



## Regular Meeting Agenda

### Board of Governors

Date: September 23, 2015

Location: Surrey Campus,  
Cedar Building, Boardroom 2110

**Attending:** Steven Button, Geoff Dean, Alan Davis, Marc Kampschuur, Jamie Kokoska, Jessica Lar-Son, Chris McCue, Hanne Madsen, Lisa Skakun, Kim Rose

#### Teleconference Numbers:

Vancouver: 604-899-2339

Toll-free: 1-877-385-4099

Access Code: 6404574#

*M = Motion to Approve*

*D = Discssion*

*I = Information*

*E = Education*

**3:45 pm Regular Board Meeting**  
**In camera Board Meeting to follow**  
**In camera Debriefing Session to follow**

<b>Agenda Item</b>	<b>Resource</b>	<b>Action</b>	<b>Time</b>	<b>Page</b>
<b>1. Call to Order</b>	Lisa Skakun		<b>3:45 pm</b>	
<b>2. Oath of Office</b>				
<b>2.1. New Board members have affirmed the Oath of Office</b>	Lisa Skakun		<b>3:45-3:46</b>	
<b>2.2. Introductory Remarks</b>	All		<b>3:46-3:50</b>	
<b>3. Approval of Agenda</b>	Lisa Skakun		<b>3:50-3:52</b>	<b>1</b>
<b>4. Annual Declaration Form Signing</b>	Lisa Skakun		<b>3:52-3:57</b>	<b>3</b>
<b>5. Consent Agenda</b>	Lisa Skakun	<b>M</b>	<b>3:57-4:00</b>	<b>14</b>
<b>5.1. Minutes of June 3, 2015</b>				
<b>5.2. KSA Student Union Building Fee Correction</b>				
<b>6. Audit Committee</b>				
<b>6.1. Committee Chair's Report</b>	Hanne Madsen	<b>I</b>	<b>4:00-4:02</b>	
<b>6.2. Appointment of the External Auditors</b>	Hanne Madsen	<b>M</b>	<b>4:02-4:05</b>	<b>25</b>
<b>7. Finance Committee</b>				
<b>7.1. Committee Chair's Report</b>	Hanne Madsen	<b>I</b>	<b>4:05-4:08</b>	
<b>7.2. Statement of Financial Information – Public Bodies Report as of March 31, 2015</b>	Hanne Madsen	<b>M</b>	<b>4:08-4:15</b>	<b>27</b>
<b>8. Governance Committee Report</b>				
<b>8.1. Committee Chair's Report</b>	Lisa Skakun	<b>I</b>	<b>4:15-4:17</b>	



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8.2. Principles to Guide Bi-cameral Governance at KPU	Lisa Skakun	M	4:17-4:22	86
8.3. Appointment of Board Representative to Senate	Lisa Skakun	M	4:22-4:24	90
8.4. Board Manual Revision Task Force	Lisa Skakun	I	4:24-4:27	
8.5. Board Meetings – Recommendation for May / June Meetings	Lisa Skakun	M	4:27-4:32	91
8.6. Report on Governance Retreat	Alan Davis	I	4:32-4:37	
9. Board / Senate Task Force on Bi-cameral Governance	Marc Kampschuur	I	4:37-4:42	
10. President's Report	Alan Davis	I	4:42-4:47	
11. Provost's Report	Sal Ferreras	I	4:47-4:52	
12. Senate Report <a href="#">June 22, 2015</a>	Alan Davis	I	4:52-4:57	92
13. Issues and Concerns	Lisa Skakun	D	4:57-5:00	
14. Next Meeting Agenda Contribution	Lisa Skakun	D	5:00-5:02	
15. For the Good of the Order	Lisa Skakun	D	5:02-5:05	
16. Feedback on the Meeting	Lisa Skakun (All)	I	5:05-5:07	
17. Appendix: <a href="#">Information Package</a>		I		
18. Next Meeting Regular Board Meeting Wednesday, November 18, 2015 Cloverdale Campus, Boardroom 1853 3:00 – 7:00 pm				
19. Adjournment	Lisa Skakun		5:07	



## Board of Governors Regular Meeting

**Agenda Item:** # 4

**Meeting Date:** September 23, 2015

**Presenter:** Lisa Skakun

**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"/> Sign
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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 Keri van Gerven at the September 23, 2015 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:** *Keri van Gerven*

**Date submitted:** *September 14, 2015*

## **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 23, 2015**  
**Lisa Skakun**

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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 3, 2015</b> <b>AND</b> <b>THAT the Board of Governors receive the following for information:</b> <b>5.2 KSA Student Union Building Capital Fee Correction</b>
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**Key Messages:**  
*[maximum of three]*

**Attachments:**      5.1 Minutes of June 4, 2015  
                             5.2 Letter dated August 12, 2015 from Jeremy McElroy, General Manager, KSA

**Submitted by:**      *Keri van Gerven*

**Date submitted:**    *September 14, 2015*

**Present Board**

Kristan Ash / Chair  
Harpreet Bhatti  
Upinder Chahal  
Alan Davis / President  
Sandra Hoffman  
Richard Hosein  
Chris McCue  
Marc Kampschuur  
Hanne Madsen  
Lisa Skakun  
Shira Standfield  
Ken Tung  
Bruce Wendel

**University Vice Presidents**

Sal Ferreras / Provost & VP Academic

**University Community Members**

Laurie Clancy / Director, International Recruitment  
Harry Gray / AVP, Administration  
Karen Hearn / Executive Director, Facilities  
Sandi Klassen / University Secretary  
Kathy Lylyk / Executive Director, Finance  
Maggie MacKenzie / Office of University Secretary  
Stuart McIlmoyal / AVP, International  
Angela Tao / Director, Financial Planning & Reporting  
Keri van Gerven / Confidential Assistant, Office of the President  
Trevor Wong / Manager, Capital Projects

**Regrets**

Geoff Dean  
George Melville / Chancellor

**1. Call to Order**

The Chair called the meeting to order at 3:36 p.m.

**2. Approval of Agenda**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the agenda with the Report from the Governance Committee to precede the Report from the Finance & Audit Committee.**

**3. Consent Agenda**

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

**3.1 Minutes April 1, 2015**

**3.2 Governance Committee Report**

**3.2.1 Program Proposal: Bachelor of Arts Major in Human Services**

**3.2.2 Program Proposal: Minor in Biology**

**3.2.3 Program Proposal: Minor in Plant Health**

**3.2.4 Program Discontinuance: Bachelor of Arts Qualifying Year**

**3.2.5 Program Discontinuance: Associate of Arts In Canadian Studies**

**3.2.6 Program Discontinuance: Associate of Science in Geography**

**AND**

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

**3.3 Reports Sent to Ministry**

**3.3.1 Quarterly Cash Flows on Capital**

**3.4 KSA Audited Financial Statements to December 31, 2014**

**3.5 KSA Student Fees**

**3.6 Board Election Results**

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

##### **5.1 Chair's Report**

The Committee Chair advised that the Report is covered by the items included on the agenda.

