesi, Harjit	Bachelor of Psychiatric Nursing Program Instructor	89,661	9,839	99,500

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Diaz, Alexander	Fashion Design Degree Instructor	86,662	100	86,762
Dieckmann, Heidi	School of Business Instructor	84,408	3,150	87,558
Ditchburn, Amy	Divisional Business Manager, Trades & Technology	98,628	8,693	107,321
Djokic, Mirela	Librarian	80,044	3,872	83,916
Dobud, Pablo	Manager, Occupational Health & Safety	102,109	7,009	109,118
Doolan, Jeffrey	Plumbing Instructor	89,509	55	89,564
Dooley, Stephen	Sociology Instructor	119,305	12,397	131,701
Doyle, Kegan	English Instructor	90,261	858	91,119
Doyle, Rose	Nursing Instructor	89,496	3,464	92,960
Drysdale, Dean	School of Business Instructor	81,638	-	81,638
Dube, Catherine	Director, Student Risk & Judicial Affairs	102,242	8,731	110,973
Duff, Nancy	Fine Arts Instructor	80,041	-	80,041
Duffy, Patrick	Chemistry Instructor	88,789	-	88,789
Dunn, Deborah	Nursing Instructor	88,787	2,641	91,429
Dyer, Jason	Associate VP, Research	125,384	18,101	143,485
Eigenfeldt, Catriona	School of Business Instructor	90,181	697	90,878
Erickson, Shawn	Director, Co-op Education and Career Services	103,393	1,840	105,233
Fallick, Arthur	Director, Sustainable Urban Systems	122,339	2,394	124,734
Fawcett, Daniel	School of Business Instructor	91,222	100	91,322
Fee, Elizabeth	Deputy-Provost & Associate VP Academic	149,915	14,120	164,036
Fengstad, David	Appliance Servicing Instructor	87,910	-	87,910
Fenske, Wayne	Philosophy Instructor	109,236	100	109,336
Ferreras, Salvador	Provost & VP Academic	93,167	19,842	113,009
Findler, Patrick	Philosophy Instructor	89,661	-	89,661
Fletcher, Douglas	School of Business Instructor	96,410	1,373	97,783
Foyle, Sibeal	Fine Arts Instructor	89,496	650	90,146
Freeman, Trudy	Dean, Community & Health	124,508	21,080	145,588
Froc, David	Psychology Instructor	108,648	1,600	110,248
Frohn-Nielsen, Thor	History Instructor	89,661	1,518	91,178
Frymire, Angela	School of Business Instructor	92,914	-	92,914
Fuhr, Robert	History Instructor	88,785	850	89,635
Fung, Maggie	Chief Information Officer	136,316	11,822	148,137
Gagne, Lucie	Interior Design Instructor	89,572	18,331	107,903
Gagnon, Nathalie	Criminology Instructor	89,496	1,934	91,430
Galea, Pamela	School of Business Instructor	88,570	700	89,270
Gall, Jeremy	Low Voltage Wiring Instructor	75,170	821	75,991
Gal-Or, Noemi	Political Science Instructor	80,041	3,589	83,630
Geddert, Melody	English Language Studies Instructor	89,881	1,105	90,986
Gelineau, Robert	Fine Arts Instructor	89,723	100	89,823
Gocer, Izgy	Counsellor	89,496	9,712	99,208
Gomes, Ana	Fine Arts Instructor	96,920	-	96,920
Goodine, Margaret	Manager, Learning Technology	88,227	4,044	92,271
Gooding, Elizabeth	English Instructor	89,661	100	89,761
Goodman, Aaron	Journalism Instructor	83,244	5,899	89,143
Gorval, Debbie	School of Business Instructor	80,762	366	81,128
Goundrey, Andhra	Fashion Design Degree Coordinator	87,910	821	88,731
Gowen, Scott	Director, Supply & Business Service	111,026	4,071	115,097
Gray, Harry	AVP, Administration	156,032	9,754	165,786
Graziano, Barbara	Director, External and Government Affairs	97,646	6,953	104,599
Green, Colin	History Instructor	90,018	5,284	95,302
Guay, Marc	Divisional Business Manager, Community & Health	85,718	5,062	90,781
Guild, Lorraine	Health Care Assistant Program Instructor	73,685	2,106	75,791
Guirguis, Mazen	Philosophy Instructor	89,496	381	89,877
Gurm, Balbir	Nursing Instructor	90,001	4,779	94,780
Hadfield, Janine	Graduate Nursing Instructor	90,661	283	90,944
Haggith, Kathleen	Associate Dean, ACA	128,921	13,615	142,536
Halliday, Jacquelyn	Nursing Instructor	95,890	112	96,002
Hamilton, Kevin	Psychology Instructor	89,496	2,053	91,549
Hamilton, Mark	Journalism Instructor	78,188	-	78,188
Hammill, Lin	Math Instructor	88,785	100	88,885
Han, Terry	School of Business Instructor	99,608	5,101	104,709
Hancock, Sheila	English Instructor	88,785	10,616	99,402
Hannas, Paula	Manager, User Support	90,600	1,178	91,778

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Hansen, Carol	Special Education Teacher Assistant Instructor	89,281	2,563	91,844
Harris, Gregory	Biology Instructor	89,496	478	89,974
Harrison, Heather	Philosophy Instructor	89,496	1,183	90,680
Harvey, David	School of Business Instructor	88,785	1,356	90,141
Hassan, Shereen	Criminology Instructor	98,821	-	98,821
Hassanlou, Ali	School of Business Instructor	103,307	-	103,307
Hawkins, Judith	Graduate Nursing Instructor	89,521	787	90,308
Hayes, Jack	History Instructor	89,528	2,429	91,957
Hayes, Jane	Music Instructor	90,561	567	91,128
Hazel, Judith	Nursing Instructor	74,771	1,032	75,803
Hearn, Karen	Executive Director, Facilities	123,633	15,515	139,148
Heinrick, Christina	Drafting Instructor	98,966	-	98,966
Hemsworth, Lesley	English Language Studies Instructor	89,690	1,628	91,318
Henderson, Deborah	Regional Innovation Chair	113,937	12,862	126,799
Henriksen, Rosemary	School of Business Instructor	89,496	3,474	92,971
Hensley, Robert	University Registrar	127,817	12,579	140,396
Henwood, Nadia	Associate Registrar, Admission, Graduation & Enrolment Services	75,428	4,472	79,900
Herbert, Ellis	Manager, Application Systems	100,043	12,637	112,680
Herrmann, Shari	School of Business Instructor	89,661	100	89,761
Heska, Linda	Director, Employee Relations	125,219	2,046	127,265
Heslop, Jacqueline	English Instructor	82,714	1,480	84,194
Hickinbottom, Sarah	Educational Studies Instructor	90,321	1,575	91,896
Hickman-Barr, Margare	English Instructor	88,439	100	88,539
Hill, Ellen	Manager, Human Resources & Benefits	102,077	1,136	103,214
Hills, Gail	Graduate Nursing Instructor	89,496	677	90,174
Hiltz, Robert	Welding Instructor	90,329	2,833	93,162
Hlus, Donald	Music Instructor	82,023	2,237	84,260
Ho, Philip	School of Business Instructor	89,661	100	89,761
Hobson, Jane	Biology Instructor	90,118	2,037	92,154
Hofstedt, Teresa	Math Instructor	88,785	100	88,885
Hoogbruin, Amandah	Nursing Instructor	91,371	3,687	95,058
Horne, Gerald	School of Business Instructor	91,074	235	91,309
Horner, Jessie	Criminology Instructor	92,872	671	93,543
Howes, Stephanie	Associate Dean, Community & Health	99,816	3,782	103,598
Huang, Hongyu	Project Leader	76,011	1,005	77,016
Hunter, Iain	Manager, Facilities Operations	88,442	2,028	90,470
Indurugalla, Deepani	Chemistry Instructor	88,962	3,358	92,319
Inglis, John	Math Instructor	91,161	100	91,261
Inglis, Karen	English Instructor	97,995	307	98,302
Ingre, David	School of Business Instructor	90,350	170	90,520
Innes, Val	Academic and Career Preparation Instructor	89,150	100	89,250
Ip, Pamela	School of Business Instructor	90,502	1,281	91,783
Ironside, Bruce	School of Business Instructor	89,776	476	90,252
Jankovic, Branka	English Language Studies Instructor	88,688	1,532	90,220
Jarvis, Jeremy	School of Business Instructor	89,661	1,773	91,434
Jazzi, Sepand	School of Business Instructor	88,785	3,990	92,776
Jeffrey, Wayne	Music Instructor	88,570	2,167	90,737
Jenion, Gregory	Criminology Instructor	89,777	750	90,527
Johnston, Tina	Health Care Assistant Program Instructor	87,910	-	87,910
Jokanovich, Roberta	Nursing Instructor	80,180	444	80,624
Jonas Vidovic, Petra	Criminology Instructor	89,155	-	89,155
Jones, Gary	Horticulture Instructor	81,638	100	81,738
Jones, Terri	Human Resources Consultant	85,118	3,153	88,271
Jovel, Francisco	Welding Instructor	89,660	-	89,660
Jovovic, Olivera	English Language Studies Instructor	92,182	90	92,272
Kaminski, June	Nursing Instructor	99,417	2,718	102,134
Kampschuur, Marc	School of Business Instructor	91,238	7,175	98,413
Karapanos, Alexandra	English Language Studies Instructor	92,701	1,275	93,976
Kargut, Sigrid	Librarian	89,661	121	89,782
Karsenti, Patrick	Spanish Instructor	90,386	646	91,033
Katz, Barbara	School of Business Instructor	90,353	797	91,150
Katz, Jonathan	Philosophy Instructor	89,445	-	89,445
Kaushal, Paul	Chemistry Instructor	89,150	100	89,250

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Kazymerchyk, Stanley	Horticulture Instructor	87,910	2,911	90,820
Keding, Udo	School of Business Instructor	89,301	-	89,301
Kennedy, Neil	English Instructor	79,330	-	79,330
Kennedy, Stephen	Drafting Instructor	87,599	233	87,832
Kerti, John	Senior Network Analyst	75,989	872	76,861
Kinney, Tracey	History Instructor	92,047	5,454	97,501
Kira, Susanne	English Language Studies Instructor	91,976	100	92,076
Kitt, Lisa	Criminology Instructor	113,776	4,348	118,124
Klassen, Sandi	University Secretary	73,496	4,181	77,677
Klimek, Connie	Nursing Instructor	88,785	444	89,229
Kloet, Shannon	Divisional Business Manager, Continuing & Professional Studies	70,434	6,257	76,691
Ko, Steve	English Language Studies Instructor	90,162	-	90,162
Koch, Susan	Health Care Assistant Program Instructor	75,945	487	76,432
Kolac, Jana	Physics Instructor	89,496	811	90,307
Korman, Laurette	School of Business Instructor	89,661	797	90,458
Koskinen, Paivi	Linguistics Instructor	89,661	650	90,311
Kozak, Romy	Associate Dean, Faculty of Arts	104,215	3,615	107,830
Krishnan, Parthiphan	Geography Instructor	91,044	99	91,143
Kroeker, Tess	Bachelor of Psychiatric Nursing Instructor	92,001	764	92,764
Kumar, Radhika	Health Unit Coordinator Instructor	66,033	9,600	75,633
Lagoutin, Raphael	Electrical Instructor	83,474	-	83,474
Laird, Ross	Creative Writing Instructor	91,743	2,019	93,762
Larsen, Kim	English Instructor	78,513	-	78,513
Lau, Keith	Associate Director, IET (App Systems)	112,825	7,469	120,294
Laverty, Gerard	Farrier Instructor	89,661	100	89,761
Law, Andy	School of Business Instructor	89,661	779	90,440
Le Grand, Richard	Psychology Instructor	92,161	398	92,558
Lecovin, Matthew	School of Business Instructor	88,900	2,956	91,856
Lee, Gordon	VP, Finance & Administration	180,614	46,256	226,870
Lee, Judy	Nursing Instructor	89,661	1,056	90,717
Lee, Sue Shu-Hsien	Academic and Career Preparation Instructor	88,785	-	88,785
Leigh, C. Paul	School of Business Instructor	89,661	1,784	91,444
Leitch, Sharon	Health Care Assistant Program Instructor	80,921	5,124	86,045
Leonard, Michael	School of Business Instructor	89,312	100	89,412
Leung, Christopher	School of Business Instructor	89,496	1,219	90,715
Leung, Edmund	Project Leader	74,470	2,324	76,794
Leung, Mou Kit	Fine Arts Instructor	89,496	1,600	91,096
Li, Pak Ki Jacky	School of Business Instructor	86,058	-	86,058
Li, Puqun	Philosophy Instructor	89,661	655	90,316
Lian, Minli	School of Business Instructor	87,910	6,654	94,564
Lichimo, Marie	School of Business Instructor	88,785	272	89,058
Ling, Arthur	English Language Studies Instructor	89,165	2,862	92,028
Liptrot, Sue	Collaborative Nursing Instructor	88,785	2,658	91,443
Liu, Alex	Math Instructor	89,924	100	90,024
Liu, Xin	Chemistry Instructor	89,661	5,620	95,280
Liu, Xing	School of Business Instructor	90,321	2,566	92,887
Lloyd, Michael	Welding Instructor	111,250	-	111,250
Lombard, Caren	School of Business Instructor	98,824	3,022	101,847
Loodu, Sarbjit	Divisional Business Manager, Faculty of Design	83,344	4,865	88,209
Lopes, Evandro	Psychology Instructor	90,012	-	90,012
Low, Ho Yee	School of Business Instructor	90,185	1,899	92,084
Lucas, Michaela	Philosophy Instructor	95,694	100	95,794
Luccock, Marcia	Bachelor of Psychiatric Nursing Program Instructor	89,496	243	89,740
Lylyk, Kathleen	Executive Director, Finance	142,780	7,019	149,799
Lyon, David	Criminology Instructor	89,899	425	90,324
Ma, Michael	Criminology Instructor	89,661	-	89,661
Ma, Praise	School of Business Instructor	88,785	1,162	89,947
Machado, Marcelo	School of Business Instructor	88,585	2,764	91,349
MacKenzie, Elizabeth	English Language Studies Instructor	85,346	-	85,346
MacKenzie, Leanne	Co-op Instructor	73,532	2,263	75,795
MacLean, Carla	Psychology Instructor	87,113	1,252	88,364
MacLean, Joan	School of Business Instructor	89,150	1,202	90,353
MacLeod, Colin	Math Instructor	89,496	100	89,596

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
MacTaggart, Alison	Fine Arts Instructor	89,496	90	89,586
Maggiore, Ronald	Vice Provost, Students	114,635	7,385	122,020
Malyon, Donna	Collaborative Nursing Instructor	89,061	987	90,048
Manton, Lynette	English Language Studies Instructor	90,204	100	90,304
Marasigan, John	Psychology Instructor	87,564	430	87,994
Marchuk, Ron	Horticulture Instructor	82,404	2,231	84,635
Marino, Franco	Criminology Instructor	89,199	1,007	90,206
Martin, John	Geography Instructor	89,661	1,092	90,753
Martin, Keith	Graphic Design for Marketing Instructor	78,323	-	78,323
Mason, Shawn	Nursing Instructor	89,456	740	90,196
Massey, Daryl	Drafting Instructor	74,531	2,293	76,824
Massey, Joanne	Drafting Instructor	89,496	52	89,548
Mathewson, Donald	Physics Instructor	91,976	3,710	95,686
Mathias, Louella	Director, Organizational Risk	99,031	3,448	102,479
Matic, Milana	English Language Studies Instructor	92,523	863	93,386
Matskiw, Christopher	Welding Instructor	88,468	-	88,468
Matsuba, Kyle	Psychology Instructor	102,100	31,530	133,630
May, Colleen	School of Business Instructor	89,496	3,991	93,487
May, Evelyn	Fashion Design Degree Instructor	80,205	11,173	91,378
Maydan, Catherine	School of Business Instructor	89,496	937	90,433
McAuley-Bax, Shauna	School of Business Instructor	76,474	100	76,574
McBride, Scott	Fine Arts Instructor	89,661	-	89,661
McCannell, Lesley	School of Business Instructor	87,910	1,256	89,166
McConill, Casey	Math Instructor	89,661	100	89,761
McDonald, Patricia	Biology Instructor	88,785	2,375	91,160
McDonald, Robert	Psychology Instructor	88,785	-	88,785
McEachern, Joan	School of Business Instructor	92,085	452	92,537
McGoff Dean, Colleen	Program Review Facilitator	90,268	1,508	91,776
McIlmoyle, Stuart	Associate VP, International	146,241	65,496	211,738
McLay, Shelley	Nursing Instructor	88,785	1,692	90,477
McLellan, Ann-Marie	Educational Studies Instructor	89,496	1,991	91,487
McNeil, Harry	Manager, Campus Security Operations	97,534	11,215	108,749
McPherson, Kathy	English Language Studies Instructor	89,891	-	89,891
McTavish, Bruce	School of Business Instructor	89,496	-	89,496
McVicker, Rada	Manager, Accounting Services	107,616	2,211	109,826
Messer, Ron	School of Business Instructor	87,910	1,066	88,975
Migliore, Sam	Anthropology Instructor	89,496	985	90,481
Miks, Edward	Carpentry Instructor	89,661	-	89,661
Millard, Gregory	Political Science Instructor	89,661	3,321	92,982
Milliken, Elizabeth	Operations Manager, Science & Math	83,593	34	83,627
Mills, Brooke	English Language Studies Instructor	91,562	332	91,894
Minhas, Gurjeet	Nursing Instructor	89,496	897	90,393
Mirfakhraie, Amir	Sociology Instructor	89,496	928	90,424
Mitchell, Joshua	Director, Student Engagement	107,232	12,402	119,634
Mitchell, Zena	Project Director, University Transitions	108,165	6,172	114,337
Mitchinson, Karen	Director, Counselling Services	87,278	8,750	96,028
Monchalin, Lisa	Criminology Instructor	82,785	5,465	88,249
Moniz, Ann	Director, Health & Community	98,459	4,028	102,487
Moore, Maureen	Manager, Records & Graduation	73,349	1,988	75,337
Morgan, Elly	Career Choices and Life Success Instructor	89,496	2,091	91,587
Morishita, Teresa	Access Programs for People with Disabilities Instructor	87,910	2,242	90,152
Morris, Janice	Academic and Career Preparation Instructor	88,785	100	88,885
Morris, Susan	Counsellor	88,785	3,293	92,078
Morrison, Ronald	School of Business Instructor	107,326	100	107,426
Morton, James	Bachelor of Psychiatric Nursing Instructor	95,121	3,508	98,628
Mroczek, Jolanta	English Language Studies Instructor	90,380	-	90,380
Mullinix, M. Kent	Director, Sustainable Horticulture and Food	130,703	26,906	157,609
Mundle, Todd	University Librarian	125,099	6,403	131,502
Munro, Christine	Manager, Supply Contracts	84,167	3,382	87,549
Murphy, Gerald	Academic and Career Preparation Instructor	89,445	245	89,690
Murphy, Julia	Anthropology Instructor	89,613	299	89,911
Murphy, Robert	Divisional Program Technician	78,677	-	78,677
Murray, Joel	Associate Dean, Faculty of Science & Horticulture	109,342	2,042	111,384

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Murray, Ronald	Electrical Instructor	87,910	809	88,719
Murray, Sarah	Psychology Instructor	88,785	458	89,243
Musil, Debbie	School of Business Instructor	88,666	797	89,463
Myette, Brian	Millwright Instructor	89,496	-	89,496
Nakano, Michelle	Horticulture Instructor	89,888	2,993	92,881
Nasir, Shoaib	School of Business Instructor	84,173	322	84,494
Nasitwitwi, Mungandi	Geography Instructor	89,771	100	89,871
Naugler, Diane	Associate Dean, Faculty of Arts	108,452	8,371	116,823
Nayar, Kamala	History Instructor	86,059	8,499	94,558
Nesbitt, Joan	Criminology Instructor	81,362	100	81,462
Neuhold, Bernie	School of Business Instructor	94,933	99	95,032
Nichols, Corrie	Nursing Instructor	89,661	7,499	97,160
Nickerson, William	Creative Writing Instructor	84,628	447	85,076
Nicolson-Church, LJe	Associate Dean, Community & Health	113,971	12,707	126,678
Nielson, Denise	English Language Studies Instructor	90,068	-	90,068
Niosi, Andrea	School of Business Instructor	82,015	-	82,015
Nishizawa, Sumiko	Japanese Instructor	88,785	5,104	93,889
Nolan, Kathy	Health & Benefits Consultant	73,601	3,853	77,454
Norris, Jeffrey	CAO & CEO - KPU Foundation	151,595	29,843	181,439
Novocelskii, Serguei	Math Instructor	76,750	100	76,850
Nyenhuis, Michael	Math Instructor	89,496	100	89,596
O'Brien, Patricia	Math Instructor	78,957	98	79,054
Ogden, Russel	Criminology Instructor	87,910	-	87,910
Ohler, Paul	English Instructor	95,343	2,250	97,593
O'Malley, Deborah	School of Business Instructor	88,785	-	88,785
O'Meara, Mark	School of Business Instructor	89,496	3,070	92,566
Ordish, Connie	Nursing Instructor	88,439	1,338	89,777
Ostrowski, Paul	English Instructor	89,496	-	89,496
Panabaker, James	English Instructor	88,785	-	88,785
Parmar, Jaspal	Pro-Tem Dean, ACA	100,871	1,957	102,828
Pearce, Suzanne	Chemistry Instructor	89,661	1,419	91,079
Pedersen, Cory	Psychology Instructor	118,133	849	118,982
Pegg, Brian	Anthropology Instructor	89,777	6,705	96,482
Pelton, James	Executive Director, Continuing & Professional Studies	91,674	16,705	108,379
Penhorwood, Janet	Librarian	79,297	1,417	80,715
Penner, Kurt	Student Life/Development Coordinator	89,496	4,664	94,160
Perera, Nishan	School of Business Instructor	89,661	1,917	91,578
Petersen, Karl	English Language Studies Instructor	90,103	-	90,103
Petrillo, Larissa	Anthropology Instructor	91,316	-	91,316
Phillips, Judith	Pro-Tem Dean, ACA	98,581	3,495	102,076
Phillips, Kevan	English Language Studies Instructor	91,192	-	91,192
Phillips, Susana	Psychology Instructor	88,785	925	89,710
Phipps, Laurie	School of Business Instructor	89,496	-	89,496
Pikios, Christina	English Language Studies Instructor	89,058	-	89,058
Podrouzek, Wayne	Psychology Instructor	110,281	24	110,305
Pollard, Lesley	Fashion Design Degree Instructor	93,240	100	93,340
Pona, Ihor	Design Strategist	89,150	951	90,101
Poon, Michael	Physics Instructor	87,408	793	88,200
Pope, Michael	Fashion Design Degree Instructor	90,129	-	90,129
Popovich, Alex	History Instructor	89,648	1,448	91,096
Pradhan, Dolagobinda	Geography Instructor	102,113	3,100	105,213
Purewal, Shinder	Political Science Instructor	89,661	-	89,661
Purvey, Diane	Dean, Faculty of Arts	128,454	26,390	154,843
Qu, Yanfeng	Modern Languages Instructor	87,910	2,942	90,852
Quist-Adade, Charles	Sociology Instructor	89,661	3,338	92,999
Radcliffe, Duane	Associate Dean, School of Business	126,385	2,963	129,348
Ramadan, Hisham	Criminology Instructor	89,661	402	90,063
Randeni, Gamini	Bachelor of Psychiatric Nursing Community & Health Instructor	90,782	2,641	93,423
Rankin, Graham	Math Instructor	89,573	3,675	93,248
Raza, Imran	School of Business Instructor	89,661	100	89,761
Reddick, Donald	School of Business Instructor	89,661	2,553	92,213
Rees, Ann	Journalism Instructor	92,200	-	92,200
Regan, Craig	Associate Director, Facilities Planning and Construction	102,242	4,163	106,405

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Reichl, Arleigh	Psychology Instructor	90,261	800	91,061
Reiser, Henry	Dean, Faculty of Trades & Technology	135,227	33,654	168,880
Reynolds, Annette	Sociology Instructor	89,496	203	89,699
Rhodenizer, Lawrence	Auto Service Technician Instructor	89,496	500	89,996
Ribkoff, Fred	English Instructor	89,661	100	89,761
Richard, Paul	Environmental Protection Instructor	89,496	512	90,008
Richmond, Alexandra	School of Business Instructor	89,837	698	90,535
Richter, Kimberly	School of Business Instructor	89,559	100	89,659
Rideout, Betty	Psychology Instructor	90,832	100	90,932
Ritchie, Leigh	Nursing Instructor	89,496	3,463	92,959
Robbins, Peter	Academic and Career Preparation Instructor	89,496	100	89,596
Roberts, Neil	School of Business Instructor	84,751	-	84,751
Roberts, Seiko	Japanese Instructor	85,366	1,780	87,147
Robertson, Carolyn	Acting Dean, Faculty of Design	123,575	28,508	152,083
Rogers, Linda	Librarian	88,785	-	88,785
Rohde, Sven	Plumbing Instructor	91,496	3,023	94,519
Rojas-Primus, Reya	Spanish Instructor	90,229	3,835	94,064
Rose, John	Geography Instructor	87,910	900	88,810
Ross, Ian	Criminology Instructor	89,281	-	89,281
Roth, Aaron	Lab Supervisor Horticulture & Equine	74,788	677	75,465
Royal, Wendy	English Language Studies Instructor	82,457	3,704	86,161
Rozell, Allyson	Math Instructor	79,625	374	80,000
Ruloff, Colin	Philosophy Instructor	89,661	900	90,560
Rumpel, Alan	Divisional Program Technician	87,390	-	87,390
Rumpeltes, Michael	Welding Instructor	89,496	-	89,496
Rushford, Robyn	Counsellor	87,910	3,088	90,998
Sacho, Brad	School of Business Instructor	98,864	1,202	100,067
Sadhra, Avtar	Math Instructor	91,571	100	91,671
Saint, Susan	English Language Studies Instructor	92,738	1,644	94,382
Saksman, Natalia	Manager, Capital Projects	84,515	3,025	87,540
Sale, David	School of Business Instructor	90,169	1,942	92,111
Salehpour, Sid	English Language Studies Instructor	79,444	-	79,444
Salter Menzo, Diane	Vice Provost, Teaching & Learning	117,640	49,914	167,554
Salumbre, Daniel	Database Administrator	76,283	1,145	77,428
Samra, Sukebinder	Associate Director, Technology Services	108,767	3,416	112,184
Samwald, Elaine	Librarian	89,496	1,532	91,029
Sandhu, Herraj	Graduate Nursing Instructor	87,910	1,206	89,116
Sangha, Anita	Co-op Instructor	74,724	2,348	77,072
Sato, Takashi	Physics Instructor	89,661	4,755	94,416
Saunders, Joanne	Executive Director, Marketing & Recruitment	107,009	13,421	120,430
Sawchuk, Allan	Geography Instructor	88,570	-	88,570
Scharff, Robert	School of Business Instructor	88,785	35	88,820
Schinnerl, Sandra	Director International Programming & Exchange	100,491	16,587	117,078
Schlamp, Kristine	Horticulture Instructor	83,953	235	84,188
Schoenberger, Sherry	Academic and Career Preparation Instructor	88,435	49	88,485
Schwichtenberg, Cathe	Graduate Nursing Instructor	120,601	3,964	124,565
Sears, Christopher	Academic and Career Preparation Instructor	88,785	100	88,885
Sen, Abhijit	School of Business Instructor	89,150	3,813	92,963
Seru, Renuka	Counsellor	89,496	1,232	90,728
Seto, Patricia	Manager, Student Recruitment	70,197	14,898	85,094
Shah, Syed Ashiq	Psychology Instructor	89,661	3,481	93,142
Shahidi, Jamshid	School of Business Instructor	89,150	2,479	91,629
Shandler, Lance	School of Business Instructor	89,320	175	89,495
Shantz, Jeffrey	Criminology Instructor	89,661	152	89,813
Shay, Ron	School of Business Instructor	93,036	-	93,036
Sheehan, Gerard	Auto Service Technician Instructor	89,496	997	90,493
Shepherd, John	School of Business Instructor	89,496	2,015	91,511
Sheppard, Gail	Graduate Nursing Instructor	89,496	3,707	93,203
Shivji, Salim	Senior Network Analyst	78,367	1,267	79,634
Shortridge, Lori	Nursing Instructor	230,321	637	230,958
Simon, Richard	School of Business Instructor	89,636	175	89,811
Simonsen, Dale	Graphic Design for Marketing Instructor	85,158	-	85,158
Singh, Rajinder	School of Business Instructor	88,566	385	88,950



**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Skolnick, Rhonda	Academic and Career Preparation Instructor	89,496	100	89,596
Smith, Jeannette	English Language Studies Instructor	89,354	100	89,454
Smith, Wendy	English Instructor	88,785	257	89,042
Smolkin, Doran	Philosophy Instructor	89,496	1,379	90,875
Snaith, Brenda	Interior Design Instructor	90,293	1,382	91,675
Soles, Nicola	Access Programs for People with Disabilities Instructor	89,496	1,666	91,162
Sprung, John	Drafting Instructor	89,559	1,258	90,817
St. Loe, Stephanie	Interior Design Instructor	78,177	-	78,177
Stadnyk, Pamela	Nursing Instructor	88,785	1,311	90,096
Stanwood, Ian	Academic and Career Preparation Instructor	90,186	-	90,186
Stark, Kenneth	Anthropology Instructor	89,661	899	90,560
Steele, Barbara	Human Resources Consultant	83,532	2,423	85,955
Stewart, Carol	School of Business Instructor	107,964	1,929	109,893
Stewart, Miriam	Nursing Instructor	97,988	2,221	100,209
Stokes, Warren	Associate Registrar, Records, Registration and Systems	109,264	6,562	115,826
Stratton, Sabine	Anthropology Instructor	90,096	897	90,993
Styles, Mark	English Language Studies Instructor	104,000	463	104,463
Sud, David	Chemistry Instructor	76,149	-	76,149
Suderman, Gail	Music Instructor	88,785	-	88,785
Sumal, Al	Welding Instructor	118,867	3,554	122,421
Sussmann, Andrea	Biology Instructor	88,785	-	88,785
Swail, Brian	English Instructor	88,781	-	88,781
Swanink, Melissa	English Language Studies Instructor	89,740	-	89,740
Sweeney, Sherilyn	Nursing Instructor	107,870	3,570	111,441
Symonds, Dianne	Nursing Instructor	89,281	2,791	92,072
Talbot, Ann	English Language Studies Instructor	90,469	96	90,565
Talwerdi, Mehdi	School of Business Instructor	90,546	-	90,546
Tao, Angela	Director, Financial Planning, Reporting and Assurance	112,840	3,189	116,028
Tebb, Richard	Dean, School of Business	123,995	18,479	142,474
Tehrani, Jamshid	School of Business Instructor	89,150	100	89,250
Thibodeau, T.	Nursing Instructor	89,661	1,197	90,858
Thiessen, Randal	English Language Studies Instructor	88,348	-	88,348
Thomas, Patricia	Biology Instructor	81,965	1,365	83,330
Thomas-Bruzzese, Barb	Access Programs for People with Disabilities Instructor	89,496	3,919	93,415
Thompson, Janet	Geography Instructor	89,049	100	89,149
Thompson, Susan	Psychology Instructor	90,098	-	90,098
Thorner, Thomas	History Instructor	90,096	850	90,946
Tien, Laurel	Nursing Instructor	179,569	2,357	181,926
Tiessen, Esther	School of Business Instructor	89,661	-	89,661
Tomiak, Kim	Learning Strategist	85,913	5,003	90,916
Tong, Chun Kuen Rick	School of Business Instructor	89,496	100	89,596
Torrance, Douglas	Biology Instructor	88,785	-	88,785
Tosetti, Elizabeth	English Language Studies Instructor	87,454	-	87,454
Tracey, Donald	School of Business Instructor	89,559	2,053	91,612
Tritchew, Panteli	School of Business Instructor	80,989	1,331	82,321
Tutlewski, Wiktor	School of Business Instructor	89,496	813	90,309
Tweed, Roger	Psychology Instructor	102,196	4,307	106,504
Tyndall, Paul	English Instructor	91,073	1,518	92,592
Vallee, Helen	School of Business Instructor	89,666	2,697	92,362
van de Voort, Colleen	Librarian	88,785	100	88,885
Van Steinburg, Terri	Career Choices and Life Success Instructor	87,910	-	87,910
Vaich, Sundeep	Bachelor of Psychiatric Nursing Community & Health Instructor	89,496	11,826	101,322
Verghese, George	Executive Director, Institute of Material Innovation	125,450	12,482	137,932
Verster, Jan	Math Instructor	90,361	1,070	91,430
Vidal, Claudio	Sociology Instructor	89,123	750	89,873
Vujovic, Sinisa	School of Business Instructor	92,628	100	92,728
Wade, Natalie	Public Safety Communications Instructor	89,496	556	90,052
Wallace, Keith	School of Business Instructor	86,662	331	86,992
Walsh, Diane	Academic and Career Preparation Instructor	89,661	346	90,007
Warren, Valerie	School of Business Instructor	90,191	4,839	95,031
Watson, Diane	English Instructor	88,785	100	88,885
Webster, Janet	Academic and Career Preparation Instructor	88,785	3,146	91,932
Weir, Bruce	School of Business Instructor	89,509	220	89,728

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2014**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Welton, Amanda	Operations Manager, Bookstore	85,045	4,994	90,039
Western, John	School of Business Instructor	89,894	1,241	91,135
Westgate, Thomas	Appliance Servicing Instructor	89,496	128	89,624
Whittemore, Joel	School of Business Instructor	90,702	1,338	92,040
Whittington-Walsh, Fi	Sociology Instructor	89,657	2,269	91,926
Wiebe, Douglas	Millwright Instructor	94,951	1,747	96,697
Williams, David	School of Business Instructor	87,910	90	87,999
Williams, Martyn	English Language Studies Instructor	91,156	717	91,873
Wilson, Christopher	School of Business Instructor	80,795	451	81,245
Wilson, Sherry	Biology Instructor	74,028	8,735	82,763
Wilton, Mary	Auto Parts Instructor	88,785	153	88,938
Wolf, Carla	Interdisciplinary Design Studies Instructor	84,323	-	84,323
Wong, Katherine	English Language Studies Instructor	89,095	1,749	90,843
Wong, Richard	School of Business Instructor	93,613	4,660	98,274
Wood, Lindsay	Co-op Instructor	73,420	9,017	82,437
Wood, Robert	School of Business Instructor	88,442	-	88,442
Woodcock, Linda	Librarian	89,496	3,252	92,749
Woodyard, Sylvia	Special Education Teacher Assistant Instructor	88,974	2,618	91,592
Worobec, Elizabeth	Dean, Science & Horticulture	127,861	12,365	140,227
Wrean, Shelley	General Counsel	147,576	7,089	154,664
Wrench, Danny	Academic and Career Preparation Instructor	89,659	-	89,659
Wu, Aihua	School of Business Instructor	90,656	234	90,890
Wu, Kira	Fine Arts Instructor	89,661	75	89,736
Wyntjes, Barbara	School of Business Instructor	89,496	1,287	90,783
Yoshida, Sara	Anthropology Instructor	87,910	585	88,495
Yuill, Garry	School of Business Instructor	90,186	978	91,164
Zamfirescu, Vasile	School of Business Instructor	89,315	-	89,315
Zhang, Guoren	School of Business Instructor	90,182	2,409	92,591
Zmudzka-Bajerski, Mal	Academic and Career Preparation Instructor	89,661	100	89,761
<b>Remuneration and expenses greater than \$75,000</b>		<b>55,028,846</b>	<b>1,905,458</b>	<b>56,934,304</b>
<b>Consolidated total of other employees with remuneration of \$75,000 or less</b>		<b>37,188,414</b>	<b>517,893</b>	<b>37,706,307</b>
<b>(B) Total Employees</b>		<b>92,217,259</b>	<b>2,423,351</b>	<b>94,640,610</b>

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2014**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
4th Utility Inc	136,762
Access Gas Services Inc.	204,511
Acklands-Grainger Inc	25,651
Acrodex	192,459
Advisory Board Company	50,602
Airgas Canada Inc	53,295
Alarmtron (BC) Ltd	33,998
Alder Auto Parts Ltd	42,056
All Round Home Improvements & Restorations Ltd	255,237
AltaGas Ltd	101,428
Alvis Tsui (FSS) Inc	116,147
AMJ Campbell Van Lines	128,155
Andrew Sheret Ltd	58,617
Angus One	31,190
Apple	167,802
Association of Universities & Colleges of Canada	78,663
BC Colleges	30,000
BC Event Management	120,387
BC Hydro	938,489
BC Pension Corporation	7,491,114
BCI Consulting Inc	32,330
BCNet Networking	434,649
Bepress	71,474
Big Kahuna Sport Co	49,762
British Airways	15,828
Burglar Busters Alarm & Security Ltd	26,063
CAE Healthcare Inc	32,178
Cambridge Press Ltd	144,824
Canada Post Corporation	62,699
Canadian Research Knowledge Network	272,483
Canpar Transport Ltd	37,453
Carswell	76,387
CBV Collection Services	45,684
CFBT FM The Beat 94.5 Radio	61,425
Cherwell Software Inc	35,575
Churchill Armoured Car Service	69,122
City of Langley	65,862
City of Richmond	25,289
City of Surrey	54,647
Clark Wilson LLP	38,342
Classtours Inc	66,279
Coast Welding Supplies & Rentals Ltd	40,840

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2014**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Cobra Lockmasters Ltd.	46,977
Coca-Cola Refreshments Canada Company	34,118
Colliers Maccaulay Nicolls Inc	29,400
Comar Electrical Services Ltd	257,801
Community Fire Prevention Ltd.	41,162
Compugen Inc	122,247
Conference Board of Canada	25,000
Corporate Express Canada Inc	95,817
Council of Prairie & Pacific University Libraries (COPPUL)	64,645
Coutts Library Services Limited	240,847
CSA Group	32,543
Cybex Systems Inc	126,478
Dell Canada	263,837
Diego Samper	29,100
Digital Postage on Call	105,000
Domain 7 Solutions Inc	33,882
DTM Systems Corporation	28,421
Dynamex	68,312
E. Mathers Bulldozing Co. Ltd	652,915
Ebsco Canada Ltd	148,841
Editions du Renouveau Pedagogique Inc	55,445
Educational Consulting Services Corp	37,159
EJM Construction Management Inc	98,421
Ellucian Company LP	165,104
Eltec Elevator Ltd	36,819
Emerald Travel Ltd	31,184
ESC Automation Inc	170,090
Fastsigns	86,271
Fisher Scientific Ltd	84,094
Follett Higher Education Group	61,510
FortisBC Energy Inc	134,460
Gartner Canada Co	40,686
Gaspard & Sons	66,780
GDI Services (Canada) LP	669,036
Gerry Enns Contracting Ltd	63,605
Guangson Consulting	131,166
Harris & Company	221,649
HEITBC	290,042
Heritage Office Furnishing	78,233
Hi Cube Storage Products	55,275
Hill-Rom	28,975
Holmes & Brakel (BC) Inc	260,107

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2014**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Horizon Landscape Contractors	261,978
HSBC Global Asset Management (Canada) Limited	46,187
Image X Media Inc	80,494
Imperial Parking Ltd	437,850
Industrial Alliance Insurance	38,050
Integrity Paahi Solutions Inc	33,914
ITC Systems	25,428
James Bush & Associates Ltd	33,584
JG Cranston & Associates	27,597
Jiacheng Overseas Immigration and Education Service Corp	31,543
John Wiley & Sons Canada Ltd	345,494
Johnson Controls Ltd V4020	426,182
JPT Sales Ltd	28,072
KDS Construction	203,354
Kendall/Hunt Publishing Co	25,579
Key Food Equipment Services Ltd	53,774
Key Innovations Inc	76,760
KPMB Architects	1,509,504
KPMG LLP	91,271
Kwantlen Polytechnic University Student Association	122,523
Lamar Transit Advertising Canada Ltd	202,426
Levelton Consultants Ltd	146,251
Litco Systems Inc	37,762
Livingston	77,280
Login Brothers Canada	150,450
Long & McQuade Limited	25,803
Lordco Parts Ltd	30,172
Macquarie Equipment Finance Ltd	154,256
Mann Construction Group Canada Ltd	154,081
Manulife Financial	5,248,878
Maxwell Floors (1980) Ltd	489,376
MBS Textbook Exchange Inc	115,413
McGraw Hill Ryerson Limited	261,200
Microserve	36,960
Microsoft Canada Inc.	77,910
Milani Drainage & Plumbing Supplies Ltd	54,060
Millennium Computer Systems Ltd	86,097
Minister of Finance	163,004
MNP LLP	184,920
Moneris	422,928
Morneau Shepell Ltd	109,440
Morton Clarke & Co Ltd	43,590

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2014**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
MPS	218,313
Myra Systems Corp	32,019
n.Wallace & Company Ltd	197,020
National Air Technologies	29,295
Nebraska Book Company Inc	80,868
Nelson Education Ltd.	627,186
NTI National Training Inc	51,520
Omicron Construction Ltd	2,337,184
Oracle Canada ULC	58,278
Oxford University Press Canada	150,770
Pacific Carbon Trust	69,589
Paladin Security Systems Ltd	834,606
Pearson Education Canada	1,096,383
Post Secondary Employers Association	28,203
Praxair Distribution	115,761
Printers Plus	94,946
Promo Plus Advertising Inc	32,833
ProQuest LLC	59,666
Queenswood Consulting Group	38,148
Raider-Hansen Inc	33,627
RAM Construction Ltd	131,366
Receiver General of Canada	4,191,934
Reco Decoration Group Inc	26,933
Remarkable Uniform, Mat & Towel Ltd	25,280
RFS Canada	138,013
Richelieu Building Specialties	31,710
Ricoh Canada Inc	404,238
RKMS Enterprises	26,914
Rogers Media, Inc	112,749
Ron Sons Torch Repairs & Sales Ltd	38,716
Royal Bank of Canada	66,888
Rubenstein RB Digital Ltd.	69,132
Scalar Decisions	70,937
Sharp Resurfacing Ltd	35,291
Sharp's Audio Visual Systems Integration Inc	147,921
Siemens Canada Limited	45,315
Simon Fraser University	258,948
SirsiDynix (US)	33,117
Sodexo	154,498
Specialty Blasting Ltd	43,679
Spicers Canada Limited	95,549
Squamish Nation Trades Centre	305,145

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2014**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Stantec Architecture	182,941
Super Save	87,944
Surrey Regional Economic Summit	36,750
TELUS Communications (BC) Inc	476,485
The Home Depot	46,717
Thomas Carey	34,602
Tobii Technology Inc	56,141
UCIPP	186,602
Unisource Canada Inc	268,174
University of the Fraser Valley	81,985
University of Toronto Press Inc	26,504
Virgin Radio 95.3 FM	51,240
VWR International, Ltd	53,802
Wesco Distribution-Canada Inc	91,681
Western Compensation & Benefits Consultants	31,402
Wilkinson Steel and Metals	74,688
Worksafe BC	276,939
WW Norton & Company Inc	47,842
<hr/>	
(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000	44,253,539
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less	6,682,260
(C) Consolidated total of contributions exceeding \$25,000	1,199,000
<b>Total Vendors</b>	<b><u><u>52,134,799</u></u></b>

**Kwantlen Polytechnic University  
Statement of Severance Agreements  
Fiscal Year Ending March 31, 2014**

There were 4 severance agreements under which payment commenced between Kwantlen Polytechnic University and its non-unionized employees during fiscal year 2013/14.

This agreement represents 49 months of compensation \*

\* Compensation means the agreements were determined based on salary.

Prepared under the Financial Information Regulation, Schedule 1, subsection 6(7)



**Kwantlen Polytechnic University**  
**Schedule of Long Term Debt**  
**Fiscal Year Ending March 31, 2014**

None to report.

Prepared under the Financial Information Regulation, Schedule 1, subsection 4.

**Kwantlen Polytechnic University**  
**Schedule of Guarantee and Indemnity Agreements**  
**Fiscal Year Ending March 31, 2014**

None to report.

Prepared under the Financial Information Regulation, Schedule 1, subsection 5.

**Kwantlen Polytechnic University**  
**Reconciliation to Financial Statements**  
**Fiscal Year Ending March 31, 2014**

**Expenses per Financial Statements**

Statement of Operations

**\$ 150,639,922**

**Public Bodies Report**

**Schedule of Remuneration and Expenses**

(A) Total: Members of the Board of Governors	\$	22,268
(B) Total: Employees		94,640,610

**Schedule of Payments to Suppliers for Goods and Services**

(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000		44,253,539
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less		6,682,260
(C) Consolidated total of contributions exceeding \$25,000		1,199,000
	\$	<u>146,797,678</u>

**Reconciling Items**

Increase in Capital Assets		(10,615,548)
Amortization of Capital Assets		10,433,020
Accruals		5,576,872
Prepays		(733,490)
Tax Recoveries and Changes to Other Balance Sheet Items		(1,073,862)
Student Awards Paid		255,252
	\$	<u>3,842,244</u>

**\$ 150,639,922**

***Financial Information Act***  
**Financial Information Regulation (FIR), Schedule 1**

**Statement of Financial Information (SOFI)**  
**Index to FIR Schedule 1 and the Checklist**

**Page 1: Corporation Information**

**Ministry Information**

**General: Section One**

- 1(1)(a) Statement of assets and liabilities
- 1(1)(b) Operational statement
- 1(1)(c) Schedule of debts
- 1(1)(d) Schedule of guarantee and indemnity agreements
- 1(1)(e) Schedule of employee remuneration and expenses
- 1(1)(f) Schedule of suppliers of goods and services
- 1(2) [Explanatory information for reference]
- 1(3) Statements prepared on a consolidated basis or for each fund
- 1(4) & (5) Notes to the statements and schedules in section 1(1)

**Page 2: Statement of Assets & Liabilities: Section Two**

- 2 Balance sheet
- Changes in equity and surplus or deficit

**Operational Statement: Section Three**

- 3(1) Statement of Income / Statement of Revenue and Expenditures
- Statement of Changes in Financial Position
- 3(2) & (3) Omission of Statement of Changes in Financial Position, with explanation
- 3(4) Requirement for community colleges, school districts and municipalities

**Statement of Debts: Section Four**

- 4(1)(a) & 4(2) List and detail the schedule of long-term debts
- 4(1)(b) Identify debts covered by sinking funds / reserves
- 4(3) & (4) Omission of schedule, with explanation

**Page 3: Schedule of Guarantee and Indemnity Agreements: Section Five**

- 5(1) List agreements under the Guarantees and Indemnities Regulation
- 5(2) State the entities and amounts involved
- 5(3) & (4) Omission of schedule, with explanation

**Page 3 & 4: Schedule of Remuneration and Expenses: Section Six**

- 6(1) [Definitions for reference]
- 6(2)(a) List remuneration / expenses for each elected official, member of board, Cabinet appointees
- 6(2)(b) List each employee with remuneration exceeding \$75,000, plus expenses
- 6(2)(c) Consolidated total for all employees with remuneration of \$75,000 or less
- 6(2)(d) Reconcile difference in total remuneration above with operational statement
- 6(3) Exclude personal information other than as required

**Page 3 & 4: Schedule of Remuneration and Expenses: Section Six (continued)**

- 6(4) & (5) [Explanatory information for reference]
- 6(6) Report employer portion of EI and CPP as a supplier payment
- 6(7)(a) & (b) Statement of severance agreements
- 6(8) Explain an omission of statement of severance agreements
- 6(9) [Statement of severance agreements to minister – not required unless requested]

**Page 4: Schedule of Suppliers of Goods or Services: Section Seven**

- 7(1)(a) List suppliers receiving payments exceeding \$25,000
- 7(1)(b) Consolidated total of all payments of \$25,000 or less
- 7(1)(c) Reconcile difference in total above with operational statement
- 7(2)(a) [Explanatory information for reference]
- 7(2)(b) Statement of payments of grants or contributions
- 7(2)(c) [Explanatory information for reference]

**Page 5: Inactive Corporations: Section Eight**

- 8(1) Ministry to report for inactive corporations
- 8(2)(a) Contents of report – statements and schedules under section 1(1) to extent possible
- 8(2)(b) Contents of report – operational status of corporation

**Approval of Financial Information: Section Nine**

- 9(1) Approval of SOFI for corporations (other than municipalities)
- 9(2) Approval of SOFI for municipalities
- 9(3) Management report
- 9(4) Management report must explain roles and responsibilities
- 9(5) Signature approval is for all contents of the SOFI

**Access to the Financial Information: Section Ten**

- 10(1) to (3) [Explanatory information for reference]

# Financial Information Regulation, Schedule 1

## Checklist – Statement of Financial Information (SOFI)

### For the Corporation:

Corporate Name: Kwantlen Polytechnic University Contact Name: Angela Tao

Fiscal Year End: March 31, 2014 Phone Number: 604-599-2239

Date Submitted: September 30, 2014 E-mail: Angela.Tao@kpu.ca

### For the Ministry:

Ministry Name: \_\_\_\_\_ Reviewer: \_\_\_\_\_

Date Received: \_\_\_\_\_ Deficiencies: Yes ☐ No ☐

Date Reviewed: \_\_\_\_\_ Deficiencies Addressed: Yes ☐ No ☐

Approved (SFO): \_\_\_\_\_ Further Action Taken: \_\_\_\_\_

Distribution: Legislative Library ☐ Ministry Retention ☐

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
<b>General</b>					
1 (1) (a)	Statement of assets and liabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (b)	Operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (1) (c)	Schedule of debts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attachment 4 (nil statement)
1 (1) (d)	Schedule of guarantee and indemnity agreements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attachment 5 (nil statement)
1 (1) (e)	Schedule of employee remuneration and expenses	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attachment 1
1 (1) (f)	Schedule of suppliers of goods and services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Attachment 2
1 (3)	Statements prepared on a consolidated basis or for each fund, as appropriate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
1 (4) 1 (5)	Notes to the financial statements for the statements and schedules listed above	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
<b>Statement of Assets &amp; Liabilities</b>					
2	<ul style="list-style-type: none"> <li>A balance sheet prepared in accordance with GAAP or stated accounting principles / policies, and</li> <li>Show changes in equity and surplus or deficit due to operations</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Operational Statement</b>					
3 (1)	Prepared in accordance with GAAP or stated accounting principles / policies and consists of: <ul style="list-style-type: none"> <li>a Statement of Income or Statement of Revenue and Expenditures, and</li> <li>a Statement of Changes in Financial Position</li> </ul>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3 (2) 3 (3)	<ul style="list-style-type: none"> <li>The Statement of Changes in Financial Position may be omitted if it provides no additional information</li> <li>The omission must be explained in the notes</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
3 (4)	Community colleges, school districts, and municipalities must prepare a Statement of Changes in Financial Position for the Capital Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Schedule of Debts</b>					
4 (1) (a) 4 (2)	List each long-term debt (secured by debentures, mortgages, bonds, etc.), stating the amount outstanding, the interest rate, and the maturity date	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4 (1) (b)	Identify debts covered by sinking funds or reserves and amounts in these accounts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
4 (3) 4 (4)	<ul style="list-style-type: none"> <li>The schedule may be omitted if addressed under section 2 or 5 and it provides no additional information</li> <li>The omission must be explained in a note to the schedule</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
<b>Schedule of Guarantee and Indemnity Agreements</b>					
5 (1)	List financial agreements that required government approval prior to being given (see Guarantees and Indemnities Regulation in FIA Guidance Package)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5 (2)	State the entities involved, and the specific amount involved if known	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
5 (3) 5 (4)	<ul style="list-style-type: none"> <li>The schedule may be omitted if addressed under section 2 or 4 and it provides no additional information</li> <li>The omission must be explained in a note to the schedule</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Schedule of Remuneration and Expenses</b> (See Guidance Package for suggested format)					
6 (2) (a)	List separately, by name and position, the total remuneration and the total expenses for each elected official, member of the board of directors, and employee appointed by Cabinet	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (b)	List alphabetically each employee whose total remuneration exceeds \$75,000 and the total expenses for each [excluding the persons listed under 6 (2) (a)]	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (c)	Include a consolidated total for employees whose remuneration is \$75,000 or less [excluding the persons listed under 6 (2) (a)]	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (2) (d)	Reconcile or explain any difference between total remuneration in this schedule and related information in the operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Financial Statements do not break out salaries from benefits, reconciliation to F/S done at 7(1)(c) on a consolidated basis.
6 (3)	Exclude personal information other than name, position, function or remuneration and expenses of employees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
<b>Schedule of Remuneration and Expenses</b> (See Guidance Package for suggested format)					
6 (6)	Report the employer portion of EI and CPP as a supplier payment to the Receiver General for Canada rather than as employee remuneration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (7) (a) 6 (7) (b)	Include a statement of severance agreements providing: <ul style="list-style-type: none"> <li>the number of severance agreements under which payment commenced in the fiscal year being reported on for non-union employees, and</li> <li>the range of equivalent months' compensation for them</li> </ul> (see Guidance Package for suggested format)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6 (8)	Provide the reason for omitting a statement of severance agreements in a note to the schedule of remuneration and expenses	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Schedule of Suppliers of Goods or Services</b> (See Guidance Package for suggested format)					
7 (1) (a)	List in alphabetical order all suppliers of goods and services who received aggregate payments exceeding \$25,000	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (1) (b)	Include a consolidated total of all payments to suppliers who received \$25,000 or less	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7 (1) (c)	Reconcile or explain any difference between the consolidated total and related figures in the operational statement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Financial Statements do not break out salaries from benefits, reconciliation to F/S done for both, refer to 6(2)(d)
7 (2) (b)	Include a statement of payments for the purposes of grants or contributions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Payments made to Kwantlen Foundation shown as a separate item (C) in the schedule

FIR Schedule 1 Section	Item	Yes	No	N/A	Comments
<b>Inactive Corporations</b>					
8 (1)	The ministry reports for the corporation if the corporation is not operating to the extent required to produce a SOFI	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8 (2) (a)	The ministry's report contains the statements and schedules required under section 1 (1), to the extent possible	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
8 (2) (b)	The ministry's report contains a statement of the operational status of the corporation (see Guidance Package regarding what to include)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Approval of Financial Information</b>					
9 (1)	Corporations other than municipalities – the SOFI is signed as approved by the board of directors or the governing body (see Guidance Package for example)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (2)	Municipalities – the SOFI is approved by its council and by the officer assigned responsibility for financial administration (see Guidance Package for example)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
9 (3)	A management report is included, signed by the head and chief financial officer, or by the municipal officer assigned responsibility for financial administration (see examples in annual report at <a href="http://www.gov.bc.ca/cas/popt/">http://www.gov.bc.ca/cas/popt/</a> )	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (4)	The management report explains the roles and responsibilities of the board of directors or governing body, audit committee, management, and the auditors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9 (5)	Signature approvals required in section 9 are for each of the statements and schedules of financial information, not just the financial statements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



## Board of Governors Regular Meeting

Agenda Item: # 10.2

Meeting Date: September 17, 2014

Presenter(s): Harpreet Bhatti / Kathy Lylyk

Agenda Item: KPU's Business and Travel Policy and Procedures

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	N/A
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**Board Committee Report:** The Board Finance & Audit Committee reviewed this Policy and its Procedures at its September 11, 2014 and forwarded them to the Board for information and possible input. Once the Board is satisfied with the documents the President will sign them and they will be posted to the University policy website.

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

1. **Following receipt of the University community comments (six-week period posted on policy blog), some revisions were made to address concerns brought forward.**
2. **President's University Executive Group have reviewed and approved to go forward to the next step.**
3. **The Board of Governors to review the final Business and Travel policy and procedure documents prior to the President's approval.**

**Context & Background:** With the transition to university status and with the growth of the university (in both students and employees), updated processes and procedures are required for the handling of travel and business expenses. The policy in place was established in 2001 and there have been significant changes in the travel sector which are currently not addressed. This policy and procedure forms part of the employee Code of Conduct currently under development.

**Resource Requirements:** N/A

**Implications / Risks:** The consequence of not updating/revising this policy is that the university is at risk of not providing the direction and controls for meeting our fiduciary responsibility.

**Consultations:** Extensive consultation has occurred as part of the policy development protocol.

**Attachments:** 1. Business and Travel Expense Policy



**Board of Governors Regular Meeting**

**Agenda Item: # 10.2**

**Meeting Date: September 17, 2014**

**Presenter(s): Harpreet Bhatti / Kathy Lylyk**

2. Business and Travel Expense Procedures

**Submitted by:** Gordon Lee and Kathy Lylyk

**Date submitted:** September 12, 2014



<b>Policy No.</b> <b>FM5 (E6)</b>	Original Effective Date	1995 02 14
<b>Approving Jurisdiction</b> President	Reviewed:	
<b>Signed By</b> The President	Revised:	2001 05 11
<b>Administrative Responsibility</b> Vice President Finance & Administration		

## **Business and Travel Expense Policy 14 09 01**

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### **A. CONTEXT AND PURPOSE**

The purpose of this policy and its related procedures are to:

1. Establish guidelines and framework for reimbursement of business & travel expenses on behalf of the university;
2. Define allowable uses of business & travel expenses;
3. Establish responsibility for approval of business & travel expenses reimbursements.

### **B. SCOPE AND LIMITS**

1. This policy covers the reimbursement of reasonable and accountable travel, hospitality and business expenses incurred while on authorized university business. This policy pertains to all employees of the university, and also extends to other individuals associated with the university and/or working on behalf of the university.

### **C. STATEMENT OF POLICY PRINCIPLES**

1. This policy applies to all funds administered by the university. Reimbursement of travel, hospitality and business expenses is based on reasonable and accountable expenses that are incurred for authorized university business. Exceptions to this policy may occur where a granting agency specifically indicates different regulations or where stated otherwise. Other exceptions to the policy & procedures must have written approval of the Vice-President, Finance & Administration or designate. All rates applicable to this policy are reflected in Appendices 1 and 2 which may be amended from time to time.
2. In order to receive reimbursement for expenses a claim form must be completed and signed by the claimant and approved by the person to whom the claimant reports to within the organization, or in the case of entertainment, one level higher than anyone in attendance at the function for which an expense is being claimed. If the individual that

the person reports to is not the signing authority of the Fund/Org, the signing authority's signature is required as well.

3. Expense claims are to be claimed on an approved University Expense Report Form no later than the month following the expenditure. At fiscal year-end (March 31), all expense claims must be submitted by the first week of April to Financial Services Department.
4. A complete and detailed explanation regarding the purpose of the expense must be provided. All claims must be supported by original receipts.

## **D. DEFINITIONS**

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

## **E. RELATED POLICIES & LEGISLATION**

E8 Purchasing  
E9 Signing Authority

## **F. RELATED PROCEDURES**

Business and Travel FM5 / E6  
Signing Authority E9  
Purchasing E8

## **G. POLICY HISTORY**

<b>Review Date</b>	<b>Revision Date</b>
2001 05 11	



<b>Procedure No.</b> <b>FM5 (E6)</b>	Original Effective Date	1995 02 14
<b>Approving Jurisdiction</b>  President	Reviewed:	
<b>Signed By</b>  President	Revised:	2001 05 11
<b>Administrative Responsibility</b>  Vice President Finance & Administration		

## Business and Travel Expense Procedures

14 09 01

### A. Preamble

The following procedures apply to all Kwantlen Polytechnic University (KPU) travel and business expenses, regardless of the source of funding, unless specifically indicated otherwise by the external sponsor contract or policy guidelines. If it is unclear which travel and business expense procedure applies, contact the Director, Financial Operations. Any exceptions to the policy or procedures in this document must be pre-approved by the Vice President Finance and Administration.

### B. Definitions

1. **Spending authorities:** Individuals who have been delegated financial and administrative responsibility for a fund/organization code and the signing authority to approve expenditures as defined in Signing Authority Policy BD011 (E.9) and related procedures and guidelines.
2. **One-over-one approval requirement:** Individuals claiming a payment to themselves or for their own benefit are expected to obtain a signature from their direct supervisor as well as an individual who has signing authority on the fund/organization paying for the expenditure, who may be the same individual. This is also a requirement for grantees where the grantee is also a claimant on their own fund (refer to Signing Authority Policy BD011 (E.9)).
3. **University-administered funds:** All funds that flow through the University's bank accounts, including grants, contract payments and funds held in trust.
4. **Hospitality or hosting:** The provision of food and beverages for social or recreational activities, events

and functions in support of the educational, research or service activities of the University.

5. **External client:** A guest, visitor, prospective employee or student, benefactor or stakeholder (spouses/partners/family members of University employees are not considered external guests).

## C. Travel

### 1. Travel Purpose and Preparation

- a. Consider alternatives to travel whenever possible. Video conferencing, teleconferencing and other methods are to be used where feasible to achieve cost savings and to mitigate the production of greenhouse emissions.
- b. Purpose for expenses incurred must relate to approved University business activities consistent with the mission of the University and must comply with University policies, contracts, professional standards, and Canadian and international laws. Departments or Faculties may have additional restrictions on travel and business expenses. These additional restrictions will be communicated and monitored by the respective departments or faculties.
- c. Domestic Travel
  - i. One-over-one pre-approval must be obtained for all business travel that is outside of the Metro Vancouver and Lower Mainland requiring an overnight accommodation. (Refer to [Section 2 \(b\)](#) for exceptions.)
  - ii. KPU Athletic Team travel must also be pre-approved and monitored by the Director of Athletics and Recreation.
- d. International Travel
  - i. International travel by the President must be pre-approved by the Board Chair.
  - ii. International travel plans, including annual international recruitment travel plans, must be pre-approved by the Provost and Vice President Academic, or the Vice President, Finance and Administration.
  - iii. In addition to approval of the annual international recruitment plan, international recruitment travel and activities must be pre-approved by the AVP International on a trip-by-trip or per semester basis.
  - iv. Planning for international travel must consider the potential hazards and risks posted on the Department of Foreign Affairs and International Trade Canada website. The Director, Organizational Risk is available for consultation.
  - v. International medical insurance coverage will be covered by the University on approved international travel. The University will not be held responsible for cost of any emergency medical aid on non-approved international travel. Refer to [Section 6 \(c\)](#).
- e. Reimbursement will be paid after approved travel has occurred for any out-of-pocket travel expenses. If required, an advance can be requested. (Refer to [Section G](#) on Advances.)

### 2. Accommodation

- a. Accommodation expenses are limited to reasonable amounts which normally will not exceed the rate of a single standard room. This rate will be referenced to the provincial government rates found at the BC Government Corporate Services and CAUBO websites. Any exceptions should be approved by the President or a Vice President and by the sponsor for externally-funded projects. Any additional charges for individuals who accompany the claimant, and are not on University



- business, do not qualify as allowable expenses.
- b. Overnight accommodation is reimbursable for claimants when travelling more than 100 km from their home campus. Exceptions to this are travel to Vancouver Island where return trips within the same day are not feasible. Any additional exceptions to this point must be pre-approved by the Vice President, Finance and Administration, or designate.
  - c. Private accommodation (i.e. staying with friends, colleagues, or family) may be reimbursed at the allowance rate per night as specified in [Appendix 1](#), Table 2. No receipts are required.

### **3. Meals**

- a. Meals during travel may be claimed only when the meals fall within the travel period. Meal expenses cannot be claimed where otherwise provided for, such as meals already included in conference fees, transportation carriers, hosts, or as a part of field or course work.
- b. Meal expenses cannot be claimed when travelling between KPU campuses or when working at a campus that is not their home campus.
- c. Meals for an individual other than the claimant will not be allowed unless the expense is approved as hospitality (see [Section E](#), Hospitality Expenses) in accordance with this Procedure. Group meals for employees travelling together may be paid for and claimed by the group member with the highest authority based on the organizational chart. If there are members of equal seniority in the group, any one person may pay and claim the expense.
- d. Meal expenses will be paid for the actual costs of food, *non-alcoholic* beverages, gratuities and taxes up to the allowable amounts specified in [Appendix 1](#), Table 1, either through submission of an expense claim or by KPU-issued purchase card (PCard). Amounts in excess of the maximum allowable rates will either not be paid by the University or will need to be reimbursed to the University if incurred by PCard.
- e. Receipts for meals must be itemized and, if for business purposes, must include purpose of the meal and the names of individuals whose meals are being claimed.
- f. Gratuities will be paid up to the maximum rate of the meal as prescribed in [Appendix 1](#), Table 2.
- g. Alcoholic beverages will not be reimbursed and must not be charged to a University PCard.

### **4. Transportation**

- a. Travel must be by the most direct and economic travel option, with due consideration to the effective use of the traveler's time. Acceptable travel modes include air, personal vehicle, vehicle rental, train, bus, and other forms of public transportation.
- b. **Personal vehicles**
  - i. Personal vehicle usage will be calculated and reimbursed as set out in [Appendix 1](#), Table 2, and [Appendix 2](#), up to a total which is not greater than the amount eligible under the Income Tax Act for tax-free reimbursement for the first 5,000 km of travel. A portion of the reimbursement for kilometres in excess of the calendar-year annual 5,000 km will be reported as a taxable benefit to the employee, as required by the Income Tax Act. Home to work and return travel (commuting) is not reimbursable.
  - ii. Inter-campus travel will be reimbursed based on the intercampus distances set out in [Appendix 2, Table 1](#).
  - iii. Insurance on personal vehicles is included in the mileage (per kilometre) reimbursement rate.
  - iv. Additional cost of insurance coverage on a personal vehicle for business purposes (including inter-campus travel) beyond to and from work is reimbursable at the

department's expense only where the frequency of use (as of the date of this procedure, six or more days per month) necessitates this coverage. For externally funded research projects, the expense is conditional on this being defined as an eligible expense by the funding agency.

**c. Rental vehicles**

- i. Rental vehicles are permitted to save time and reduce costs, not as a matter of personal convenience. Rentals must be economy-class, with intermediate or smaller size vehicles utilized unless four or more persons are travelling together or there is a need to transport a significant amount of work-required equipment or materials. Provincial government rates can be found at the BC Government Corporate Services and CAUBO websites for vehicle rentals.
- ii. University employees with a valid driver's license may operate a rental vehicle for conducting business on behalf of KPU. A rental contract that clearly shows the name of the driver is required for payment by the University. Exceptions to this must be pre-approved by the Director, Organizational Risk, and the Vice President, Finance and Administration.
- iii. Insurance on rental vehicles is to be arranged by obtaining a Collision Damage Waiver (CDW) from the rental vehicle agency with the lowest possible deductible. For areas outside Canada and the United States, the renter must ensure that liability coverage is included in the rental agreement. Any insurance coverage provided by use of a personal credit card is considered additional to the purchased collision coverage and is not to be relied upon as the sole insurance for the rental. Insurance for periods greater than 30 days is the responsibility of the employee and will be reimbursed. The Director, Organizational Risk can provide the name of KPU's current insurance broker, or employees may use one of their own choosing. If the vehicle is rented using CAUBO rates, please note that their rates include Liability Insurance at the Provincial minimum requirements in Canada and at the State legislative minimum requirements in the United States. In such instances you will not need to purchase additional CDW.

**d. Air travel**

- i. Economy Class air travel should utilize the most direct route, with due consideration to effective use of the traveler's time and is the standard for all employees. Exceptions to economy air fare must be pre-approved by the Vice President, Finance and Administration (e.g. medical or extenuating circumstances). Exceptions relating to the President must be approved by the Board Chair.
- ii. Where air travel purchased for non-employees (e.g., contractors, non-employee researchers, etc.) cannot be expensed to externally sponsored projects in advance of travel due to sponsor requirements, the sponsoring department may choose to expense it to their operating account immediately and then transfer the cost to the project after travel occurs and boarding passes are obtained. Documentation to meet external sponsor requirements must accompany the transfer request.
- iii. Air travel cancellation insurance is not reimbursable; however, the University will compensate the purchaser for the cost of cancelled or changed flights in the circumstances outlined in [Appendix 3](#).

- e. Other transportation expenses** such as parking, road tolls, ferries, taxis, airport shuttles and public transportation are allowable expenses while travelling on University business.

## **5. Flexibility for Travel Arrangements**

- a. Flexibility for travel arrangement, with prior approval from their supervising administrator or designate, may be provided to the traveler to:
  - i. Extend the duration of travel to take advantage of reduced airfare. In this case the University will pay the additional hotel and meal costs, provided that the extra costs do not exceed the demonstrated savings;
  - ii. Combine University travel and personal travel so long as incremental costs are paid by the traveler (refer to [Section 6 \(c\)](#));
  - iii. Accommodate documented medical reasons;
  - iv. Choose more expensive modes of transportation if the traveler pays the incremental costs with prior approval;
  - v. Utilize a personal vehicle for personal convenience: the University may reimburse actual costs (kilometres driven, meals, accommodation, etc.) for the travel, but not exceeding the lowest available priced airfare (refer to [Section 4 \(b\)\(i\)](#) for potential taxable impact);
- b. Evidence and calculation of savings and/or incremental costs is required with submission for payment of expenses. (Refer to [Section 7.7](#) for required supporting documentation). The University will only pay the lesser of:
  - i. Actual travel expenses; or
  - ii. An estimate of the minimum acceptable expenses that would have been incurred if the flexible travel arrangements outlined above were not made.

## **6. Insurance Coverage Related to University Business**

- a. Work Safe BC coverage may be applicable to employees who are injured while performing University business away from their normal place of work. Inquiries are to be directed to the Manager, Occupational Health and Safety.
- b. Health insurance for domestic travel is provided by the Medical Services Plan of British Columbia (MSP). The University's Group Extended Health Benefits Plans (EHB), Group Life Insurance and Optional Life Insurance, and Accidental Death and Dismemberment are applicable to eligible employees. It is the responsibility of the traveler to ensure the adequacy of their health insurance coverage based upon the specific circumstances of their travel. Information is available from the Human Resources Department.
- c. For international travel, the Medical Services Plan of British Columbia (MSP) may provide a certain level of health insurance coverage based upon the specific circumstances of the travel. In addition, the extended health care benefit of the University's group benefit plan will provide eligible employees with coverage for Emergency Travel Assistance and Out of Country coverage while travelling outside of British Columbia on University business, subject to the terms and conditions outlined in the group benefit contract.
- d. International coverage is for business travel for employees only. It does not provide coverage for vacation travel, nor does it cover dependents. Prior to commencing business travel outside of Canada, it is the responsibility of the traveler to ensure the adequacy of their health insurance coverage, based upon their unique and individual circumstances and eligibility coverage. It is important that the employee contact the Health and Benefits Team within Human Resource Services to obtain an Emergency Travel Assistance call number and a brochure which will outline benefit details, restrictions and limitations.
- e. General liability insurance (excluding automobile) is provided for bodily injury or property claims made by third parties against persons carrying out activities while engaged in University

business. Information is available from the Director, Organizational Risk.

- f. Equipment transportation insurance is the responsibility of the individual department. The University's insurance may be relied upon subject to a \$25,000-\$50,000 deductible that would be charged to the department in the event of a loss. Information is available from the Director, Organizational Risk.

#### **7. Incidental Travel Expenses**

- a. Dry cleaning and laundry are claimable after seven days of travel.
- b. Telephone calls, cell usages, mobile travel phone plan(s) or SIMM card, faxes and internet connectivity for business purposes when travelling are reimbursable. Employees are encouraged to use the cheapest alternatives available such as SKYPE, e-mails instead of faxes, and free wireless hot spots where available. Employees should not use their mobile phones for international calls or wireless internet service unless the employee has purchased the appropriate mobile phone travel plan. Except for emergency usage, such charges are the personal responsibility of employees. Employees that frequently travel internationally are encouraged to work with IET to determine the most cost-effective means of international connectivity.
- c. Other incidentals may be expensed where there is a business purpose for incurring the charge; such as immunizations incurred for foreign business travel as recommended by the Public Health Act of Canada, foreign visa requirements and entry and exit processing fees.

## **D. Business Expenses**

- 1. Where corporate programs (i.e. standing purchase orders) exist, these arrangements are to be utilized, and established processes are to be followed. This includes purchases relating to: office supplies, cell phones, computer equipment, furniture and fixtures, etc.
- 2. Political donations are not allowed. Political donations are payments to any registered political party (municipal, provincial, or federal), to any political candidate's campaign fund, or included as a component of a fee paid to attend an event such as community dinners. In addition, payments to lobbyists are not allowed.
- 3. Incidental charitable donations receipts obtained as a result of attending an externally hosted event must be filed with the related expense claim or PCard statement if the University will be paying for the charitable donation amount. By requesting payment, the claimant is no longer eligible to use the charitable donation receipt for personal income tax purposes.
- 4. Incidental prizes, greater than the nominal amount specified in [Appendix 1](#), Table 2, won as a result of attending an event where the cost of attending is paid by the University, must be reported with the related expense claim or PCard statement or otherwise communicated to Financial Services. The prize is the property of the University and must be turned over to the Office of Advancement.

5. **Gifts or Acknowledgements**

- a. University gifts for employees, students, speakers and guests are reimbursable only for recognition such as for retirements, achievements and similar purposes up to the maximum provided in [Appendix 1](#), Table 2. Exceptions require the approval of the President or a Vice President. (Refer also to Policy G.5.)
- b. Nominal gifts from the University, for employees, students, speakers and guests, provided infrequently and of minimal value (e.g., low-cost promotional objects, souvenirs with no significant cash value, etc.) are reimbursable.
- c. For externally funded projects, gifts are not generally eligible expenses.
- d. Employees are encouraged to voluntarily contribute to gifts or acknowledgements for fellow employees.

6. **Honouraria** are tokens of appreciation for participation in a university, educational, research, or public service activity or event. Often there is no expectation of remuneration and there is no contractual obligation to pay (i.e. the service would likely be provided whether or not there is payment). All payments for honouraria must be requested using the honouraria form with the appropriate approvals, must not exceed the maximum noted in [Appendix 1](#), Table 2. (Contact Director, Financial Operations for guidelines.)

7. **Incidental out-of-pocket purchases** (e.g. parking meters, interstate tolls, tips for hotel service attendants) made by employees on behalf of the University may be reimbursed by the expense claim process described herein and subject to the limitation noted in [Appendix 1](#) for claims without receipts.

## E. Hospitality expenses

- 1. Hospitality and entertainment charges incurred in support of the University's mission will be paid by the University provided the expenses are authorized, reasonable and appropriately documented.
  - a. Pre-approval is required for all hospitality expenses by the administrator or designate responsible for the department/division hosting the function; or, if the administrator is also in attendance, by the appropriate higher-level administrator (one-over-one approval).
  - b. Refreshments and meals during meetings involving only University employees are not normally considered a customary business expense. Exceptions must be pre-approved by the Dean or Director.
  - c. Maximum normal amount per person per event is provided in [Appendix 1](#). Exceptions require the approval of the VP, Finance and Administration.
  - d. External sponsors, departments and faculties may have additional restrictions on hospitality activities.
  - e. Purchase of alcohol, including when hosting external clients, will not be paid for by the University unless pre-approved by the Vice President, Finance and Administration, and, for on-campus events, also approved by the B.C. Liquor Control and Licensing Branch.
  - f. On-campus food service providers must be utilized for any on-campus business meetings. Exceptions are allowed when the on-campus providers are not able to meet the catering requirements.

## 2. Departmental Social Functions

- a. Employee social functions may generally be held by departments/divisions during the year outside of any university-wide social events (some of which are addressed in Policy G.5).
- b. Minimal impact on operational services of the University and fiscally responsible utilization of University resources should be ensured by the organizers of such events.
- c. Maximum normal amount per person per event is provided in [Appendix 1](#), Table 2.
- d. Prior approval for such functions must be obtained by the area Vice President and sanctioned at the discretion of the administrator or designate responsible for the department/division.
- e. Employees are encouraged to voluntarily fund, or contribute to, and organize departmental social functions.

## F. Non-reimbursable Expenses

1. Non-reimbursable expenses include, but are not limited to, the following:
  - a. Airfare purchased through a points program such as Air Miles;
  - b. Air travel cancellation insurance (see [Section 2.4.4.3](#) and [Appendix 3](#));
  - c. Alcohol either consumed or for gifting purposes;
  - d. Charitable donations (see [Section 3.3](#));
  - e. Collision costs for a personal vehicle where the employee is at fault see [Appendix 2](#), #7);
  - f. Costs of personal trips added to travel;
  - g. Costs resulting from failure to cancel a guaranteed reservation;
  - h. Expenses for partners, spouses or family members travelling with the claimant;
  - i. Fees and associated fees for immigrating to Canada;
  - j. Interest charges on credit cards due to late payment arising from late submission of claims for reimbursement;
  - k. Kennel costs for dogs and other pets;
  - l. Loss or damage of personal possessions while travelling;
  - m. Medical bills, prescriptions, etc., except for immunization costs incurred for foreign business travel as recommended by the Public Health Agency of Canada;
  - n. Passports and passport photographs;
  - o. Personal entertainment while travelling, including, but not limited to, visits to spa treatments, movie/live theatres, activity fees, etc.;
  - p. Political donations (see also [Section 3.2](#));
  - q. Raffle tickets and 50/50 draws; and,
  - r. Traffic and parking violations.

## G. Advances

1. An advance may be requested if an employee does not have a KPU PCard and the estimated trip is over \$500.00, or is travelling to areas where credit cards are not accepted. Exceptions must be approved by the Director, Financial Operations.

2. A completed Accountable Advance Form must be received in the Financial Services department up to two months or at least two weeks before the advance is required in order for an advance to be processed.
3. Signatures on the Accountable Advance Form must be obtained from the person travelling or incurring the expense and authorized by their immediate supervisor or designate as well as the signing authority of the fund/organization on a one-over-one approval basis.
4. Minimum amount for the issuance of an advance is specified in [Appendix 1](#), Table 2.
5. Advances must be accounted for by submission of an authorized Expense Report supported by original receipts and any unused balance refunded by personal cheque.
  - a. Advances must be settled by the earlier of:
    - i. Within 30 days from completion of travel or when expense was incurred, or
    - ii. By the fiscal year end (March 31) in which the travel was completed.
  - b. Overdue outstanding advances will result in no subsequent advances being approved until the advance has been settled in full. Deduction of the outstanding amount will be made from any future expenses submitted by the individual.
  - c. Outstanding advances in excess of one hundred and twenty (120) days will be charged by Financial Services to the Department which approved the advances. Any exceptions will be reviewed by the Director, financial Operations, on a case-by-case basis.

## H. Claim Preparation and Documentation

The following procedures apply to all University travel and business expenses, regardless of the source of funding, unless specifically indicated otherwise by the external sponsor contract or policy guidelines. If it is unclear which travel and business expense procedure applies, contact Financial Services. The designated Expense Report is available under Resources and Forms of All Kinds on the [our.kwantlen.ca](https://our.kwantlen.ca) SharePoint site.

1. Reasonable actual costs are the basis of reimbursement except where allowances are provided per [Appendix 1](#). If claimants exceed reasonable costs, only the reasonable portion is reimbursable.
2. After completing a trip, an approved Expense Report is required for out-of-town travel and is to include expenses already paid for (either by University-issued credit card or previously-paid Expense Report) and those to be reimbursed.
3. Supporting documentation such as the approved Travel Authorization Request form, proof of attendance (e.g., conference program, boarding pass, or hotel receipt) and receipts (including items paid in advance) must be submitted with Expense Report.
4. Claim submissions are due within 30 days of completing travel or incurring non-travel business expenses and must be submitted no later than March 31 of the fiscal year in which the travel was completed except for expenses incurred in March of the given fiscal year must be submitted by fiscal year-end cut-off date posted by Financial Services and will be reimbursed in April; however, the expenses will appear in the fiscal year financial results in which they were incurred. NOTE:



Reimbursement of expenses claimed for the prior fiscal year will be reviewed on a case-by-case basis by Financial Services and will only be reimbursed with the approval of the VP Finance and Administration. Expenses will not be paid if claim is submitted more than a year after being incurred.