*Chris McCue joined the meeting.*

##### **5.2 New Faculty Proposal: Faculty of Educational Support and Development**

Alan Davis reviewed highlights of the New Faculty Proposal for the establishment of the Faculty of Educational Support and Development. Discussion followed and it was noted that the proposal has been endorsed by Senate. It was also noted that Jane Fee, Vice Provost, Students will serve as notional Dean for the purposes of governance and that an election will be held for two faculty members to serve on Senate.

Sal Ferreras advised that extensive consultation occurred in the development of the proposal and that both Senate and the KFA had previously recognized this group of 45 people as faculty. It was also noted that there is no budget impact in the establishment of the Faculty.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors, with the endorsement of Senate, approve the establishment of a new Faculty of Educational Support and Development.**

##### **5.3 Research Plan**

Sal Ferreras reviewed highlights of the Research Plan developed by Arthur Fallick, AVP, Research. The plan outlines a focus and direction where KPU will emphasize research and identifies four areas of concentration: Design Thinking, Sustainability Thinking, Clean Technology and Health Communities. Through experiential learning; discovery and innovation; and knowledge mobilization and transfer, students will acquire creative and critical thinking, effective communication and research skills. The plan also identifies opportunities to engage outside resources through Sustainable Horticulture, the Chip & Shannon Wilson School of Design, the Surrey Innovation Boulevard and BC's Cleantech sector.

Alan Davis noted that the Research Plan is a milestone document for KPU which articulates research and scholarship at a polytechnic university and aligns with the Strategic and Academic Plans.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors, with the endorsement of Senate, endorse the Research Plan.**

#### ***5.4 Internationalization Plan***

Stuart McIlmoyle, AVP, International and Laurie Clancy, Director, International Recruitment presented the Internationalization Plan.

Mr. McIlmoyle explained that the plan was developed to enrich KPU's global learning environment, furthers student cross-cultural engagement, integrates a stakeholder approach and identifies four guiding pillars: recruitment and retention; pathways and partnerships; creating global citizens; and, community engagement and support. The plan also aligns with the Strategic, Academic and Research Plans.

It was confirmed that student housing is part of the discussions regarding capital planning.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors, with the endorsement of Senate, endorse the Internationalization Plan.**

#### ***5.5 Teaching and Learning Plan***

Sal Ferreras advised that development of the Teaching and Learning Plan is in the consultation phase and that a report by Dr. David Porter was commissioned to assist in its development.

The draft Teaching and Learning Plan is expected to be presented to the Board in September.

#### ***5.6 Protocol for the Establishment of an Indigenous Elder in Residence***

Sal Ferreras advised that the Protocol is based on what other Universities have done and is in line with the VISION 2018 goal to increase the number of Aboriginal students. The protocol also identifies the primary responsibilities of the Elder.

The Elder in Residence is under the direction of the Office of the Provost and will be located in Student Services.

It was confirmed that the findings of the Truth & Reconciliation Report will be considered in line with the role of the Elder in Residence.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Protocol for the Establishment of an Indigenous Elder in Residence.**

#### ***5.7 Board Meeting Schedule for 2016***

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Board Meeting Schedule for 2016.**

### ***5.8 Election of Officers***

*Lisa Skakun and Hanne Madsen were excused from the meeting and left the Boardroom.*

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the following appointments effective August 1, 2015 to August 31, 2016:**

**Board Chair: Lisa Skakun**

**Board Vice Chair: Hanne Madsen**

*Lisa Skakun and Hanne Madsen rejoined the meeting.*

Outgoing Board members Ken Tung, Upinder Chahal, Richard Hosein, Sandra Hoffman, Shira Stanfield and Kristan Ash were thanked for their service and contributions. A Board Recognition Dinner will be planned to formally recognize and celebrate the outgoing Board Members.

University Secretary, Sandi Klassen was thanked for her many years of service and contributions to KPU and congratulated on her retirement at the end of June.

On behalf of the Board of Governors, Lisa Skakun presented the traditional gavel to Kristan Ash and thanked her for her service and contributions over the past six years as both a member and Chair of the Board.

### ***5.9 Appointment of Board Representative to Kwantlen Foundation Board of Directors***

**MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Bruce Wendel as the Board representative on the Kwantlen Foundation Board of Directors.**

### ***5.10 Appointment of Board Representative to Senate***

**MOVED, SECONDED AND CARRIED THAT the Board of Governors extend Marc Kampschuur's term as the Board representative on Senate to September 23, 2015.**

#### **Action Item**

Appointment of the Board Representative to Senate will be added to the Agenda for the September 23, 2015 Board Meeting.

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

### ***4.1 Chair's Report***

The Chair advised that the Committee Chair's report is covered by the items included on the agenda.

#### ***4.2 Five-Year Capital Plan***

Karen Hearn and Trevor Wong presented the Five-Year Capital Plan which identifies projects for which KPU is seeking either Government funding or funding from other sources. The plan will be submitted to the Ministry of Advanced Education following Board approval.

Discussion followed regarding new priority projects, adaptation of space for increased use of technology and new learning styles and teaching models.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve KPU's Five-Year Capital Plan Submission to the Ministry of Advanced Education.**

#### ***4.3 Draft Financial Statements for Year Ending March 31, 2015***

Angel Tao confirmed that the Allowance for Doubtful Accounts includes accounts over 120 days and noted that timing is the reason for a number of the accounts being included.

The Board thanked Kathy Lylyk, Angela Tao and the Finance Team for an excellent job.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Audited Financial Statements for the Year Ending March 31, 2015.**

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

It was noted that the Draft Board Response to the Senate Budget Recommendations was drafted by Sal Ferreras and Kathy Lylyk.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Board response to Senate budget recommendations regarding the 2015-16 budget.**

#### **Action Item:**

The Board Finance & Audit Committee Chair will attend Senate on June 22, 2015 to present the Board's response.

#### ***4.5.1 Review Board Policy 3.4, Financial Planning / Budgeting***

**MOVED, SECONDED AND CARRIED THAT the Board of Governors rescind Policy 3.4, Financial Planning/Budgeting and amend Policy E.12, Financial: Annual Expenditure Plan.**

#### ***4.5.2 Review Board Policy 3.5, Financial Condition and Activities***

It was agreed that wording on Page 6 under d) of the Signing Authority Procedures (E9) be amended to read "not permitted" versus "not

accounted for”. It was further agreed that wording on Page 2 in item 6 of the Purchasing Policy (E8) be amended to read “not permitted” versus “not accounted for”.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors rescind Policy 3.5, *Financial Condition and Activities* and amend Policies E.8, *Purchasing as amended*, E.9, *Signing Authority as amended* and E.12, *Financial: Annual Expenditure Plan*.**

#### **4.5.3 Review Board Policy 3.6, Asset Protection**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors rescind Policy 3.6, *Asset Protection* and amend Policy E.8, *Purchasing*.**

### **6. Human Resources Committee Report**

#### **6.1 Policy HR26 – *Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff***

The Human Resources Committee determined that the policy regarding responsibilities and compliance requirements for the appointment and termination of administrative staff be brought to the Board of Governors for approval.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Policy and Procedures HR26, *Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff*.**

### **7. Board / Senate Task Force Report**

Marc Kampschuur presented the report from the Board / Senate Task Force on Bi-cameral Governance.