5. Signature of the individual who incurred the expenses must be on the Expense Report.
6. Individuals may not claim the expenses of others unless there are specific circumstances where the person being reimbursed is not available to sign (e.g. Human Resource candidates, medical reasons, etc.). Same approval procedures apply in these situations (refer to [Section 8.0](#)).
7. Expenses related to in-town or short trips and non-travel business expenses should be accumulated and submitted at the end of each month.
8. Supporting documentation is required to be submitted with claims. It is the responsibility of the claimant to ensure that they can provide supportive evidence (e.g. detailed receipts) with their claims. Credit card receipts or photocopies will not be accepted for reimbursement.
  - a. Approved Travel Authorization Request form showing approval of travel prior to expenses being incurred is required with the Expense Report.
  - b. Original receipts with itemized charges are required to support claims.
    - i. Receipts for meals must be itemized and must include purpose of the meal and the names of the individuals whose meals are being claimed.
    - ii. Receipts for gift cards must specify the purpose and the activity for which the gift cards were purchased. For audit purposes, departments should maintain supporting documentation on who the gift cards were issued to and when.
  - c. Identification of people for whom business expenses were incurred, in addition to the claimant, must be included in the claim.
  - d. Flight itineraries, invoices and boarding passes (including printed electronic boarding passes) are to be submitted when completing the Expense Report.
  - e. Two online quotes (e.g. Expedia, Travelocity, etc.) from when the original booking was made are required when flexible travel arrangements ([Section 2.5](#)) are exercised. The lower of the two quotes will be used to determine the amount that will be reimbursed.
  - f. Detailed mobile device statements must be submitted for reimbursement if an employee has been authorized by their VP to use their personal mobile device, reimbursable up to current KPU basic monthly mobile rate. Contact IET for the most current basic monthly rate.
9. Expenses where receipts are not available or are lost may be eligible for reimbursement when a reasonable explanation is provided. For individual expenses without receipts exceeding the amount specified in [Appendix 1](#), Table 2, approval must be obtained from the VP, Finance and Administration before the claim can be processed.
10. Organization of receipts in the order of travel will expedite the process. To facilitate processing and reduce risk of receipts being lost, please tape small receipts to a sheet of plain paper when preparing the claim.
11. Foreign exchange rates used to convert receipts expressed in other currencies to the Canadian Dollar should be based on the Bank of Canada's monthly exchange rates. Alternatively, an exchange slip provided by a bank or currency exchange house; the exchange rate applied on a credit card



purchase; or historical exchange rates published by credible financial institutions may be used by the University to reimburse eligible expenses incurred in a foreign currency.

12. Non-employees (i.e., persons who are not being paid through the KPU payroll, such as students, Board members, guest speakers, or retired faculty members) do not have access to the Expense Reports. Knowledgeable representatives from the related department may assist non-employees in completing claims forms.

## **I. Approval**

1. Approval of the expense claim must be completed by the fund/organization signing authority or delegate to indicate that he/she has ensured the claim is complete, all receipts have been attached, and expenses claimed are legitimate. The President's claims must be approved by the Board Chair. Individuals authorizing claims are responsible for exercising judgment in applying the intent of this Policy, its Procedure and the requirements of external funding sponsors.
2. Any individual claiming a payment to themselves or for their own benefit must obtain a signature from their direct supervisor and an individual who has signing authority on the fund/organization paying for the expenditure, who may be the same individual. This is also a requirement for grantees where the grantee is also a claimant on their own fund.
3. Externally funded travel and business expenses may be subject to additional requirements as outlined by the grantor. Financial Services can provide further direction if required. For example, visiting researchers whose travel is paid from Tri-Council funding, must have claims approved by the Dean in addition to the fund/organization signing authority or delegate /Principal Investigator.

## **J. Processing**

1. Financial Services is responsible for the administration of this policy and procedure and is authorized to review any claim and obtain further clarification if necessary and make adjustments to amounts incorrectly calculated or recorded, prior to releasing payment. For items not specifically addressed, or for interpretation of this Policy or Procedure, clarification should be obtained from a Financial Services manager. Any exceptions to this Policy or Procedure must be obtained in advance from the VP, Finance and Administration.
2. Incomplete claims may either be returned to the claimant for completion in full or have questionable amounts deducted, with the net amount being paid and the claimant informed of the discrepancy, enabling the matters of concern to be resolved and resubmitted where appropriate.
3. Payments to employees are made electronically to the claimant's bank account, and email notification is provided to the claimant. It is the responsibility of the employee to ensure that KPU has the correct banking information.

## K. Related Policies, Procedures and Guidelines

E.8 Purchasing

E.9 Signing Authority

E.22 Travel Risk Reduction

G.5 Service Recognition

AD102 Administration and Control of Research and Special Funds

Human Resource Relocation Guide-lines

## L. PROCEDURES HISTORY

Reviewed	Revised
	2001 05 11

## Appendix 1

The following rates apply except in those circumstances where otherwise specified in a collective agreement or contract:

**Table 1: Allowable Meal Expenses (including tips and taxes) while on travel status ([Section C \(3\)\(d\)](#)):**

<i>Effective April 1, 2013</i>	Single Meal	Breakfast and Lunch	Lunch and Dinner	Dinner and Breakfast	Full Day
Breakfast	20.00				
Lunch	20.00				
Dinner	35.00				
<b>Total</b>	<b>75.00</b>	<b>40.00</b>	<b>55.00</b>	<b>55.00</b>	<b>75.00</b>

**Table 2: Other Expenses**

Reimbursement	Rates Effective April 1, 2013 (unless otherwise noted)
<b>Private Accommodation</b> (Procedure, <a href="#">Section C (2)(c)</a> ).	\$35.00/night Receipts not required
<b>Gratuities on Meals</b> (Procedure, <a href="#">Section C (3)(f)</a> ).	15% maximum
<b>Personal Vehicle Usage</b> (Procedure, <a href="#">Section C (4)(b)(i)</a> ).	\$0.50/kilometre Receipts not required <i>Effective April 1, 2008.</i>
<b>Incidental Prizes</b> (Procedure, <a href="#">Section D (4)</a> )	\$250.00 maximum Prizes over \$250.00 must be reported
<b>Gifts</b> (Procedure, <a href="#">Section D (5)(a)</a> ).	\$75.00 maximum <b>Exception:</b> Entertainment and gifts are ineligible on externally sponsored grants and contracts unless written sponsor approval has been provided.
<b>Honourarium</b> (Procedure, <a href="#">Section D(6)</a> ).	\$500.00 maximum
<b>Hospitality Expenses</b> (Procedure, <a href="#">Section E (1)(c)</a> ).	\$50.00/person, per event
<b>Departmental Social Functions</b> (Procedure, <a href="#">Section E (2)(c)</a> ).	\$25.00/person, per event
<b>Travel Advances</b> (Procedure, <a href="#">Section G (4)</a> ).	\$500.00 minimum

<b>Missing Receipts</b> (Procedure, <a href="#">Section H (9)</a> ).	\$50.00 Amounts greater than this require the approval of the VP Finance and Administration.
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## [Appendix 2](#)

### **Personal Vehicle and Mileage Reimbursements (Procedure, Sections [C \(4\)\(b\)\(i\)](#) and [C \(4\)\(b\)\(ii\)](#))**

1. When a personal vehicle is used for travel on University business, for authorized travel from one's normal place of work to destination and return, mileage is calculated by applying the mileage (kilometre) rate (see [Appendix 1](#), Table 1) to the actual driving distance travelled while on University business, by the most direct route and subject to #3 and #4 below.
2. Mileage and other transportation costs incurred in travelling to and from the employee's home and the normal place of work are not allowable travel expenses.
3. For authorized travel directly to locations other than the normal place of work (home campus) from home, where the actual driving distance is greater than the distance regularly traveled from your home to your normal place of work, the mileage differential will be compensated. The same applies when travelling home from locations other than the normal place of work (home campus).
4. For travel to and from campuses, mileage calculation should be based on the predetermined mileage between campuses as specified in Table 1 below.
5. Where the use of a personal vehicle for University business outside the Metro Vancouver and Lower Mainland is selected by personal preference, reimbursement will be on the basis of actual mileage driven by the most direct route and should not exceed full economy airfare. The employee must attach an airfare quote as specified in [Section H \(8\)\(v\)](#).
6. In situations where it is more economical for two or more people to travel together for the same business trip outside the Metro Vancouver and Lower Mainland, carpooling is encouraged. Mileage costs can be claimed by the driver or owner of the vehicle only if the individual is a KPU employee.
7. Under no circumstances will the University reimburse traffic violations, parking offense tickets, towing charges, automobile repairs or insurance deductibles related to accidents where the employee is liable. If the employee is not liable, and is on authorized University business, the University will reimburse the insurance deductible to the employee.

### **Faculty Inter-Campus Mileage**

Faculty members with multi-campus instructional schedules are entitled to reimbursement for mileage for regularly scheduled pre-approved inter-campus trips in accordance with Article 12.10 of the KFA collective agreement. This reimbursement should be claimed using Form A1027 Weekly Time-Table & Kilometer Report.

Table 1: Mileage Between KPU Campuses (Procedure, [Section C \(4\)\(b\)\(ii\)](#))

	Richmond Campus	Langley Campus	Cloverdale Campus	Surrey Campus
<b>From SURREY Campus to:</b>				
<i>One Way</i>	24 km	19 km	14 km	-
<i>Return</i>	48 km	38 km	28 km	-
<b>From LANGLEY Campus to:</b>				
<i>One way</i>	43 km	-	7 km	19 km
<i>Return</i>	86 km	-	14 km	38 km
<b>From CLOVERDALE Campus to:</b>				
<i>One Way</i>	37 km	7 km	-	14 km
<i>Return</i>	74 km	14 km	-	28 km
<b>From RICHMOND Campus to:</b>				
<i>One Way</i>	-	43 km	37 km	24 km
<i>Return</i>	-	86 km	74 km	48 km

**Airfare Cancellation**

The University will reimburse the individual or the department where cancellation prior to the scheduled departure is necessitated by:

1. sickness, bodily injury or death of the individual, or a member of the individual's immediate family;
2. terrorism in a country originally ticketed which leads the Canadian Government to issue a general recommendation that Canadians should not travel within that country for a period that would include the individual's scheduled trip;
3. a disaster which renders the principal residence of the individual uninhabitable or the individual's place of business inoperative;
4. quarantine or hijacking of the individual;
5. the individual being called for jury duty or being subpoenaed as a witness in a case being heard during the period of the trip;
6. the death or hospitalization of the individual's host at destination;
7. cancellation of a business meeting by the parties who had arranged the meeting;
8. being summoned to service in the case of reservists, active military, police and fire personnel;
9. non-issuance of a travel visa for reasons beyond the control of the individual, other than late application or a refusal of a prior application;
10. complications of pregnancy; and,
11. redirection of activities by the University.



## Board of Governors Regular Meeting

**Agenda Item:** #12

**Meeting Date:** September 17, 2014

**Presenter:** Salvador Ferreras

**Agenda Item:** *Provost's Report*

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

<b>Recommended Resolution:</b>	N/A
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<b>Board Committee Report:</b>	N/A
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**Key Messages:** 1. Please see the attached report.  
*[maximum of three]*

**Context & Background:**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:**

**Attachments** *Provost's Report to the Board*

**Submitted by:** *Salvador Ferreras*

**Date submitted:** *September 11, 2014*



## **Office of the Provost**

Academic Plan – Early September the Provost put out a call for representation to the Academic Plan Implementation Task Force. This Task Force will continue with the progress underway in all four academic goal areas and begin work in remaining areas. The Provost has begun the process of identifying performance goals with the various units that will align with the Academic Plan and VISION 2018 Strategic Plan.

### Update on Academic Policies –

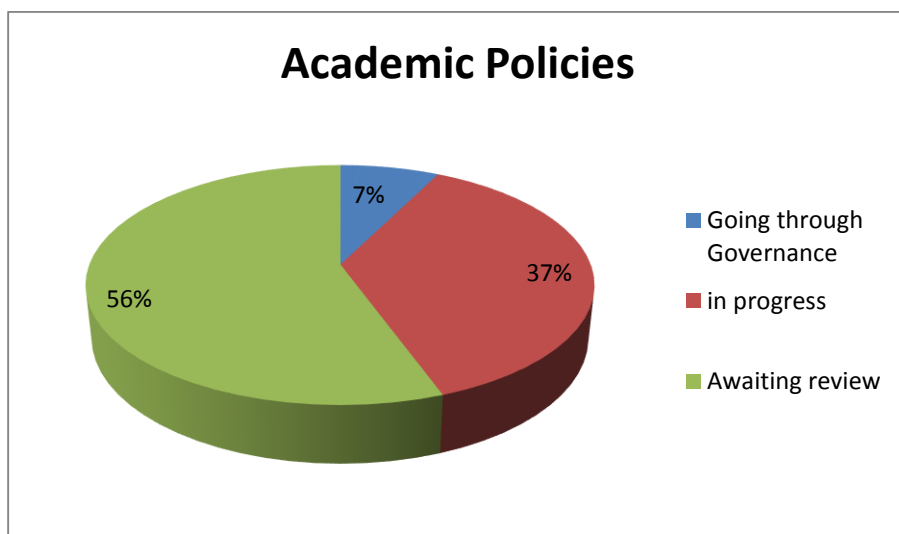
Currently posted for public comment –

- GV.9 - Establishment and/or Discontinuance of Faculties and Departments Policy
- AC.10 - Establishment, Revision, Suspension and/or Discontinuance of Programs Policy.

Both policies will advance into the consultation and governance stages as soon as the posting period concludes.

The Provost office continues to work with various units in the development of key policies. The following policies are in the development stages and indicated in blue in the chart below:

- Research Centres & Institutes (Associate Vice President, Research & Scholarship)
- B.1 - Academic Schedule (University Registrar)
- C.20 - Student Evaluation and Grading (University Registrar)
- C.30 - Assignment of Registration Priority in Open Registration Programs (University Registrar)
- Student Non-Academic Conduct (formerly C.21 - Student Conduct) (Deputy Provost & Vice Provost, Students )
- Student Academic Conduct (formerly C.8 - Plagiarism and Cheating) (Deputy Provost & Vice Provost, Students)
- Student Grade Appeals (formerly L.6 - Appeals of Academic Decisions) (Deputy Provost & Vice Provost, Students)



Enrolment update – KPU has processed a modest increase in the number of applications for new students for the 2014 Fall semester. Domestic enrolment is flat. International enrolment is showing a slight increase. The final enrolment numbers for the Fall semester will be determined following the close of our stable enrolment date of September 09, 2014. The Provost will bring the actual FTE figures for 2012-2014 to the next Board of Governors meeting.

Skills for Jobs Blueprint – The British Columbia provincial government released a major policy initiative with the launch of the “Skills for Jobs Blueprint.” This important document outlines the intention to “re-engineer” post-secondary education to more efficiently respond to labour market realities and to accelerate entry to the workforce for the province’s secondary and post-secondary learners. Early indications suggested the Blueprint represented an abrupt shift toward high-demand occupations in health, trades and technologies, with a consequent shift away from social sciences and humanities. As the details of the Blueprint become more evident and are translated into specific guidelines, it seems that the shift towards a more responsive system will be more gradual and will proceed with a great deal of input from institutions and organizations such as KPU that are entrusted with the delivery of educational programs. While there is no doubt the province wishes to see a stronger correlation between academic and applied programs and related employment, we are in the fortunate position of being a polytechnic university very well attuned to the marketplace, the regional economy and the communities we serve. We enjoy high rates of employment among our graduates and are diligent about linking new program development to stated community, economic and labour market needs. The office of Institutional Analysis and Planning is presently undertaking a review of our educational offerings to identify which KPU programs align directly or indirectly to the National Occupation Codes (NOCs) and Classification of Instructional Programs (CIPs) that are being used by the Ministry to target high demand occupations. We anticipate we will be able to communicate a strong alignment to the Skills for Jobs Blueprint within the present and projected envelope of KPU programs.

The Skills for Jobs Blueprint represents a multi-ministry initiative involving the Ministries of Advanced Education, Education, Jobs, Tourism and Skills Training, Social Development and Social Innovation and Aboriginal Relations and Reconciliation. This fall we will see a number of selected announcements and reports that will clarify the intentions and methodology of the Blueprint. We will be communicating any significant changes or developments to you via the Board of Governors, Senate and the other governance groups responsible for the stewardship of our academic, applied and developmental offerings.

Domestic ESL – The Board of Governors has been apprised of the major changes are underway in the delivery of domestic ESL classes in B.C. The provincial government has clearly stated that as of April 1, 2015, all post-secondary funding of ESL classes for domestic students will cease. Changes to the transfer agreements between the federal and provincial governments resulted in the establishment of a competitive process for delivering lower level ESL (known nationally as “LINC” or Language Instruction for New Canadians) that will be delivered through directly funding organizations selected via a competitive process by the federal government. This level of ESL represents the English language training that will help immigrants achieve the necessary language benchmark to apply for Canadian citizenship. KPU does not, at this time, deliver this level of ESL but instead concentrates on higher pre-academic levels, high school completion and the higher levels of reading, writing and speech necessary to ladder into academic and applied programs, preferably our own. Discussions continue at the provincial

government level that may allow post-secondary institutions to reinstate some level of tuition to offset the cost of delivery.

KPU is not immune to these imminent changes. We are working with the Faculty of Academic and Career Advancement to come up with alternative models that may allow us to continue to offer ESL to domestic students in the future. The ELST department (KPU's ESL program) has delivered a preliminary report outlining potential approaches to the funding changes and challenges ahead. The Provost's discussions with faculty members, the KFA and administration have moved beyond the preliminary report to more action-oriented research around options and proposals to renew and sustain ESL domestic delivery at KPU.

Risk Management – As KPU develops a comprehensive approach to risk assessment the Risk Management officer and the Provost have begun consultations to determine a workable model for the development of a risk register for academic activities and educational delivery. We will begin by exploring the program and activities of the Office of International Students and the Continuing and Professional Studies division.

Senior Administration Search Update – We recently announced the appointment of Brian Haugen as our new Dean of Trades and Technology. Brian, a certified Red Seal Heavy-Duty Specialist, comes to KPU after ten years at Vancouver Community College, six of those as Department Head of Heavy Duty/Commercial Transport. Most recently, Brian was instrumental in establishing the new Annacis Island facility jointly operated by VCC and BCIT's heavy duty, motive power and commercial transport divisions. Brian will begin his duties at KPU on September 24.

We welcome Brian to KPU Tech and look forward to his leadership as we launch a revitalized skills, trades and technology agenda to support BC's Skills for Jobs Blueprint and student success.

Dr. Diane Salter has resigned from her position as Vice Provost, Teaching and Learning in order to pursue other scholarly activities. Her last day with KPU will be September 25. University Librarian Todd Mundle has agreed to oversee the activities of the Teaching and Learning portfolio, effective September 26 until the conclusion of the selection process for a permanent Vice Provost, Teaching and Learning. Consultation will take place prior to commencement of a search for a permanent leader for the Office of Teaching and Learning.

Current recruitment underway for the following positions -

- Vice-Provost, Students
- KPU-School District Network Liaison
- Associate Dean, Faculty of Trades and Technology

Upcoming search will begin soon for the following positions:

- Associate Vice President, Research
- Associate Dean, Faculty of Academic and Career Advancement.

Meetings, Events & Conferences – The Provost has participated in the following events, conferences and meetings on behalf of KPU:

- VP NELI (National Executive Leadership Institute)
- Strategic Enrollment Management summit held on July 16
- School District internal summit
- AT-CURA ("Acting Together" SSHRC-CURA Project) conference
- Ministry of Advanced Education, including the Degree Quality Assessment Board and the Ministry for Jobs, Tourism and Skills Training
- KPU/SFU discussions regarding Core Review
- KPU/Surrey School District discussions regarding the new North Clayton Secondary
- Meeting with Shelley Glover, Minister of Canadian Heritage and Official Languages
- BCAIU (BC Association of Institutes and Universities)
- Musqueam Education Department
- Senior Academic Administrators Forum
- VELT (Vocational Education Leadership Training)

# COMPARATIVE ANALYSIS FOR FALL ENROLMENT

All enrolments including trades, and professional studies as at the stable enrolment date (dates provided below)

- Compared to the Fall of 2013, the number of students enrolled is down by 111 students overall. Number of seats filled in courses is down by almost 300. This translates to a decline in the number of FTEs by 77.
- Domestic enrollments are down by 335 students, but international enrollments are up by 224 students.
- For domestic students, we have the same number of new incoming students as last fall, but the number of continuing students has declined.
- For international students, both new and continuing students have increased.
- Stable enrolment date: Fall 2012    Sept 10<sup>th</sup>                      Fall 2013    Sept 9<sup>th</sup>                      Fall 2014    Sept 8<sup>th</sup>

NEW DOMESTIC					NEW INTERNATIONAL					TOTAL NEW				
Season	Seat Count	Head Count	FTE Headcount	FTE	Season	Seat Count	Head Count	FTE Headcount	FTE	Season	Seat Count	Head Count	FTE Headcount	FTE
2012 Fall	12,883	3,549	3,550	1,249.8	2012 Fall	1,180	361	361	133.5	2012 Fall	14,063	3,910	3,911	1,383
2013 Fall	12,980	3,548	3,550	1,287.3	2013 Fall	974	325	325	113.0	2013 Fall	13,954	3,873	3,875	1,400
2014 Fall	13,322	3,569	3,564	1,284.3	2014 Fall	1,134	386	387	129.7	2014 Fall	14,456	3,955	3,951	1,414
Change from '13	2.6%	0.6%	0.4%	-0.2%	Change from '13	16.4%	18.8%	19.1%	14.8%	Change from '13	3.6%	2.1%	2.0%	1.0%
CONTINUING DOMESTIC					CONTINUING INTERNATIONAL					TOTAL CONTINUING				
Season	Seat Count	Head Count	FTE Headcount	FTE	Season	Seat Count	Head Count	FTE Headcount	FTE	Season	Seat Count	Head Count	FTE Headcount	FTE
2012 Fall	30,332	9,398	9,398	2,956.5	2012 Fall	2,567	851	851	259.3	2012 Fall	32,899	10,249	10,249	3,216
2013 Fall	30,539	9,480	9,480	3,042.1	2013 Fall	3,222	1,032	1,032	329.0	2013 Fall	33,761	10,512	10,512	3,371
2014 Fall	29,307	9,144	9,131	2,903.0	2014 Fall	3,653	1,194	1,194	377.3	2014 Fall	32,960	10,338	10,325	3,280
Change from '13	-4.0%	-3.5%	-3.7%	-4.6%	Change from '13	13.4%	15.7%	15.7%	14.7%	Change from '13	-2.4%	-1.7%	-1.8%	-2.7%
TOTAL DOMESTIC					TOTAL INTERNATIONAL					TOTAL ALL STUDENTS				
Season	Seat Count	Head Count	FTE Headcount	FTE	Season	Seat Count	Head Count	FTE Headcount	FTE	Season	Seat Count	Head Count	FTE Headcount	FTE
2012 Fall	43,215	12,947	12,948	4,206.2	2012 Fall	3,747	1,212	1,212	392.8	2012 Fall	46,962	14,159	14,160	4,599.0
2013 Fall	43,519	13,028	13,030	4,329.4	2013 Fall	4,196	1,357	1,357	441.9	2013 Fall	47,715	14,385	14,387	4,771.3
2014 Fall	42,629	12,713	12,695	4,187.3	2014 Fall	4,787	1,580	1,581	507.0	2014 Fall	47,416	14,293	14,276	4,694.2
Change from '13	-2.0%	-2.4%	-2.6%	-3.3%	Change from '13	14.1%	16.4%	16.5%	14.7%	Change from '13	-0.6%	-0.6%	-0.8%	-1.6%



## Board of Governors Regular Meeting

Agenda Item: #13

Meeting Date: September 17, 2014

Presenter: Alan Davis

Agenda Item: *President's Report*

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:** 1. Please see the attached report..  
*[maximum of three]*

**Context & Background:**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:**

**Attachments** *President's Report to the Board*

**Submitted by:** *Alan Davis*

**Date submitted:** *September 11, 2014*

# President's Report to the Board

Alan Davis, President and Vice Chancellor

September 2nd, 2014

**Students:** First and foremost we had 7294 students on campus taking classes (up by about 1.5% from last year), as well as visits by prospective domestic and international students to look around KPU. There was the usual business with admissions and registration and in the Faculties as they enrolled students and got organized for the fall semester.

**Core Review:** On July 2<sup>nd</sup>, Board Chair Shane King and I presented our Core Review of Programming report to Minister Virk, and we will be following up with a report on its implementation by December 31<sup>st</sup>. The KPU Core Review was shared with the Board and with Senate, and builds upon a number of projects already underway at KPU: school district liaison, collaborations with SFU Surrey and with TRU, the future of KPU Tech, and the program plan for 3 Civic Plaza.

**Skills for Jobs Blueprint:** Related to this review was the announcement of a BC Jobs Plan [“blueprint”](#) by Ministers Virk, Bond and Fassbender in May of this year: a way to “reengineer” education to align with high demand job areas. During the summer, Gordon Lee has been a member of the steering committee to consider this blueprint, and we will be sharing any implications for KPU during the Fall: early assessments suggest that our program mix is already strongly aligned with areas of high demand, and meeting the targets set by the government should not be problem.

**Code of Conduct:** In July the Board received a [directive](#) from Minister de Jong that we ensure that our employee Code of Conduct and related policies reflect best practices, and we have been working with our sister institutions to ensure that any policy revision or development was initiated so that we could meet the November 30<sup>th</sup> deadline for posting to our Web site.

The KPU Code of Conduct will outline the key expectations of our employees as embedded in a number of existing and new policies regarding conflict of interest and commitment, financial integrity, use of property, respectful workplace, and so on. All policy revisions and new policies will be out for university-wide comment in mid-September.

**CSWSoD:** Construction on the new building at KPU Richmond for the Chip and Shannon Wilson School of Design has been delayed. Negotiations with the lowest bidder are underway for changes and price adjustments to bring the work and costs within the pre-tender budget amount. An update on the new timeline for opening will emerge from those negotiations.

**ELST:** Faculty and staff in Academic and Career Advancement (ACA) have been working with Dean Donahoe over the summer to find a sustainable model for English Language Studies (ELST) after this fiscal year, when all funding from AVED is lost. The results of this work will be discussed over the next few weeks.

**President's Council:** On August 19<sup>th</sup>, the first President's Council met: the council includes key academic and administrative managers and the executive group in a somewhat reorganized meeting schedule. At the first meeting, each executive member shared his or her goals for 2014/15, all of which derive, of course, from [Vision 2018](#), [the Academic Plan](#), the Core Review actions, and the [Resource Planning Task Force](#) recommendations which were finalized in late June.

**Governance Retreat:** the first ever KPU Governance Retreat was held on August 22<sup>nd</sup>, and about 60 people attended to hear [Dr. Ross Paul](#), former President at the University of Windsor and Laurentian, followed by a panel of myself with Senate leaders, and to attend some workshops on aspects of governance. We were happy to have several board members join the retreat, including our new members: [Hanne Madsen and Bruce Wendel](#).

**President's P.D.:** For myself, I attended the [Association of Authentic, Experiential and Evidence-Based Learning](#) meeting in late July, and a report is attached. The focus was on the use of e-portfolios to support and enhance learning, and aligned well with some of KPU's goals in teaching and learning. Related to this, the [Open Studies](#) group also met to look at ways we can advance the discussion around adding flexibility to our offerings as described in the Academic Plan.

On August 21<sup>st</sup>, I attended a workshop for audit chairs for the [Ontario College](#) quality assurance (QA) and accreditation process, elements of which will be useful to KPU as we build our own QA framework.

**PDEC:** The President's Diversity and Equity Committee met throughout the summer, with its new [policy](#) now fully approved, and the KSA and KPU had a great float at the Vancouver Pride Parade, and a booth at the Surrey Pride event.

**New@KPU:** the first edition of this new [internal communication](#) was issued in August, and it will be another regular way to keep the KPU community informed.

### **Looking ahead to the Fall:**

We may well have a record number of students on campuses, with growth in the numbers of domestic and international students over 2013/14.

Senate will reconvene on September 29th, with Jennifer Au as Vice Chair. It will be a busy schedule as Senate deals with issues that have arisen this summer and as aspects of the KPU Academic Plan are implemented.

On October 1<sup>st</sup>, we say good bye to Chancellor Arvinder Bubber and welcome our new Chancellor, George Melville, whose first task will be to award an honorary degree to Arvinder. This will be the day before our Fall Convocations on October 2<sup>nd</sup> and 3<sup>rd</sup> where the new Chancellor will officiate, and where we will award honorary degrees to former Surrey Schools Superintendent Mike McKay, outgoing Mayor of Surrey Dianne Watts, and Jane Adams, President and CEO of the Surrey Memorial Hospital Foundation.



In September we will be welcoming five colleagues from institutions in China who are exploring the idea of a “polytechnic university.” Terry Han, Interim Dean, Faculty of Trades and Technology, is heading up this leadership training program, aided by Keri van Gerven. Don’t be surprised if you see them touring around, sitting in on meetings, etc.

**United Way Employee Campaign:** we are getting organized for a great Fall campaign, with Alexandra Karapanos and Jim Murray being the co-chairs and support from the Office of the President. Be prepared for a number of fun and engaging activities on each campus to raise awareness and enough money to keep KPU as a top contributor to the United Way within its sector.

**Comings and goings:** as of September 1<sup>st</sup>, and hoping nothing else happens in the meantime, we will have a full set of Deans in place for the first time in my career at KPU, when Brian Haugen joins us as Dean of Trades and Technology.

Having said that, further change is afoot as we say good bye to Jeff Norris as Chief Advancement Officer, who is heading off to the Royal Columbian Hospital Foundation as President and CEO. Jeff did so much to make fundraising at KPU so effective, and he helped a lot of people get the funds they needed to study or undertake research, host events, etc. Recruitment is underway for his successor and Marlyn Graziano, Director of External and Government Affairs, will assume his responsibilities in the interim.

Vice-Provost, Teaching and Learning Diane Salter says goodbye in late September, and we appreciate all she has done to establish INSTL, and Learning Matters newsletter, the second edition of which came out in June, and a third edition is due shortly. University Librarian Todd Mundle will be looking after her portfolio as we undertake a search.

Kathleen Haggith, KPU’s Associate Dean of Academic and Career Advancement, is off to become Dean, Faculty of Health and Human Science at North Island College, and we wish her all the best. We are pleased to welcome Aimee Begalka as pro tem Associate Dean.

Patrica Seto said goodbye to the Office for Future Students in order to take a position at Regent College and we thank her for her work in recruitment at KPU.

In my office, we said *au revoir* to Brodie Lewis, who was our first Graduate Intern, and who did outstanding work in support of many activities. He is off to South Korea to teach English for a year. Mike

# Association of Authentic, Experiential and Evidence Based Learning (AAEEBL)

## Conference Report: Alan Davis

August 10<sup>th</sup>, 2014

I was fortunate to be able to attend this conference, held from July 28 to 31<sup>st</sup>. I had heard about it when I presented a keynote to the Canadian Association for Prior Learning Assessment in November, 2013, and it was highly recommended for those who are involved with or interested in new ways to document and assess learning.

While the origins of this area are in adult education, interest is spreading to all areas of both K-12 and higher learning, especially as digital systems enhance and facilitate the processes involved.

It is not a big conference: 200 or so attendees, but it is always held alongside the much larger Campus Technology meeting, and so the overall event is much larger with many exhibitors and some interesting opportunities to attend other sessions.

The theme of the AAEEBL meeting was “Engaged Learning and ePortfolios: Advancing Learning Centered Cultures in a Multimodal Age”, and so anyone who has read Vision 2018 and the KPU Academic Plan would see the connection to some of our key goals. While the attendees came from all sectors of higher education: community colleges, technical and 4 year schools and the big research-intensive and Ivy League universities, the majority came from smaller, teaching-focused institutions not too unlike KPU.

ePortfolios have been around for some time, and at KPU they have been used in Nursing and in the HR Management program. Interest in them has grown in recent years across our sector as the debate about “what do our graduates really know and what can they really do” continues, with some commentators questioning, even for the elite Ivy league institutions, that there is not much added value for many graduates. Likewise, we know that our system of sequential courses and grades largely favours a certain way of knowing and does not capture other ways, and so there is a social and access dimension to this discussion.

Among all the innovations in teaching and learning, ePortfolios have been termed “the ultimate high impact practice” even though they challenge much of what we take for granted in the traditional classroom, as Trent Batson and Judy Williamson describe in the welcome greeting:

- it is the learner’s portfolio and his or her evidence: they can have more control over what they learn and how they learn it
- ePortfolios are dynamic and the learner is the curator who can make links across disciplines, so the notion that knowledge is static and can be neatly packaged into tidy 3 credit courses is exposed
- ePortfolio evidence is generative and collected from all types of activities, not just the formal classroom, and must be measured in ways beyond seat time and discrete grades

- ePortfolio evidence is direct and evolves, and can be used throughout one's career, and so the perception that you need primarily a formal learning record to succeed in the new job market will have to change.

Like most conferences these days, we will be blessed with having many of the presentation materials available online (late August). One interesting activity was the Ignite session where a series of presenters each had 8 minutes to make their pitch, followed by round table opportunities for attendees to find the presenters with whom they would like to follow up. In that way, a lot of good ideas can be shared and time is not wasted listening to full presentations looking for the ideas that really are important to you.

Some of the highlights of the sessions I attended are as follows.

#### Keynote

- Catalyst for Learning: the Difference ePortfolio Makes: Eynon, LaGuardia CC & Gambino, Guttman CC

Both these institutions have been working with ePortfolios for some time, and now can share data on their impact based on a network of colleges in the Connect to Learning project (C2L). When implemented well, the ePortfolios improve student success, deepen learning, and “catalyze transformative institutional change”. A lot of evidence was presented to support these conclusions and the institutional transformation aspects were especially interesting: professional development, outcomes assessment, and scaling-up strategies (a big issue: pilots are easy, wider adoption is not).

#### Ignite Session

- Why ePortfolios?: Buyarski, Indiana University (IU)

How does one clearly and concisely articulate the potential of ePortfolios to enhance student learning, and how they did this at IU.

#### Concurrent Sessions

- Personal Learning Networks: Making the Leap from Teaching to learning in a Digital Age: Conn, Southern Polytechnic State University (SPSU), Handy, BlueHost

SPSU has adopted a “flipped classroom” approach so that learning is constructed through design and development of learning objects, and personal learning networks can be created from these objects.

- Accelerating the Credential impact of Experiential Learning: Geith and Heinrich, Michigan State University

How one department is trying to make visible the “planned and unplanned “ outcomes of experiential learning in order to reduce time to achievement of a credential using e-Portfolios, journals and more complex assessment processes.

- Success Strategies for Implementing ePortfolios: Kahn, Indiana University

Indiana is clearly a leader in this area and may be worth linking to at some point. Here we discussed how ePortfolio adoption can be underestimated in terms of its impact on change in teaching and learning, and so persistence and patience and multiple trials to discover the best approaches are recommended.

- Iterating on the Academic Transcript: linking Outcomes to ePortfolio Evidence Chen, Stanford and DiPietro, Drexel University

This approach takes the existing notion of a transcript and expands it through hyperlinks to evidence of students’ work, with the focus on changing from just grades in courses to how competencies can be demonstrated. The Drexel example was especially compelling and aligns with KPU very well, and is worth following up on since it includes both experiential and applied learning areas.

- Truly, Madly, Deeply Learning-Centered: Sutherland, PebblePad

This was a sales job really from one of the major ePortfolio vendors, this one from the UK, widely used in Australia, and adoption in North America is growing. They call it a “personal learning system” rather than an e-portfolio, and it is worth looking at. For a vendor presentation, this was especially thoughtful, if not philosophical, and used good examples to demonstrate the impact.

- Capstone ePortfolios as Drivers of Faculty Development: Freeman and Turner, Indiana University

How adopting e-Portfolios in senior capstone courses drove a re-thinking of the entire curriculum, and how such ePortfolios can ensure the integrity of an undergraduate degree.

#### Keynote

- Teetering on the Edge of the Future; Alexander, Consultant

Suggested that we are at a pivotal point: we have seen lots of technological change and innovation and many ways that education has responded, and based on what we have learned we can look forward to the future and what to expect through various scenarios or narratives: his pitch can be viewed through various streams such as <http://vimeo.com/38611377> . Interesting future keynoter at KPU?



## Board of Governors Regular Meeting

**Agenda Item:** #13.1

**Meeting Date:** September 17, 2014

**Presenter:** Alan Davis

**Agenda Item:** *Brief to Federal Standing Committee on Finance*

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	N/A
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<b>Board Committee Report:</b>	N/A
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**Key Messages:** [maximum of three]  
1. KPU submitted a brief to the House of Commons Standing Committee on Finance in August 2014 as part of the national consultations in preparation for the 2015 Government of Canada Federal Budget.

**Context & Background:**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:**

**Attachments** *Brief Submitted to the House of Commons Standing Committee on Finance*

**Submitted by:** *Alan Davis*

**Date submitted:** *September 11, 2014*

**Brief Submitted to the House of Commons  
Standing Committee on Finance**

**National consultations in preparation for the  
2015 Government of Canada Federal Budget**

# Leading, learning and sustainability

Brief Submitted to the House of Commons Standing Committee on Finance

National consultations in preparation for the 2015 Government of Canada Federal Budget

August 2014



KWANTLEN POLYTECHNIC UNIVERSITY

## **AUTHORS**

Dr. Alan Davis  
President and Vice Chancellor

Dr. Salvador Ferreras  
Provost and Vice President, Academic

Dr. Arthur Fallick  
Associate Vice President, Research

Ms. Marlyn Graziano  
Director, External and Government Affairs

## **LAYOUT**

Ms. Natalie Walker  
Office of the Provost and Vice President, Academic

**August 2014**



## Kwantlen Polytechnic University -- KPU

KPU is a regional polytechnic university driven by teaching and learning, inspired by solving problems through research, and engaged with its dynamic and unique communities. Paying close attention to the specific priorities being set by the growing cities, municipalities, and economies in its region, KPU is focused on addressing existing and emergent labour market demands, and the development of healthy communities that are prosperous, sustainable, safe, and vibrant.

Recognizing our unique mandate south of the Fraser River, KPU takes this opportunity to join our national post-secondary institution networks of the *Association of Universities and Colleges of Canada* and *College and Institutes Canada* to reinforce essential concepts and proposals aimed at ensuring that post-secondary education can mobilize knowledge and discovery, generate ideas and provide our future leaders and entrepreneurs with the critical tools to drive innovation, and inspire positive economic, social and cultural development.

KPU proposes four fundamental recommendations to the pre-budget consultations of the House of Commons Standing Committee on Finance:

1. *Support national and provincial strategies that increase access to apprenticeships through incentive programs for industry and sector councils.*
2. *The Federal Government should establish an ongoing capital and deferred maintenance allocation to support new and /or reconditioned infrastructure to meet current training forecasts and offer learners optimal educational experiences through up-to-date, industry-standard facilities.*
3. *KPU proposes that the federal government consider increasing support to eligible Aboriginal students, immigrant learners, and low-income youth and other vulnerable Canadians to enable these groups to access post-secondary education with the proper community and system support, targeted towards producing job ready/community meaningful outcomes. This increased support should ideally be provided by Aboriginal Affairs and Northern Development Canada, the Canada Student Loans Program and other relevant apprenticeship training enterprises.*
4. *Increase the budget of Applied Research and Innovation funds to propel Canada's global competitive position.*

The recommendations above support three key themes of the pre-budget consultations:

- a. Supporting families and helping vulnerable Canadians by focusing on health, education and training.
- b. Increasing the competitiveness of Canadian businesses through research, development, innovation and commercialization.
- c. Maximizing the number and types of jobs for Canadians

***Support national and provincial strategies that increase access to apprenticeships through incentive programs for industry and sector councils***

According to *BC's Labour Market Outlook 2010-2020*, 43% of the one million job openings between 2010 and 2020 will need trades and technical training; another 42% will require some post-secondary education or a university degree. A cumulative gap between labour market supply and demand of 22,000 to 32,000 BC workers is projected unless planned, appropriate training responses support technical, paraprofessional and skilled occupations. This reinforces the urgency for more access to education and training.

- KPU will work with Industry Program Advisory Committees to identify and address projected labour demand
- KPU will direct a portion of the incentive programs to support secondary school dual credit programs in trades and to strengthen transitions to post-secondary and apprenticeship training.

***The Federal Government should establish an ongoing capital and deferred maintenance allocation to support new and /or reconditioned infrastructure to meet current training forecasts and offer learners optimal educational experiences through up-to-date, industry-standard facilities.***

Canada's post-secondary institutions are making significant progress thanks to the opportunities for renewal made possible through the previous federal Knowledge Infrastructure Program. KPU was able to make substantial renovations thanks to the allocation of \$7.8 million of KIP funding received in 2011. As our universities, colleges and institutes work toward accommodating the growing challenge of meeting the needs of new and returning students, international students and adult learners, the requirement for an overarching strategy of funding for new infrastructure and deferred maintenance is urgent. The state of many of Canada's institutional facilities is at odds with the increasing (and in some areas urgent) need to train a workforce conversant with new technologies, in applied research and in current practices.

- KPU will continue to nurture essential industry/community partnerships and advancement activities that will enhance our capital infrastructure plans and the stewardship of our building and equipment assets through additional Federal support for infrastructure.
- KPU has strategically committed considerable reserve funds to the expansion of our facilities in the cities of Surrey and Richmond. We recognize the importance of this kind of investment in our future. Federal support for deferred maintenance will ensure the lasting legacy of our mutual investments.

***KPU proposes that the federal government consider increasing support to eligible Aboriginal students, immigrant learners, and low-income youth and other vulnerable Canadians to enable these groups to access post-secondary education with the proper community and system support, targeted towards producing job ready/community meaningful outcomes. This increased support should ideally be provided by Aboriginal Affairs and Northern Development Canada, the Canada Student Loans Program and other relevant apprenticeship training enterprises.***

Further to the previously stated concern for more access to post-secondary training to meet projected labour market needs, the focus must shift to include more opportunities for the inclusion of Aboriginal and immigrant communities.

Aboriginal learners and immigrants requiring essential skills, mid-career upgrading and skills enhancement are important priorities for KPU. In 2011 the KPU region was home to over 30% of the province's recent immigrants, and 6% of the KPU region's population had no knowledge of English, about double the rate for BC as a whole. Similarly, 42% had a mother tongue other than English or French. Of the nearly 400,000 residents of KPU's region with a post-secondary credential, 31% are foreign-trained. Canada cannot afford to ignore these important sectors of our future workforce.

- KPU's Strategic Plan *Vision 2018* foregrounds diversity, inclusion, access and flexibility. We will apply any additional federal support towards targeted diverse learner groups and vulnerable Canadians by providing academic upgrading, preparatory studies, laddering programs and job-ready, career-focused training.
- KPU intends to use the valuable leverage of additional federal support to elicit additional community and industry funding to enhance access and delivery of our full range of educational programs.

***Increase the budget of Applied Research and Innovation funds to propel Canada's global competitive position.***

While annual investments by the Government of Canada are making a real difference in enabling Canadian universities, colleges and institutes to build capacity toward achieving global leadership in specific fields of strength and attract the talent required to maintain and improve Canadian research standing in the world, these investments fall short of meeting the increased demand for innovation and discovery. If the post-secondary system in Canada is to maintain a competitive advantage in an increasingly competitive global environment, it must build on existing research capacity and extend the current framework of complementarity that supports this system. Achieving long-term strategic research outcomes that will be a catalyst for positive change in communities throughout Canada will require the attraction and recruitment of top Canadian and international faculty, graduate students and post-doctoral fellows, increased and more effective partnerships among the institutions and researchers, and a stronger commitment to knowledge mobilization and knowledge transfer as integral components of social innovation that can leverage investment in higher education.

- KPU's *Academic Plan 2018* drives our regional mission and empowers us to apply our unique mix of science, technology, trades, health and humanities to disseminate applied knowledge, boost social and economic well-being, propel innovation and to fulfill our regional polytechnic mandate.



## Board of Governors Regular Meeting

Agenda Item: #13.2

Meeting Date: September 17, 2014

Presenter: Alan Davis

Agenda Item: Budget Consultations with Provincial Select Standing Committee on Finance

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

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

1. KPU has been invited to participate in provincial consultations on the budget by making a written submission to the Provincial Select Standing Committee on Finance and Government Services.
2. KPU will attend the Guildford public hearing on October 14, 2014 and make a presentation to the Committee.

**Context & Background:**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:**

**Attachments**

**Submitted by:** Alan Davis

**Date submitted:** September 11, 2014



## Board of Governors Regular Meeting

Agenda Item: #13.3

Meeting Date: September 17, 2014

Presenter: Alan Davis

Agenda Item: Board Report Summary

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:** 1. A summary of the more fulsome Board Report included under Item 19 is attached.  
*[maximum of three]*

**Context & Background:**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:**

**Attachments** *Board Report Summary*

**Submitted by:** *Alan Davis*

**Date submitted:** *September 11, 2014*

## **Board Report Summary**

### **September 2014**

#### **The Office of Advancement**

We are on track to set a record for donations for the 8<sup>th</sup> consecutive year with total gifts up over 30% so far this year compared to last year's total.

There are 13 new awards totaling \$95,000

Published New@KPU, Kwantlen's new monthly employee electronic newsletter, which reaches 1,800 employees

3 biggest KPU Media Stories May – July:

- Announcement of Traditional Chinese Medicine Program
- Introduction of George Melville as the next Chancellor
- Unveiling of KPU Civic Plaza

KPU Alumni Relations has revamped and re-launched the 2014 student to alumni mentorship program.

#### **The Office of Research and Scholarship**

KPU Research Plan is due in late September 2014.

#### **The Faculty of Arts**

5 conferences hosted. This included the AT-CURA conference looking at Youth Strengths and Prevention of Delinquency and Gang Involvement

15 publications

26 faculty members participated in public presentations; a number of them did more than one.

#### **The School of Business**

Offered 200 courses in the summer, vast majority were 100% full.

Four KPU business students were recognized in the Top 25 under 25 Awards.

Aaron Bhawan, a fourth year student in the Marketing Management program won the heavily contested internship with DDB Canada, named Canada's number one creative agency in 2012 and Strategy magazines most awarded agency of the year.

James Decker, graduating student in the BBA Human Resource Management program has been invited to join the Board of Directors for the Ch'nook program, a province-wide program encouraging aboriginal students to develop their business skills.

Numerous publications and presentations from the Computer Science and Information Technology faculty.

We are embarking on the fall term with over 14,000 registrants in School of Business Courses. Our fill rate is in the mid 90% range and we have waiting lists for a great many courses in all four years.

### **KPU International**

From November 2013 to July 2014, KPU International received a total of 1,028 new applications with 219 more than 2013. As of Friday August 29<sup>th</sup> 2014, KPU International enrolled 405 new students mainly from China, India, and Saudi Arabia, marking a 24% increase from the previous year. This is the largest ever intake of new international students at KPU.

2 international delegation visits.

There was a strong push to continue developing relationships in China.

### **The Faculty of Science and Horticulture**

Brewing program was launched.

Hired 8 new faculty members.

Strong academic involvement by students and faculty, with presentations and publications.

### **The Chip and Shannon Wilson School of Design**

Received a \$500,000 donation from Chip & Shannon Wilson. This will be used in the Vision Execution Fund and the International Field Fund.

Chip & Shannon have committed \$60,000 a year in Scholarship funding for 2014 – 2019.

As a part of our outreach to high school students, the Fashion department also offered two courses for students ages 14 years and up. These courses are offered to high school students and people interested in a career and further education in fashion.

### **The Faculty of Health**

Has had high amounts of student and faculty success.

### **Finance and Administration**

Developed a deficit avoidance plan which is included in the Report to the Board.

The bookstore renovations at Surrey and re-flooring at Langley are completed.

KPU is participating in Microsoft Student Advantage program, which offers Office 365 ProPlus to all KPU students at no charge.

Hired a Manager of Emergency Planning to research, evaluate, and discuss requirements for the Mass Notification System.



## The Faculty of Trades and Technology

We are now satisfied with the terms in the LOA after having received clarification from the ITA on a few minor issues.

Compared to last year's Agreement, we have made significant gains (adding single sections in Appliance Service, Electrical Level 2, Millwright, Parts, Plumbing, Masonry, Metal Fab and Warehousing). Where we suffered losses was in Carpentry--but this was to be expected based on our poor utilization rates in this area (Electrical lost a section but gained that back plus more through the wait-list funding). The rest of our training plan is status quo.

The Agreement allows for flexibility in adjusting our plan to meet priority trades areas (to enable us to better align with the Skills for Jobs Blueprint).

## Library Services and Learning Centres

Began a subscription to the **Canadian Public Policy Collection** on July 1<sup>st</sup>

Worked to help faculty and students find quality Open Education Resources.

3 librarians presented research at conferences.

Three levels of tutoring manuals were published.

## The Office of Continuing and Professional Studies

Produced and distributed KPU's first Continuing & Professional Studies catalogue in 11 years.

## Institutional Analysis and Planning

Posted 4 reports to the IA&P Website

Successfully completed surveys and government submissions.

Began planning the initiative to gather information on KPU research, scholarship, and community engagement.

## The Institute of Material Innovation

### Institute for Innovation and Scholarship in Teaching and Learning (INSTL)

8 Workshops & Seminars with strong attendance at each. 2 had 90+ attendees.

## University Secretariat

Over 60 people attended the Governance Retreat and comments to date have been positive.

OSRJA received 2 new cases during the reporting period and three cases were referred to the Behavioral Intervention Team (BIT). In addition to these cases, OSRJA was consulted on another 15 incidents which did not constitute code violations but required OSRJA's assistance.

## **The Faculty of Academic and Career Advancement**

The ACA has been working to address difficulties in admissions and registration.

The Career Choices and Life Success (CCLS) is actively recruiting students and has had a strong positive response.

The final ACA Scholars and Snacks event for 2013-14 took place on June 17<sup>th</sup> at the Richmond campus, with wide ranging discussion on the video “Take 20: Teaching Writing”.

There were 54 students who graduated from the Faculty.

## **Marketing and Recruitment**

The Future Students’ Office renovation has been completed, which should make it easier to find the office.

The 2014/2015 program guide is newly printed and ready for distribution to high schools, fairs, and events. The program has been redesigned, with the biggest change is the simplified listings of programs and prerequisites.

The major advertising campaigns for the year have just been completed. Included in the mix for 2014/15 are transit shelters, Skytrain murals, radio, TV, and a sponsorship at Guildford Town Centre.

New processes and strategies are being developed and implement. The department priority is to work towards the Vision 2018 goals of increased enrolments for the coming years.

## **Student Services**

30 new first year & transfer student athletes

With Peer Reviewers supporting all four campuses for half a day per week, Career Services assisted 102 students during June and July. This represents an increase of 42% in the number of students assisted over the same two months last year.

21 submissions for Work Study

103 students in co-op

3 student assistants of the Aboriginal Gathering Place have graduated.

Drafts of C20: Student Evaluation & Grading and C30: Assignment of Registration Priority in Open Registration Programs are underway.



## Board of Governors Regular Meeting

Agenda Item: #14.1

Meeting Date: September 17, 2014

Presenter: Alan Davis

Agenda Item: President's Senate Update

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:** 1. Notes from Senate for May 26 and June 23, 2014 are attached.  
*[maximum of three]*

**Context & Background:**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:**

**Attachments** 1. Notes from Senate May 26, 2014  
2. Notes from Senate June 23, 2014

**Submitted by:** Alan Davis

**Date submitted:** September 11, 2014

**Notes from Senate**  
**May 26, 2014**

Senate approved the following at the May 26, 2014 meeting

**Program Revisions -**

- Career Choices and Life Success Program
- English Language Studies Diploma Program Admission Requirements
  
- Revision of Faculty Qualifications – Sociology
  
- Ratified Senate Executive Committee's decision to Appoint Roger Cannon to the Search Advisory Committee - Dean of Trades and Technology as a replacement for Gerard Laverty
  
- Amendment to the Senate Bylaws, adding Bylaw 2.14, *Electronic Voting for Senate and Its Committees*, with current Bylaw 2.14 renumbered as Bylaw 2.15, *Changes to Bylaws*.
  
- The Admission Policy and Procedures, and the elimination of Policies C1 *Assessment of Student Eligibility*, C2 *Legal Requirements for Student Interviews*, C32 *Concurrent Academic Studies* and L1 *Joint Education Offerings Between Kwantlen Polytechnic University and Other Institutions*.
  
- The Transfer Credit and Advanced Standing Policy and Procedures, and approve the elimination of Policies B8 *Credit for Advanced Placement Program Courses*, B9 *Credit for International Baccalaureate Program Courses*, B15a *Transfer Credit Approval Process*.
  
- Approval of Graduates to May 26, 2014
  
- Senate endorsed the Draft Budget Development Process in principal, contingent upon the ability for the Senate Standing Committee on University or the VP Finance to adjust specific dates.
  
- The President welcomed newly elected Student Senator Gaurav Kumar, thanked Jas Parmar for her service as Dean pro tem, Faculty of Academic and Career Advancement and thanked Henry Reiser for his service as Dean, Faculty of Trades and Technology and wished him well as he takes up his new role as President of the College of New Caledonia

**Notes from Senate**  
**June 23, 2014**

The following items were approved at the June 23rd Senate meeting

**Program Revisions:**

- Citation in Parts and Warehousing
- Associate of Science in General Science
- Associate of Science in Mathematics

**Faculty Undergraduate Admission Requirements:**

- Chip and Shannon Wilson School of Design
- Faculty of Health
- Faculty of Trades and Technology
- Faculty of Business
- Faculty of Science and Horticulture

Empowering the Senate Executive Committee for July and August, 2014

Revisions to the Faculty of Arts Bylaws 31.a. and 84.

The following as members of Senate Standing Committees

**Senate Governance Committee**

Dana Cserepes – Senator

**Senate Nominating Committee**

Shawn Mason – Senator

**Senate Standing Committee on Curriculum**

Michael Pope - Representative, Chip and Shannon Wilson School of Design

Dana Cserepes – Senator

**Senate Standing Committee on Policy Review**

Bob Davis - Faculty

**Senate Standing Committee on Program Review**

Robert Hensley - Representative, Office of the Registrar

**Members of the Search Advisory Committee for Vice-Provost, Student Affairs:**

Five regular faculty members, appointed by the Senate

Mohammad Akbar - Faculty of Business

Geoff Dean - Faculty of Academic and Career Advancement

Chris Traynor - Faculty of Academic and Career Advancement

Bob Hiltz - Faculty of Trades and Technology

Tak Sato - Faculty of Science and Horticulture

One student Senator, appointed by Senate

Kari Michaels - Faculty of Arts

Senate recommend the request to discontinue the Associate of Science in Biology, Associate of Science in Chemistry, Associate of Science in Physics and the Post Baccalaureate Certificate in Critical Care to the Board of Governors for approval.

Graduates to June 23, 2014

The President noted that this is the last meeting that Dana Cserepes will serve as Senate Vice Chair and thanked her for her service. Ms. Cserepes thanked both current and past senators for the honour of serving as KPU's first Senate Vice Chair and for the trust bestowed upon her over the past six years. She wished the new Vice Chair, Jennifer Au all the best in her new role.



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

**Regular Meeting**  
**18**  
**June 4, 2014**  
**Kristan Ash**

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**Agenda Item:**      *Evaluation of the Board as a Group*

<b>Action Requested:</b>	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input checked="" type="checkbox"/> Education
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**Key Messages:**      Kristan Ash is assigned to evaluate the Board's own performance at the September  
*[maximum of*      17, 2014 Board meeting.  
*three]*

**Attachments:**      *Evaluation Form*

**Submitted by:**      *Sandi Klassen*

**Date submitted:**      *September 11, 2014*

## Board Meeting Evaluation

Date: April 2, 2014

<b>What went well</b>	<b>What could we do better</b>
<b>To change for next time:</b>	





**Board of Governors**

**Agenda Item: # 19**

**Meeting Date: September 17, 2014**

**Prepared by: Sandi Klassen**

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**Agenda Item: Information package**

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

**Attachments:**

1. Kwantlen "Upcoming Events / Activities 2014 / 15
2. Report to the Board of Governors / September 2014



## KWANTLEN UPCOMING EVENTS / ACTIVITIES 2014 / 2015

**\*\*If you are planning to attend any of the upcoming events, please be sure to advise Sandi Klassen at 604-599-2079 (e-mail Sandi.Klassen@kpu.ca)\*\***

<i>Date</i>	<i>Time</i>	<i>Event/Activity</i>	<i>Location</i>
<b><u>2014</u></b>			
Wednesday 17 September	3:00-7:00 pm	Board Meeting	Richmond Campus Melville Centre for Dialogue
Wednesday 1 October	1:00 pm 2:00 pm 3:00 pm	Chancellor's Installation - Doors Open Ceremony Reception	Surrey Campus Gymnasium
Thursday-Friday, October 2, 3	10:00 am 2:30 pm	Fall Convocation	Surrey Campus Gymnasium
Wednesday 8 October	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Wednesday 29 October	4:00-6:00 pm	Board Finance Committee	Cloverdale Campus Room 1853
Wednesday 5 November	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Thursday 13 November	4:00-6:00 pm	Board Human Resources Committee	Cloverdale Campus Room 1853
Tuesday 18 November	6:00 pm	2014 General Awards Dinner	River Rock Show Theatre Richmond
Wednesday 19 November	3:00-7:00 pm	Board Meeting	Surrey Campus Cedar Bldg Room 2110
Wednesday 3 December	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Typically, no meetings in July and August			
<b><u>2015</u></b>			
Wednesday 14 January	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Thursday 15 January	4:00-6:00 pm	Board Human Resources Committee	Cloverdale Campus Room 1853

Wednesday 21 January	4:00-6:00 pm	Board Finance & Audit Committee	Cloverdale Campus Room 1853
Wednesday 28 January	3:00-7:00 pm	Board Meeting	Langley Campus Room 1030 20901 Langley By-Pass
Wednesday 11 February	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Friday-Saturday, February 20-21	Friday Afternoon to Sat. 4:00 pm	Board Retreat – overnight	TBD
Wednesday 11 March	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Thursday 18 March	4:00-6:00 pm	Board Finance & Audit Committee	Cloverdale Campus Room 1853
Thursday 19 March	4:00-6:00 pm	Board Human Resources Committee	Cloverdale Campus Room 1853
Wednesday 1 April	3:00-7:00 pm	Board Meeting	Cloverdale Campus Room 1853
18-22 April		Association of Governing Boards National Conference	Phoenix, Arizona
Wednesday 8 April	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Thursday-Saturday 30 April – 2 May		Canadian University Boards Association (CUBA) – Board Chair and University Secretary attend	Montreal, Quebec
Thursday 7 May	4:00-6:00 pm	Board Human Resources Committee	Cloverdale Campus Room 1853
Wednesday 13 May	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Wednesday-Friday 20-22 May	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
Thursday 27 May	4:00-6:00 pm	Board Finance & Audit Committee	Surrey Campus , Cedar Bldg Rm 2110
Wednesday 3 June	3:00-7:00 pm	Board Meeting	Cloverdale Campus Room 1853
Wednesday 17 June	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853

Wednesday 23 September	3:00-7:00 pm	Board Meeting	Richmond Campus Melville Centre for Dialogue 8771 Lansdowne Road
October 8-9	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium
Wednesday 18 November	3:00-7:00 pm	Board Meeting	Surrey Campus Cedar Bldg, Room 2110 12666 72 Avenue
<b><u>2016</u></b>			
June 1-3	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
October 6-7	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium
<b><u>2017</u></b>			
May 31, June 1-2	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
October 5-6	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium
<b><u>2018</u></b>			
May 30-31, June 1	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
October 4-5	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium

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## Report to the Board of Governors

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**September 2014**

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## President's Report to the Board

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Alan Davis, President and Vice Chancellor

September 2nd, 2014

**Students:** First and foremost we had 7294 students on campus taking classes (up by about 1.5% from last year), as well as visits by prospective domestic and international students to look around KPU. There was the usual business with admissions and registration and in the faculties as they enrolled students and got organized for the fall semester.

**Core Review:** On July 2<sup>nd</sup>, Board Chair Shane King and I presented our Core Review of Programming report to Minister Virk, and we will be following up with a report on its implementation by December 31<sup>st</sup>. The KPU Core Review was shared with the Board and with Senate, and builds upon a number of projects already underway at KPU: school district liaison, collaborations with SFU Surrey and with TRU, the future of KPU Tech, and the program plan for 3 Civic Plaza.

**Skills for Jobs Blueprint:** Related to this review was the announcement of a BC Jobs Plan [“blueprint”](#) by Ministers Virk, Bond and Fassbender in May of this year: a way to “reengineer” education to align with high demand job areas. During the summer, Gordon Lee has been a member of the steering committee to consider this blueprint, and we will be sharing any implications for KPU during the Fall: early assessments suggest that our program mix is already strongly aligned with areas of high demand, and meeting the targets set by the government should not be problem.

**Code of Conduct:** In July the Board received a [directive](#) from Minister de Jong that we ensure that our employee Code of Conduct and related policies reflect best practices, and we have been working with our sister institutions to ensure that any policy revision or development was initiated so that we could meet the November 30<sup>th</sup> deadline for posting to our Web site.

The KPU Code of Conduct will outline the key expectations of our employees as embedded in a number of existing and new policies regarding conflict of interest and commitment, financial integrity, use of property, respectful workplace, and so on. All policy revisions and new policies will be out for university-wide comment in mid-September.

**CSWSoD:** Construction on the new building at KPU Richmond for the Chip and Shannon Wilson School of Design has been delayed: negotiations with the lowest bidder are underway for changes and price adjustments to bring the work and costs within the pre-tender budget amount: an update on the new timeline for opening will emerge from those negotiations.

## President's Report

**ELST:** Faculty and staff in ACA have been working with Dean Donahoe over the summer to find a sustainable model for ELST after this fiscal year, when all funding from AVED is lost. The results of this work will be discussed over the next few weeks.

**President's Council:** On August 19<sup>th</sup>, the first President's Council met: the council includes key academic and administrative managers and the executive group in a somewhat reorganized meeting schedule. At the first meeting, each executive member shared his or her goals for 2014/15, all of which derive of course from [Vision 2018](#), [the Academic Plan](#), the Core Review actions, and the [Resource Planning Task Force](#) recommendations which were finalized in late June.

**Governance Retreat:** the first ever KPU Governance Retreat was held on August 22<sup>nd</sup>, and about 60 people attended to hear [Dr. Ross Paul](#), former President at the University of Windsor and Laurentian, followed by a panel of myself with Senate leaders, and to attend some workshops on aspects of governance. We were happy to have several board members join the retreat, including our new members: [Hanne Madsen and Bruce Wendel](#).

**President's P.D.:** For myself, I attended the [Association of Authentic, Experiential and Evidence-Based Learning](#) meeting in late July, and a report is attached. The focus was on the use of e-portfolios to support and enhance learning, and aligned well with some of KPU's goals in teaching and learning. Related to this, the [Open Studies](#) group also met to look at ways we can advance the discussion around adding flexibility to our offerings as described in the Academic Plan.

On August 21<sup>st</sup>, I attended a workshop for audit chairs for the [Ontario College](#) quality assurance (QA) and accreditation process, elements of which will be useful to KPU as we build our own QA framework.

**PDEC:** The President's Diversity and Equity Committee met throughout the summer, with its new [policy](#) now fully approved, and the KSA and KPU had a great float at the Vancouver Pride Parade, and a booth at the Surrey Pride event.

**New@KPU:** the first edition of this new [internal communication](#) was issued in August, and it will be another regular way to keep the KPU community informed.

### Looking ahead to the Fall:

We may well have a record number of students on campuses, with growth in the numbers of domestic and international students over 2013/14.

Senate will reconvene on September 29th, with Jennifer Au as Vice Chair. It will be a busy schedule as Senate deals with issues that have arisen this summer and as aspects of the KPU Academic Plan are implemented.

On October 1<sup>st</sup>, we say good bye to Chancellor Arvinder Bubber and welcome our new Chancellor, George Melville, whose first task will be to award an honorary degree to Arvinder. This will be the day before our Fall Convocations on October 2<sup>nd</sup> and 3<sup>rd</sup> where the new Chancellor will officiate, and where we will award honorary degrees to former Surrey Schools Superintendent Mike McKay, outgoing Mayor

## President's Report

of Surrey Dianne Watts, and Jane Adams, President and CEO of the Surrey Memorial Hospital Foundation.

In September we will be welcoming five colleagues from institutions in China who are exploring the idea of a "polytechnic university." Terry Han, Interim Dean, Faculty of Trades and Technology, is heading up this leadership training program, aided by Keri van Gerven. Don't be surprised if you see them touring around, sitting in on meetings, etc.

**United Way Employee Campaign:** we are getting organized for a great Fall campaign, with Alexandra Karapanos and Jim Murray being the co-chairs and support from the Office of the President. Be prepared for a number of fun and engaging activities on each campus to raise awareness and enough money to keep KPU as a top contributor to the United Way within its sector.

**Comings and goings:** as of September 1<sup>st</sup>, and hoping nothing else happens in the meantime, we will have a full set of Deans in place for the first time in my career at KPU, when Brian Haugen joins us as Dean of Trades and Technology.

Having said that, further change is afoot as we say good bye to Jeff Norris as Chief Advancement Officer, who is heading off to the Royal Columbian Hospital Foundation as President and CEO. Jeff did so much to make fundraising at KPU so effective, and he helped a lot of people get the funds they needed to study or undertake research, host events, etc. Recruitment is underway for his successor and Marlyn Graziano, Director of External and Government Affairs, will assume his responsibilities in the interim.

Vice-Provost, Teaching and Learning Diane Salter says goodbye in late September, and we appreciate all she has done to establish INSTL, and Learning Matters newsletter, the second edition of which came out in June, and a third edition is due shortly. University Librarian Todd Mundle will be looking after her portfolio as we undertake a search.

Kathleen Haggith, KPU's Associate Dean of Academic and Career Advancement, is off to become Dean, Faculty of Health and Human Science at North Island College, and we wish her all the best. We are pleased to welcome Aimee Begalka as pro tem Associate Dean.

Patrica Seto said goodbye to the Office for Future Students in order to take a position at Regent College and we thank her for her work in recruitment at KPU.

In my office, we said *au revoir* to Brodie Lewis, who was our first Graduate Intern, and who did outstanding work in support of many activities. He is off to South Korea to teach English for a year. Mike Hills is the new intern, and we welcome him to the team.

I am sure there will be lots of new faces in the faculties and departments across KPU. I hope I can meet you all in the next few weeks. Please do not hesitate to introduce me to your colleagues when opportunities arise.



## **Association of Authentic, Experiential and Evidence Based Learning (AAEEBL)**

### **Conference Report: Alan Davis**

August 10<sup>th</sup>, 2014

I was fortunate to be able to attend this conference, held from July 28 to 31<sup>st</sup>. I had heard about it when I presented a keynote to the Canadian Association for Prior Learning Assessment in November, 2013, and it was highly recommended for those who are involved with or interested in new ways to document and assess learning.

While the origins of this area are in adult education, interest is spreading to all areas of both K-12 and higher learning, especially as digital systems enhance and facilitate the processes involved.

It is not a big conference: 200 or so attendees, but it is always held alongside the much larger Campus Technology meeting, and so the overall event is much larger with many exhibitors and some interesting opportunities to attend other sessions.

The theme of the AAEEBL meeting was “Engaged Learning and ePortfolios: Advancing Learning Centered Cultures in a Multimodal Age”, and so anyone who has read Vision 2018 and the KPU Academic Plan would see the connection to some of our key goals. While the attendees came from all sectors of higher education: community colleges, technical and 4 year schools and the big research-intensive and Ivy League universities, the majority came from smaller, teaching-focused institutions not too unlike KPU.

ePortfolios have been around for some time, and at KPU they have been used in Nursing and in the HR Management program. Interest in them has grown in recent years across our sector as the debate about “what do our graduates really know and what can they really do” continues, with some commentators questioning, even for the elite ivy league institutions, that there is not much added value for many graduates. Likewise, we know that our system of sequential courses and grades largely favors a certain way of knowing and does not capture other ways, and so there is a social and access dimension to this discussion.

Among all the innovations in teaching and learning, ePortfolios have been termed “the ultimate high impact practice” even though they challenge much of what we take for granted in the traditional classroom, as Trent Batson and Judy Williamson describe in the welcome greeting:

- it is the learner's portfolio and his or her evidence: they can have more control over what they learn and how they learn it
- ePortfolios are dynamic and the learner is the curator who can make links across disciplines, so the notion that knowledge is static and can be neatly packaged into tidy 3 credit courses is exposed
- ePortfolio evidence is generative and collected from all types of activities, not just the formal classroom, and must be measured in ways beyond seat time and discrete grades

## President's Report

- ePortfolio evidence is direct and evolves, and can be used throughout one's career, and so the perception that you need primarily a formal learning record to succeed in the new job market will have to change.

Like most conferences these days, we will be blessed with having many of the presentation materials available online (late August). One interesting activity was the Ignite session where a series of presenters each had 8 minutes to make their pitch, followed by round table opportunities for attendees to find the presenters with whom they would like to follow up. In that way, a lot of good ideas can be shared and time is not wasted listening to full presentations looking for the ideas that really are important to you.

Some of the highlights of the sessions I attended are as follows.

### Keynote

- Catalyst for Learning: the Difference ePortfolio Makes: Eynon, LaGuardia CC & Gambino, Guttman CC

Both these institutions have been working with ePortfolios for some time, and now can share data on their impact based on a network of colleges in the Connect to Learning project (C2L). When implemented well, the ePortfolios improve student success, deepen learning, and "catalyze transformative institutional change". A lot of evidence was presented to support these conclusions and the institutional transformation aspects were especially interesting: professional development, outcomes assessment, and scaling-up strategies (a big issue: pilots are easy, wider adoption is not).

### Ignite Session

- Why ePortfolios?: Buyarski, Indiana University (IU)

How does one clearly and concisely articulate the potential of ePortfolios to enhance student learning, and how they did this at IU.

### Concurrent Sessions

- Personal Learning Networks: Making the Leap from Teaching to learning in a Digital Age: Conn, Southern Polytechnic State University (SPSU), Handy, BlueHost

SPSU has adopted a "flipped classroom" approach so that learning is constructed through design and development of learning objects, and personal learning networks can be created from these objects.

- Accelerating the Credential impact of Experiential Learning: Geith and Heinrich, Michigan State University

## President's Report

How one department is trying to make visible the “planned and unplanned “ outcomes of experiential learning in order to reduce time to achievement of a credential using e-Portfolios, journals and more complex assessment processes.

- Success Strategies for Implementing ePortfolios: Kahn, Indiana University

Indiana is clearly a leader in this area and may be worth linking to at some point. Here we discussed how ePortfolio adoption can be underestimated in terms of its impact on change in teaching and learning, and so persistence and patience and multiple trials to discover the best approaches are recommended.

- Iterating on the Academic Transcript: linking Outcomes to ePortfolio Evidence Chen, Stanford and DiPietro, Drexel University

This approach takes the existing notion of a transcript and expands it through hyperlinks to evidence of students' work, with the focus on changing from just grades in courses to how competencies can be demonstrated. The Drexel example was especially compelling and aligns with KPU very well, and is worth following up on since it includes both experiential and applied learning areas.

- Truly, Madly, Deeply Learning-Centered: Sutherland, PebblePad

This was a sales job really from one of the major ePortfolio vendors, this one from the UK, widely used in Australia, and adoption in North America is growing. They call it a “personal learning system” rather than an e-portfolio, and it is worth looking at. For a vendor presentation, this was especially thoughtful, if not philosophical, and used good examples to demonstrate the impact.

- Capstone ePortfolios as Drivers of Faculty Development: Freeman and Turner, Indiana University

How adopting e-Portfolios in senior capstone courses drove a re-thinking of the entire curriculum, and how such ePortfolios can ensure the integrity of an undergraduate degree.

## Keynote

- Teetering on the Edge of the Future; Alexander, Consultant

Suggested that we are a pivotal point: we have seen lots of technological change and innovation and many ways that education has responded, and based on what we have learned we can look forward the future and what to expect through various scenarios or narratives: his pitch can be viewed through various streams such as <http://vimeo.com/38611377> . Interesting future keynoter at KPU?

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## The Office of Advancement

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Board of Governor's Report  
Jeff Norris, Chief Advancement Officer, Executive Director External Affairs  
Division of University Advancement  
September 17, 2014

### Development Office

We are on track to set a record for donations for the 8<sup>th</sup> consecutive year with total gifts up over 30% so far this year compared to last year's total.

### New Major Gifts Confirmed or Received

1. \$5,000 Hempyz Humanitarian Award
2. \$5,000 Lisa & Bonita Award
3. \$5,000 Hayley Woodin Award
4. \$5,000 Malcolm Trehwella Fine Arts Award
5. \$5,000 Rob Bowker Music Award
6. \$5,000 Port Royal Community Garden Society Award
7. \$5,000 Sonja Picard Fine Arts Award
8. \$5,000 Terra Firma Landscape Award
9. \$20,000 Philip Barnes Young Entrepreneur Endowed Award
10. \$5,000 Barr Family Bursary
11. \$5,000 Mercury Millwork Design Award
12. \$5,000 Contour Landscaping Award
13. \$20,000 Bridging into Education Endowed Award

### Major Projects

Several major capital projects have been identified for fundraising and are in final stages of development and prospecting. Our fundraising focus for the next 18-30 months will be on these projects.

## External and Government Relations

KPU leveraged a number of opportunities to increase exposure and promotion among key publics, including politicians, business, news media and the non-profit sector. Key activities during this reporting period included:

### Events attended

- Numerous community events, including Delta Chamber of Commerce After 5, hole sponsorships at the Surrey Board of Trade and Greater Langley Chamber of Commerce golf tournaments, Richmond Chamber of Commerce year-end barbecue (attended by Mayor Malcolm Brodie), Surrey Board of Trade Top 25 Under 25 Awards.
- Innovation Boulevard communications and events committees.
- Maple Leaf Youth Awards featuring Arthur Milnes at the Ismaili Centre in Burnaby; Kwantlen was a sponsor.
- VIP reception with Mayor Dianne Watts for City Centre 1 and Innovation Boulevard.
- Provided the welcome and prize giveaway, with Student Recruitment, for the Surrey Children's Festival volunteer orientation event. KPU was a sponsor.
- Bollywood Meets Hollywood annual Richmond Sunrise Rotary fundraiser (attended by Mayor Malcolm Brodie and Richmond Centre MLA/International Trade Minister Responsible for Asia Pacific Strategy and Multiculturalism Teresa Wat).
- Delta Chamber of Commerce monthly luncheon, at which KPU President Alan Davis provided members with an update on KPU.
- Economic Development Association of BC opening session with Minister of Jobs, Tourism and Skills Training Shirley Bond. KPU was a sponsor.
- Downtown Surrey BIA Fam Tour. An annual event hosted by the Surrey BIA and attended by businesses, developers and media from across the Lower Mainland, along with Surrey Mayor Dianne Watts, Education Minister Peter Fassbender and Surrey Panorama MLA Marvin Hunt. KPU's recently announced plans for KPU Civic Plaza were included in this year's agenda.
- North Fraser Education Task Force meeting with Advanced Education Minister Amrik Virk. Followed by the Ridge Meadows Chamber of Commerce luncheon at which the Minister spoke. (NTF chairperson is KPU's Director, External and Government Affairs.)
- BC Lions, ITA announcement of the renewal of the Lions in the House program, which sees BC Lions members visiting elementary and high school students to speak about the value of choosing trades as a career. Three KPU students were selected to be part of the program, and one was selected to be a speaker at the event, which was attended by Ministers Bond, Virk and Fassbender. All three KPU students were interviewed by a number of media outlets.
- Vancouver Board of Trade luncheon with Minister Bond.

### **Events hosted**

- Doors Open Richmond – KPU Richmond was one of 50 arts, culture, health and heritage sites participating in city's annual event. Generated positive media coverage.
- Doors Open Surrey – KPU Tech was one of 48 participating sites in Surrey.
- KPU Civic Plaza announcement at Surrey City Hall. KPU President Alan Davis spoke, as did Surrey Mayor Dianne Watts.
- KPU Langley hosted a Taiwan Business Delegation with MP Mark Warawa and the Greater Langley Chamber of Commerce.

### **Meetings with**

- Princess Margaret Secondary principal Nader Dhillon, with KPU President Alan Davis.
- Richmond Pathways Clubhouse (Canadian Mental Health Association non-profit) to assist with collateral materials (editing and content creation).
- Richmond Food Bank to assist with re-branding exercise.

### **Communications/Media Relations**

#### **In development for August distribution**

New@KPU, Kwantlen's new monthly employee newsletter to be distributed electronically to 1,800 KPU employee email addresses.

#### **Transitions team training**

Completed draft scripts for three Transitions team training and information videos. A fourth and final script in development and shooting should start in September.

#### **KPU media coverage – May 1 – July 31 2014**

The three biggest KPU media stories from May through July were: announcing the Traditional Chinese Medicine program advisory committee members, introducing George Melville as the university's next chancellor and unveiling our plans for KPU Civic Plaza. Accompanying the latter two announcements are respective webpages which will in part serve as an archive for media coverage.

KPU was covered by all local community papers in Richmond, Surrey and Langley multiple times, and positive news stories featured prominently in *the Province*, *The Vancouver Sun*, *Metro Vancouver* and the *Georgia Straight*. There was also significant institutional media coverage by leading local ethnic media: *Sing Tao*, *Ming Pao* and the *Indo-Canadian Voice*.

**KPU distributed a total of 35 news releases and media advisories:**

- May: 11 news releases
- June: 16 news releases
- July: 8 news releases

**Coverage was received on more than 747 occasions:**

- May: 165 mentions (approx.)
- June: 359 mentions (approx.)
- July: 223 mentions (approx.)