Mr. Kampschuur advised that the Task Force will meet in the Fall to consider amendments to the Principles to Guide the Development of a Successful Model of Bi-Cameral Governance at KPU. Following the meeting, and concurrence with the amendments, the Task Force will recommend that the Task Force be disbanded upon approval and adoption of the revised Principles by Senate and the Board.

### **8. 2015/16 Mandate Letter for Public Post-Secondary Institutions**

Sandi Klassen confirmed that all board members in attendance have signed the Mandate Letter acknowledging their statutory obligations to act in the best interests of KPU and affirm as Governors to take into account the Taxpayer Accountability Principles in exercising their duty. Mrs. Klassen noted that she will follow up with those Board members absent from the Board meeting.

#### **Action Item:**

Alan Davis advised that a review of the Core Policy and Procedures Manual of the Government referenced in the Mandate Letter will be completed to ensure we are in concordance.

*Kristan Ash was excused from the meeting and left the Boardroom.  
Lisa Skakun assumed the role of Chair.*

- 9. President's Report** Alan Davis presented the President's Report to the Board and invited Board members to attend KPU Day celebrations being held at each campus the week of June 15<sup>th</sup>.

**Action Item:**

Invitations will be sent via email to the KPU Board and KSA Council.

**10. Provost's Report /  
Academic Plan  
Update**

Sal Ferreras presented the Provost's Report / Academic Plan Update providing an update and status on the goals and strategies outlined in the Academic Plan. Dr. Ferreras confirmed that progress is in line with management expectations (*copy of PowerPoint presentation attached*).

Discussion followed regarding development of a dashboard for reporting on the Academic Plan and it was noted that a draft dashboard will be developed and presented in the Fall.

***10.1 Strategic Enrolment Plan***

Sal Ferreras presented the Strategic Enrolment Plan.

Lori McElroy highlighted the student demand and enrolment data included in the Environmental Scan section of the plan. It was noted that this information represents phase one of a multi-phase model and provides the basis for building analytics and enhancing decision making.

**MOVED, SECONDED AND CARRIED THAT the Board of Governors with the approval of Senate, approve the Strategic Enrolment Management Plan.**

**11. Senate Report  
February 23, 2015**

The Senate Reports of March 30, April 27 and May 25, 2015 were received.

**12. Issues and Concerns**

- Richard Hosein relayed a concern expressed by a number of students regarding the approval process for access to services for Students with Disabilities.

**Action Item:**

Richard Hosein will assist in conveying an invitation to affected students to meet with Jane Fee to discuss the difficulties they are experiencing.

- In light of Board turnover over the next two months, it was suggested that a group meeting of new Board members and assigned mentors would be advantageous.

**13. Next Meeting Agenda  
Contribution**

Board members are asked to send contributions for the next meeting agenda to Keri van Gerven.

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

- Thanks to those Board members who were able to attend Spring Convocation.
- Congratulations to Keri van Gerven on her recognition as the Surrey Board of Trade's Top 25 under 25 for 2015.
- Thanks to KPU, as co-sponsor, and Alan Davis for his presentation at the Semiahmoo Music Society's Year End Concert & Awards.
- Thanks to the Kwantlen String Quartet for their performance at a recent Canadian Professional Accountants Event.
- Congratulations to the three students who qualified for the recent Skills Canada Competition and for the results attained by the one student who was able to compete.

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

Bruce Wendel evaluated the Board's performance.

Noted:

- Package was provided well in advance
- Challenging to follow electronic package when order of matters is changed.
- Managed time well.
- Good open dialogue and look to retain that openness with new Board members.
- The significant turnover on the Board over the next few months demonstrates the need for planning around this type of situation for the future.

Lisa Skakun thanked committee members for the volume of work they have undertaken and noted that it is evident that the Board has an increased level of confidence in the work performed by committees.

**14. Information Package**

An information package was received.

It was noted that the reports, which are now aligned with VISION 2018, provide a wealth of information from across the KPU community. It was further noted that the information package is published as part of the Public Board Package.

**15. Next Meeting**

Wednesday, September 23, 2015 Richmond Campus, Melville Centre at 3:00 p.m.

**16. Adjournment**

The meeting adjourned at 6:03 p.m.

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**Board Chair**



**KWANTLEN  
STUDENT  
ASSOCIATION**

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

12 August 2015

**Jane Fee  
KPU Vice Provost – Students**

Re: SUB Capital Fee Correction

Dear Ms. Fee,

Due to an administrative oversight in the KSA's annual fee change letter, dated 13 March 2015, the collection rate for the Student Union Building (SUB) Capital Fee was at the rate of \$2.95 per credit, and \$2.70 per week for continuous intake students, which is not the correct rate as set out in the September 2009 referendum.

It was recently brought to our attention that the maximum allowable fee, as approved during the September 21-24, 2009 "Year One" referendum is \$2.90 per credit. Using our existing fee formula, this translates to \$2.65 per week for continuous intake students. Copies of the referendum ballot and final elections report are enclosed for reference.

We deeply regret this error, and ask your assistance in amending the 2015-16 University Calendar, and subsequent assessment of student fees, at the correct rate as listed below.

**SUB Capital Fee:**

- a. Beginning **1 September 2015**;
- b. For academic students, \$2.90 per credit;
- c. For continuous intake students, \$2.65 per week.

We sincerely apologize for the inconvenience that this oversight has caused, and thank you for your assistance in correcting the error. We are prepared to help in any way possible, so please let us know how we can be of assistance.