**A sample of KPU's most relevant and newsworthy stories:**

22/07/2014	<ul style="list-style-type: none"> <li>• Sold-out conference on gang violence prevention [AT-CURA]</li> </ul>	The Province, The Vancouver Sun, CKNW, Radio Canada, Surrey Leader, Langley Times, Peace Arch News, Indo-Canadian Voice, South Asian Link
08/07/2014	<ul style="list-style-type: none"> <li>• Highly acclaimed course on eating disorders comes to KPU</li> </ul>	The Vancouver Sun
11/06/2014	<ul style="list-style-type: none"> <li>• KPU expands into Surrey's downtown core with KPU Civic Plaza</li> </ul>	The Province, The Vancouver Sun, Georgia Straight, Omni TV, Surrey Now, Surrey Leader, Peace Arch News, Sing Tao
03/06/2014	<ul style="list-style-type: none"> <li>• Laura Szendrei memorial scholarship founded at KPU</li> </ul>	Global BC, The Province, The Vancouver Sun, Surrey Now, Surrey Leader
26/05/2014	<ul style="list-style-type: none"> <li>• Meet B.C.'s "Brew U" instructors</li> </ul>	Surrey Now, Beer Me B.C.
22/05/2014	<ul style="list-style-type: none"> <li>• Boston Pizza owner George Melville to be the next chancellor of KPU</li> </ul>	Business in Vancouver, The Vancouver Sun, CBC Radio, Surrey Now, Surrey Leader, Langley Times
09/05/2014	<ul style="list-style-type: none"> <li>• KPU announces Traditional Chinese Medicine program advisory committee</li> </ul>	Sing Tao, Ming Pao, Fairchild TV, Wow TV, NTD TV

**The following is a list of KPU news releases that generated media coverage. This does not represent the number of times each story was picked up, as many were picked up several times:**

- KPU grad competes to be next silver screen host
- Sold-out conference on gang violence prevention begins tomorrow
- KPU employee achieves BA after 25 years
- KPU faculty helps take science labs to the links
- Highly acclaimed course on eating disorders comes to KPU
- New KPU program helps students save lives
- Two KPU students spend summer in Ghana with Harvard
- A conversation with world-renowned Sufi singer Sain Zahoor Ahmed
- KPU interior design student shines at Illumination Awards
- KPU expands into Surrey's downtown core with KPU Civic Plaza
- Six ceremonies celebrate over 1,700 new grads
- Laura Szendrei memorial scholarship founded at KPU
- KPU's honorary degree recipients 'made positive contributions to Canadian life'
- KPU plays with fire for Doors Open Richmond
- Borealis String Quartet finds residence at KPU
- Meet B.C.'s "Brew U" instructors
- Boston Pizza owner George Melville to be the next chancellor of KPU
- Science Rendezvous at KPU Langley captivates hundreds
- KPU announces Traditional Chinese Medicine program advisory committee

In addition to the above, the communications/media team managed internal and external communications regarding the executive compensation payments that came to light in Question Period and in *Province* articles earlier this year. Management included communication around the release of the Mingay Report, fielding questions from reporters, responding to FOI requests, crafting media statements, correcting mistakes in published media articles and disseminating accurate information, developing and distributing internal messaging, and establishing a new [communications@kpu.ca](mailto:communications@kpu.ca) email to receive and address feedback, questions and concerns from the KPU community.



## **Alumni Relations**

### **Spring Convocation Celebration**

The first ever convocation celebration event was held post convocation on June 13 in Vancouver. More than two dozen alumni gathered for the event and networked. The event was for new graduates as well as former alumni.

### **Alumni Mentorship Program**

KPU Alumni Relations has revamped and relaunched the 2014 student to alumni mentorship program. The revamp includes additional tools for mentors and mentees. The mentorship program provides an opportunity for experienced alumni professionals to share their knowledge and expertise with students through role modeling, coaching and interpersonal support. For promoting this program to new students, future alumni club postcards will be distributed in the new student packages in September.

### **Generating Revenue and Fundraising**

The alumni office is currently exploring avenues to raise money for alumni programs as well as raise money from alumni to support KPU foundation's charitable endeavours.

### **Distinguished Alumni Pins**

Alumni relations office now has distinguished alumni pins for KPU's distinguished alumni award winners so each recipient will receive a pin in recognition of his/her achievements going forward.

### **Since the last report, the Alumni Association**

- Has filled the alumni position vacancy on Senate.
- Had its 2013/14 financial review conducted by KPMG.
- Created Social Media tips for KPUAA board members to become more active on social media representing the association, alumni body, and KPU.
- Has decided to award the 2014/2015 Distinguished alumni awards at an upcoming convocation ceremony in 2015.
- Has revised the graduation letter that goes out to alumni with their graduating credential.
- Is prepping for the 2014 AGM and election being held in November.
- Is finalizing a renewal of their affinity partnership with Coast Capital Savings.

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## The Office of Research and Scholarship

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Since KPU re-calibrated the position of Associate Vice President, Research on April 1<sup>st</sup>, 2014, the Office of Research has been consulting widely to garner feedback on key issues and strategies that need to be articulated in the **Research Plan** which is due in late September 2014. The ORS team continues to support research and scholarly activity in 3 strategic areas:

1. Building and maintaining operational structures and procedures that are designed to support the research culture and professionalize approaches to scholarship in ways that are consistent with and reinforce KPU's Vision 2018 and Academic plans.
2. Governance – five of the six policies and procedures relevant to the ORS are in the process of being updated for approval by Senate in the next semester following the 60 day consultation process. The priority focus includes RS6 Research Centres and Institutes, RS5 Intellectual Property, and RS2 Integrity in Research and Scholarship.
3. Building Capacity – significant emphasis has been placed on encouraging the development of funding proposals to the national Tri-Council sources (NSERC, SSHRC and CIHR), as well as locally to Foundations, municipal and provincial government, community associations, and to industry. Highlights include: **Institute for Sustainable Horticulture** (Deborah Henderson) – NSERC – 5 year \$2.3 million funding proposal “Plant and Ecosystem Health” submitted to the College and Community Innovation Program – Letter of Intent successful. Moved to full proposal.

**Institute for Sustainable Food Systems** (Kent Mullinix) – SSHRC Partnership Grant “Food: Locally Embedded, Globally Engaged) – Letter of Intent with universities across Canada successful. Moved to full proposal. Awarded \$250,000 from Real Estate Foundation. Proposals submitted to Vancouver Foundation, VanCity and several municipal funding proposals pending;

**Institute for Materials Innovation** (George Verghese) – Western Economic Diversification – Letter of Intent submitted (\$692,000 over two years) “Fish Skin Innovation Project”; Canadian Foundation for Innovation Grant postponed;

**CIR:CLE** – proposal submitted to McConnell Foundation (\$250,000) under the RECODE initiative – “Fuelling social innovation & entrepreneurship in higher education. Result expected in September. Includes potential research by Visual Media Workshop research team (KPU Journalism) and involves significant student engagement.

**KPU Katalyst Grants** – highest number of proposals (n=15) and highest amount distributed (4 Katalyst grants - \$40k over two years – awarded to 5 researchers)

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## The Faculty of Arts

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### Report to the Board, May 13<sup>th</sup>, 2014 – September 3<sup>rd</sup>, 2014

As well as offering a semester with a full complement of courses, in the Faculty of Arts the Summer months are traditionally a time of research, meetings, and conference presentations. So it is no surprise that faculty have been very busy with both teaching and non-teaching activities between May 13<sup>th</sup> – September 3<sup>rd</sup>, 2014. These include:

The **Criminology** department hosted their first annual Convocation Awards Ceremony where student achievements were recognized and celebrated in four different categories (May 28)

- **Academic Achievement** – Navjeet Bhupal, Christopher Howell, James Grange, and Zena Rossouw
- **Contribution to Scholarship** – Christopher Howell
- **Community Engagement** – Yuliya Petrova
- **Spirit** – Marissa Hicks
- **Social Justice** – Melissa Ojanen

The **Psychology** department hosted Connecting Minds Annual Undergraduate Research Conference. The conference draws researchers from across Canada, the United States, and Europe featuring both poster and oral presentations, Richmond (May 30 -31)

**Sociology and English** sponsored the First Voices Lecture Series: “Genocide, Survival in Auschwitz, and Canadian Jewry” (Fred Ribkoff and Adara Goldberg) KPU Surrey (June 17)

The **Sociology** department and **Wendy Royal** of the Department of English Language in the Faculty of Academic and Career Advancement co-organized the 3rd Biennial Kwame Nkrumah International Conference and Tribute to Mandela. The conference was organized in partnership with KPU, Lincoln University, Pennsylvania, USA, and the Kwame Nkrumah University of Science and Technology, Kumasi, Ghana (August 20 -22)

The **Faculty of Arts** Summer PD session “Expert Systems Educational Theories, Western-Centric Knowledge, and the Construction of the Ideal Iranian Citizen: rethinking Islamic fundamentalism” was facilitated by **Amir Mirfakhraie**, Sociology. (May 14)

### Student Success:

- **Ryan Soravito** (Modern Languages) was awarded an all-inclusive Taiwanese Government Scholarship for studying Chinese for six months at a Taiwanese university of his choice (May)

### Creative Works and Scholarly Publications:

- **Francis Abiew** (Political Science): "Libya, Intervention, and Responsibility: The Dawn of a New Era?" in Carsten Stahn and Henning Melber eds., *Peace Diplomacy, Global Justice and International Agency: Rethinking Human Security and Ethics in the Spirit of Dag Hammarskjöld*, (Cambridge: Cambridge University Press, 2014), pp.536-560 (with **Noemi Gal-Or**)
  - "Article 4(h) intervention: Problems and Prospects" in Dan Kuwali and Frans Viljoen eds., *Africa and the Responsibility to Protect: Article 4(h) of the African Union Constitutive Act*, (New York: Routledge, 2014), pp.109-126
- **Seema Ahluwalia** (Sociology): "Time to Resist Complicity in Genocide" in *Radical Desi* (June 2014)
- **Dorothy Barendscott** (Fine Arts): "Official and Unofficial Spaces of the Budapest Millennial Exhibition, 1896" – chapter in Laura Hollengreen, Celia Pearce, Rebecca Rouse, Bobby Schweizer, et al, *Meet Me At the Fair: A World's Fair Reader*. Carnegie Mellon University Press, 2014 (August)
- **Daniel Bernstein** (Psychology): Coolin, A., Bernstein, D.M., Thornton, A.E., & Thornton, W.L. (2014). "Inhibition and episodic memory impact age differences in hindsight bias" *Experimental Aging Research*, 40, 357-374.
  - Fischer, A.L., Bernstein, D.M., & Loken Thornton, W. (2014). "Elevated pulse pressure modifies theory of mind performance in older adults" *The Journals of Gerontology, Series B: Psychological Sciences and Social Sciences*, 69, 219-227. doi: 10.1093/geronb/gbs120
- **Esayas Bekele Geleta** (Sociology): "Microfinance and the Politics of Empowerment: A Critical Cultural Perspective" *Journal of Asian and African Studies*, 2014, Vol. 49(4) 413–425 (July 10)
- **Aaron Bushkowsky** (Creative Writing): *Curtains for Roy*. Cormorant Books, 2014. (August 1)
- **David Burns** (Educational Studies): Phillips, L. M., Norris, S. P., & Burns, D. P. (2014). "Conceptions of scientific literacy: Identifying and evaluating their programmatic elements" in M. Mathews (Ed.), *The Springer handbook of historical and philosophical research in science and mathematics education*. Dordrecht, The Netherlands: Springer.
- **Nicola Harwood** (Creative Writing): "High Muck a Muck: Playing Chinese" - interactive gallery installation and website collaboration between ten Canadian artists, writers, musicians and programmers featuring oral histories and interviews with community members from Vancouver and Nelson (July 4)
- **Rajiv Jhangiani** (Psychology): Guest editor - Wrote introduction for a special issue of *The Journal of Psychology Teaching and Learning* (July)
  - Co-authored first Canadian edition of textbook – Stangor, C., **Jhangiani, R.**, & Tarry, H. (2014). *Principles of Social Psychology* (1st Canadian ed.). Vancouver, BC: BC Campus Open Ed (August)
- **Ranbir Johal** (Modern Languages): "*Paash: Khetan da Put*" (*Paash: Son of the Soil*) – play published about the life of revolutionary Punjabi poet, Paash, based on his poetry, letters and diary (June 20)
- **Mike Larsen** (Criminology): "Indefinitely Pending: Security Certificates and Permanent Temporariness" – chapter published in *Liberating temporariness?: migration, work, and citizenship in an age of insecurity* (July 2014)
- **Paul Ohler** (English): "Darwinism and the "Stored Beauty" of Culture in Edith Wharton's Writing" – Essay published in the collection *America's Darwin : Darwinian Theory and U.S. Literary Culture*

(June)

- **Yanfeng Qu** (Modern Languages): “False Equivalents, Writing Errors and Their Implications for Textbook Design” – paper published “Proceedings of the 12th International Conference on Chinese Pedagogy: the Challenges and Opportunities for Teachers of Chinese as a Foreign Language (CFL)” pp. 522-529 ed. Wayne Wenchao He 2014 published by Heilongjiang People’s Publishing House, Harbin, China (July)
- **Kira Wu** (Fine Arts): Surrey Art Gallery, On-Main Gallery and KPU: Web publication of catalogue of Disfiguring Identity: Art, Migration and Exile Symposium (August 28)

#### Public Presentations:

- **Faith Auton – Cuff** (Educational Studies): Auton-Cuff, Faith P. & Gruenhage, Jordan (2014). *Stories of Persistence: The Liminal Journey of First-Generation University Graduates*. Peer-reviewed paper presentation at the Higher Education Research Close-Up 7 Conference at Lancaster University, UK July 21-24, 2014.
- **Andrew Bartlett** (English): “Language and Containing Violence” at the Eighth Annual Meeting of the Generative Anthropology Summer Conference (GASC VIII) (June 20)
- **Daniel Bernstein** (Psychology): Presented
  - Currie, D., Sager, B., Aßfalg, A., & Bernstein, D.M. (2014, May). “Task feedback alters the revelation effect.” and Currie, D., Aßfalg, & Bernstein, D.M. (2014, May). “On the revelation effect and cognitive effort” at Northwest Cognition and Memory, Victoria (May)
  - Lee, K.K.Y., Bernstein, D.M., & Thornton, A.E. (2014, May). “Traumatic brain injury: P300 and moderators: A meta-analysis” at Connecting Minds, Vancouver (May)
  - McDonald, D.L., Bernstein, D.M., Jamieson, R.K., Cormack, D., & Bodner, G. (2014, May). “Proportional manipulation of produced words test the distinctiveness and strength accounts of the production effect” at the Association for Psychological Science, San Francisco (May)
  - Nassehi, K., Bernstein, D. M., Thornton, A. E. (2014, May). “Social cognition is impaired in alcoholics, a meta-analysis” at the 15th annual meeting of Northwest Cognition And Memory, Victoria (May)
  - Served as a committee member for two B.A. Honours thesis defenses at SFU (May) and one Ph. D. defense at SFU (April)
- **David Burns** (Educational Studies): Burns, D.P., Leung, C., & Yeung, B. (July 2014). “Intergenerational Justice, Environmental Education and our Hopes for Future Generations” at the Science, Technology, Engineering and Mathematics in Education 2014 Conference, Vancouver, BC.
  - Burns, D. P., Leung, C, & Yeung, B. (2014, May). “The new generation of religious exceptionalists” at the meeting of the Canadian Society for the Study of Education (Canadian Philosophy of Education Society), St. Catherines, Ontario.
- **Greg Chan** (English): “Dr. Aki Morii lecture on the internment of Japanese Canadians during World War II.” Collaborated with the Nikkei National Museum and Cultural Centre to create and moderate a lecture related to the study of Choy’s *The Jade Peony*, Surrey (June 26)
- **Jen Currin** (Creative Writing): Readings:
  - part of the Margin Shift Series at Hedreen Gallery at Seattle University (May 29)
  - An evening to honor Chief Dan George in Vancouver (August 28)

- **Noemi Gal-Or** (Political Science): “The Status of the Non-State Actor and the Terrorist in International Law”; “The Transnational Crime of terrorism in Customary International Law” at John Hopkins University-Nanjing University Center for Chinese and American Studies and The Paul H. Nitze School of Advanced International Studies (SAIS), Nanjing University, China (May 19 – 20)
- **Aaron Goodman** (Journalism): “Digital Storytelling in the Curriculum” at the Canadian Creative Writers and Writing Conference, UBC, Vancouver (May 17)
- **Nicola Harwood** (Creative Writing): Reading of “Buffalo Girls” - play at Frank Theatre's event Clean Sheets: Evening of New Queer Plays at the Queer Arts Festival, Vancouver (July 30)
- **Shareen Hassan, Michael Ma, Lisa Monchalin and Chuck Reasons** (Criminology): “Race and Criminal Justice in Canada: An Overview” at the Canadian Law Society Association Annual Meeting, Manitoba (June 6-8, 2014)
- **Jane Hayes** (Music): “Sea & Sky (with clarinetist Francois Houle) in concert at SFU SCM - Concert of Canadian world premieres and other works for clarinet and piano (May 21)
  - Yarilo Ensemble “Timeless Circles” at the Orpheum Annex (May 27)
- **Greg Jenion** (Criminology): Testified before the House of Commons Standing Committee on Public Safety and National Security, Ottawa (July 3)
- **Rajiv Jhangiani** (Psychology):
  - “Cognitive Management in an Enduring International Sporting Rivalry: Ashes Test Cricket” at the 26<sup>th</sup> Annual Convention of the Association for Psychological Science, San Francisco (May)
  - “Would you *please* stop smiling at your crotch? Predictors of student classroom smartphone use and faculty course smartphone policies” at both the 26<sup>th</sup> Annual Convention of the Association for Psychological Science, San Francisco (May) and The Spring Workshop of the Educational Technology Users Group, Vancouver (June)
  - “Fostering a Culture of Innovation through a Faculty Learning Community” at the Spring Workshop of the Educational Technology Users Group, Vancouver (June)
  - Stanford Prison “Experiment” at the 2<sup>nd</sup> Annual Psychology One Conference, to teach research methods and ethics, Stanford University, Palo Alto (July)
- **Paivi Koskinen** (Modern Languages) with Solveiga Armoskaite “The Finnish nominal colorative construction as evaluative” at the 19<sup>th</sup> Conference of the Finno-Ugric Studies Association of Canada, Ontario (May 25)
- **Toni Latour** (Fine Arts): “The Femme Project” - Solo Exhibition and artist talk (May – July)
- **Kitty Leung** (Fine Arts): “Conforming to Vinicity” A Cross-strait Four-region Artistic Exchange Project
  - at Pingtung Art Museum in Taiwan (May 16 –July 6)
  - at He Xiangning Art Museum in Shenzhen, China ( July 26 – October 26)
- **Billeh Nickerson** (Creative Writing): Readings for:
  - Northwords Festival, Yellowknife (June 5 – 8)
  - Lunch Poems at SFU Harbour Centre (June 18)
  - Pride Victoria (July 5)
- **Paul Ohler** (English): “Digital Resources and the Magazine Context of Edith Wharton’s Short Stories” at the American Literature Association Conference (May)
- **Larissa Petrillo** (CIR:CLE): “Development of Impact Markers in Evaluating Community-University Partnerships” at the CUVic Conference (Community University Engagement), Victoria (May 21-22)
- **Diane Purvey (Dean)**:
  - Presented “Social Work Students and Cold War Domesticity: Teaching Tolerance for

- Abuse” at the International Standing Committee for the History of Education, London (July 23-26)
- With John Belshaw presented “Monstrous Motorways: The Rise of the Roadside Shrine in BC, Canada” at the Monstrous Geographies Conference, Lisbon (May 14-16)
- **Arleigh Reichl** (Psychology):
  - With Alexandria Parsons presented poster “Gendered ableism: The effects of able-bodied media and gender-role beliefs on perceptions of disability and sexuality” at the annual convention of the Association for Psychological Science, San Francisco (May 24)
  - With Jordan Ali, Marina Kononenko, Jamie Rich, Kristina Uyeda, & Nicole Weiss presented poster “Male Disparaging Jokes do not Affect Women’s Perceptions of Men” at the annual convention of the Association for Psychological Science, San Francisco (May 25)
  - With Kristina Uyeda presented poster “He bites, but she sucks: Perceptions of characters in popular culture” at the Connecting Minds Undergraduate Research Conference, Richmond (May 30)
  - With Karan Bola, Alisha Gardiner, Michele Hunsche & Kristina Uyeda presented poster “Perceptions of sexism in print advertisements” at the Connecting Minds Undergraduate Research Conference, Richmond (May 30)
  - With Jordan Ali, Jamie Rich, Kristina Uyeda, & Nicole Weiss presented poster “It’s just a joke: More evidence that male-disparaging sexist humour does not affect women’s perceptions of men” at the annual convention of the Canadian Psychological Association, Vancouver (June 6)
- **Doran Smolkin** (Philosophy): presented commentary on Dale Dorsey's paper "A Good Death" at the Rocky Mountain Ethics Congress at University of Colorado (August 7 -10)
- **Daniel Tones** (Music): Performed “Beach Whistle” as the feature musician in a concert dedicated to the music of Canadian composer Christopher Butterfield, Simon Fraser University (June 5)
- **Yanfeng Qu** (Modern Languages): “False Equivalents, Writing Errors and Their Implications for Textbook Design” at the 12th International Conference on Chinese Language Pedagogy, China (June 26 - 29)
- **Fiona Whittington-Walsh** (Sociology) with **Teresa Morishita** (APPD) and four KPU students presented “Changing Together: Creating Opportunities for Integration at KPU” at Tides of Change: Justice, Diversity and Inclusion for All Conference, Nanaimo (June 12)
- **Evelyn Zellerer** (Criminology): “Peacemaking Circles – From Schools to Prison and Beyond” at the International Conference of the European Forum for Restorative Justice, Northern Ireland (June 13)
  - “Shame with no Guilt – descendants of oppressors and restorative justice” at the International Symposium on Restorative Justice, Greece (June 22 – 27)

#### Awards and Appointments:

- **Francis Abiew** (Political Science): Appointed as peer reviewer for:
  - *Millennium: Journal of International Studies* (May)
  - *Development and Change* (May)
- **Greg Chan** (English): Awarded
  - Coca-Cola project funding to implement a high school outreach program featuring rapping English majors Calvin “Kalvonix” Tiu and Rick “Big Love” Kumar (September)

- Arts funding to produce a promotional music video featuring rapping English majors Calvin “Kalvonix” Tiu and Rick “Big Love” Kumar and to extend high school outreach work throughout the South Fraser region
- **Noemi Gal-Or** (Political Science): Elected for a 2 year-term as Vice-Chair for CBA NILS to be followed by automatic 2 year-term as Chair (June 30)
- **Rajiv Jhangiani** (Psychology): Awarded research grant from the Society for the Study of Peace, Conflict, and Violence (May)
- **Ranbir Johal** (Modern Languages): Won the SSHRC Doctoral Award for PhD research on Women in Punjabi Theatre (May)
- **Keiron McConnell** (Criminology): Awarded the National Gang Crime Research Centre 2014 Frederic Milton Thrasher award for superior accomplishment in Gang Scholarship, Leadership and Enforcement (August 11)
- **Diane Naugler** (Faculty of Arts): Appointed to the position of Director of Diversity and Equity (in addition to her role as Associate Dean) at KPU (August)
- **Charles Quist-Adade** (Sociology): Awarded \$24,800 SSHRC Connection grant to organize 3rd Biennial Kwame Nkrumah International Conference under the theme: “Re-Engaging The African Diaspora: Pan-Africanism in the Age of Globalization”
- **Chad Skelton** (Journalism): Finalist for “Best Data Journalism Portfolio by an Individual” category of the 2014 Data Journalism Awards (June 12)
- **Daniel Tones** (Music): Appointed to the Board of Directors of the National Youth Orchestra of Canada (July)
- **Cathleen With** (Creative Writing): Awarded the Canada Council Award for a book length fiction project (May 15)
- **Fiona Whittington-Walsh** (Sociology): Three year term for Inclusion BC as member of Board of Directors (June)

### Community Engagement:

- **Andrew Bartlett** (English): recruited clinical neurologist and philosopher, Raymond Tallis, to participate as a plenary speaker in the Eighth Annual Meeting of the Generative Anthropology Summer Conference and acted as respondent and mediator for the dialogue between he and the secondary plenary speaker, Victoria (June 20)
- **David Burns** (Educational Studies): Invited to speak at:
  - Learning in university. Opening keynote address at It’s About U, university transition program, KPU, Surrey (August)
  - Celebrating my growth. Closing keynote address at It’s About U, university transition program, KPU, Surrey (August)
- **Greg Chan** (English): Coordinated a performance by rapping English majors Calvin “Kalvonix” Tiu and Rick “Big Love” Kumar titled “Class Kings” at the Multicultural Heritage Festival, Richmond (June 28)
- **Noemi Gal-Or** (Political Science): As AmCham-Pacific Chapter board member attended breakfast and closed meeting for invitees only with US Ambassador, Bruce Heyman (May 13)
  - Attended Annual CBA Ottawa meeting for Meeting of the Executive of the National International Law Section (NILS) with the Department of Foreign Affairs & International Trade and Development Canada, and Canada Department of Justice (May 28 -29)
  - Participated in “Linking Knowledge, Practice and Policy” at the Centre for International Governance Cooperation (CIGI), Waterloo (June 3 - 4 )



## The Faculty of Arts

- As member of the board of AmCham-Pacific Chapter, helped organize Good-bye lunch for Anne Callaghan, US Consul General, Vancouver (June 26)
- **Aaron Goodman** (Journalism): Facilitated digital storytelling workshop for Faculty and staff at KPU Surrey (June 19)
- **Jane Hayes** (Music): Health Arts concerts
  - 6 performances with clarinetist Francois Houle for Artsway (community concerts in extended care facilities) (May 9 -13)
  - with saxophonist Julia Nolan, in preparation for 2014-15 concert season (August 22)
- **Ranbir Johal** (Modern Languages): Honoured famed Pakistani Sufi singer, Saeen Zahoor Ahmed at “An Evening with Saeen Zahoor” (June 25)
  - Hosted conversation with actors Diljit Dosanjh and Rana Ranbir regarding their film *Punjabi, 1984*
- **Kitty Leung** (Fine Arts): Held eight sessions of printmaking workshops for the public (July 3 - 15)
- **Billeh Nickerson** (Creative Writing): Member of the Jury for BC Arts Council Literary Committee (May 13)
- **Larissa Petrillo** (CIR:CLE) Speed-dating for faculty and nonprofit organizations (June)
  - Digital storytelling “Capturing Community Engagement Stories” (June)
- **Yanfeng Qu** (Modern Languages): Vice President and Conference Chair of Canadian Teaching Chinese as a 2nd Language (TCSL) Association – Organized The 8th Canadian TCSL International Conference: Explorations in Theories and Resources for Contemporary Chinese Teaching as well as The Canadian TCSL Association’s 2014 AGM, Vancouver (Aug 16 -17)
- **Daniel Tones** (Music): Attended:
  - The Yamaha Music Camp and worked with young musicians from across Canada (July 3-5)
  - The Board of Directors of the National Youth Orchestra of Canada’s annual retreat at Wilfrid Laurier University. Met with orchestra students and discussed the strategic direction of the organization with fellow board members, Ontario (July 17 -23)
  - Led the 2014 Contemporary Percussion Intensive seminar, open to pre-professional percussionists from across Canada, Vancouver (August 25 -29)
- **Kira Wu** (Fine Arts):
  - Participated in City of Surrey Mural Project – Student & Faculty Mural Installation at Newton Arena (June 19 -22)
  - Participated in the jury for the BC Media Arts Council ( August 11 -15)
  - Student mural unveiling at the annual Garden Party Event, Langley Hospice (August 14)
  - Co-organizer and participant of “Inside/Out: Convergences of Practice and Community Symposium” (August 23)

### Institution-Wide Initiatives:

- **Larissa Petrillo** (CIR:CLE) Surrey Poverty Reduction Coalition Workshop sessions (June 3 and 10)
- **Fiona Whittington-Walsh** (Sociology) and **Teresa Morishita** (APPD): Development of a fully integrated Media course for undergraduate students with and without disabilities (June)

The **AT-CURA** Youth Strengths and Prevention of Delinquency and Gang Involvement: Academics and Community Acting Together Conference was held at the Sheraton Guildford Hotel. The conference presented research, strategies and ideas on topics including: how focusing on strengths equips youth for

lifelong success, how to build strengths in youth, the work of Acting Together, nurturing youth resilience and ending gang life (July 23 -25)

Under Presentations:

- **Seema Ahluwalia** (Sociology): “Practicing Silence While Resisting Silencing and Complicity: Lakota Support for Teaching and Learning about Genocide” – paper presented at the International Genocide Scholars annual Conference, Winnipeg (July 16-19)
- **Gira Bhatt** and **Roger Tweed** (Psychology): Youth offending and positive attitudes towards gangs: The influence of prosocial connections in a male and female at-risk sample - Poster presentation at the International Association of Forensic Mental Health Services, Toronto (June)
  - With **Nathalie Gagnon** (Criminology): The assessment and prediction of change in psychopathic traits among youth - Poster presentation at the Canadian Psychological Association (June)
  - With two AT-CURA Student researchers: “Teacher ratings of student strengths negatively associated with student offences and beliefs justifying violence” - Poster presentation at the Canadian Psychological Association (June)

Under Awards and Appointments:

- **Seema Ahluwalia** (Sociology): Awarded .6% PD Award in support of application to present paper at International Genocide Scholars conference (July)
- **Katie Warfield** (Journalism): Received ½ a Katalyst Grant with Aaron Goodman to start the Visual Media workshop at KPU (July)
  - Reviewer for the Special Edition of IJoC on Selfies (August)
- **The AT-CURA Team**: Awarded a Certificate of Appreciation from the Surrey Mayor, Diane Watts, presented at the AT-CURA Youth Strengths 2014 conference Opening Reception (July 23)

Under Community Engagement:

- **Gira Bhatt** (Psychology): Building research collaboration - Panelist at 9th Annual Fraser Health Research Week with Fraser Health Authority, Surrey (June 3)
  - With **Roger Tweed** (Psychology): Gang prevention youth program inventory: Police & Sikh leadership collaboration with RCMP “E” Division, Surrey (June 26 – 27)

Under Creative Works and Scholarly Publications:

- **Gira Bhatt** (Psychology): What separates kids who stay away from dangerous life of fights and those who actively pursue this path? - Newspaper Publication The Indo-Canadian Voice. P. 1 (July 5)

Under Student Successes:

- **Jordan Buna** (AT-CURA Student Researcher): Gave Odd Squad Gala Address at Odd Squad jeans and jewels fund raiser event for the Vancouver Police Department (July 4)
- **Luisa Piraquive-Buitrago** (AT-CURA Student Researcher): Awarded the Surrey Board of Trade: “Top 25 Under 25” Award (June 12)

The Faculty of Arts

Sincerely,

A handwritten signature in black ink, appearing to read "Diane Purvey". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Dr. Diane Purvey

Dean of Arts

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## The School of Business

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The School of Business offered 200 courses in summer term and the vast majority of sections were 100% full. In addition to attending classes students were busy on a number of different fronts.

ASK, the Accounting Students of Kwantlen hosted an Ice Cream Social on July 11<sup>th</sup>, a networking opportunity for accounting students to meet employers from many different accounting firms in the Fraser Valley and Greater Vancouver area.

Four KPU business students were recognized in the Top 25 under 25 Awards; Aishah Muhammad from Human Resource Management, Samuel Chin from Entrepreneurial Leadership, and Khuong Vu and Gabby Gill from Accounting.

Aaron Bhawan, a fourth year student in the Marketing Management program won the heavily contested, first time to be awarded, internship with DDB Canada, named Canada's number one creative agency in 2012 and Strategy magazines most awarded agency of the year. The company's clients include include Netflix, Nordstrom, McDonald's, Subaru, Canadian Tire and Manulife.

James Decker, graduating student in the BBA Human Resource Management program has been invited to join the Board of Directors for the Ch'nook program, a province-wide program encouraging aboriginal students to develop their business skills. James was first introduced to KPU through the Spark program, a program which worked with at risk students in the high schools. He went on to take his BBA in Human Resource Management, and be awarded the Ch'nook Scholarship three years in a row.

Debbie Musil, a long time accounting faculty member was named a CMA Fellow for her contributions to CMA education and the accounting profession.

John Shepherd, also an accounting faculty member, received the Nancy Bennett Merit Award from the British Columbia Library Trustees Association. John was honored for his dedication to, and work on behalf of libraries around the province. He is currently the Vice-Chair of the Surrey Libraries board and previously served on the Library Boards in Prince Rupert and Prince George.

Mohamad Sheriff, a faculty member in our Computer Science and Information Technology, donned hard hat and work gloves, along with faculty colleagues from Horticulture to participate in a good-will project by installing a putting green in the front lawn of a fourth year IT student. Agathe Savard's husband, Andrew Tippet had recently been struck with and partially paralyzed by Guillain-Barré Syndrome. After several months rehabilitation at G.F. Strong Rehabilitation Centre he was being released. As a long time golf enthusiast, the personal putting green will be an important incentive in his continuing rehab.

Dr. Mohammad Akbar is working with the officials of the BC Seniors Games and economic development officials in Langley to document the economic impact of the BC Seniors Games on the local and provincial economy.

Ron Messer, a member of the Accounting faculty and the Institute of Management Accountants holds an annual student case competition to provide an opportunity for students to interpret, analyze, evaluate, synthesize and communicate a solution to a management accounting problem. This year the case “Lax Procedures at National Capital Trust” was researched and written by Ron Messer.

Our Computer Science and Information Technology faculty are always actively engaged in research and publishing papers:

Dr. Abhijit Sen, is the Program Committee Chair ICICN 2014 (2<sup>nd</sup> International Conference on Information and Computer Networks) and “Exploiting YAHOO! Pipes to Tech Computing Concepts was published as part of the WCCCE 2014 papers.

Dr. Mandeep Pannu has had three articles published recently: “A Comparison of Information Retrieval Models,” WCCCE 2014 papers, “An Activity Led Learning Approach as a pedagogy in teaching Digital Forensics” published with Robert Bird; and “Improving Network Intrusion Detection System Performance through Quality of Service Configuration and Parallel Technology” published with Anne James and Waleed Bul’ajoul.

Jendy Wu published “Project Development for Ethical Hacking Practice in a Website Security Course” published WCCCE 2014 papers.

DR. Xing Liu, named Sessional Chair, INTED 2014 (8<sup>th</sup> International Technology, Education and Development Conference) and International Scientific Advisory Board, ICERI 2014 (7<sup>th</sup> International Conference of Education, Research and Innovation). Dr. Liu also published two papers: “Test-run of the App-Driven Approach in Teaching, a Mobile Programming Course”, WCCCE 2014 papers, and “Design and Development of a Multimedia Course for a Bachelor of Information Technology Degree”, INTED 2014 (8<sup>th</sup> International Technology, Education and development Conference).

Mohamad Sheriff had articles published: 21st Century Pedagogy in Open Society: Is it a Shadow Pedagogical System with Social Media as a Pedagogical Tool?”; “Information and Communication Technology (ICT) Evolution: ICT Age Restructuring Society”; and “Access and Privacy in Canada’s Post-Secondary Sector”.

We are embarking on the fall term with over 14,000 registrants in School of Business Courses. Our fill rate is in the mid 90% range and we have waiting lists for a great many courses in all four years.

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## KPU International

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Summer 2014 has proven to be a very busy period for our department. The start of the summer season was marked by the departure of OISS Director Sandra Schinnerl on education leave and the arrival of Lorena Chatwell, interim International Student Services Manager. In other news, our team has been busy with processing applications, ensuring registration, and planning for the new school year.

### **Delegation Visits**

This summer, we welcomed two delegations from Heriot-Watt University, based in Edinburgh. In May, Carolyn Robertson hosted HWU's Dean of Design and, in June, the School of Business welcomed a delegation from the Edinburgh School of Business (HWU's Graduate School of Business).

In July, Belas Artes representatives visited from Sao Paulo to sign an Exchange Agreement and MOU with the School of Design in order to develop joint programs. Belas Artes also met with the Business and Arts faculties with projects already under development.

### **International Partnerships and Pathways**

In July, Director of Partnerships & Pathways, Anita Hamm, traveled to China to attend a number of meetings and events.

In Shanghai, Anita visited Sino Canada High School (BC Offshore Certified) in order to discuss the possibility of offering Psych 1100 to grade 12 students during the spring 2015 semester via a synchronous learning platform. Dean of Arts, Diane Purvey, fully supports this initiative.

Anita, AVP International Stuart McIlmoyle and Dean of Health Tru Freeman met with Dr. Zhang Liping and Dr. Tang Minke from the Beijing University of Chinese Medicine in order to come up with an action plan regarding our ongoing collaboration.

Anita participated in the Guangdong University of Foreign Studies' annual marketing event for all of its partner institutions. Prospective students were given a presentation about KPU. KPU's Office of International Recruitment, Admissions & Articulation (OIRAA) is now following up with the list of potential applicants.

Anita visited Henan province and participated in meetings with the Henan provincial government to learn more about their interest in opening up opportunities for collaboration between schools in Henan and British Columbia. A presentation about KPU was provided and an agent, a Chinese national also assisting us with Xinxiang No. 1 Middle School, has been assigned to work with KPU for recruitment from this area in central China.

Anita visited Xinxiang No. 1 Middle School, also located in Henan, with whom we hope to replicate what we are already doing with Fuyang No. 2 Middle School. A draft agreement was reviewed and an application will be sent to the Ministry of Education in China to see if we can move forward with our desire to form an official partnership.

Finally, Anita traveled to Xi'an Polytechnic University at the end of the week in order to follow up on talks regarding the formation of a partnership to collaborate in the areas of Design and Business. Since the meeting, course overviews have been provided to KPU in English in order to highlight areas we may cooperate together in the future. KPU is now waiting for XPU's course outlines to also be translated and sent.

### **Office of International Recruitment, Admissions, and Articulation**

International Recruitment and Admissions has been consolidated and officially started operations on April 28<sup>th</sup> 2014 (KPU Day) with a team of six multilingual international admissions and recruitment coordinators and two managers.

Ann Yuan – International Recruitment and Admissions Coordinator – Northern China

Bader Al Tatawy - International Recruitment and Admissions Coordinator- Arabic speaking countries

Daria Moryakova – International Recruitment and Admissions Coordinator – Russian speaking countries

Isabel Chan - International Recruitment and Admissions Coordinator – Southern China

Marina Dias - International Recruitment and Admissions Coordinator – Brazil

Tanya Sehgal - International Recruitment and Admissions Coordinator – India

Alex Dimas – Manager, International Recruitment and Admissions

Francisco Silva – Manager, International Recruitment and Admissions

During its first summer, the International Recruitment and Admissions team primarily focused on admissions functions with training on the processing of new and existing applications. Their objective is to refine the admissions process to improve application turnaround time.

Also this summer, KPU International hired Arthur Knightsbridge as our KPU Service Liaison in Brazil. Arthur will represent KPU and visit potential partner schools, agents and students. In July, he visited Vancouver to meet our team and learn more about KPU.

From November 2013 to July 2014, KPU International received a total of 1,028 new applications with 219 more than 2013. As of Friday August 29<sup>th</sup> 2014, KPU International enrolled 405 new students mainly from China, India, and Saudi Arabia, marking a 24% increase from the previous year. This is the largest ever intake of new international students at KPU.

This fall, the International Recruitment and Admissions team begins its recruitment cycle. The team has received extensive training so that they are well informed about KPU, its programs and the University can offer to international students.

The search for an Executive Director of the Office of International Recruitment, Admissions and Articulation will begin this fall. The Executive Director will be tasked with working with the Faculties to develop articulation agreements with international partnership institutions.

### **Office of International Students and Scholars**

On July 17<sup>th</sup>, Lorena Chatwell was welcomed as incoming Manager of International Student Services at OISS.

This summer also saw the following notable events:

KPU International provided a pre-departure information session to all students participating in the Habitat for Humanity Field School in Recife, Brazil to support the group with logistics, risk management procedures and cultural awareness.

Our orientation for new international students occurred on August 27<sup>th</sup> at the Surrey campus and around 300 students attended a full day of information sessions from different services areas at KPU as well as other activities.

On August 28<sup>th</sup> and 29<sup>th</sup>, about fifty new international students participated at Destination KPU. During these two days, students had a chance to mingle, meet KPU faculty and learn more about the Richmond and Surrey campuses as well as about the city of Vancouver.

### **Agents**

KPU International has continued to field over a dozen inquiries from prospective new agent representatives every week. After undergoing a screening and training process, twenty agent agreements were signed with agencies that are new to KPU this summer. Agent agreements were also renewed between KPU and eighteen of its existing agent representatives over the summer.

Training opportunities for our agent representatives on KPU's programs and admissions procedures are being improved and expanded on. The practice of providing a one-on-one training session for each new agent who is signed on as a representative of KPU has been maintained, resulting in positive feedback from both the agents and the admissions coordinators.

Additionally, primary source materials have been compiled for a new series of agent training initiatives, to be realized in the next quarter. These initiatives include: a training manual for agents with accompanying training videos and a portion of the KPU International website directed at current and prospective agents.

Agent use is a key recruitment strategy for KPU International. Agents are paid a commission for sending us international students.



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## The Faculty of Science and Horticulture

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### Faculty of Science and Horticulture Activity Report May 1 – August 30, 2014

#### Faculty-wide activities:

- We were very busy in June and July with various faculty searches and are pleased to welcome 8 new regular faculty members hired to support the upper level course of the new degree programs (BSc Biology, Health Science, Applications in Mathematics, Physics for Modern Technology and B. Applied Science in Sustainable Agriculture). Each new faculty member was selected from over 100 applicants for most positions; all come to KPU with strong teaching and research backgrounds and commitment to take the lead in student-focused research initiatives.
- We are very excited to announce the hire of the FSH's first Divisional Business Manager **Lana Mihell**. Lana has been working in a comparable position at NorQuest College in Edmonton. Her first day was August 25.
- Brewing and Brewery Operations Update: We hosted a brewing program information session on May 27<sup>th</sup> and have now selected our first cohort of students. Construction has begun on the Brewing Instructional Laboratory on the Langley campus with expected completion in December. We have just hired **Nick Fengler** as the brewing laboratory instructor (BCGEU). Nick has considerable brewing experience, most recently as the Head Brewer at Dead Frog Breweries. We all have been very active in promoting the program by attending events such as: BC Business's - Business of Craft Beer event for Vancouver Craft Beer week, Langley Tip and Taste July 4<sup>th</sup>, Fraser Valley Beer Bash August 16<sup>th</sup>. Faculty members Alek Egi and Dominic Bernard attend the Master Brewers Association of America yearly conference in Chicago in June. We have a number of welcome events planned for the new brewing students. We are now actively planning several Continuing Education offerings for Spring and Summer 2015, including intensive 'Business of Brewing' workshops partnered with the School of Business, beer appreciation courses (beer tasting) and malting workshops specific for those in the brewing industry.
- We participated in the Richmond Doors Open (Science Magic Show, multiple booths and activities) and Surrey Doors Open (biology demos and a golf-putting contest).
- Planning is underway for the Royal Society of Canada Romanowski Lecture Series on October 22 at the Langley campus auditorium. The lecture, by Dr. John P. Giesy, is titled *A global catastrophe... a failure of science and policy... narrowly avoided by serendipity: PFDS in the environment. Anatomy of an environmental issue*. Active marketing is planned for this very prestigious visit, with plans for a student workshop, public lecture and meet and greet with local politicians and civic leaders.
- The Minor in Medicinal Chemistry was approved by AVED in August.
- The Faculty sponsored and participated in the PMC Science Fair Fun Run on May 25. The event is the primary fundraising vehicle for the Science Fair Foundation of BC.

- We are pleased to welcome Student Recruitment Coordinator **David Semail** from the First Year Students Office. David has the FSH portfolio and will be focusing on our specific recruitment needs, and complement our marketing efforts.
- Turf Management instructor **Stan Kazymierchuk** enlisted the help of local businesses and horticulture faculty and graduates to transform KPU student Agathe Savard's front lawn to a putting green as a surprise for her husband Andrew Tippet who was suddenly struck and paralyzed by Guillain-Barré syndrome. The installation will allow Andrew to keep active while recovering at home and continue playing the sport that he loves so much.
- An interdisciplinary group of faculty and staff from the Faculty of Arts and FSH met for two brainstorming sessions to plan the mandate and vision for a proposed Institute for Wetland Studies. The group crafted a document to share with external stake holders with the vision to design the Institute around the needs of our partners.
- We are in the process of compiling a Canada Research Council Tier 2 Chair in Sustainable Food System Economics application, with **Abera Demeke**, as the candidate. His research focuses on the comparative socio-economic dimensions, policy implications, trajectories and potentials of regionalized, sustainable agri-food systems in comparison to the industrial-transnational food systems dominating locally, nationally and internationally. The objective will be to inform and better shape and direct the advancement of sustainable 21st century food systems.
- KPU Entrepreneurship Business students have been extremely successful in procuring over \$50,000 worth of awards for students primarily in the School of Horticulture, including Port Royal Community Garden Society Award (\$1000), Terra Firma Lawn and Garden Award of Excellence (\$1000), Pan American Nursery Award and the Contour Landscaping Award (\$1000). We have also received our first Brewing and Brewery Operations student award, the Sleeman Brewery Award (\$2500).
- The annual mathematics articulation meeting was held in May KPU Richmond, followed by the one-day Sharing Mathematics conference. The events were organized by Michael Nyenhuis (Math). Jan Verster (Math) gave a talk at Sharing Mathematics on the Math Problem of the Week.
- Very successful Info Sessions were held for prospective students in Horticulture and Brewing.
- Inaugural meeting for the Physics for Modern Technology Program Advisory Council was held in June. External members represented a number of local and national tech companies such as Honeywell Process Solutions, Analytic System, Solarbotics, Ballard Power Systems, Cadex Electronics, MDA Systems, Océ Display Graphics and Autopro Automation.

### **Faculty, Staff and Student Activities:**

- Biology Lab Instructors **Korri Thorlacius, Isabelle Aube and Melissa Bodner** attended the Biology Lab Education (ABLE) conference in Eugene, Oregon. They found this conference valuable for learning and networking with other post-secondary institutions both in Canada and the USA.
- **Graham Rankin (Math)** presented the talk entitled, *The nature of students' reasoning processes in tasks involving the concept of angular acceleration*, at the GIREP-MPTL Conference, in Palermo, Italy.
- **Tak Sato (Physics)** published, 'Imaging the Moon II: Webcam CCD Observations & Analysis (a two-week lab for non-majors)' in Ensuring STEM Literacy: a National Conference on STEM Education and Public Outreach Astronomical Society of the Pacific Conference Series.
- **Fergal Callaghan (Physics)** gave a presentation about our new BSc in Physics for Modern Technology at the AGM of the BC Association of Physics Teachers.

- The **Physics Department** held its first Education Journal Club meetings in May and June with discussions on student understanding of gravity and of various methods of least squares fitting.
- **Don Mathewson (Physics)** attended the 2014 Canadian Association of Physicists (CAP) Congress at Laurentian University, Sudbury, Ontario. Don is a member of several national CAP committees. Don was also an invited presenter at the INSTL Back to Basics Workshop.
- **Ann Marie Davison (Biology)** published research done on her recent Educational Leave entitled, 'High-throughput capturing and characterization of mutations in essential genes of *Caenorhabditis elegans*.' in BMC Genomics.
- **School of Horticulture Summer Outreach Activities:**
  - **Gary Jones** gave a half day workshop for UBC Business students on the fundamentals of the marketing set up for greenhouse vegetable industry in BC.
  - Participation in Langley Community Farmers Market Outreach event, Wednesday 13<sup>th</sup> August.
  - Installation of new living green wall in lobby of the Langley campus admissions area was facilitated by **Michelle Nakano**.
  - LEAN workshop for greenhouse and vegetable producers was held at Langley campus, partnered with BC Ministry of Agriculture. **Gary Jones** took the lead on this initiative.
- **Deborah Henderson (Institute for Sustainable Horticulture) activities:**
  - April – August 2014 – hosted an agricultural engineering Intern from France (AgroSup, Dijon) AUCC Review committee for LACREG grants (Latin America and Caribbean Research Grants)
  - Various Industry meetings to discuss partnerships: Greenhouse Delight Foods, Terramera Ltd, GOS Industries, MingTech Inc., NHP Industries Inc., and Phytogro Ltd (all from Taiwan), Trommel Greenhouses, Koppert Canada, A-Sproutly Healthcare Products Inc., Earthfort Environmental Inc., Biobest Ltd., Techmist Inc., National Green Biomed Ltd., QuantoTech.
  - Attended the Society for Invertebrate Pathology Annual Meeting, Mainz Germany. The 2015 meeting of this society is in Vancouver and Deborah is on the local organizing committee.
  - LOI for a 5 year NSERC College and Community Innovation Programme, 'Plant and Ecosystem Health' was accepted in July 2014, and we will proceed to a full proposal, due Oct 30, 2014. This proposal involves faculty from several departments in the Faculty of Science and Horticulture, Technical staff, students and new grads. \$2.3 Million.
  - **ISH Research Grants Received:**
    - Developing Trichoderma-based biofungicides. Province of BC \$56,000.
    - Emerging Leaders of the Americas. Dept. of Foreign Affairs to bring Cuban graduate student to ISH Jan - May 2015. \$10,000.
    - NSERC Applied Research and (ARD) 3 year grant, Developing plant active compounds from kelp extract. NSERC CCI program. Industry cash contribution \$12,500, NSERC contribution \$225,000.
    - Industry contract July – Dec 2014. Evaluation of Spark™ Treatment on Eliminating Pathogens and Pests on Greenhouse Surfaces for Techmist Ltd. \$78,000.
    - Organic Research Cluster 2014-2018 project C30 Developing baculovirus products and integrated pest management protocols for organic brassica. Agriculture and Agrifood Canada, Sylvar Technologies,

The Organic Research Center of Canada, administered by Dalhousie University. \$118,725.

- **Paul Richard (EPT)** - Student research projects were focused on KPU. Some students investigated the water quality in Logan Creek and retention ponds and concluded that the ponds are effective at reducing the concentration of nutrients in wastewater from the greenhouses, but that the phosphate load into Logan Creek remains too high. Another student surveyed awareness of sustainability on campus and another conducted an audit of the solid waste generated by the Grassroots Cafeteria.
- Hydrogeologist **Diane Grady** joined the EPT program teaching our course on contaminated sites management.
- Paul Richard was invited to speak at the SFU Carbon Talks and participated in a public debate on the role of waste incineration in the context of climate change.
- For the second year in a row, **Andrew Frank's** Environmental Law class worked with the Burns Bog Conservation Society to develop a model by-law on peat removal for the Corporation of Delta.
- **Kent Mullinex and members of the Institute for Sustainable Food Systems (ISFS):**
  - **Anna Rallings** presented "Implications of hedgerow networks for structural connectivity and farmland allocation in Delta, British Columbia" at the *Ecological Society of America (ESA) 2014 Annual Meeting*. Sacramento, CA.
  - Grant received from Real Estate Foundation of BC, \$49,995 to plan and conduct regional dialogues on promoting sustainable food system research, education and action in the province.
  - **Workshops and presentations lead by ISFS members** (selected examples):
    - *Metro Vancouver regional Food System Roundtable*: Participated in discussions on reducing food waste
    - *Indigenous Research Advisory Committee meeting*. Review and discuss outline of Indigenous food system narrative
    - *Organic Certification Basics*. Co-sponsored by COABC and the Richmond Farm School.
    - *New Westminster City Council*. Southwest BC Bio-regional Food System Design.
    - *BCFSN Working Group on Indigenous Food Sovereignty – Decolonizing Relationships and Research: Revitalizing Grease Trails Research Strategy and Protocol Workshop*.
    - *Stó:lō Nation; Sustainable regional food systems: Challenges and Opportunity*.
    - *Vancouver Food Policy Council, Lessons learned from working with Indigenous Communities on Food Systems*.
    - *Vancouver Food Policy Council Meeting Engaging with First Nations*.
    - *BC Food Systems Network Opening Plenary – Introducing the term bio-cultural heritage identifying the cultural interface between Indigenous and sustainable agriculture*.
- **ISFS Outreach activities:**
  - Met with Vancouver Island University administrators and Island Trustee Peter Grove to discuss collaboration on agriculture research and education programming.
  - Met with City of Richmond staff, re: Garden City Lands/Research and Teaching Farm.
  - Met with Okanagan College, re: educational and research collaborations.
  - Maple Ridge Pitt Meadows Country Fest (info booth), *Agriculture in the City Exhibit at the PNE*. Information booth plus two 15 min public talks.

## Institutional Analysis and Planning

- Various civic and community group meetings: New Westminster Social Issues Committee, Richmond Food Security Society, Farm Folk City Folk, Young Agrarians, Fraser Valley Regional District, Ministry of Social Development and Social Innovation, Bowen Island Council, Delta Farmer's Institute, Maple Ridge Agricultural Advisory Committee, Fraser Health – Healthy Eating Working Group, Green Jobs BC, Ministry of Jobs, Tourism and Training, Seeds of Life, Vancouver City Planning Committee, Real Estate Foundation of BC, Tsawwassen First Nation – regarding KPU run Farm School.
- For full details of the activities of see the *KPU Sustainable Agriculture & Food Systems Newsletter (Summer 2014)* at the following link: <http://us3.campaign-archive1.com/?u=90bd2333bff07f1d0853c1bbf&id=650ceb6c47>

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## The Chip and Shannon Wilson School of Design

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### **Financial Support from Chip and Shannon Wilson**

The Chip and Shannon Wilson School of Design is committed to educating design leaders who can ethically transform diverse ideas through strategic design thinking, operate within a changing global context, innovate with current and cutting-edge technology, and foster strong connections with the design community both locally and globally. To advance this goal, Chip and Shannon Wilson have generously donated \$500,000.00 of further funding to the School. These monies will be used for two funds: the Vision Execution Fund and the International Field Fund.

The Vision Execution Fund provides \$200,000.00 over the next 16 months (September 2014 through January 2016) to fund opportunities that will elevate the profile of the Wilson School of Design. These opportunities may include:

- Projects focused on defining and increasing brand awareness
- Multidisciplinary teaching and learning initiatives
- Innovative design research and scholarship
- Student or faculty initiated activities that elevate current design practices (for example: guest speakers, conferences and events)

In addition, Chip and Shannon have committed \$60,000 per year in Scholarship funding over the next 5 years (September 2014 through September 2019) to fund international travel for students and faculty in the Bachelor of Design: Fashion and Technology and Post-Baccalaureate in Technical Apparel Design.

The purpose of this travel will be to expand student and faculty understanding and expertise in global perspectives and practices in the fashion and technical apparel industries. The fund will support students and faculty in non-credit field opportunities and extend their experiences beyond their program curricular offerings. These opportunities will be self-directed, not under the auspices of KPU courses. Students and faculty are expected to develop their international experience in conjunction with industry representatives and will have access to an established partnership list of contacts but will not be limited to these partnerships.

### **International Partnerships:**

As a follow-up to the Dean of **Heriot-Watt University's School of Textiles and Design** (Scotland) in May 2014, I visited Heriot Watt in June 2014. The visit confirmed the similarities between the institution's programming and potential for partnerships. The most immediate projects to follow up on before December 30<sup>th</sup>, 2014 are:

- a detailed exchange agreement for the Fashion & Technology (FASN) degree programs, and

- an articulation agreement between KPU's Fashion Marketing (FMRK) diploma and Heriot-Watt's degree program.

Future endeavours include:

- joint projects between the Fashion Marketing programs,
- joint research opportunities for faculty and students, and
- support to develop Master's level programming and supervision.

The number of **Science Without Borders** students from Brazil in the Wilson School of Design remains strong, a result being the opening of two extra sections of first year Graphic Design for Marketing (GDMA) courses to accommodate demand. These students are also accessing courses in Product Design (DEPD) and Foundations in Design (FIND) in high numbers.

As a follow-up to our visit to **Belas Artes School of Fine Arts** in Sao Paolo, Brazil, their team visited KPU in June 2014. At that time, an MOU was signed for exchanges between Belas Artes and the four of the Chip and Shannon Wilson School of Design's degree programs. The program faculty at Belas Artes are currently reviewing KPU's course outlines; further discussion regarding details will take place in September 2014.

### **Student Activity**

While most programming is on summer hiatus in the Wilson School of Design, the first cohort of the **Post Baccalaureate Diploma in Technical Apparel Design** (DETA) continued through the Summer semester and are currently entering their final capstone course for the Fall 2014 semester. During the capstone course, these students will pursue individual projects with the assistance of faculty and industry mentors.

In addition to DETA programming, a variety of Continuing Education and Professional Studies courses were offered over July and August, including five (3 credit) courses for home economics teachers to take on their own or in conjunction with UBC as part of the Certificate in Textile Studies or the Home Economics Diploma programs. Courses are designed for secondary school teachers of textile studies/fashion who want to strengthen their knowledge in the area, or for teachers or post-secondary students who want to develop expertise for the teaching of textile studies. In a visit to the classes to welcome these teachers, I received unsolicited kudos about this programming, with one teacher stating, "KPU's courses are the best".

As a part of our outreach to high school students, the Fashion department also offered two courses for students ages 14 years and up. These courses are offered to high school students and people interested in a career and further education in fashion.

The Interior Design program (IDSN) offered two courses in Revit and AutoCAD. These courses are aimed at current and potential students and professionals looking to upgrade their skills.

### **Student Award**

Fourth year Interior Design (IDSN) student Judith Babcock received glowing recognition for her lighting, technical, and design know-how at the annual Illuminating Engineering Society (IES) of B.C.'s Vision Awards Gala on June 11th, 2014.

Judith and her BCIT teammate Irene Lun won first prize at SHINE: the IES's student lighting design competition which challenges students to come up with a design concept to light an existing local art sculpture. Students were given four hours to design exterior lighting for sculptor Bruce Voyce's "Search Engine" –an installation at Burnaby's Holdom SkyTrain station that commemorates the train engine that sank into Still Creek a century ago. Babcock and Lun, who were randomly paired at the start of the event, responded to the challenge with a submission called GHOST TRAIN. Their vision was to create a sense of movement and energy around Voyce's fixed train, and bring the ghosts of B.C.'s past to life.

A broad spectrum of professionals with lighting and design backgrounds judged each submission on eight criteria, including how the design solution visually tied the sculpture to the Millennium Line SkyTrain station. The top three teams were invited to the Vision Awards Gala, where Babcock and Lun were announced as the competition's winners in front of leading professionals in the design and lighting industry.

### **Faculty Feature**

We have been fortunate to recruit some excellent new faculty to the Wilson School of Design. They are filling the vacancies left by faculty retirements:

- Victor Martinez (DEPD) joins us from the University of Northumberland, where he is in the final month of completing his PhD studies. Victor earned his undergrad in Industrial Design in Mexico and his Masters in Italy in Transportation Design. He has a number of years teaching experience at the university level. As well, he has working independently and with design firms designing car interiors.
- Stephanie Phillips (FASN & DEPD) joins us from OCAD, where she has a number of years of teaching as well as design experience. Stephanie earned her Masters degree at Central St. Martins (University of the Arts London), one of the top fashion school in the world.
- Heather Clark (FASN) is a graduate of KPU's FASN program as well as UBC's teacher education program. Heather has been teaching with the Surrey School District and has been extremely active in creating strong ties between high school teachers and KPU as we fulfill their need for professional development opportunities.
- Jessica Bayntun and Lindsay Norris, existing contract faculty, will be increasing their teaching commitments with us.



### **Incoming Numbers**

The number of new domestic student intakes into the Wilson School of Design remains flat. While there is an increase in the number of advanced entry students accessing open seats created by attrition and a significant increase in international students, we will be putting a concerted effort into recruitment, conversion, retention, and expansion in the Wilson School of Design.

Gabrielle Durning, our new Coordinator, Communications, Events, and Professional Studies presented a draft Communications Plan at the Wilson School of Design's Welcome Back event in August. Faculty and staff were thrilled to hear of plans to develop a cohesive strategy to market and "package" the School of Design both externally and internally. Gabrielle's plan, although still in its infancy, is comprehensive and most importantly, collaborative. Her process includes conducting one-on-one interviews with Program Coordinators to gather relevant information on the history of each program, goals, partners, student profiles, alumni profiles, industry alliances and more. In addition, Gabrielle is assembling a small faculty-focused advisory committee to ensure input and expertise throughout the Communication Plan development process.

Gabrielle has also met with Joanne Saunders to ensure that KPU Marketing is part of the process. Included in the goals is the development and implementation of a social media strategy, portable display booth that will highlight all 7 School of Design programs, and program-specific promotional materials such as video productions.



## The Faculty of Health

The Faculty of Health (FoH) includes the following programs:

1. Bachelor of Psychiatric Nursing (*BPN*)
2. Bachelor of Science in Nursing (*BSN*)
3. Bachelor of Science in Nursing – Post Baccalaureate (*BSN PB*)
4. Critical Care Certificate Program (CCNG)
5. Graduate Nurse: Internationally Educated Re-Entry Certificate (*GNIE*)
6. Graduate Nurse Re-Entry (GNUR)
7. Health Care Assistant Certificate (HCAP)
8. Health Unit Coordinator Certificate (HAUC)
9. Professional Studies (IEN)
10. School of Traditional Chinese Medicine (TCM) – in development

1. **BACHELOR OF PSYCHIATRIC NURSING (BPN):**

**Program:**

- The program review for CRPNBC was completed as scheduled; the final report was received from the reviewers. The FoH received a four-year (4) recognition with an interim report in two (2) years, to implement recommendations contained in the final report.
- Two (2) new members that represent the profession from different work areas have been invited to attend the BPN portion of the Integrated Program Advisory Committee (IPAC) and will be attending in September 2014.
- BPN has been invited to develop a strategic plan for health/mental health & wellness at the Justice Institute of BC (JIBC). Initial conversations for the project have taken place and will run over two (2) semesters in 2015, and will include senior BPN students. When completed, students will be asked to write recommendations and present to JIBC senior management. Three (3) senior faculty members are assigned to this project.
- BPN has initiated a dialogue with the Fraser Health Authority (FHA) to resolve the issue of intramuscular (IM) medication administering sites. This dialogue will continue into 2015, with the possibility of offering a workshop based on best and evidence-based practices to FHA – Registered Psychiatric Nurses (RPNs).
- BPN students and the FoH collaboratively presented the Annual Health Fair 2014, on July 15<sup>th</sup>. Approximately twenty (20) agencies participated in the West court yard of the Langley campus.

## 2. **BACHELOR OF SCIENCE IN NURSING (BSN):**

### **Students:**

- Four (4) students were unsuccessful in a clinical practice course; two (2), were in their final preceptorship.
- One (1) student withdrew from the Program with no explanation and could not be reached for an exit interview.
- One (1) student is returning to the Program in Semester 5.
- One (1) student was unsuccessful in BIOL 1260.

### **Update on Research and Scholarship:**

- Arleigh Bell presented at BC Lab Educators in Castlegar, BC, held June 11-13.  
  
Amandah Hoogbruin:
  - June, 20-23: Canada India Networking Initiative (CINI). Health and civil society- building links between Canada & India through knowledge, wisdom sharing, and action for transformation. Surrey, BC. Chairperson Session 4: Yoga and Metabolic Health.
  - June 23: Closing the gap: Global networking workshop about South Asian health research, Chairperson, Dr. Nadia Khan, by invitation only, recognized local expert for yoga research.
  - July 24-28: Sigma Theta Tau International Nursing Society, 25th International Research Congress, Hong Kong, nursing delegate.
  - July 27: Moderator, Oral presentation session. Factors influencing overweight and healthy lifestyles in adolescents: Supporting evidence to guide effective interventions.
  - July 28: Oral Presentation. The impact of yoga education among postmenopausal, South Asian women at risk for cardiovascular disease: a family affair.

### **Lab and Simulation:**

#### **Program:**

- Open practice: student attendance has increased across FoH programs throughout the summer.
- All policy manuals in the labs/sim labs have been updated.
- New teaching posters have been created by the lab educators.
- Lab educators will assist with lab orientation for new faculty.
- Alaris pumps: students & faculty to complete an on-line module, print certificate then complete hands-on demonstration for faculty.
- Lab educators will provide orientation for faculty to any of the lab equipment.

#### **Faculty:**

- Arleigh Bell was the successful candidate for the Lab faculty 0.25 release position for three (3) years.

## 3. **BACHELOR OF SCIENCE IN NURSING – POST BACCALAUREATE (BSN PB):**

- The second cohort completed their intensive practice capstone course (400 hours of practice in lab, mental health, medicine and surgery). All but one (1) succeeded.

- The first cohort completed Semester six (6) over the summer and are now preparing for their final preceptorships which begins in September. These students will be our first graduating class and will graduate in December.

4. **CRITICAL CARE CERTIFICATE PROGRAM (CCNG):**

**Program:**

- The FoH made application through the Vice Provost Academic's office, to discontinue the Critical Care Certificate Program, effective immediately. This application was approved by the Vice Provost and approved at the Senate meeting June 11, 2014.

5. **GRADUATE NURSE INTERNATIONALLY EDUCATED (GNIE):**

**Students:**

- Summer session for GNIE had semesters two (2) and three (3) running. All students from semester two (2) were successful while there was an attrition of one student in semester three (3), resulting in a total of 33 students from semester three (3) successfully completing the program.
- In September 2014, the GNIE program will run two (2) first semester cohorts (35 students in cohort one (1) and twenty eight (28) students in cohort (2)). Semester three (3) will also commence with a full cohort of thirty five (35) students.

6. **GRADUATE NURSE RE-ENTRY (GNUR):**

**Program:**

- The FoH has made application to discontinue the GNUR program. The memo will be reviewed at the S2C2 meeting on September 10, 2014.

7. **HEALTH CARE ASSISTANT PROGRAM (HCAP):**

**Students:**

- Twenty two (22) students completed the program in August 8<sup>th</sup>.
- Many facilities are hiring, and students are obtaining employment.

**Program:**

- The FoH received AVED one-time funding for an additional HCAP cohort. Students awaiting seats in nursing programs can complete their HCAP certificate and bridge into BPN semester three (3).
- There is an opportunity to complete BIO 1160 in cohort two (2).

**Faculty:**

- Two (2) NR1 faculty have been hired to cover workload.
- Faculty members Carol Hansen, Judith DeGroot and Sharon Leitch, completed PD sojourn to Scotland to meet with Researchers at Stirling and Edinburgh Universities and Alzheimer Scotland. The purpose was to explore the country's National strategic plan for caring for citizens

with Alzheimer's disease and the research that supports it. The group was inspired by how advanced Scotland is with regard to supporting people with Alzheimer's disease and we will be exploring educational opportunities for Kwantlen faculty and students. They also plan to explore opportunities to collaborate with key players in the community to enhance care and support for people with dementia and Alzheimer's disease.

8. **HEALTH UNIT COORDINATOR (HAUC):**

**Students:**

- Students completed a two-part workshop on Mindfulness, conducted by the Counseling department.

**Faculty:**

- Lisa Gedak has been regularized to 50% as of August 25, 2014. She has just finished her last course in the Provincial Instructor's Diploma Program and will start her capstone project.

9. **Professional Studies (IEN):**

- Nothing new to report.

10. **Traditional Chinese Medicine (TCM):**

**Program:**

- In July, Gordon Lee, Stuart McIlmoyle and Tru Freeman met with federal Minister Alice Wong to talk about the KPU-TCM program.
- Dr. John Yang has been hired as a faculty member in the FoH to provide subject matter expertise and curriculum development for the TCM program.
- Over the summer, two (2) visits occurred with KPU Facilities and Space Planning to investigate space at KPU-Richmond for the TCM program.
- Work has begun with the KPU Office of Advancement, to begin fund-raising efforts for the TCM program. Katie Miller is the point person from the Office of Advancement.

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Respectfully submitted by:      Tru Freeman, Dean  
Faculty of Health

*Thanks to the Program Coordinators for providing the information on their respective programs*

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## Finance and Administration

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### **Vice President Finance and Administration & Deputy Vice Provost Report**

Since my last report the VP Finance & Administration has been engaged in a number of projects and ongoing tasks. These have included the following:

#### Revised Budget Development Process

The VP Finance & Administration presented the revised budget development process to the Senate Standing Committee on the University Budget (SSCUB) on June 13. At that meeting the Committee reviewed and discussed the revised budget development process. This revised process provides SSCUB with more opportunities to contribute to the development of the budget including providing advice on budget development principles and criteria for submission to Senate (based on Strategic Plan, Academic Plan and Resources Plan). At this meeting, I requested that SSCUB prepare such principles and criteria for FY15-16 budget development.

During the week of September 22 -26, the VP Finance & Administration is convening campus forums to provide the KPU community with a preliminary 2015-16 financial forecast.

The budget development process will then proceed during the fall semester and I plan to present the FY15-16 budget to the Board Finance Committee in March 2015.

#### Deficit Avoidance Plan

In June of this year, the VP Finance & Administration, after reviewing fall enrolment projections which suggested no growth in FY14-15, developed a deficit avoidance plan (see attached) to control costs and ensure that KPU did not have a deficit at year-end. This plan was approved by Executive Committee and implemented. As of this date, the university revenues and expenditures are on budget. After Fall enrolments are finalized (mid-September), we shall review the deficit avoidance plan measures and may be able to release some of the new budget allocations that were approved for FY14-15. Currently, international student enrolments are 9.7% over FY13-14; however, domestic enrolments are down 3.2% in the summer semester and 10.56% (as of August 25, 2014) for fall 2014. Fall enrolment should increase by mid-September.

#### Provincial Shared Services Initiative

- a. Meetings and consultations on the Post-Secondary Administrative Service Delivery Transformation (ADST) Project are ongoing. I am a member of the Steering Committee and the Joint Procurement Committee.
- b. Specific initiatives related to procurement, information technology, shared digital resources, institutional repository network are in the works. Travel management, office supplies, employee recruitment, P-Cards, Banking Services, Hazardous Waste, and natural gas share services are ready to launch and may, in the long-term generate savings to the sector.

#### Sector Working Group – B.C.'s Skills for Jobs Blueprint

I am a member of this Sector Working Group and have attended 2 meetings to date and have reported on the deliberations to KPU Executive and to the BC Association of Institutes and Universities Vice Presidents. All public post secondary institutions will be required, over the next four years, to increase their targeted funding to programs that will address projected labour market shortages. As more information becomes available, the President and I will inform the Board of Governors.

#### Capital Projects and Capital Budgets

- a. Work continues on capital projects including the Chip and Shannon Wilson School of Design and the Brewing and Brewery Operations Building. I am actively involved with KPU's Executive Director Facilities Services, our project consultants and the low bid general contractor to address scope changes to bring the CSWSOD in on budget. The Brewing and Brewery Operations building is currently under construction.
- b. Given current level of resources provided to Facilities Services, Financial Services, and IET, these departments cannot support additional projects. New projects will either have to wait until they can be addressed, or the KPU Executive will have to find new monies for these departments so that the incremental work can be accommodated.
- c. Current capital commitments are significantly reducing KPU's current capital reserves and if nothing is done to correct this, the University's ability to fund new capital projects will be severely restricted. The VP Finance & Administration is working to identify additional sources of capital and is encouraging other members of the Executive to find new funding and/or to avoid making new commitments that KPU will not be able to afford.

Miscellaneous

- a. I am currently working to develop a draft plan for creating government business enterprises and related property trusts to monetize the value of surplus property and to support the development of student residences. A feasibility study is currently planned for Fall 2014 and a report to the Board Finance Committee will be available by December of this year.
- b. Planning has started for the 3 Civic Plaza project and this will ramp up over the next few months. The planning will include a marketing study to identify potential markets that KPU might target with this facility. It will involve the Provost, deans and relevant administrative functions including Facilities Services, Financial Services and IET.



**Deficit Avoidance Plan**  
**2014-2015 Budget**

**Introduction**

Over the past 10 years, Kwantlen has generated significant year-end surpluses. Table 1 provides the numbers for Fiscal 2006-2007 through Fiscal 2013-2014.<sup>1</sup> The accumulated surplus over this period totals close to \$45 million. These funds have been used to support capital projects including the Cloverdale Campus, the expansion of the Surrey Library, the extension of the Fir and Surrey Main buildings, the redevelopment of the Langley trades shops to accommodate the Faculty of Health, and the renovations at the Richmond Campus. These funds and the accumulated interest generated from them, are now supporting the construction of the Chip & Shannon Wilson School of Design and the 3 Civic Plaza Project.

Table1  
Year-End Surpluses  
(000's)

FY06-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14
5,905	7,169	3,457	3,958	4,749	5,651	2,757	71

In all years except Fiscal 2013-2014 the year-end surplus was more the \$2 million. This paper has been written as a discussion paper to answer the following questions:

- Why did the year-end surplus decline by 51% (\$2.9 million) between FY11-12 and FY12-13?
- Why did the year-end surplus then disappear in FY13-14 (a further reduction of \$2.7 million)?
- What management actions are required to ensure that KPU does not end up in a deficit position during Fiscal 2014-2015 and in the future?

**The Disappearing Surplus**

There are a number of factors that have contributed to the disappearing surplus.

One cause has been the reduction in Provincial Government funding. In FY10-11, total Provincial grants received were \$74 million and by FY13-14 these had declined to \$72 million. It should be noted, however, that part of this reduction is due to changes to the basis of accounting<sup>2</sup>, as required by the Province of British Columbia. The Ministry of Advanced Education has informed KPU that the FY14-15 grant will be reduced by a further \$760,000.

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<sup>1</sup> In Fiscal 2004-05 was \$4,633,247 and in 2005-06 it was \$6,372,665.

Table 2

## Grants – Province of British Columbia

(000's)

FY06-07	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14
69,097	69,097	71,269	72,565	74,288	72,687 <sup>2</sup>	72,753	72,109

Also, the increase in instructional costs to accommodate a 22.12% enrolment growth from 9,563.4 FTEs in FY07-08 to 11,679 FTEs in FY13-14 has had an impact on KPU's net surplus (these FTE numbers include international students). See Table 3.

In FY07-08 our domestic FTEs totalled 9,038.4 or 88.3% of our then Ministry FTE target. In that fiscal year, our grant from the province was \$69 million. By FY13-14 our domestic FTEs were 10,482 (100.8% of the Ministry FTE target) and our provincial grant totalled \$72 million. So, we were serving over 1,400 more full-time-equivalent domestic students (15.97% more students) with only 1.45% more provincial funding.

Table 3

## FTE Enrolments

	FY07-08	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14
Domestic FTEs	9,038.4	9,345.5	9,889.6	10,194.9	10,538.3	10,450	10,482
% Growth		3.4%	5.6%	3.1%	3.4%	-0.84%	0.3%
% Ministry Target	86.3%	88.5%	92.3%	96.3%	100.6%	100.5%	100.8%
International FTEs	525	540	687.2	818.2	844.5	983	1197
Intl FTE Growth %		2.86%	27.26%	19.06%	3.21%	16.4%	21.77%
Total FTEs	9,563.4	9,885.5	10,576.8	11,013.1	11,382.8	11,433	11,679
Total FTE Growth %		3.37%	6.99%	4.13%	3.36%	0.41%	2.15%

As well, by FY13-14 KPU incurred the full cost of salary increases for our bargaining unit employees negotiated in 2012. These increases were funded by KPU by reducing administrative costs in the amount of \$3,972,500. (Excluded employees have not received a salary increase since 2009.)

<sup>2</sup> The adoption of new financial reporting framework resulted in a downward adjustment of \$1.282 million in the FY11-12 Province of British Columbia grant (from \$73.969 million to \$72.687 million).

Also, in FY13-14, KPU, in response to Ministry of Advanced Education directives, eliminated tuition fees for developmental courses. This reduced tuition revenue by approximately \$1 million.

Finally, KPU incurred a number of unanticipated costs in FY13-14. These included an increase in faculty overload costs (compared to FY12-13) of \$573,000, unanticipated legal fees of \$361,000, an increase in vacation accruals totalling \$560,000 and higher severance costs \$628,000 compared to \$337,000 in FY12-13. Unanticipated costs incurred in FY13-14 totalled \$1.785 million. As well, to the impact of year-end accruals, there was also a significant increase in spending of carry-forwards from prior years.

### A New Fiscal Environment

Clearly, KPU is experiencing a new fiscal environment that is markedly different than the one that led to the significant surpluses over the past 10 years. The University is generating 100% of its Ministry FTE target and it is likely that Provincial funding will continue to decline.

In this new environment, KPU cannot expect to generate surpluses that will contribute to our capital reserves. Also, by FY16-17, KPU will have depleted most of its current capital reserves based on current commitments to the Chip and Shannon Wilson School of Design and 3 Civic Plaza. The final section of this paper suggests a number of actions we could take to address this issue.

In addition, KPU's strategic plan envisions domestic enrolment growth of 5%/ year for the next 4 years. In this fiscal environment, it is difficult to see this happening, that is, unless the Provincial Government suddenly decides to fund incremental seats south of the Fraser River.

Also, without growth in Government funding, it is hard to imagine that KPU can meet its strategic plan enrolment goals without requiring all future enrolment growth (both domestic and international) to be at full-cost-recovery tuition rates.

Finally, in this new fiscal environment, KPU is at significant risk of incurring a deficit. The FY14-15 budget projected domestic enrolment growth of 5% and international enrolment growth of 10%. It is unlikely that these growth targets will be achieved given that domestic enrolments have not grown since FY11-12 (See Table 3) and the AVP International has suggested that KPU will not see an increase in international student numbers this year. Unless we take action now to control costs, KPU runs the risk of incurring a deficit in this fiscal year.

The Provincial Government and KPU's Board of Governors do not allow us to run a deficit. If this were to occur, the Provincial Government would require KPU to submit a deficit elimination plan that would necessarily include program and service reductions that would lead to employee layoffs. Also, the Provincial Government would exercise an even higher level of control on the operations of KPU.

Therefore, we must avoid a incurring a deficit in FY14-15 and in future years.

### Avoiding a Deficit

To avoid a deficit in FY14-15 require a concerted effort by all employees across KPU. As well, we need to take immediate action. Here are the strategies we shall employ to ensure that KPU ends this fiscal year in

either a balanced financial position or has a small surplus at year-end. The University Executive has approved these restrictions/controls and they are now in effect.

- Institute hiring controls. New positions will only be created if funds are reallocated from existing budgets. All new positions will need to be approved by the Executive Group (President and Vice Presidents) and signed off by the Vice President Finance & Administration. When a position becomes vacant, the budget will be transferred to a central pool. The required budget may be returned to the Unit based on approval of a justification that the position is required. Units will be encouraged to be realistic and cost conscious when hiring, i.e. consider limiting offers to lower steps on the scale.
- If there are vacant positions, leave them vacant for the rest of this fiscal year. Reallocate work to within departments to deal with vacancies. If a position needs to be filled, approval to do this must be obtained from the Executive Group and signed off by the Vice President Finance & Administration.
- When a new position is funded through the budget exercise, Finance will keep the funding centrally until the position is filled, which frequently is halfway through the year. This would provide both VP's with some flexibility throughout the year to provide OTO's funding to other initiatives. The full funding would be provided for the new position in the next fiscal year.
- Restrict the use of carry-forwards from previous fiscal periods and most special purpose funds (non-contractual). These monies will only be used for capital expenditures and these expenditures will require approval from the Vice President Finance & Administration.
- Freeze one-time-only funds approved in the FY14-15 budget. These monies may only be expended with the approval of Executive Group and signed off by the VP Finance & Administration.
- Freeze new ongoing operating funding approved in the FY14-15 budget. These monies may only be expended with the approval of both Vice Presidents.
- Any incremental class sections over and above what were offered in FY13-14 require the approval of both Vice Presidents and must cover the instructional costs.
- ESL one-time-only funding for FY14-15 does not include tuition rebates from the Ministry. Therefore, other expenditures will have to be reduced to address this shortfall.
- Reduce the cost of faculty overloads at least to FY12-13 levels.
- Reduce vacation accruals to FY12-13 levels.
- Control legal fees and severance costs.
- Reduce travel and other controllable costs. All travel must be pre-approved by the relevant supervisor. All international travel must be approved by a Vice President or the President (in the case of VP travel).
- Review external memberships and evaluate costs and benefits. Do not renew memberships where the costs exceed the benefits received.
- Explore invoicing the Kwantlen Polytechnic University Foundation for some of the administrative and governance costs incurred by KPU including the costs of the annual audit. For FY14-15 a \$100,000 chargeback would be charged to KPUF.
- Invoice the Kwantlen Student Association and the Kwantlen Faculty Association for incremental costs incurred by KPU to support their operations. This has been done for many years. For example the KSA has recently provided funding to allow Facilities Services to hire a staff person to support Student Association capital projects. Similarly, when the Faculty Association required renovations of its office space, it paid for these to be undertaken.
- Reallocate funds from current instructional budgets to fund approved program implementation (Science, Horticulture, Agriculture, Design). These reallocations would be based on faculty retirements in all Faculties.