Sincerely,

**Jeremy McElroy**  
General Manager  
Kwantlen Student Association

cc: Zena Mitchell, University Registrar  
Jennifer MacArthur, Manager, Student Services



**KWANTLEN  
STUDENT  
ASSOCIATION**

**12666 72nd Avenue  
Surrey, BC V3W 2M8**

**Reception: 604.599.2126  
Facsimile: 604.599.2429  
Website: www.kusa.ca**

13 March 2015

**Jane Fee  
Vice Provost – Students**

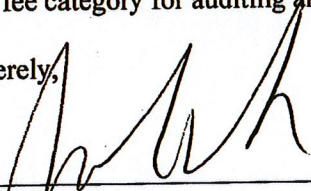
Dear Ms. Fee,

Pursuant to section 21 (1) of the *University Act* of British Columbia, please consider this letter as formal notice of the changes to fees of the Kwantlen Student Association for the 2015-2016 year for consideration at the 1 April 2015 Board of Governors Meeting:

1. **Student Health & Dental Plan Fee:**
  - a. Beginning 1 September 2015 for ALL academic students;
  - b. **\$80.00 per year** for Student Association Extended Health Plan;
  - c. **\$110.00 per year** for Student Association Dental Plan.
2. **SUB Capital Fee:**
  - a. Beginning 1 September 2015;
  - b. For academic students, \$2.95 per credit;
  - c. For continuous intake students, \$2.70 per week.
3. **Social Justice Fee:**
  - a. Beginning 1 September 2015;
  - b. For academic students, \$0.20 per credit;
  - c. For continuous intake students, \$0.18 per week.
4. **Canadian Federation of Students Fee:**
  - a. Beginning 1 September 2015;
  - b. For academic students, \$0.97 per credit to a maximum of \$8.76 per semester;
  - c. For continuous intake students, \$0.87 per week.
5. **Radio Free Kwantlen Fee:**
  - a. Cease Collection from all students as of 1 September 2015
6. All other fees remain at current collection rates.

In accordance with existing practices, when remitting fees to the KSA we would ask that you please continue to provide detailed break-downs of each individual fee, and provide us with separate cheques for each fee category for auditing and accounting purposes.

Sincerely,

  
\_\_\_\_\_  
**Jessica Lar-Son**  
President  
Kwantlen Student Association

  
\_\_\_\_\_  
**Jeremy McElroy**  
General Manager  
Kwantlen Student Association

cc: Shane King, Chair KPU Board of Governors  
Sandi Klassen, University Secretary  
Rolando Navarro, KSA Financial Controller



## Board of Governors Regular Meeting

**Agenda Item:** # 6.1

**Meeting Date:** September 23, 2015

**Presenter:** Hanne Madsen

**Agenda Item:** Appointment of the External Auditors

<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 extension of the KPMG External Audit Services contract to June 30, 2016.</b>
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**Board Committee Report:** The Board Audit Committee will consider the extension of the KPMG External Audit Services contract to June 30, 2016 at its meeting on September 23, 2015 just prior to the Board meeting.

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

1. Recommend the extension of the KPMG contract for provision of external audit services to cover the March 31, 2016 financial audit.
2. KPMG has messaged that the rate for the next year would be \$49,000 plus disbursements of \$1,500 (this equates to prior year fee plus inflationary increase of 2.02%).
3. Continue the development of a RFP for External Audit Services so the Board can appoint the auditors at the June 2016 Board meeting.

**Context & Background:** The University's contract for external audit services with the current provider (KPMG) has ended. In discussion with the President, VP Finance & Administration and the Office of the Auditor General, we propose that we extend the contract with KPMG for another year which would provide:

1. A better timeline for the procurement of an external audit firm, allowing more time to complete the RFP process and ensure that the selected firm has sufficient time to complete the audit.
2. Transition time for the new VP Finance & Administration as KPMG has in-depth knowledge of KPU's financial information and systems.

**Resource Requirements:** N/A

**Implications / Risks:** Not allowing sufficient time to complete a RFP for External audit services increases the risk that:

1. the RFP process does not procure the best service provider for the audit,
2. the selected audit firm may not have sufficient time to gain knowledge of KPU's systems to perform the audit and meet reporting deadlines; and,
3. the current service provider does not have sufficient time to transfer key knowledge gained during the prior year audits.

**Consultations:** N/A



**Board of Governors Regular Meeting**

**Agenda Item: # 6.1**

**Meeting Date: September 23, 2015**

**Presenter: Hanne Madsen**

**Attachments:** N/A

**Submitted by:** Jon Harding and Kathy Lylyk

**Date submitted:** September 9, 2015



**Board of Governors Regular Meeting**  
**Agenda Item:** # 7.1  
**Meeting Date:** September 23, 2015  
**Presenter(s):** Hanne Madsen

**Agenda Item:** *Statement of Financial Information (SOFI) – Public Bodies Report*

<b>Action Requested:</b>	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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<b>Recommended Resolution:</b>	<b>THAT the Board of Governors approve the Statement of Financial Information (SOFI) – Public Bodies Report for submission to the Ministry of Advanced Education.</b>
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**Board Committee Report:** *For University Secretariat Use Only*

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

1. Chapter 8 of the Financial Information Act administered by the Ministry of Finance and Corporate Relations requires the University to submit a report each year including prescribed schedules of information.
2. The report is known formally as the “Statement of Financial Information Pursuant to the Financial Information Act” and informally as the “Public Bodies Report” or “SOFI”.
3. The University is also required to make the report accessible during usual business hours for inspection by any person and to provide copies as required for a prescribed fee of \$5.00

**Context & Background:** The Board Governance Manual states that the Finance & Audit Committee has a responsibility to review all public reporting by KPU to ensure that it represents a complete, accurate and balanced picture of KPU’s performance and financial situation (Sec 11.4.4 (b)).

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:** N/A

**Attachments:** Statement of Financial Information (SOFI) – Public Bodies Report

**Submitted by:** Jon Harding / Kathy Lylyk


**Date submitted:** September 9, 2015

**MEMORANDUM**

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TO: Lisa Skakun, Chair, Board of Governors

CC:

FROM: Kathy Lylyk, Executive Director, Finance 

DATE: September 17, 2015

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

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**Background Information**

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

This report must include the following elements:

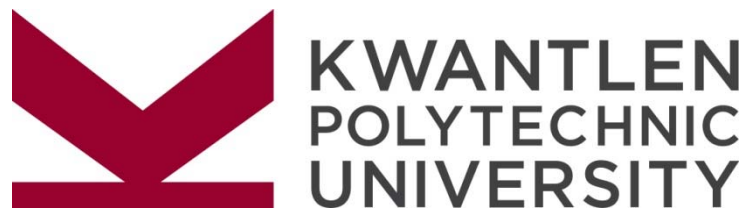
1. A statement showing approval by the University Board. This statement is signed by the Board Chair after the report is approved.
2. A management report explaining the roles and responsibilities of the Board, University management and the auditors regarding the preparation and approval of the "SOFI". This report is signed by the President and Vice Chancellor, as well as the Vice President, Finance and Administration.
3. A complete copy of the University's Audited Financial Statements. The Board approved these in June 2015.
4. Unaudited schedules of other financial information showing:
  - a) employee remuneration and expenses paid to or on their behalf. Employees whose remuneration and expenses were \$75,000 or greater are listed by name. Those employees whose remuneration and expenses were less than \$75,000 are grouped and listed as one total. This schedule must also list separately all University Board members and the remuneration received and expenses paid to or on their behalf.
  - b) suppliers for goods or services. Suppliers paid greater than \$25,000 are listed separately. Those suppliers paid \$25,000 or less are grouped and listed as one total.

- c) the number of severance agreements with employees excluded from coverage under University collective agreements under which payment commenced during the fiscal year. This statement on severance agreements must also total the equivalent months this compensation represented. These payments are not included in the schedule of employee remuneration and expenses.
- d) long term debt, if any.
- e) guarantee and indemnity agreements, if any.
- f) a reconciliation between the audited Financial Statements and the totals listed in the schedules of employee remuneration and expenses and of suppliers paid. These differences arise due to Financial Statement 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, 2015.

It is important to remember that the amounts listed in these schedules include all University operations, not just the Operating Fund expenditures. These other activities include: capital purchases – equipment, building construction and space renovation; ancillary operations – bookstore, food services and parking; and special purpose activities such as research and international activities that received third party funding.

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

## Attachments



Statement of Financial Information

Pursuant to the Financial Information Act

For the year ended March 31, 2015

# Kwantlen Polytechnic University

## Statement of Financial Information Pursuant to the Financial Information Act For the year ended March 31, 2015

Statement of Financial Information Approval

Management Report

Financial Statements (Audited)

- 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 (Unaudited)

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

Financial Information Regulation (FIR), Schedule 1

# Kwantlen Polytechnic University

## Statement of Financial Information Approval

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

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Lisa Skakun  
Chair, Board of Governors

# Kwantlen Polytechnic University

## Management Report

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

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

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

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

On behalf of Kwantlen Polytechnic University

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Dr. Alan Davis,  
President and Vice Chancellor

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Jon Harding, CPA, CA  
Vice President, Finance and  
Administration

Financial Statements of

**KWANTLEN**  
**POLYTECHNIC UNIVERSITY**

Year ended March 31, 2015

## MANAGEMENT'S STATEMENT OF RESPONSIBILITY

To the Board of Governors of Kwantlen Polytechnic University

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

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

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

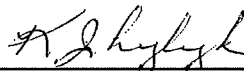
KPMG LLP, an independent firm of Chartered Accountants, is appointed by the Board to audit the financial statements and report directly to them through the Audit Committee. The external auditor has full and free access to, and meets periodically and separately with, both the Committee and management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

On behalf of Kwantlen Polytechnic University



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Dr. Alan Davis  
President and Vice-Chancellor



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Kathleen Lylyk  
Executive Director, Finance



**KPMG LLP**  
**Chartered Accountants**  
3<sup>rd</sup> Floor - 8506 200<sup>th</sup> Street  
Langley BC V2Y 0M1  
Canada

Telephone (604) 455-4000  
Fax (604) 881-4988  
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, 2015, the statements of operations, changes in net debt, cash flows and remeasurement gains and losses for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

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

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

### *Auditors' Responsibility*

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

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

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



*Opinion*

In our opinion, the financial statements of Kwantlen Polytechnic University as at March 31, 2015 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 3, 2015

Langley, British Columbia

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Financial Position

(In '000s)

March 31, 2015, with comparative information for 2014


		2015	2014
<b>Financial assets</b>			
Cash and cash equivalents	(Note 4)	\$ 25,398	\$ 25,427
Accounts receivable	(Note 5)	4,574	2,483
Inventories for resale		1,398	1,869
Investments	(Note 7)	33,315	32,781
		64,685	62,560
<b>Liabilities</b>			
Accounts payable and accrued liabilities	(Note 8)	24,723	24,693
Deferred revenue		10,249	9,994
Deferred contributions	(Note 10)	3,720	3,861
Deferred capital contributions	(Note 11)	130,899	130,244
Obligations under capital lease	(Note 12)	1,228	27
		170,819	168,819
Net debt		(106,134)	(106,259)
<b>Non-financial assets</b>			
Tangible capital assets	(Note 13)	179,797	179,043
Endowment investments	(Note 7)	2,817	2,817
Prepaid expenses and deposits		4,168	2,048
		186,782	183,908
Accumulated surplus	(Note 17)	\$ 80,648	\$ 77,649
Accumulated surplus is comprised of:			
Accumulated operating surplus		\$ 79,298	\$ 77,416
Accumulated remeasurement gains (losses)		1,350	233
		\$ 80,648	\$ 77,649

Contractual obligations (Note 15)

Commitments and contingent liabilities (Note 16)

See accompanying notes to financial statements.

Approved on behalf of the Board:

  
Chair

  
Executive Director, Finance

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Operations

(in '000s)

Year ended March 31, 2015, with comparative information for 2014

		Budget	2015	2014
		(Note 2(k))		
Revenue:				
Province of British Columbia grants	(Note 10)	\$ 69,241	\$ 72,758	\$ 72,109
Other grants	(Note 10)	2,191	1,556	1,983
Tuition and student fees		61,376	61,239	58,416
Ancillary services		9,035	7,548	8,039
Other revenue		6,600	4,513	5,067
Amortization of deferred capital contributions	(Note 11)	5,105	5,021	5,097
		153,548	152,635	150,711
Expenses:	(Note 18)			
Instruction and instructional support		139,250	136,591	136,657
Ancillary operations		8,057	7,868	8,013
Externally sponsored activity		2,949	3,012	2,352
Research activity		3,274	3,282	3,618
		153,530	150,753	150,640
Annual surplus		18	1,882	71
Accumulated operating surplus, beginning of year		77,416	77,416	77,345
Accumulated operating surplus, end of year		\$ 77,434	\$ 79,298	\$ 77,416

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Changes in Net Debt

(in '000s)

Year ended March 31, 2015, with comparative information for 2014

	Budget (Note 2(k))	2015	2014
Annual surplus	\$ 18	\$ 1,882	\$ 71
Acquisition of tangible capital assets	-	(12,440)	(10,582)
Write-down of tangible capital assets	-	791	-
Amortization of tangible capital assets	11,000	10,895	10,432
	11,000	(754)	(150)
Acquisition net of use of prepaid expenses and deposits	-	(2,120)	(440)
Net remeasurement gains (losses)	-	1,117	(86)
Change in net debt	11,018	125	(605)
Net debt, beginning of year	(106,259)	(106,259)	(105,654)
Net debt, end of year	\$ (95,241)	\$ (106,134)	\$ (106,259)

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Cash Flows

(in '000s)