- Consider limiting enrolments in some Faculties and/or programs.
- Longer term, develop and implement strategies to reduce program costs.

### Planning for the Future

- Any new domestic enrolment expansion will require incremental funding from the Ministry of Advanced Education.
- Increased investments in international student recruiting will be needed to provide new revenues to KPU.
- Increased investments in continuing and professional studies (CPS) will be required to generate new revenues and domestic FTEs for KPU. The University will support CPS initiatives that are undertaken collaboratively between the Continuing and Professional Studies Department and the Faculties. It will not support CPS initiatives that are run solely by the Faculties. Loans will be provided to develop collaborative CPS initiatives and these loans will be managed by the Executive Director Continuing and Professional Studies. Faculty/Unit positions that support CPS activities must be funded by CPS activities.
- Research and contract research activities need to generate sufficient overhead to cover indirect costs as well as direct costs.
- A major capital fund raising initiative will be required to replenish KPU's capital reserves (or to cover more of the cost of the current capital projects). The University will need to raise major gifts to fund the following:
  - 3 Civic Plaza - (\$20 million capital costs) all rooms and common spaces should be named through a corporate naming program. This should raise significant funds to cover some of the capital cost of this investment.
  - Chip and Shannon Wilson School of Design – A corporate room naming campaign targeted at the design industry could raise substantial funds. As well, industry may wish to make gifts for required equipment.
  - Brewing and Brewery Operations Building - (\$2,150,000 capital cost) – corporate donations should cover some of the cost of the new building as well as the brewing equipment.
  - Traditional Chinese Medicine Clinic and TCM labs/simulators – (\$2.4 million) – These funds should be raised in the Chinese community, and through industry donations. As well, capital funding proposals should be submitted to the Ministry of Advanced Education/Ministry of Health and the Federal Ministry of Health.
  - Naming of Faculties – A major initiative is required to name at least the School of Business. This might provide somewhere around \$10 million to support the construction of a new building at the Surrey Campus.

## Facilities Services Accomplishments

### May 6, 2014 to August 25, 2014



PROJECT	COMMENTS
<b>Capital Development (includes planning, design, renovations and new construction)</b>	
Brewing Instructional Lab - Langley	<ul style="list-style-type: none"> <li>Tender had 8 bidders with project awarded to MAGIL Construction.</li> <li>Excavation has started and substantial completion is scheduled for December 10, 2014. The project is on schedule and within budget.</li> </ul>
Future Students office Surrey	<ul style="list-style-type: none"> <li>The project has been awarded to Olympic Construction</li> <li>The work to enhance the entrance will be complete by the first week of September.</li> </ul>
Horticulture boiler replacement - Langley	<ul style="list-style-type: none"> <li>Tender closes August 28, 2014</li> <li>AVED's Carbon Neutral Capital Project funding provided \$160,000 which is 50% of the project cost. KPU ACA covering remainder of the cost.</li> </ul>
Langley – Install additional Autoclave	<ul style="list-style-type: none"> <li>Contract awarded and building permit attained.</li> <li>Construction is in progress, anticipated to be completed before September 1.</li> </ul>
Langley roof replacement project	<ul style="list-style-type: none"> <li>Contract awarded to Transwest Roofing who is now mobilizing.</li> <li>\$2,364,444 of which 50% funding provided by AVED remainder from KPU ACA. If we could not find the matching funds the funding would have not been provided.</li> </ul>
Bookstore flooring – Surrey and Langley	<ul style="list-style-type: none"> <li>Langley and Surrey bookstores were temporarily closed to remove old carpet and complete the grinding and polishing of the concrete floors as part of the building renewal program.</li> </ul>
Cloverdale grinding & gouging area	<ul style="list-style-type: none"> <li>Consultant selected to identify the scope of work and to produce construction documentation to improve safety</li> </ul>
Chip & Shannon Wilson School of Design Building	<ul style="list-style-type: none"> <li>Site works complete</li> <li>Completed third party review of specifications and drawings for constructability.</li> <li>Tender documents posted on BC Bid.</li> <li>All bids received were over budget. Currently in negotiations with lowest bidder to identify scope changes to bring the project to the pre-tender budget.</li> </ul>
<b>Environmental Activities</b>	
Nomination for BC Hydro Leadership Award	KPU is a finalist for BC Hydro Power Smart Leadership Excellence Awards. This is KPU's 7 <sup>th</sup> nomination from Hydro for accomplishments in energy savings having been previously recognized with 6 leadership awards from BC Hydro.

	<a href="http://www.kpu.ca/sustainability">http://www.kpu.ca/sustainability</a> . The awards are now provided bi-annually with KPU's last award in 2012.
<i>Langley Campus Night Audit</i>	<i>Facilities staff completed an energy use audit of the Langley campus during unoccupied hours. The audit evaluated what lighting and building systems are running and may be shut off after hours for further energy reductions, without compromising safety.</i>
<i>Annual Carbon Neutral Action Report</i>	<i>Facilities prepared and submitted the 2013 Annual Carbon Neutral Action Report to government. This document outlines KPU's annual greenhouse gas reduction accomplishments including for 2013, a 4.5% reduction from 2012. The full report is available at <a href="http://www.kpu.ca/sustainability/carbon-neutral-action-report--cnar-">http://www.kpu.ca/sustainability/carbon-neutral-action-report--cnar-</a></i>
<i>Horticulture Green Team</i>	<i>The combined efforts of this team resulted in a 15% reduction in electricity use for the first quarter or sufficient energy to power two homes for a year.</i>
<b>Campus Renewal and Safety</b>	

## **FINANCIAL SERVICES and BOOKSTORE UPDATES**

### **SEPTEMBER 2014**

At the end of June, Kathy Lylyk and Lorna Gordon vacated their work spaces in the Financial Services area of the east building at Langley and moved to the west building in the office of the Vice President,

Finance & Administration. This opened up two spaces in Finance to help with the reconfiguration of the department and realignment of staff. Recruitment for a Director of Ancillary Services is progressing well and the position should be filled before the end of September. KPU's internal auditors (MNP) have been on the Langley premises for the past few weeks, and have been assisted by staff in locating and retrieving confidential documents. We have also been providing information in response to external FOI requests.

### **FINANCIAL PLANNING, REPORTING AND ASSURANCE**

With a new organizational structure in place and new management in two of the three areas within this portfolio, much effort has been placed on planning, transition, training and learning over the last couple of months. Despite these changes, a number of initiatives and projects have progressed significantly.

#### **Institutional Reporting and Systems**

The Board approved the FY14 KPU audited financial statements in early June. Even though the financial statements were completed (remarkably without any audit adjustments) through tireless effort in April/May, staff have had little time to recover. The last few months saw substantial management and staff time spent assisting in responding to questions and FOIPOP requests stemming from recent media reports. Support in this matter continued to expand following the area being designated as one of the main contact points for MNP's related audit. The magnitude of this extraordinary work has caused some delay in planned activities but staff have been able to complete required quarterly reporting to the Ministry and move forward on testing a process to support Accounts Payable in processing the decentralization of cell phone charges, amongst other regular duties.

#### **Budgeting and Assurance**

Stefanie Singer has joined the team since late June 2014 as the new Manager, Budgeting and Assurance after a vacancy in budget management for the past 11 months. Since her arrival, she has been busy working with budget staff to upload the 14/15 Budget via the newly implemented FAST Budget module.

Following the successful budget upload in late July, the team has begun to focus on the roll-out of the second phase in FAST Budget, which will include Budget Transfers. This module will enhance the transparency and improve functionality, allowing divisions to initiate budget transfers during the year. The team will be preparing training materials and presentations to ensure that divisions are aware of the functionality of and roles involved in the process.

Budget meetings have also taken place with Faculties and Service Divisions to discuss the implications of the Deficit Avoidance Plan, to get people acquainted with the budget team and ensure that budget information/responsibilities are understood. These meetings will continue over the next month.

Significant progress has been made on project costing and profit sharing-related items.

#### **Restricted and Revenue Generating Funds**



With Rada McVicker, Manager, Restricted and Revenue Generating Funds for the last 4 years, assuming a new portfolio within the re-structured Financial Services, we welcome back Ana Maria Abella to KPU as part-time manager over this area.

In response to the Deficit Avoidance Plan and to provide the program areas with better financial reporting, the team will be working closely with the budget area in putting in budget amounts for non-operating funds. The staff are also endeavouring in increased cross-training to better serve the KPU community and increase their knowledge of the operations.

Over the bulk of this reporting period, Rada was an integral part of this portfolio, and along with staff, successfully completed the annual Foundation and Alumni financial statements as well as a number of reports for various funds.

We thank Rada for her time and effort in helping to ensure a smooth transition to the new structure and look forward to working closely with her in her new role.

### **FINANCIAL OPERATIONS**

#### **Director**

With the addition of the Purchasing function on July 1, the new Financial Operations unit was created, and the first several months have been extremely busy. As part of the restructure, Rada McVicker, has assumed a new portfolio in Financial Operations as Manager, Treasury and Accounting Services.

Activities have included participating in a number of BC AVED shared services initiatives, filling in for the vacant Manager Purchasing Services position, supporting the Ricoh MFD roll-out, and serving as member of the Transitions Advisory and several IET project groups. Finance staff provided support for another successful student fee payment cycle on August 18 and 19 with continuing improvement in the number of students paying on time.

#### **Accounts Payable**

Accounts Payable conducted two searches for an AP Supervisor but was unable to find an appropriate qualified candidate and is currently evaluating other options. An additional AP Clerk vacancy was filled in the late spring and training is progressing well.

#### **Accounts Receivable**

The AR unit is currently facing the vacancy in a key position; however, processing for fall sponsorships is progressing well. Recent changes in operating structure will result in having a Finance Manager focus strictly on AR and Cash responsibilities. As has been previously noted this functional area has seen dramatic growth in processing volumes over the past several years due to the growth in numbers of International and sponsored students.

#### **Payroll**

Payroll has been busy catching up on tasks that were put to one side during the busy time of T4s and Fiscal year-end, covering for co-workers on vacation, and meeting biweekly processing deadlines. Unfortunately, employee numbers or workload does not drop significantly in the summer months. With the fall semester starting soon, the payroll staff are quickly processing new hires and fall contracts to ensure everyone is paid in a timely manner.

### **Procurement**

Recruitment for a Manager is progressing well and the position should be filled before the end of September. The two existing Buyers have worked extremely hard over the summer to ensure that all Procurement needs have been met on a timely basis, while improving both communication and customer service. Contracts were awarded for Construction of the Brewery, and Roof Replacement in Langley, in addition to many large equipment purchases including IET computers and specialized equipment for the new Brewery.

### **Bookstores**

Due to Scheduled floor replacement, the Surrey store was able to do some much needed renovation work at very little cost, which has greatly improved the appearance of the store and our ability to serve our customers.

While flooring was replaced at the Langley Store, there continues to be an urgent need for renovation similar to Surrey, hopefully we will be in a position to follow through with this next summer.

## **Strategic Initiatives**

### **Student Experience**

#### ***1.1.1 Free Microsoft Office 365 for Students***

KPU is participating in the Microsoft Student Advantage program which offers Office 365 ProPlus (a full version of the Microsoft Office suite) to all KPU students at no charge. The Office 365 ProPlus license allows students to run Office on up to five Mac or PC machines, and Office Mobile for Android or Office Mobile for iPhone on up to 5 mobile devices. The license is valid until a student graduates or is no longer attending KPU.

#### ***1.1.2 Library Study Room Booking System Upgrade***

The Library Study Room Booking System is a self-service application enabling students to book the Library study rooms online. The system is recently upgraded to add an enhanced feature to dispatch email notification to confirm the booking and to serve as a reminder.

#### ***1.1.3 ApplyBC***

As part of the University Transitions Project, IET is working with the project team to roll out KPU's next generation online application system named ApplyBC. Deployment is scheduled for November 2014.

### **Agile Infrastructure**

#### ***1.2.1 Migration of Moodle hosting to TRU***

The migration of Moodle from BCCampus to TRU's hosting service was completed in August. The new service leverages a collaborative partnership between the IT departments of KPU and TRU. The joint KPU/TRU team has a high level of Moodle expertise and takes a proactive and responsive approach to managing and supporting the service. The expected outcome is a higher level of system reliability and availability, and better service to students and faculty.

#### ***1.2.2 Office 2013***

Completed deployment of Office 2013 in student labs. Installation on staff and faculty computers is in progress.

#### ***1.2.3 Thin Clients***

A total of 1600 thin clients has been deployed which accounts for 61% of all desktop computers. This project is beginning to deliver benefits in reducing the cost of desktop replacement (allowing the reallocation of part of the desktop replacement budget towards network infrastructure) as well as reduction in staffing for desktop maintenance (allowing the reallocation of staff to network operations tasks).

### ***1.2.1 IET Strategic Planning***

Initiated the IET Strategic Planning process with the goal to align the technology infrastructure and services to effectively support the university strategic plan and academic plan.

## **Operational Initiatives**

## **Process Improvements**

### ***2.1.1 Lean Thinking***

Lean kaizens were initiated to review processes for: domestic and international student recruitment, advising model (as part of the University Transitions project) and Library technology support.

Lean 101 training has been scheduled for the Co-op department in September. Jennifer MacArthur from Student Affairs will attend the upcoming Lean Greenbelt Certification training this Fall.

### ***2.1.2 External Account Management***

An External Account Management System will be deployed in September to maintain the identities of non-employees who requires computer and library services on campus. These non-employees include visiting scholars, researchers, contract agents and visiting students. The External Account Management System will automatically provisioning the accounts and access privileges of the non-employees once their identities have been approved by Human Resources.

### ***2.1.2 Yammer Internal Social Network***

IET is working in partnership with the External Affairs team to pilot Enterprise Yammer as the internal social networking platform to enhance communications and collaboration within KPU.

### ***2.1.3 Password Security Management***

KPU's password security was enhanced with the recent deployment of increased password strengths and password expiry processes for enterprise systems and services. These enhanced password management processes are part of a continuous process of improvements to safeguard data security.

## **Infrastructure Renewal/Upgrade**

### ***2.2.1 Network infrastructure upgrade***

Completed upgrade of the fiber optic cabling on all campuses. The RFI (Request for Information) process for procurement of the new network infrastructure was completed with the selection of

a shortlist of 4 vendor to be invited to respond to the RFP. The RFP is expected to be issued by October and deployment of the new network to begin in Spring 2015.

### ***2.2.2 Printer upgrade and print optimization project***

Completed installation of 103 Ricoh MFDs as the first phase of the Printer Upgrade and Print Optimization project. The next phase will see deployment of the PaperCut print monitoring and student pay printing solution in the Fall, to be followed by the consolidation of desktop printers that replaces 238 existing local/network printers with 150 network printers.

### ***2.2.3 BCNET***

Completed the installation of the internet connection linking up the Surrey campus to BCNET and the CANARIE (Canadian Advanced Research Network). The operating cost of the connection is partially funded by a CANARIE grant over the next 3 years. A plan is in place to move the KPU network from PLNET to BCNET. Pending funding approval, the KPU network would be moved first to managed connections provided by 3<sup>rd</sup> party telecommunication providers and then to KPU's own fibre optic network.

Began rollout of 2 BCNET shared services: BlueJeans for cloud video conferencing service, and Data-Safe for online backup of KPU data to off-site storage in Kamloops.

KPU is a leading BCNET institution in the teaching university and institution category with active participation in shared service and procurement initiatives. Our CIO, Maggie Fung, is a member of BCNET's Board of Directors and chairs the Enterprise Systems Services Committee which drives collaborative initiatives to reduce the cost of administrative systems.

## **Regulatory and Compliance**

### ***2.3.1 CASL (Canadian Anti-Spam Legislation)***

Work was undertaken in conjunction with the General Counsel to review the implication of CASL to university communication activities. Based on the university's decision to align with UBC's interpretation that the legislation does not apply to the university's core activities, most communications are not affected except for those with explicit commercial nature (e.g. promotion of KPU branded products by the bookstore). Resources were posted on the OurKwantlen SharePoint site to educate employees of the legislation and appropriate communication practices.

### ***2.3.1 Banner Upgrade***

Regulatory upgrade for Banner ERP is scheduled for November 2014 to conform to Canadian Revenue Agency changes for the current Fiscal year end. The upgrade will also include deployment of the software upgrade required for the preparation to move to the next generation Banner platform (Banner Extensible Ecosystem).

## 2014 HR Accomplishments

### Employee Relations

Month	Accomplishment	Reported to Board	
June	Provided formal orientation sessions for new managers regarding managing in a unionized environment and the support staff performance review process.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
July-Aug	Currently researching the changes to the Immigration temporary foreign workers program to understand implications for KPU. In the process of developing strategies to ensure effective record keeping, compliance and reporting mechanisms are in place to meet new legal requirements.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
July-Aug	Revamped the Administrator performance assessment process and tools. Communication plan is in progress. Also currently exploring options for 360 degree feedback process for senior leaders.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date

### Employee Services

Month	Accomplishment	Reported to Board	
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date

### Health and Benefits

Month	Accomplishment	Reported to Board	
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date

Occupational Health and Safety

Month	Accomplishment	Reported to Board	
June/July/August	Joint Occupational Health and Safety Committees have been established at each campus consistent with WorkSafe BC regulations. Committees are meeting monthly and conducting safety inspections on a regular basis. Ten (10) workplace inspections have been completed during this reporting period.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
July	<p>The Occupational Health and Safety Office continues to work with the KFA to ensure their members receive safety information. In collaboration with the KFA, a document has been developed detailing instructor's responsibilities during an emergency evacuation.</p> <p>Met with instructors of the Brewer Diploma to review safety program requirements. Program is scheduled to commence Fall 2014.</p>	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
August	Fire Safety Program-Instruction to Occupant signage has been up dated at the Surrey campus.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date

Risk Management

Month	Accomplishment	Reported to Board	
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
		Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date

**Security**

Month	Accomplishment	Reported to Board	
SEPT 2014	Security joined the KSA by setting up information tables during WELCOME WEEK. Being more visible and having a higher profile in the day to day activities helps to improve the relationship between students and campus security.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on
SEPT 2014	Security joined forces with ICBC to have personalized KPU safety posters made for the campuses. The posters will promote pedestrian safety while crossing main thoroughways. The posters will also promote vehicle security while in campus parking lots.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on
SEPT 2014	Security met with the RCMP NCO replacement for Dist. 3 in Surrey. Crime stats for the area around Surrey campus were discussed and it was felt that the action and plan being used by Dist. 3 RCMP is working well. Strategies used by the Surrey RCMP for the Newton area are discussed in monthly meetings that are attended by KPU security.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on

**Emergency Planning**

Month	Accomplishment	Reported to Board	
July	New Manager, Emergency Planning came on board and has spent time meeting with key stakeholders around the KPU community	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
July	Begun the process of researching, evaluating and discussing requirements for the Mass Notification System (MNS). Objectives were determined and discussed with a team represented by Risk, Security, IT, Facilities and Communications.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date
August	Decisions have started to be made regarding the MNS and work with Purchasing has been done to prepare for development of a Notice of Intent.	Y <input type="checkbox"/> N <input type="checkbox"/>	for Board Mtg on Date



**Memorandum**

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TO: Keri van Gerven

CC:

FROM: Harry Gray, Associate Vice President, Administration

DATE: September 2, 2014

SUBJECT: Board Report – September 2014

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**Employee Relations**

Provided formal orientation sessions for new managers regarding managing in a unionized environment and the support staff performance review process.

Currently researching the changes to the Immigration temporary foreign workers program to understand implications for KPU. In the process of developing strategies to ensure effective record keeping, compliance and reporting mechanisms are in place to meet new legal requirements.

Revamped the Administrator performance assessment process and tools. Communication plan is in progress. Also currently exploring options for 360 degree feedback process for senior leaders.

**Occupational Health and Safety**

Joint Occupational Health and Safety Committees have been established at each campus consistent with WorkSafe BC regulations. Committees are meeting monthly and conducting safety inspections on a regular basis. Ten (10) workplace inspections have been completed during this reporting period.

The Occupational Health and Safety Office continues to work with the KFA to ensure their members receive safety information. In collaboration with the KFA, a document has been developed detailing instructor's responsibilities during an emergency evacuation.

Met with instructors of the Brewer Diploma to review safety program requirements. Program is scheduled to commence Fall 2014.

Fire Safety Program-Instruction to Occupant signage has been up dated at the Surrey campus.

### **Emergency Planning**

New Manager, Emergency Planning came on board and has spent time meeting with key stakeholders around the KPU community

Begun the process of researching, evaluating and discussing requirements for the Mass Notification System (MNS). Objectives were determined and discussed with a team represented by Risk, Security, IT, Facilities and Communications.

Decisions have started to be made regarding the MNS and work with Purchasing has been done to prepare for development of a Notice of Intent.

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## The Faculty of Trades and Technology

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### **OFFICE OF THE DEAN**

- The LOA for 2014/15, which outlines our Joint Training Plan and Funding with the ITA, was signed by President Davis this month; compared to last year's LOA, we have made significant gains (adding Apprenticeship intakes in Appliance Servicing, Electrical, Millwright, Parts/Warehousing and Welding plus Foundation intakes for Electrical and Plumbing); besides Carpentry (where losses are explainable) all other programs remain status quo
- As a result of waitlist funding, we received a grant of \$259,440 which will be used for adding 18 seats for Welding Foundations, 18 seats for Electrical Foundations and 32 seats for Electrical Apprenticeships
- A further \$75,000 was secured through an AVED grant that is to give students with disabilities an opportunity to access training programs for high-demand jobs; KPU is one of 20 institutions participating in this pilot project and we were the only institution that was mentioned/highlighted in the AVED new release (dated June 27th)
- KPU was also represented at the "Summer Labour Market Conference: Skills Challenge 2020" by the Dean; other education panelists included representatives from the ITA, AVED, BCIT, Emily Carr and the JIBC
- The Faculty of Trades and Technology has experienced significant and impactful growth pursuant to the goals and targets outlined in the *B.C.'s Skills for Jobs Blueprint*; we are only months into its initial rollout and it is clear that AVED, JTST and the ITA are committed to re-engineering education and training to address the pending skills shortage in British Columbia
- Finally, we have participated in 2 major advertising campaigns:
  - We partnered with the ITA and BC Lions to promote young people in the Trades; 3 of our students were featured in the campaign (2 of whom were young female students)
  - We partnered with Mediaplanet Canada to provide a feature article for a "Skilled Trades" supplement that was circulated with the Province newspaper on August 28th; one of our female Electrical Foundations students was chosen as the subject for the piece entitled "Why a Career in the Skilled Trades Could be Right for You"; the Dean also provided a quotation for the feature article where he stressed the importance of an applied education

### **CLOVERDALE CAMPUS – EVENTS**

- Successful KPU Tech summer events included:
  - A campus-wide open house in June
  - Our participation in "Surrey Open Doors" where we were able to feature our campus and provide information about our programs to the general public; the highlight was a horse-drawn carriage that provided rides around the campus to the many families (including young children) who visited; many thanks to Gerard Laverty, instructor in the Farrier program, who organized the carriage rides

## **DEPARTMENT HIGHLIGHTS**

### **TECHNOLOGY:**

#### **CADD TECHNOLOGIES**

- The CADD program has a MOU with SFU Mechatronics Systems Engineering; students get advanced standing in KPU's Mechanical Specialty and can use SFU transfer credits towards the Mechanical Certificate
- 4 SFU students worked on a final project in conjunction with the Welding Department and posted a video of their experience at KPU on Youtube

#### **PUBLIC SAFETY COMMUNICATIONS**

- Graduates continue to find employment with organizations such as: E-Comm 9-1-1, Surrey RCMP, Coquitlam RCMP, the Office of Emergency Health Services, the Regional Transportation Management Centre, etc.; one student was even hired by Surrey Rail to be trained as a conductor
- The PSCM lab is going through significant upgrades; the call recorder is being replaced with new technology from NICE recording; also, an IP radio system, donated by Positron, will be used in upcoming courses

### **TRADES:**

#### **APPLIANCE SERVICING**

- The Appliance Servicing program has worked on a proposal with Fisher & Pykel Corporation for the donations of appliances and training material; they are also working on a similar proposal with Electrolux Corporation

#### **ELECTRICAL**

- As mentioned above, the Electrical program has received funding to run 1 additional Foundations intake, along with 2 additional Apprenticeship intakes; the department has also been approved to develop a Level 4 Apprenticeship so that students can complete all of their in-school technical training at KPU

#### **MILLWRIGHT**

- Bob Davis, VP Negotiations for the KFA, has been appointed to the ITA Board of Directors

#### **PLUMBING**

- The Plumbing department was pleased to be able to accommodate high school ACE-IT students during the B.C. Teachers' strike, ensuring that the students' learning was not negatively impacted by the job action

#### **PARTS, WAREHOUSING AND LOGISTICS**

- The Parts and Warehousing program will be offering an adapted program for students with disabilities, thanks to the \$75,000 AVED grant mentioned above

#### **WELDING**

- Welding will be running an additional Foundations intake and the department continues to grow while cementing its reputation as being one of the premier Welding programs in the province

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## Library Services and Learning Centres

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Todd M. Mundle (University Librarian)

### Library Services

#### Collection News

- The Library began a subscription to the **Canadian Public Policy Collection** on July 1<sup>st</sup>. This collection consists of over 30,000 e-book publications from Canadian think tanks, research institutes, and advocacy groups. New publications are added on a regular basis. Although the content is born-digital and openly accessible, this low cost subscription ensures that KPU students and instructors can easily search and discover this material and ensures long-term and stable access. Most titles in the collection are available in both French and English.

This brings our e-book collection numbers to over 190,000. As of the end of March we have 205,383 print books. The gap is closing.

- Our **online journal collection** continues to grow. Recently we went over the 51,000 title mark which is significant compared to our 500 titles in print. We continue to review our print titles looking to convert them where appropriate to online so they are accessible from anywhere our students and faculty wish to access them.
- **Interlibrary Loans** – Our loans of KPU resources to other institutions increased for a second year in a row: loans during 2013-14 increased 10% over 2012-13. Over a 5 year period we've needed to borrow 34% less items but we have loaned 56% more resources to users at other institutions. This is a sure sign that our collection as a university library is maturing.

#### Open Education Resources

- We've developed some guides to help faculty and students find quality OER content on the web:

Overall primer on OER (<http://libguides.kpu.ca/OER>)

OER by material type (<http://libguides.kpu.ca/OER/materials>)

OER Textbooks (<http://libguides.kpu.ca/opentextbooks>)

A guide by discipline is under development. The library strives to be engaged members of the OER community both at KPU and through provincial initiatives.

#### Library Systems Updates

- **Journal Permissions Information:** We've recently upgraded the availability of our license information so that permissible use information for e-reserves, coursepacks, and interlibrary

loan is now available at the journal title level. It was previously only available at the database level. While library users may look at this information it's most useful for staff who process these kinds of requests.

The greatest impact will be felt by Bookstore staff who process coursepack requests. With a single search, Bookstore staff can determine if an article can be taken from the online journal and included in a print coursepack. Recent copyright changes allowing fair dealing for education purposes permits KPU to use already paid for licensed resources in coursepacks without having to pay again for the use through a copyright collective. This has resulted in significant savings to students.

- **Study rooms:** We recently upgraded the student group study room booking software providing better management functionality for Library staff. As for the students, they now receive an email confirmation after requesting a booking which we hope will make the system more self-sufficient. Each campus has bookable study rooms which are in heavy demand by students. In the 2012/13 academic year, the rooms across all 4 campuses were booked for over 51,000 hours of use.

### **Printer/Copier Replacements**

All KPU libraries received new printer/copier machines. In addition to the usual printing and photocopying options, students are now able to scan materials to USBs, a self-service that was previously only available at our Surrey campus. We will be working with IET this semester to enable scanning to email.

### **KPU Librarian contributions**

**Mirela Djokic** presented a poster session at the 35th annual IATUL, an international conference that focuses on issues relevant to librarians at technological universities. Her poster presentation: "Examining Library's Information Literacy Instruction in Support of Student Research Skills Competencies" can be found here <http://docs.lib.purdue.edu/cgi/viewcontent.cgi?article=2063&context=iatul>.

At the 6th International Conference on Qualitative and Quantitative Methods in Libraries, **KPU Librarian Elaine Samwald** co-presented a paper with Linda Harasim (Professor, Communications, SFU). Their paper "MOOCs! Who Gives a SWOT?" used SWOT analysis to breakdown the strengths, weaknesses, opportunities and threats of Massive Open Online Courses. You can watch the Prezi here <http://prezi.com/myzzkzlj5fm/moocs-who-gives-a-swot>.

**Jean McKendry** was invited to produce a poster session for the American Library Association conference. Her poster session "Library as Place: Experiences of Homeless Men in Public Libraries in Vancouver" summaries her recent PhD work. A copy of her thesis is accessible through UBC's open access institutional repository <https://circle.ubc.ca/handle/2429/44505>.

## The Learning Centres

**Tutor Training materials developed:** During the summer months, Learning Strategist Dr Alice Macpherson in consultation with the Learning Centre department, completed **KPU Tutor Training Manuals for Level 1, 2 and 3** tutors, that will be used for our Fall 2014 Tutor Training. These training materials meet **international tutor certification** requirements and are tailored to KPU student and tutor needs. The development and publication of these materials has resulted in a **cost savings of \$1,500** as we no longer purchase training booklets for our 60 student tutors and coaches per semester.

**Transition and Retention Programs:** Over 88 students registered for and 68 attended the three day “It’s About U” introduction to university transition program on August 19-21. 38 more advanced students attended the one day “Academic Boost Camp” for academically at-risk students and August 25<sup>th</sup>.



Students attending “It’s About U” transition to university studies program Aug 19-21, 2014.

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## The Office of Continuing and Professional Studies

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### Initiatives:

#### Office of Continuing & Professional Studies

- **Produced and distributed KPU's first Continuing & Professional Studies catalogue in 11 years.** Registration is now open on FlexReg. The catalogue has been delivered to over 150,000 residents and businesses in Surrey, Delta, White Rock and Langley.
- Working towards publishing the spring 2015 catalogue in early November. Currently requesting content from the faculties and external providers.
- Launched the CPS SharePoint site for submission of content from the faculties.

#### First Nations Partnerships

- We are currently in the final stages of developing an Introductory Environmental Assessment course in conjunction with KPU Science faculty and TUV Nord. The first offering of this course will be for our First Nations Partners at Squamish First Nation. The course will equip SFN students to do environmental work related to the Woodfiber LNG liquefaction plant being built in the Municipality of Squamish.

#### New Programming

- Worked with KPU's Counselling department to offer a two-day seminar on suicide awareness.
- Have our first registrations into Dr. Liard Birmingham's online Eating Disorders course. Have sought and gained accreditation from the Royal College of Physicians and the Canadian Counselling & Psychotherapy Association so that their members may take this course as part of their ongoing Professional Development (and "Maintenance of Credential" programs).
- Offering a number of fully online courses in partnership with LERN (Learning Resources Network).

#### Strategic Partnerships (upcoming)

- Woodfibre LNG
- Ocean University (with Stuart McIlmoyle/KPU International)
- Shanxi University of Finance & Economics – MOU pending
- Squamish First Nation – renewed



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## Institutional Analysis and Planning

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- **REPORTS POSTED TO THE IA&P WEBSITE:**
  - 2013 Student Satisfaction Survey Report
  - 2013/14 Accountability Plan and Report
  - Spring 2014 End of Term Summary
  - Spring 2014 Grade Distribution
- **SURVEYS ADMINISTERED BY IA&P**
  - Library survey report under revision; to be completed in September.
  - NSSE Survey results and reports received. Summary being developed for posting with reports in September.
  - Bachelor of Science in Nursing Grad 2014 survey conducted in August.
- **COMMUNITY PERCEPTION SURVEY**
  - IPSOS hired to conduct telephone survey; Hanover Research providing project management, analysis and reporting
  - Survey instrument completed; IPSOS is preparing to begin data collection in September
- **PERFORMANCE REPORTING ON VISION 2018**
  - Data gathering, and report preparation for September 2014 report card
- **MINISTRY OF ADVANCED EDUCATION SUBMISSIONS**
  - FTE Report: submitted to AVED in May
  - CDW Submission to AVED in May
  - Accountability Plan and Report 2013/14: Submitted to AVED in July
  - FY 2013-14 Contact Hour Activity Report in July
  - Started preparations for the CDW October 2014 submission
- **DATA ANALYSIS AND ADMINISTRATIVE SUPPORT PROVIDED FOR:**
  - Resources Planning Project until completed in June
  - Core Review until completed in May
  - Transitions Project ongoing
- **ENVIRONICS**
  - This study produced information on target markets for recruitment
  - Results delivered in June; project completed
- **TRACKING COMMUNITY ENGAGEMENT ACTIVITIES/CELEBRATING RESEARCH AND SCHOLARSHIP INITIATIVE**
  - Began planning the initiative which will capture information on research, scholarship and community engagement activities to serve various purposes at KPU

- Assessing a tool developed for BCAIU by Victor Glickman to capture scholarly activity.
- Working on developing a pilot implementation project
- **RETENTION ANALYSIS**
  - Completed research plan for producing various retention measures
  - Currently in consultation with IET about data extraction
- **STUDENT APPRAISAL OF INSTRUCTION SURVEY**
  - Summer term appraisal surveys and reports completed for 275 instructors, including 121 probationary
- **PROGRAM REVIEW**
  - Reviews underway for the following programs:
    - Computer Aided Design Drafting
    - Human Resources Management BBA
    - Entrepreneurial Leadership BBA
    - Business Management Diploma
    - Business Administration Diploma
  - **Surveys:**
    - Completed Bachelor of Psychiatric Nursing Alumni Survey in late May
    - Completed Fashion Industry Survey and Alumni Survey in late May
    - Completed Legal Administrative Studies Student Survey in early June
  - **External Accreditation:**
    - Consulting with Design and Health to determine to what extent program review requirements are addressed in external accreditation and what remains to be done
  - **Process and Procedures:**
    - Revised the Program Review Self-Study Guide
    - Developing the process for Institutional Response component of the program review policy
- **AD HOC DATA AND INFORMATION REQUESTS TO IA&P FILLED**
  - May: 11
  - June: 14
  - July: 8
  - August: 14
- **VARIOUS IAP STAFF PARTICIPATED IN THE FOLLOWING TRAINING ACTIVITIES:**
  - Predictive Analytics conducted by Statistics.com
- **IAP STAFF PARTICIPATED ON THE FOLLOWING INTERNAL COMMITTEES:**
  - Transition Advisory Group
  - CDW Working Group
  - Academic Council
  - Administrative Council
  - Standing Committee on Academic Planning and Priorities
  - Senate Standing Committee on Program Review (3 people)
  - SEM Summit

- Banner Functional Management Team

➤ **IAP STAFF PARTICIPATED ON THE FOLLOWING EXTERNAL COMMITTEES:**

- BC Student Outcomes Technical Team
- Vital Signs Surrey Leadership Committee
- Innovation Boulevard Metrics Committee

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## The Institute of Material Innovation

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**The following points are an abbreviated list of activities undertaken by the Institute of Material Innovation at KPU:**

- This was a period of diverse activity punctuated with periods of vacation.
- With a verbal directive to go out into the community to make connections to build upon the ideas of innovation that support the KPU vision, the Executive Director for IMI continued to make introductions to different groups and individuals that could support an aspect of IMI. Of the many he met the key individuals were: Jason Robinson (CEO of Sustainable TV) who would be a vital connection to ISH and for IMI; David Huer (a disruptive innovator in the medical technology area, ideal for anything going forward in the Innovation Boulevard Project; and Dr Blanca Jordon at ATOS in Madrid who is willing to undertake a joint research grant application with EU Innovation Foundation.
- Active membership in Innovation Lab meetings at the Microsoft Development Center, Vancouver. This led to a lead role in developing a workshop for the City of Vancouver on Poverty, and whether a trans-disciplinary approach could provide new solutions.
- Invited participant in the Banff Centre Round table for the Creative Industries. Here key individuals from the creative sectors of Vancouver were invited to explore ideas to support the center and also the creative communities it serves.
- Continued meetings with the Skin of the Salmon Community Contribution Corporation (SOTS) to expand the potential for the research, and to explore other partnerships. Local First Nations workshops are now engaged with the project. The research and discussions led to an application for the Western Economic Diversification fund (WED) for \$1.39 million. This document was put together with SOTS and involved correspondence and collaboration with different faculty members in different areas of KPU. Notification will take place in November. International contact was made with Erick de Laurens out of Foster and Associate in London for him to be involved with the research and prototyping—expanding KPU's reputation.
- In terms of trans-disciplinary activity: the Director presented a co-authored refereed conference paper for Culture and Change in Organizations — The On the Organization Knowledge Community. Saïd Business School, University of Oxford, UK (August, 2014). This was one of three co-authored papers presented. The other two were at the PICMET conference in Kanazawa, Japan presented by another co-author. The Executive Director

was also involved with the Webinar on: PRINTED SENSORS & SMART TEXTILES FOR MOBILE HEALTH. Wearable Devices on Wellbeing and Health Monitoring.

- Involved in discussions with interested academics about establishing a Masters of Interdisciplinary Studies.
- Committees for the new Wilson School of Design building were attended, but meetings were often cancelled due to lack of quorum.

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## INstitute for INnovation and Scholarship in Teaching and Learning (INSTL)

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Vice Provost Teaching and Learning: Diane Salter  
Confidential Assistant: Wendy Maxwell  
Manager Learning Technology: Meg Goodine  
Senior Learning Systems Administrator: Donna Hrynkiw  
Learning Systems Support Specialist: Robin Leung

### Staffing Updates:

- Diane Salter, Vice Provost Teaching and Learning, resigned on July 4 with a resignation date of October 15, 2014.
- Robin Leung, Learning Support Specialist, joined the INSTL team on July 28.

### SUMMARY OF WORKSHOPS AND SEMINARS

Title	Date	Facilitator	Attendance
Webinar - Competency Based Education	July 8	Diane Salter hosted Webinar presented by Sally Johnstone, Vice President for Academic Advancement, Western Governors University	Face to face = 9 Remote = 2
Assessment Seminar – Aligning Assessment with Learning Outcomes	August 12	Diane Salter	16
Assessment Seminar – Using Rubrics to Enhance Student Learning	August 13	Diane Salter	14
Basics and Beyond – 2 Days (Topics: Lesson Planning for Active Learning, Flipping the Classroom, Learning Mapping, Alignment, Outcomes Based Approaches to Student Learning)	Day 1 August 22 Day 2 August 26	Diane Salter	17
Faculty of Health Welcome Back Topic: Motivating Students in a (Global) Mobile Environment	August 25	Diane Salter	90+
Faculty of Health Welcome Back	August 25	Donna Hrynkiw	90+

Topic: Moodle Q &A			
Technology & Trades Welcome Back Topic Moodle Overview	August 27	Donna Hyrnkiw	30+
Moodle Basics Workshop	August 27	Meg Goodine	17

## PROJECTS

Project	Description	Status/Outcome
<b>Mapping from Experiential Learning activities to Interdisciplinary Learning Outcomes</b>	Research and innovation project Conducted by Tom Carey (INSTL Visiting Scholar, Ross Laird(Arts), Tierney Wisniewsk , RA– RA funded by INTSL reporting to Diane Salter	<ul style="list-style-type: none"> <li>Completed during July and August (article in Sept. newsletter), presentation/workshop to be held at a later date, another project will evolve from this project to further explore ways to identify, describe, and measure experiential learning outcomes</li> </ul>
<b>OERu</b>	KPU is contributing two courses to OERu – courses include Sustainable Horticulture, FSH, and an Arts course TBD	<ul style="list-style-type: none"> <li>Meg Goodine is KPU's course system administrator for the OERu Wiki re course development</li> </ul>
<b>Open Textbooks</b>	Provision of support for use of Open Text Books and resources at KPU	<ul style="list-style-type: none"> <li>Event scheduled as follow up to BC campus event to be held on Sept. 23</li> <li>Event description: What is Openness in education? What is an Open Educational Resource (OER)? What is an Open Textbook? The use of free, open resources and textbooks is quickly becoming a more plausible option thanks to initiatives such as <a href="#">BCcampus's Open Textbook Project</a>. Join Dr. Rajiv Jhangiani (KPU), Mary Burgess (BCcampus), and Amanda Coolidge (BCcampus) for a hands-on session that will explore these questions, discuss the advantages and disadvantages of adopting open textbooks, and provide a guide for how you can easily adapt these to suit your needs.</li> </ul>
<b>Space Planning at KPU</b>	Wilson School of Design Project Management Committee: Vice Provost Teaching and Learning: Diane Salter; Faculty of Design: Carolyn Robertson, George Verghese; Facilities: Karen Hearn, Craig Regan; IET: Maggie Fung; Finance: Rada McVicker; Space Management: Terry Chanyungco,	<ul style="list-style-type: none"> <li>Ongoing weekly meetings until completion of building in 2015</li> </ul>
	Faculty of Science and Horticulture (FSH) Space Planning Steering Committee: Vice Provost Teaching and Learning: Diane Salter; Faculty of S & H: Betty Worobec; Space Management: Terry Chanyungco; Facilities: Karen Hearn; E Classroom Working Group: Vice Provost Teaching and Learning: Diane Salter; IET: Maggie Fung, Paula Hannas, Mark Tauber; Space Management: Terri Chanyungco; Scheduling: Laura McDonald	<ul style="list-style-type: none"> <li>Ongoing</li> <li>A one time only funding request for collaborative/ flexible learning spaces was submitted (by INSTL and IET to the Provost) and approved</li> <li>Identifying 1-2 classrooms to be renovated during summer 2014 for use in Sept. 2014 as flexible/collaborative spaces</li> <li>A number of other classrooms are being investigated for e-upgrades in summer 2014 for Sept. 2014</li> </ul>

## Institute for INnovation and Scholarship in Teaching and Learning (INSTL)

	<ul style="list-style-type: none"> <li>Ongoing meetings between INSTL, IET, Facilities, Space, to plan collaborative classrooms/renovations and technology updates to other classrooms</li> </ul>	<ul style="list-style-type: none"> <li>Usage reports have been requested to identify potential rooms for renovations and e-upgrades</li> <li>A user group of faculty will be formed to provide input in May/June</li> </ul>
<b>Quality Standards for Online and Blended Courses</b>	<p>In an effort to ensure and sustain a culture of quality in online and blended course delivery, INSTL drafted a set of quality criteria based on current research and distributed it for review to the Advisory Group on Teaching and Learning in Dec. 2013. Working with faculty volunteers from this Advisory Group, the draft was revised. In addition, an accompanying course planning guide and quality checklist was drafted.</p> <p>INSTL is now actively using and promoting these guidelines and planning documents with faculty. The documents will be posted on the INSTL website as a resource for faculty.</p>	<ul style="list-style-type: none"> <li>Guidelines and planning documents completed and reviewed by Advisory Group on Teaching and Learning</li> <li>Feedback collected (ongoing)</li> <li>Posted on INSTL website in May</li> <li>To be presented to the Senate Sub-Committee on Academic Planning and Priorities (SSCAPP)</li> <li>Documents to be reviewed Sept. 2014</li> </ul>
<b>Open Badge Prototype Project (Digital Badges)</b>	<p>The Open Badge concept is an open source standard designed to provide alternative ways of recognizing learners skills and achievements beyond formal academic credentials. INSTL is partnering with the Library to create and pilot a badge system within the Moodle Learning Management System (LMS) to recognize the learning of students who complete the Library's online plagiarism tutorial. Our goal is to lay the groundwork for extending the badge concept to other contexts within KPU.</p>	<ul style="list-style-type: none"> <li>Proposal – complete</li> <li>Planning, testing, development: complete</li> <li>Set up tutorials &amp; badges in selected courses: Aug. 28</li> <li>Pilot: Sept. 2- Dec. 2014</li> </ul>
<b>Newsletter</b>	<p>INSTL newsletter is published three times a year</p>	<ul style="list-style-type: none"> <li>Issue number 2 was released in June</li> <li>Issue number 3, for release in September, has been sent to Marketing for formatting and printing</li> </ul>

## INSTL INVOLVEMENT IN KPU COMMITTEES

### **Senate Sub-Committee on University Budget (SSCUB)**

Vice Provost Teaching and Learning: Diane Salter (ex officio member)

### **Senate Sub-Committee on Academic Planning and Priorities (SSCAPP)**

Vice Provost Teaching and Learning: Diane Salter (ex officio member)

### **Academic Council**

Vice Provost Teaching and Learning: Diane Salter



**Information Technology Governance Committee**

Vice Provost Teaching and Learning: Diane Salter

**Wilson School of Design Project Management Committee**

Vice Provost Teaching and Learning: Diane Salter

**Faculty of Science and Horticulture (FSH) Space Planning Steering Committee**

Vice Provost Teaching and Learning: Diane Salter

**Advisory Committee on Teaching and Learning**

Vice Provost Teaching and Learning: Diane Salter

Manager Learning Technology: Meg Goodine

Confidential Assistant: Wendy Maxwell (administrative support)

**Learning Management Systems (LMS) Steering Committee**

Manager Learning Technology: Meg Goodine

Confidential Assistant: Wendy Maxwell (administrative support)

**Faculty Orientation Handbook Working Group**

Manager Learning Technology: Meg Goodine

**IET Change Advisory Committee**

Senior Learning Systems Support Specialist: Donna Hyrnkiw

**COMMUNITY INVOLVEMENT**

*BC Net*

*New West U Conference*

*UCIPD*

***Society for Teaching and Learning in Higher Education (STLHE)***

Vice Provost Teaching and Learning: Diane Salter (Board Member, Chair Partnerships)

**COHERE)**

Vice Provost Teaching and Learning: Diane Salter (Board Member)

**Open Education Resource Universitas: Course Approval and Quality Working Group**

Manager Learning Technology: Meg Goodine

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## University Secretariat

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During the period covered by this report (May 17, 2014 – August 31, 2014) General Counsel supported the work of each of the units of the University Secretariat (University Governance and Policy Group, Student Risk and Judicial Affairs, and Freedom of Information and Protection of Privacy) and provided legal advice to the Board and senior administration at KPU. Detailed reporting of such legal advice is not included, given the public nature of this report.

A brief outline of the work undertaken by each of the units within the University Secretariat during the reporting period follows.

Shelley Wrean  
General Counsel

**KWANTLEN POLYTECHNIC UNIVERSITY**

### **University Governance and Policy Group**

The University Governance and Policy Group organized, supported and followed up on at least 13 Board, Senate and Board/Senate Committee meetings during the reporting period, attended a number of other meetings and organized a number of other events, including the Governance Retreat held August 22. Over 60 people attended the Governance Retreat and comments to date have been very positive, encouraging KPU to hold such an event annually.

The Group continues to develop and refine systems to ensure that the process of governance at KPU is well supported. Over the summer the program files were reorganized and updated to ensure the entire history of program development to date is included in both the paper file and the electronic version – a most significant piece of work! As well, the system for storage of all the awards nominations/approvals under Senate’s purview was refined resulting in a much more efficient system.

The Group is also re-designing its system for logging and storing Memorandums of Understanding.

The new University policy site development has begun and discussions are beginning as to how to implement the site without additional funding.

## **Student Risk and Judicial Affairs**

This report includes issues the Office of Student Risk and Judicial Affairs (OSRJA) has been working on during the reporting period.

### **Cases**

OSRJA received 2 new cases during the reporting period and three cases were referred to the Behavioral Intervention Team (BIT). In addition to these cases, OSRJA was consulted on another 15 incidents which did not constitute code violations but required OSRJA's assistance.

Ongoing work continues on previous cases.

### **OSRJA Administration**

Work continues on the revision of Policy C.21 (Student Conduct).

Members of the OSRJA team participated in the Foundations of Administrative Justice Workshop in June which was presented by the BC Council of Administrative Tribunals. Members of the team also participated in a Suicide Assessment workshop in August, which was hosted by KPU.

### **BIT**

In addition to the work on student conduct cases, the BIT was consulted on 7 student related incidents all of which resulted in some type of monitoring.

### **Student Risk Management**

Ongoing work continues on affiliation agreements and developing templates for community learning experiences in collaboration with Organizational Risk. Development has begun of a training tool for Dean's offices to address risks associated with offsite student work, also in collaboration with Organizational Risk.

## **Freedom of Information and Protection of Privacy**

### **FOI Access Requests**

Work continues on three requests from the previous reporting period. Five new requests during the current reporting period were received.

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## The Faculty of Academic and Career Advancement

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### Dean's Office

I am delighted to be writing my first report to the Board as the new Dean of Academic and Career Advancement (ACA). I have thoroughly enjoyed my first three months at KPU and especially getting to know the people, programs, and issues facing the various Departments in ACA.

This has certainly been a time of change in the Dean's office. Not only do we have a new Business Manager, Lois Armerding, but the return of Kathleen Haggith to Vancouver Island means that we have a new Associate Dean appointed for an interim period. We are very pleased that Aimee Begalka, Co-Chair of Academic Career Preparation (ACP) Department, has agreed to step up to that challenge on very short notice.

Life would be dull if there weren't challenges and nowhere is this more evident than in the English Language Studies (ELST) Department where an *ad hoc* Committee led by ELST Co-Chair, Arthur Ling, has spent the summer looking at a myriad of issues that essentially amount to a re-visioning of the Department, what it offers, and to whom in response to Federal and Provincial funding cuts. A report is due for circulation to the Department within a few days of this writing. After they have had an opportunity to digest the Committee's recommendations, the Provost and I will be meeting with them to help move matters forward.

I seem to have arrived at KPU at a particularly exciting time of change in how we serve incoming students. The work of the Transition Advisory Group, a fresh learner-focused marketing initiative, and the development of the Future Students Office with a dynamic cross-trained team of enthusiastic recruiters are marks of a lively institution embracing innovative change. These developments all hold promise of renewal for ACA as we freshen our Programs and reconnect with our communities. The Faculty of Academic and Career Advancement is the portal to KPU for a wide variety of non-traditional learners; ACA's task now is to see how smooth, responsive, welcoming, and barrier-free we can make entry to KPU for these diverse adult learners.

### Programs – New, Revised, Reviewed

#### Academic and Career Preparation (ACP)

The ACP Department is working to ensure that its program is well-known both within KPU and throughout the region. With advice from the recruiters of the Future Students Office and ACA's Educational Advisor, improvements are underway for the Department's brochures and webpage. As a result of outreach to the region's WorkBC sites, ACP is working on a proposal to offer courses in partnership with them, in or near one or more of their offices. And the ACP External Advisory Committee will help them liaise more effectively with other community agencies in KPU's region and with its school districts.

Potential students continue to face various problems in the admissions and registration process, and faculty in ACP Continuous Intake courses often have problems with class lists and grade-entry lists.

ACP is hoping that KPU's Transitions project will help eliminate many of the former problems. In the meantime, together with the Dean's Office staff, the Department's interim Administrative Assistant, who has previously worked in the Registrar's Office, has been able to address many of these issues. The Department is also working to clarify the ways in which ACP's courses are cited as prerequisites by many other KPU courses – many of these prerequisites refer to discontinued courses, so ACP will be liaising with the relevant departments to bring these up to date.

### **Access Programs for People with Disabilities (APPD)**

Recruitment for APPD started quite late this year, due to ongoing work on program revisions. Despite this, it is anticipated that the Work Exploration and Job Preparation Programs will be full on all three campuses (Langley, Surrey and Richmond). Most of the options in the Vocational Skills Training (VST) Program are on hiatus until the required curriculum revisions are completed and approved. The Clerical Assistant option of the VST Program was part of the Variance that was approved in April and intake efforts are continuing for that option.

The Adult Special Education (ASE) program-specific transfer guide was updated when the ASE Articulation Committee met May 28<sup>th</sup> and 29<sup>th</sup> 2014. A subcommittee of the ASE Articulation Committee will be seeking financial support from BCCAT to add the Vocational Skills Training Programs to the grid in the coming year.

### **Career Choices and Life Success (CCLS)**

In June CCLS received Senate approval on all course outlines. Major revisions to the CCLS Student Manual were completed by Mary Ann Becher and Elly Morgan during the month of June 2014 to reflect the approved course outlines.

The CCLS administrative support position has been posted and interviews for the 8 hour/week position will be conducted shortly to fill this position.

CCLS Langley is actively recruiting students for the Fall 2014 Semester, and has seen a strong response, particularly through the newly updated website, where students can automatically register for the Information Session. The ACA Operations Manager approved a new initiative to include CCLS Information Session Flyers in the Abbotsford Women's Trade Show handouts in October 2014. The streamlining of marketing requests through the Ops Manager has been invaluable to recruitment efforts for the upcoming Richmond campus CCLS program for Men and Women in Spring 2015.

### **English Language Studies (ELST)**

As noted above, the ELST Working Group concluded its work over the summer semester. The Department is scheduled to meet in early September to review the recommendations.

## **Our Faculty & Staff**

### **Faculty Achievements**

- *Beth Beeching* (ELST faculty) received a .6% PD fund award to be used for her M.Ed. tuition at SFU.
- *Wendy Royal* (ELST faculty) received a .6% PD fund award to present at the BC Council for International Education Conference.

### **The Philosopher's Teahouse**

The Philosopher's Teahouse, which was founded by Wendy Royal from ELST, was awarded the BCCIE Award for Outstanding Program in International Education by the British Columbia Council for International Education (BCCIE) at the BCCIE's Summer Seminar Awards Banquet in June.

## **Recent and Upcoming Events**

### **ACA Scholars and Snacks**

The final ACA Scholars and Snacks event for 2013-14 took place on June 17<sup>th</sup> at the Richmond campus, with wide ranging discussion on the video "Take 20: Teaching Writing".

The next ACA Scholars and Snacks will take place at the Surrey campus on Thursday, October 23<sup>rd</sup> from 4:00 – 6:00 pm in the Cedar Boardroom, room 2110.

### **ACA Student Welcome Events**

For the second year, ACA will welcome our students at each of the Langley, Richmond and Surrey campuses with a pizza lunch, music and door prizes during Student Life Week (September 9 – 11).

### **Recent Community Events/Presentations involving the APPD Department:**

- May 6 Transition Planning Fair for Young Adults with Special Needs
- May 13 Burnaby Transition Fair
- May 13 APPD Advisory Committee Meeting
- May 14 Deans and Directors of Developmental Education (DDDE) meeting
- May 26-27 Disability Resources Network of BC Annual Conference
- May 28-29 Adult Special Education (ASE) Articulation Annual Meeting
- June 12 Inclusion BC Conference

### **Convocation – May 30, 2014**

The Faculty had 54 students graduate from the following programs:

- ACP – BC Adult Graduation Diploma – 1 Grad
- APPD had a total of 35 grads:
  - Work Exploration Program – Certificate of Completion - 12 Grads
  - Job Preparation Program – Certificate of Completion - 16 Grads
  - Vocational Skills Training Program – 7 Grads
    - Certificate of Completion in VST - Child Care Aide (4)
    - Certificate of Completion in VST - Early Childhood Educator Assistant (2)
    - Certificate of Completion in VST - Clerical Assistant (1)
- CCLS – Citation – 1 Grad
- ELST had a total of 17 grads:
  - Diploma in English Language Proficiency – 15 Grads
  - Citation in English Language Proficiency – 2 Grads

**Evening to Remember (ETR) – APPD Grad Celebration – June 11, 2014:**

Each year, the APPD ETR Committee organizes a dinner/dance celebration for their graduating students, their families, APPD staff and faculty and invited guests. The Department acknowledges the successes of the grads and presents an “Employer of the Year Award” to 3 employers, one from each campus community where APPD programs are offered. This event is made possible because of the fundraising efforts of our students, staff and faculty as well as sponsorships, for example, funding from the Coca Cola Company. In June 2014 the APPD “Employer of the Year Awards” were presented to the following employers:

- Spencer’s Gifts, Langley
- Carlton Cards, Surrey
- Brighthouse Nursery Preschool, Richmond

**Phoenix & KPU Aboriginal Cultural Celebration**

ACA will represent KPU at the Phoenix & KPU Aboriginal Cultural Celebration on September 6<sup>th</sup>.

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## Marketing and Recruitment

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The past few months have been busy with research and review of recruitment activities in order to plan marketing campaigns for the year.

New marketing materials continue to be developed for recruiters to use as informative and promotional tools as they meet with prospective students.

The new alignment of Marketing and Recruitment is certainly evident internally and externally as all new materials are designed to complement all advertising and promotional materials. The departments are collaborating in all areas and working towards a common goal of increased enrolments.

### **Recruitment**

A renovation is just being completed in the Future Students' Office to move the entrance door and open up the waiting area. In response to much feedback over the past year, visitors have had a difficult time finding the office. The new entrance is placed in the main walkway so it is visible as a prospective student walks by from the Surrey Main entrances.

Our 5 new recruiters have been busy training and meeting their faculty liaisons to ensure they are up to speed with information that they can take to external presentations to prospective students. By mid-September (assuming school starts Sept 2) the recruiters will be starting their busy fall recruitment period. Visits and presentations to high schools throughout the lower mainland will be conducted throughout the Fall. In addition, there are scheduled counselor events, information sessions, career fairs and community events.

Planning has just started for the first Richmond Open House to be held on November 6<sup>th</sup> from 4:30pm – 8:30pm – a showcase to the community of who we are and what KPU has to offer. Similar to the annual Surrey Open House, all faculties will be invited to set up information and interactive displays that highlight their areas and departments. There will be entertainment, music, faculty presentations and much more!

An Open House on Langley Campus will hopefully take place in Spring 2015 as we continue to reach out to all the communities we serve.

A group of 10 Student Engagement Peers have been selected and will start working with our recruitment team in September. The students receive a \$500 award to be used towards tuition for the term. They will attend presentations and events and promote KPU from the student perspective. In addition to working with our recruiters, the Student Engagement Peers will attend external relations events and business and community events where they will act as our KPU ambassadors.



### **Marketing Services**

The 2014/15 program guide is newly printed and ready for distribution into high schools, fairs, and events for the coming year. Much research went into the new format and design. We held numerous focus groups to determine what prospective students want to see in the book. Parents were also consulted as many students shared with us that they read the program guides with their parents.

A big change to this year's program guide is the simplified listings of programs and prerequisites. Working with a priority list from the focus groups and incorporating the latest transitions project information, we were able to create a guide that is easier for a prospective student to find what they are looking for.

See the program guide online:

[http://www.kpu.ca/sites/default/files/Future%20Students/ProgramGuide\\_2014-2015\\_final\\_web.pdf](http://www.kpu.ca/sites/default/files/Future%20Students/ProgramGuide_2014-2015_final_web.pdf)

The first KPU Continuing and Professional Studies catalogue in many years was printed last month and distributed to all homes in Surrey, Langley and White Rock.

See the CPS catalogue online:

<http://www.kpu.ca/cps>

Many other marketing pieces are currently being developed – including faculty profiles and program specific information pieces. We continue to work closely with the faculty offices to attend to requirements as needed.

The major advertising campaigns for the year have just been completed. Included in the mix for 2014/15 are transit shelters, Skytrain murals, radio, TV, and a sponsorship at Guildford Town Centre. The ads all feature the new design from the program guide.



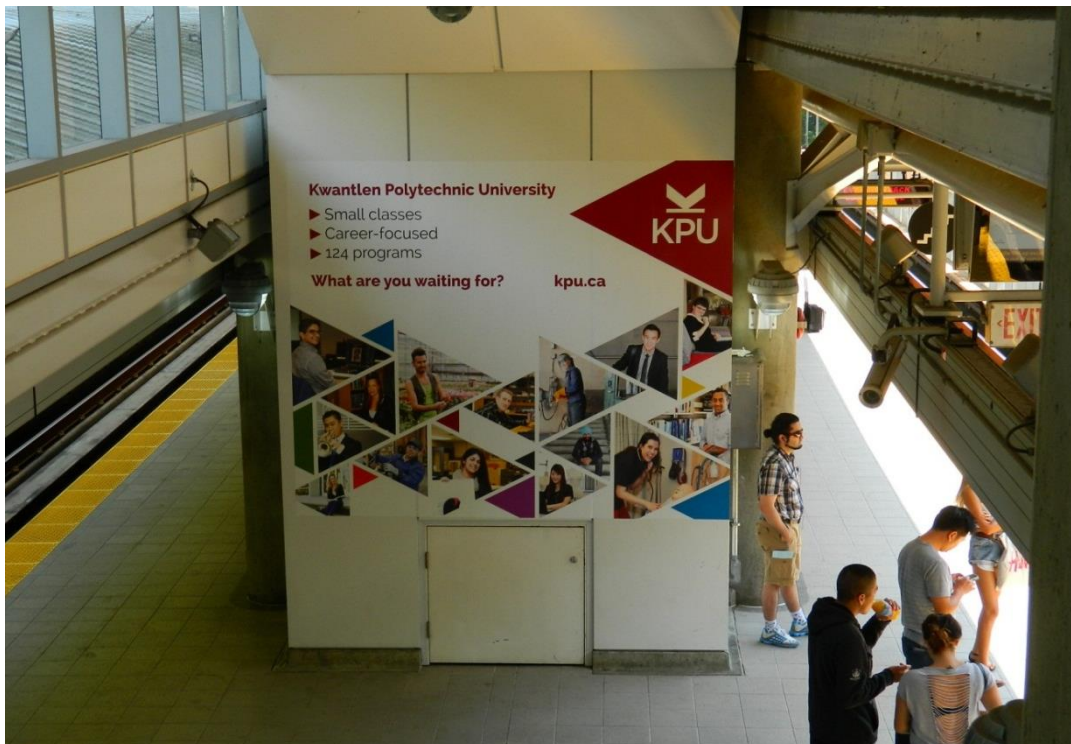
**Kwantlen Polytechnic University**

- ▶ Small classes
- ▶ Career-focused
- ▶ 124 programs

**What are you waiting for?**

kpu.ca **KPU**

Skytrain Murals





### **Marketing and Recruitment Summary**

With a common goal and coordinating campaigns and resources, the marketing and recruitment departments are tasked with serving KPU and future students through consistent, professional messaging, promotion and brand awareness internally and within all the communities we reach out to.

New processes and strategies are being developed and implement. The department priority is to work towards the Vision 2018 goals of increased enrolments for the coming years.

As we become more visible in the communities we serve, our KPU brand will continually increase in value and we will slowly but surely move to becoming the brand of choice for prospective students.

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## Student Services

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The division includes the departments of *Aboriginal Student Services, Admissions and Student Enrolment Services, Assessment and Testing, Athletics and Recreation, Co-operative Education and Career Services, Counselling, Educational Advising, Records and Graduation, Registration and Student Information Systems, Services for Students with Disabilities, Student Awards and Financial Assistance, Student Life and Development, and Transfer Credit. Also included is an update on the University Transitions Project.*

### ATHLETICS AND RECREATION

Men's and women's Eagles soccer and golf training camps commenced with the highest total of potential student-athletes in recent years. Both soccer programs have over 30 student-athletes trying out for 22 uniforms and the golf program has 13 men looking for six spots on the team. The two soccer programs had a very competitive exhibition/pre-season schedule: the women traveled to Edmonton, Alberta to face CCAA schools NAIT and University of Alberta/Augustana and the men went to Spokane, Washington to face NCAA Division One Gonzaga University.

The department welcomes 30 new first year and transfer student-athletes to The Nest this September. The annual student-athlete orientation took place for all athletes, coaches, and staff, as well as representatives of the many KPU departments that support student-athletes.

The 2014-15 PACWEST regular season commences September 3, with both soccer programs hosting Capilano U Blues at Newton Athletic Park. The weekend of September 6-7 KPU hosts the PACWEST Golf Tournament One, at Northview Golf and Country Club, in Surrey, BC.

### CENTRE FOR COOPERATIVE EDUCATION AND CAREER SERVICES

#### CAREER SERVICES

**Careers in Sociology:** This event was for students interested in learning about potential careers in Sociology or Arts from employers in the field. The session included an interactive panel discussion followed by a guest speaker presentation from Christian Saint Cyr, author of the BC Labour Market report. The employer panel included Emergency Planners (Langley and Surrey), Career Counselors, Family Centered Practice Group, Free the Children Organization and HIPPY Multicultural.

**Peer to Peer Resume Review:** Student demand for resume and cover letter assistance continued to increase during the summer. With Peer Reviewers supporting all four campuses for half a day per week, Career Services assisted 102 students during June and July. This represents an increase of 42% in the number of students assisted over the same two months last year.

**Work Study:** Beginning its second year, the Work Study program saw 21 submissions from various departments and Faculties requesting student positions for Fall. Of these submissions, 15 student positions were approved and are currently accepting applications. This is an increase from the 6 approved positions in Fall 2013. Students will be interviewed and hired in September.

**Career Services - Online Job Posting System:** KPU's job posting system, Career Connection, saw 145 new employer contacts post 365 full-time, part-time, and volunteer job opportunities for students and alumni for June and July (August data not yet complete). This represents an increase of 53% in the number of opportunities compared to the same period last year. The new employer and community contacts to KPU include Shaw Communications, East Richmond Community Association and Black Press. In addition, during this period, a further 223 students and alumni joined the online job posting system to access these valuable opportunities.

## **CO-OPERATIVE EDUCATION**

**KPU Accounting Alumni – Application and Resume Review:** In partnership with the Accounting Society of Kwantlen (ASK), Co-op arranged for 6 KPU Accounting alumni representatives from the firms PwC, KNV, Deloitte and others to hold a resume review session on campus. The purpose of this event was to connect the employer representatives one-to-one with Accounting students entering the CPA recruiting process. These sessions were attended by many KPU accounting students who took the opportunity to network and improve their job application.

**Association for Co-operative Education (ACE) Symposium:** Candy Ho, Co-op faculty, presented "Help us help students: Engaging academic affairs" at the ACE Symposium. Candy's presentation reviewed how practitioners can meaningfully integrate career education in the context of post-secondary education. The presentation also discussed strategies to partner with student and academic affairs in promoting career education so the entire institution benefits as a whole. This presentation was also submitted to the Canadian Education and Research Institute for Counselling (CERIC) and won the graduate student engagement award at \$1000.

**Chartered Professional Accountant (CPA) Recruit – Fraser Valley:** Coordinated by the CPA organization and in partnership with the Accounting Society of Kwantlen (ASK), KPU participated in the CPA Recruit – Fraser Valley networking event. KPU accounting students, along with those from UFV, Douglas and TWU, met with representatives from many of the Fraser Valley accounting firms in preparation for the CPA recruiting season. Held at the Langley Events Centre, this session was well attended by many KPU accounting students.

**Co-op Site Visits:** In addition to online work-integrated learning instruction, a significant portion of site visits were conducted by Co-op faculty during this period with students on work terms. Site visits were conducted at employee locations to assess student learning, obtain feedback that could influence curriculum, evaluate workplace risk, improve employer relationships and further promote the university to the community.



**Co-operative Education – Work-integrated Learning:** Work-integrated learning opportunities for students continued to develop during this period as employer relationships were further strengthened and new ones were established. During the Summer 2014 semester, 103 Co-op students were applying their academic knowledge and learning through work. The table below highlights the sectors for which Co-op students were employed for Summer 2014.

Federal Government/Agency	17	16.5%
Provincial Government/Agency	11	10.7%
Municipal Government	4	3.8%
Non-Profit Organization	6	5.8%
Private Business	65	63.1%
<b>Total</b>	<b>103</b>	<b>100%</b>

For the summer semester to date, Co-op students saw 111 Co-op job opportunities posted for work terms to begin in September. This represents a 42% increase in the 78 positions posted for the period last year. Organizations recruiting Kwantlen Co-op students for Fall include PepsiCo Foods Canada, Ritchie Bros. Auctioneers, Lafarge Canada Inc., FortisBC and CKNW Orphans' Fund. In addition, excluding the research universities, 2013/14 Provincial Co-op data saw KPU place the highest number of Co-op students of any institution in the province.

## OFFICE OF THE REGISTRAR

### ADMISSIONS, GRADUATION, AND STUDENT ENROLMENT SERVICES

- Filled several positions: Associate Registrar and Manager secondments through to November 2015 as well as Manager, Student Enrolment Services regular permanent.
- Provided support, direction, and leadership for developing and implementing the Transitions Project as it relates to admission, transfer credit, and registration.
- Completed the transfer of registering trades students into apprenticeship programs to the Dean of Trades and Technology Office.
- Completed the transfer of the international student admission responsibility to KPU International.
- Developing the new admission and program codes for Banner Elucian student information system to accommodate the new admission standards and policy, approved by Senate.
- Performing the leadership role for the new on-line admission application, to be hosted through Apply BC.

## **RECORDS, REGISTRATION, AND STUDENT SYSTEMS**

- Completed the move of 12 Records and Registration staff from Langley to Surrey Main in late August.
- Summer 2014 semester headcount was 7,663 students enrolled in 17,274 seats. To date, 15,689 grades have been processed; as grading is not yet complete, academic standing is not available.
- Produced 2,903 official transcripts, including 23 EDI and 519 XML between May 1 and August 27.

## **REPORTING AND SYSTEMS**

- Processed over 240 student information system data requests including 86 broadcast email or announcements to students.

## **SAFA**

- SAFA hosted a series of 5 Adult Basic Education workshops specifically for APPD students on all 4 campuses.
- Presented on Financial Aid and Awards at 2 Student Athlete information sessions .
- Participated in the SAFA presentation to new students at All About U.
- All student requests for Fee Deferrals were processed by the August 15, and entered into Banner before Fee Payment Deadline; there were 755 were approved. Only had to submit request for 2 students to be reinstated.
- SAFA received and processed the following number of Student Aid BC applications for financial aid:
  - 2012-2013: 5,293
  - 2013-2014: 5,032
  - 2014-2015: To Date for one term is 1,301
- Commenced the search committee for the new Director, Student Financial Services .

## **SERVICES FOR STUDENTS WITH DISABILITIES**

**Exit to Employment:** The Disability Service areas in employment exits to including exit interview, and job accommodation required for this are not yet SSD will look at placing planning on the SSD

**Disability Student Funding:** awards checklist was brochure to ensure that all the non-repayable grants available to them annually. The grant amounts are up to \$10,000 per year and can be used for computers, equipment, learning strategists, tutors etc. This is a substantial funding allocation which positively impacts access retention and completion for SWD. All students interviews with SSD will now include discussion about the funding opportunities for success. It was also placed on the SSD website and distributed to other departments, and the Learning Center.

SSD Students with Disability Stats 2013/14	
Chronic Health	28
Cognitive Disability	16
Deaf or hard of hearing	33
Mental health disability	130
Multiple disabilities	157
Neurological disabilities	112
Learning disability	286
Physical/Mobility disability	43
Low vision or blind	23
Brain injury	7
Other	220
<b>Total</b>	<b>1080</b>

Ministry is requesting that post-sec BC look at offering students with disabilities, resumes, job search skills, plans. The resources available; however, KPU some information on exit website.

A disability specific financial created with a take away students are applying for

**Study Abroad/Field school Access:** SSD provided KPU International and Risk Management information and a marketing statement for all KPU study abroad, exchange programs, and field schools to allow for reasonable lead time for accommodating KPU students with disabilities who may apply to these opportunities. A minimum of 3-6 months is required to ensure all access needs are met, depending on the disability.

**Student Access Highlight Fall 2014:** KPU has 2 Deaf students attending the ETA program, including one who uses transcribing services. Due to the shortage of transcribers in the lower mainland the need to contract, a combination of service providers is required to provide access for the student to this full-time program. The student will be using a combination of transcribing, real-time captioning, oral interpreters, speech reading, note-taking by peers, sound amplification systems, and a specialized FM system. Substantial coordination and collaboration with student, service providers and faculty was required. Instructors needed to create captioning or transcripts for all multimedia formats and materials used in their courses.

**Aboriginal Students with Disabilities:** The Learning Specialists in SSD are looking into different means of providing psych-ed assessment for services for indigenous students in order to access all disability funding and services available. The traditional methods of psychological testing or medical documentation have not been accessed due to fear of failure, cultural barriers, shame, inappropriate standardized assessment and other factors identified by indigenous groups. We're looking at finding a psychologist or an assessor that would be agreeable to both student and ministry in order to take advantage of disability funding and services with the end goal of access, retention and graduation success for aboriginal students.

## STUDENT ENGAGEMENT



## EDUCATIONAL ADVISING

Related to the University's Transition Project, an informal Advising Working Group consisting of representatives from each of KPU's academic advising departments has been meeting throughout the summer to assist in the re-visioning of KPU's advising model. Recommendations from this group will be presented to the Transitions Advisory Group early this fall.

Summer 2014 was an especially busy summer for KPU's Central Advising Team. While student advising appointment volumes continue to be significant (data will be available for reporting in the Fall Board Report), this summer saw the implementation of a new initiative, the hiring of student peer advisors. The success of this initiative will result in the continued, year-round employment of peer advisors in Central Advising.

## STUDENT LIFE AND DEVELOPMENT

**New Student Orientation:** Set to run the last week of August in Surrey, Richmond, and Langley, to date registration suggests an increase in participation for this annual event over the 1500 who attended in Fall 2013.

**Parent Orientation:** Took place in June for parents of students coming to KPU in Fall 2014. The events drew positive feedback and realized a significant increase in attendance with 353 attendees as compared with 229 in 2013.

**KPU Welcomes U:** Set to roll-out once again on the first two days of classes on 3 campuses, this event is a measure for welcoming new and returning student to campus. Staff, faculty and student volunteers are stationed across campuses in key location to provide assistance with general information and wayfinding.

**Campus Life Week:** A coordination of recreation, student club and other co-curricular events are promoted and take place the second week of September. This year, there are more than double the events that took place in 2013. Participation then was over 1300 students.

[www.kpu.ca/campuslifeweek](http://www.kpu.ca/campuslifeweek)

**2014 Volunteer Challenge:** September 19 – October 1 will provide dozens of opportunities for KPU students to get involved and give back to their community. This year's Challenge has also been promoted to, and in coordination with, faculty teaching service learning courses. Registration has just opened, with strong early interest from many students. [www.kpu.ca/volunteerchallenge](http://www.kpu.ca/volunteerchallenge)

**The Inter-Campus Shuttle Service:** Now provided by Luxury Transport Services who has a strong history of with local corporate clients, this brand-new fleet was purchased just for KPU. Additional enhancements to the program (such as on-board WiFi) are being explored.

**KPU's Positive Space:** This Working Group met over the summer to begin developing a training manual and program with the external consultant group PeerNet BC. A call for focus group participants will go

out early in the fall semester with a goal of testing the program in Spring 2015 and a full launch in Fall 2015.

## **ABORIGINAL STUDENT SERVICES**

**The Aboriginal Gathering Place** congratulated 3 long-serving student assistants on the success of their studies:

- Genevieve Grant who has graduated in Spring 2014 and is now enrolled in (and already attending) a teacher education program.
- Melinda Bige who completed her graduation requirements during summer 2014 and is now enrolled in a Master's Degree program at UVic.
- Anthony Choiniere who graduated in Spring 2014 and who has found full-time employment on Vancouver Island

**2<sup>nd</sup> Annual KPU Pow Wow:** Plans are well underway for Saturday, Sept. 20<sup>th</sup> (Noon – 9:30pm) on the Surrey campus. Building on the success of last year's inaugural Pow Wow, this year's event is garnering significant interest.

## **ASSESSMENT AND TESTING SERVICES**

Work continues using test data in the recently launched Flex-Reg system to enable online registration for Assessment and Testing clients in the 2014/15 academic year. This will result in vastly improved service to KPU students and other clients, in addition to a significant reduction in administrative workload.

## **UNIVERSITY TRANSITIONS PROJECT: IT'S ALL ABOUT STUDENTS.**

**Application for Admissions:** The implementation team continues to work with ApplyBC on the configuration of the new online application service. The team (consisting of reps from Transitions, OREG and IET) are aiming to have a completed prototype ready for testing by the end of August.

One of the significant changes will include the way in which new applicants are coded as we are now admitting to Faculty rather than credential. As the new coding is established, we will provide updates on how it will be configured, along with associated implications (e.g. reporting, declaration, etc.)

**The Pathway to "US" (Undergraduate Studies):** We are continuing to develop what we are calling The KPU Pathway to "US" (or undergraduate studies), which is a unique model pairing upgrading with undergraduate studies so students can complete necessary ACA upgrading while identifying as a Pathway student in one of our other Faculties. A student can begin developing an affinity to their intended Faculty upon immediate entry to KPU while we provide the scaffolding and supports necessary

to address English proficiency needs. Students can still apply directly to ACA – we want our students to have the ability to make the choice that is the best fit for them.

- The Pathway does not result in a KPU credential; rather it is a re-packaging of existing course offerings, based on existing preparatory admission thresholds. The Transitions Advisory Group has been heavily involved in discussions about The Pathway model, including the undergraduate courses it may include. Next steps include consultation on a broader level with Deans, Advisors, ACA, SSCC and the SSCAPP about how the model will be implemented.
- The Pathway is meant to enhance recruitment opportunities, but more than that, it will provide additional options for student success through broader access for students we believe can be successful at KPU.
- We've just launched a webpage where we will continue to publish information: [kpu.ca/pathway](http://kpu.ca/pathway)

**Advising:** Each Faculty has its own unique needs and ideas around advising and advisement therefore we have been consulting with each of the Dean's offices around advising needs as they relate to the changes flowing from the Transitions project.

**Policy:** Drafts of C20: Student Evaluation & Grading and C30: Assignment of Registration Priority in Open Registration Programs are underway. Our goal is to have them posted for the 6 week commenting period as of Sept 12th with an eye toward approval by Senate in November. As with the other policies we have undertaken with Transitions, feedback will be sought through typical policy protocol channels, as well as through the avenues we have been utilizing for Transitions communications.

**Coming Soon:**

- University Calendar: The structure of the university calendar needs to change as a result of no longer requiring separate admission requirements for each individual credential. While the 2014-15 calendar has been published and is available online, the dynamic version of the subsequent 2015-16 draft calendar has not yet been published as we rethink the structure to better suit the changes coming out of the Transitions project. The Registrar's Office is currently preparing a proposed structure with an eye toward launching a draft version online in mid-October.
- Personas: We are working with Communications to develop a series of personas that embody the changes related to the Admissions process. One persona will be a transfer student, another a high school student, a third will be a mature applicant and finally we will have a mother/daughter duo who will personify our pathway and ACA upgrading scenarios. Video production will happen in the coming month and we hope to have the videos finalized by October.
- Declaration: TAG will be delving further into declaration requirements, and will be exploring curricular and systematic considerations to help inform Faculties in the decision-making process.

## Office of the Provost

- Hallway Conversations: We will be hosting another series of Hallway conversations after the buzz of the fall semesters settles – likely in October.