Year ended March 31, 2015, with comparative information for 2014

	2015	2014
Cash provided by (used in):		
Operations:		
Annual surplus	\$ 1,882	\$ 71
Items not involving cash:		
Amortization of tangible capital assets	10,895	10,432
Write-down of tangible capital assets	791	-
Amortization of deferred capital contributions	(5,021)	(5,097)
Change in non-cash operating working capital:		
Accounts receivable	(2,091)	1,193
Prepaid expenses and deposits	(2,120)	(440)
Inventories for resale	471	(28)
Accounts payable and accrued liabilities	30	1,957
Deferred revenue	255	555
Deferred contributions	(141)	916
Net change from operating activities	4,951	9,559
Capital activities:		
Cash used to acquire tangible capital assets	(10,891)	(10,582)
Net change from capital activities	(10,891)	(10,582)
Financing activities:		
Contributions received for tangible capital assets	5,676	4,573
Principal payments on capital lease obligations	(348)	(35)
Net change from financing activities	5,328	4,538
Investing activities:		
Decrease (increase) in investments	(534)	1,463
Net remeasurement gains (losses)	1,117	(86)
Net change from investing activities	583	1,377
Net change in cash and cash equivalents	(29)	4,892
Cash and cash equivalents, beginning of year	25,427	20,535
Cash and cash equivalents, end of year	\$ 25,398	\$ 25,427
Non-cash transaction:		
Tangible capital assets acquired and financed by capital leases	\$ 1,549	\$ -

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

## Statement of Remeasurement Gains and Losses

(in '000s)

Year ended March 31, 2015, with comparative information for 2014

	2015	2014
Accumulated remeasurement gains, beginning of year	\$ 233	\$ 319
Unrealized gains (losses) attributed to:		
Long term bonds	1,048	(377)
Securities	48	(31)
Foreign currency translation	(61)	(1)
Amounts reclassified to the Statement of Operations:		
Long term bonds	(5)	284
Securities	20	23
Foreign currency translation	67	16
Net remeasurement gains (losses) for the year	1,117	(86)
Accumulated remeasurement gains, end of year	\$ 1,350	\$ 233

See accompanying notes to financial statements.

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

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## 1. Authority and Purpose

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

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

## 2. Summary of significant accounting policies

### (a) Basis of accounting:

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

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

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

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

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

### (b) Cash and cash equivalents

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

### (c) Financial instruments

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

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

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

### (d) Inventories for resale

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

### (e) Contaminated sites

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- (i) An environmental standard exists;
- (ii) Contamination exceeds the environmental standard;
- (iii) The University is directly responsible or accepts responsibility;
- (iv) It is expected that future economic benefits will be given up; and
- (v) A reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

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

### (f) Non-financial assets

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

- (i) Tangible capital assets 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	Term
Buildings	Straight Line	40 years
Major equipment	Straight Line	20 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
Leased capital assets	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.

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

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

### (g) Employee future benefits

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

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

### (h) Revenue recognition

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

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

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

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

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

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

### (i) Use of estimates

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

### (j) Foreign currency translation

The University's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which are designated in the fair value category under the financial instrument standard are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the 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.

### (k) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2014-2015 University Budget approved by the Board of Governors of Kwantlen Polytechnic University on April 2, 2014. 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, 2015

## 3. Adoption of new accounting policy

On April 1, 2014, the University adopted PS 3260 Liability for Contaminated Sites. The standard was applied on a retroactive basis to April 1, 2013 and did not result in any adjustments to financial liabilities, tangible capital assets or accumulated surplus of the University.

## 4. Cash and cash equivalents

	2015	2014
Cash	\$ 17,533	\$ 17,455
Cash equivalents	7,865	7,972
	<b>\$ 25,398</b>	<b>\$ 25,427</b>

## 5. Accounts receivable

	2015	2014
Accounts receivable	\$ 5,809	\$ 3,433
Allowance for doubtful accounts	(1,235)	(950)
	<b>\$ 4,574</b>	<b>\$ 2,483</b>

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

Included in accounts receivable	2015	2014
Provincial government	\$ 641	\$ 433
Other government	183	247
	<b>\$ 824</b>	<b>\$ 680</b>
Included in accounts payable and accrued liabilities	2015	2014
Provincial government	\$ 166	\$ 25
Other government	-	1
	<b>\$ 166</b>	<b>\$ 26</b>

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

## 7. Financial instruments

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

	2015	2014
Long term bonds	\$ 34,451	\$ 34,257
Securities	1,681	1,341
	36,132	35,598
Endowment Investments	2,817	2,817
Investments	\$ 33,315	\$ 32,781

All fixed income securities held at March 31, 2015 mature at various dates to June 2108 (2014 – December 2105) and bear interest at rates varying from 0% - 9.976% (2014 – 1.75% - 7.9%).

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, 2015

## 8. Accounts payable and accrued liabilities

	2015	2014
Accounts payable and accrued liabilities	\$ 10,318	\$ 10,076
Salaries and wages payable	5,214	5,411
Accrued vacation payable	9,191	9,206
	\$ 24,723	\$ 24,693

## 9. 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 board 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. As at August 31, 2014, the College Pension Plan has about 14,000 active members from administration and instructional staff and approximately 6,000 retired members. As at December 31, 2013, the Municipal Pension Plan has about 182,000 active members, with approximately 5,800 from colleges and special purpose, teaching universities.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2012 indicated a \$105 million funding deficit for basic pension benefits. The next valuation will be 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 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 paid \$8,219 for employer contributions to the Plans in the current year (2014 - \$7,836).

### (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 \$616 in the current year (2014 - \$653). As at March 31, 2015, the University has an obligation of \$432 (2014 - \$406), which has been included in salaries and wages payable.

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

## 10. 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.

	2014	Amounts received	Amortized as revenue	2015
Provincial				
Grants	\$ -	\$ 67,664	\$ (67,664)	\$ -
Deferred contributions	3,085	4,783	(5,094)	2,774
Federal				
Grants	-	-	-	-
Deferred Contributions	381	582	(801)	162
Other sources				
Grants	-	53	(53)	-
Deferred contributions	395	1,091	(702)	784
<b>Total</b>	<b>\$ 3,861</b>	<b>\$ 74,173</b>	<b>\$ (74,314)</b>	<b>\$ 3,720</b>

## 11. Deferred capital contributions

	2014	Amounts received	Amortized as revenue	2015
Provincial	\$ 123,576	\$ 2,191	\$ (4,733)	\$ 121,034
Federal	2,452	-	(112)	2,340
Other sources	4,216	3,485	(176)	7,525
<b>Total</b>	<b>\$ 130,244</b>	<b>\$ 5,676</b>	<b>\$ (5,021)</b>	<b>\$ 130,899</b>

## 12. Obligations under capital lease

The University has entered into capital leases to finance computing equipment at an estimated cost of borrowing of 2.81% per annum. The principal and interest payments are as follows:

	2015	2014
2015	\$ -	\$ 19
2016	379	8
2017	357	-
2018	292	-
2019	216	-
2020	54	-
<b>Total minimum lease payments</b>	<b>1,298</b>	<b>27</b>
<b>Less amounts representing interest</b>	<b>(70)</b>	<b>-</b>
<b>Present value of net minimum capital lease payments</b>	<b>\$ 1,228</b>	<b>\$ 27</b>

Total interest on leases for the year was \$20 (2014 - \$1).

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

## 13. Tangible capital assets

	Land	Site improvements	Buildings	Major renovations	Furniture & equipment	Library holdings	Vehicles	Major equipment	Leased capital asset	Construction in progress	Total
<b>2015 Cost</b>											
Opening balance	\$ 20,040	\$ 941	\$ 195,651	\$ 14,038	\$ 48,767	\$ 6,853	\$ 45	\$ -	\$ -	\$ 3,530	\$ 289,865
Additions	-	95	2,010	1,682	4,132	422	82	307	1,549	2,161	12,440
Transfers to/(from) CIP	-	-	9	437	3	-	-	-	-	(449)	-
Disposals	-	-	-	-	-	-	-	-	-	-	-
Write-downs	-	-	-	-	-	-	-	-	-	(791)	(791)
Closing balance	20,040	1,036	197,670	16,157	52,902	7,275	127	307	1,549	4,451	301,514
<b>2015 Accumulated amortization</b>											
Opening balance	-	(830)	(62,765)	(2,007)	(41,099)	(4,076)	(45)	-	-	-	(110,822)
Amortization	-	(32)	(4,917)	(1,510)	(3,687)	(522)	(8)	(8)	(211)	-	(10,895)
Disposals	-	-	-	-	-	-	-	-	-	-	-
Closing balance	-	(862)	(67,682)	(3,517)	(44,786)	(4,598)	(53)	(8)	(211)	-	(121,717)
2015 Net book value	\$ 20,040	\$ 174	\$ 129,988	\$ 12,640	\$ 8,116	\$ 2,677	\$ 74	\$ 299	\$ 1,338	\$ 4,451	\$ 179,797
2014 Net book value	\$ 20,040	\$ 111	\$ 132,886	\$ 12,031	\$ 7,668	\$ 2,777	\$ -	\$ -	\$ -	\$ 3,530	\$ 179,043

### (a) Assets under construction:

Assets under construction having a value of \$4,451 (2014 - \$3,530) 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 was a write-down of building costs within construction in progress of \$791 in the current year (2014 - nil).

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

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## 14. 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, 2015

## 15. 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:

	2016	2017	2018	2019	2020
	\$ 3,476	\$ 1,889	\$ 958	\$ 75	\$ 28

## 16. 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 2017.
- (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 network infrastructure upgrade of up to \$4,780 across all four campuses with expected completion in fiscal 2016/17.
- (e) The University has the ability to draw on a line of credit of \$7,000 (2014 - \$7,000). As at March 31, 2015, the University has not utilized the available line of credit.

# KWANTLEN POLYTECHNIC UNIVERSITY

Notes to Financial Statements (continued)

(in '000s)

Year ended March 31, 2015

## 17. Accumulated surplus

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

	2015	2014
Operating fund	\$ 2,550	\$ 584
Operating contingency fund	8,000	8,000
Vacation accrual fund	(9,191)	(9,206)
Ancillary fund	8,618	8,401
Special purpose fund	6,416	9,347
Endowment fund	2,817	2,817
Capital fund	61,438	57,706
	<b>\$ 80,648</b>	<b>\$ 77,649</b>

## 18. Expenses by object

The following is a summary of expenses by object:

	Instruction and instructional support	Ancillary	Externally sponsored activity	Research	2015
Salaries and benefits	\$ 107,601	\$ 1,929	\$ 599	\$ 2,138	\$ 112,267
Travel and professional development	2,133	20	141	415	2,709
Supplies	3,007	72	160	121	3,360
Student awards and bursaries	7	-	148	-	155
Fees and services	6,503	579	1,819	237	9,138
Facilities	5,066	437	109	143	5,755
Cost of sales	-	4,496	-	-	4,496
Leases, property taxes, insurance	843	40	31	24	938
Amortization of tangible capital assets	10,396	295	-	204	10,895
Contributions to Kwantlen Polytechnic University Foundation	1,035	-	5	-	1,040
<b>Total</b>	<b>\$ 136,591</b>	<b>\$ 7,868</b>	<b>\$ 3,012</b>	<b>\$ 3,282</b>	<b>\$ 150,753</b>

# KWANTLEN POLYTECHNIC UNIVERSITY

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

Year ended March 31, 2015

## 18. Expenses by object (continued)

	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>

## 19. Other Matter

In November 2012, the University entered into a three-year contract with MNP LLP to provide internal audit services on a project-by-project basis. On January 8, 2015, MNP LLP announced it would be merging with KNV Chartered Accountants LLP, effective February 1, 2015. At the time of this merger, a former member of the University's Board of Governors, whose term on the Board ended December 31, 2014, was a partner in KNV Chartered Accountants LLP.



Other Financial Information  
(Unaudited)

**Kwantlen Polytechnic University**  
**Schedule of Other Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Board Member Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Ash, Kristan	Chair	\$ -	\$ -	-
Bhatti, Harpreet	Member, Board	-	66	66
Bubber, Arvinder	Chancellor/Ex-Officio (to Oct 3/14)	-	-	-
Chahal, Upinder	Member, Board	-	-	-
Davis, Alan	President/Ex-officio	-	525	525
Dean, Geoff	Member, Board	-	553	553
Girodat, Christopher	Member, Board (to Aug 31/14)	-	1,775	1,775
Hoffman, Sandra	Member, Board	-	2,557	2,557
Hosein, Richard	Member, Board	-	-	-
Kampschuur, Marc	Member, Board	-	3,708	3,708
King, Shane	Chair (to Dec 31/14)	-	1,631	1,631
Madsen, Hanne	Member, Board	-	-	-
McCue, Chris	Member, Board	-	-	-
Melville, George	Chancellor/Ex-Officio	-	-	-
Richter, Kim	Member, Board (to Jul 31/14)	-	223	223
Schoberg, Gord	Chair (to Jul 31/14)	-	2,112	2,112
Skakun, Lisa	Vice Chair	-	525	525
Skinner, Launi	Member, Board (to Jul 31/14)	-	-	-
Standfield, Shira	Member, Board	-	-	-
Tung, Kenneth	Member, Board	-	3,042	3,042
Wendel, Bruce	Member, Board	-	-	-
<b>(A) Total Board Members</b>		<b>\$ -</b>	<b>\$ 16,716</b>	<b>\$ 16,716</b>

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Abbott, Francis	History Instructor	87,405	-	87,405
Abiew, Francis	Political Science Instructor	90,519	1,512	92,031
Adams, Michael	Chemistry Instructor	90,361	-	90,361
Adebayo, Dada	Psychology Instructor	90,519	-	90,519
Aguilera, Laura	Learning Strategist	92,485	765	93,250
Ahluwalia, Seema	Sociology Instructor	90,713	2,332	93,045
Akbar, Mohammad	School of Business Instructor	90,519	1,539	92,058
Alger, Martha	Learning Strategist	90,366	-	90,366
Ali, Khairunnisa	Co-op Instructor	89,677	1,714	91,391
Alva Dimas, Alejandra	Manager, International Recruitment & Administration	60,378	17,183	77,561
Amlani, Alyn	School of Business Instructor	101,996	1,379	103,374
Anderson, Bradley	School of Business Instructor	92,361	10,572	102,933
Anderson, Kent	Fine Arts Instructor	90,361	-	90,361
Andrews, Wayne	Carpentry Instructor	90,361	-	90,361
Androsiuk, Mary	Fashion Design Degree Instructor	90,143	17	90,160
Arguello, Ariana	Divisional Business Manager, International	78,840	3,147	81,987
Asano, Lisbeth	English Language Studies Instructor	90,172	-	90,172
Au, Jennifer	Chemistry Instructor	88,835	544	89,379
Auton-Cuff, Faith	Educational Studies Instructor	89,285	515	89,800
Bailey, Bruce	Counsellor	90,413	653	91,066
Bains, Gurinder	Academic & Career Preparation Instructor	84,050	-	84,050
Ball, Robert	Manager, Network Operations	91,369	1,842	93,211
Ballarin, Richard	Project Leader	77,667	1,024	78,691
Barenscoot, Dorothy	Fine Arts Instructor	83,440	4,659	88,099
Barnett, Carol	Horticulture Instructor	90,519	1,018	91,537
Barthelemy, William	Philosophy Instructor	90,034	-	90,034
Bartlett, Andrew	English Instructor	80,847	-	80,847
Basil, Robert	School of Business Instructor	89,677	-	89,677
Beaton, Jim	Academic & Career Preparation Instructor	90,361	13	90,374
Beck, Terry	Special Advisor	104,029	17,688	121,717
Beeching, Beth	English Language Studies Instructor	71,788	5,909	77,696
Begalka, Aimee	Associate Dean, Academic & Career Advancement	96,588	812	97,400
Bell, Arleigh	Nursing Instructor	89,677	1,388	91,065
Belter, Wendy	Counsellor	90,519	5,978	96,498
Benevides, Judith	School of Business Instructor	90,467	496	90,963
Benn, Lynette	Director, Student Development & Success	101,288	6,436	107,725
Benwick, Robert	School of Business Instructor	90,034	-	90,034
Berg, Terrance	Academic & Career Preparation Instructor	94,296	-	94,296
Bernard, Dominic	Brewing & Brewery Instructor	76,854	4,508	81,361
Bernstein, Daniel	Psychology Instructor	92,113	6,070	98,183
Best, Keith	Bachelor of Psychiatric Nursing Instructor	88,343	-	88,343
Bhagat, Meena	School of Business Instructor	99,493	-	99,493
Bhatt, Gira	Psychology Instructor	84,437	4,307	88,744
Bicep, Judith	Mathematics Instructor	84,525	-	84,525
Bickell, M. Amanda	School of Business Instructor	92,389	202	92,591
Bigsby, Kathleen	Director, Institutional Analysis & Planning	80,894	180	81,074
Bilow, Cindy	Admissions Coordinator	78,016	72	78,089
Birner, Ulrike	School of Business Instructor	90,361	-	90,361
Blenkhorn, Deborah	English Instructor	92,652	-	92,652
Blizard, Lida	Nursing Instructor	88,835	450	89,285
Boboricken, Tanya	Academic & Career Preparation Instructor	89,677	249	89,927
Bock, Catherine	Nursing Instructor	90,361	450	90,811
Bourgeois, Helen	English Language Studies Instructor	90,437	-	90,437
Bowker, Chrissie	Director, Development	86,539	4,074	90,613
Boyce, Joan	Nursing Instructor	90,034	527	90,561
Boyd, Shelley	English Instructor	89,677	697	90,374
Braaksma, Anita	School of Business Instructor	99,446	718	100,164
Broderick, George	School of Business Instructor	90,519	700	91,219
Brooks, Ian	Academic & Career Preparation Instructor	90,034	-	90,034
Brown, John	Director, Financial Operations	86,475	5,862	92,337
Browne, Patricia	School of Business Instructor	90,361	-	90,361
Brush, Gene	Academic & Career Preparation Instructor	90,361	-	90,361
Buirs, Betty Anne	English Instructor	90,519	-	90,519

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Burgess, William	Geography Instructor	90,361	-	90,361
Burns, Christine	Librarian	76,430	833	77,263
Burns, David	Educational Studies Instructor	90,519	152	90,671
Burns, Patrick	Horticulture Instructor	91,423	357	91,780
Burnstein, Cheryl	Nursing Instructor	90,136	1,072	91,208
Calao, Carlos	School of Business Instructor	102,482	3,974	106,456
Calla, Shirley	Fashion Design Degree Instructor	85,868	4,180	90,048
Callaghan, Fergal	Physics Instructor	88,835	22	88,857
Cannon, Roger	Electrical Instructor	90,519	944	91,464
Carmichael, Deborah	Divisional Business Manager, School of Business	78,022	1,182	79,204
Cato, Donna	Collaborative Nursing Instructor	91,051	-	91,051
Chamberlain, Norman	Electrical Instructor	90,361	6,228	96,589
Chan, Gregory	English Instructor	75,406	145	75,551
Chan, Josephine	Special Assistant-Provost, Academic	97,707	828	98,535
Chanyungco, Teresa	Director, University Space	102,130	6,256	108,386
Cheah, Kooi Guan	School of Business Instructor	77,660	-	77,660
Cheema, Chamkaur	School of Business Instructor	90,519	-	90,519
Chen, Jyh-Yaw	School of Business Instructor	90,635	239	90,874
Chia, Jacqueline	School of Business Instructor	94,999	4,667	99,666
Chin, Kenward	School of Business Instructor	90,519	-	90,519
Chong, Jane	School of Business Instructor	90,361	1,241	91,602
Chow, Bob	School of Business Instructor	93,809	810	94,619
Christensen, Erling	Sociology Instructor	92,688	-	92,688
Christon-Quao, Percy	School of Business Instructor	90,034	-	90,034
Clancy, Laurie	Director, International Recruitment & Admissions	94,455	6,523	100,978
Clarival, Olivier	French Instructor	90,519	256	90,775
Claxton, Leona	Graduate Nursing Instructor	75,394	450	75,844
Cody, Bernett	English Instructor	90,361	-	90,361
Conway, Sean	Academic & Career Preparation Instructor	107,281	-	107,281
Coombes, Michael	Physics Instructor	88,835	-	88,835
Crandlemire, Lynn	Laboratory Instructor - Nursing	74,982	515	75,497
Crisp, Dianne	Psychology Instructor	90,413	93	90,506
Crockett, Robert	School of Business Instructor	91,423	-	91,423
Cserepes, Dana	Fine Arts Instructor	89,677	2,680	92,357
Culham, Eugenia	School of Business Instructor	88,508	521	89,028
Cunnin, Elizabeth	Horticulture Instructor	88,437	681	89,118
Dadson, Susanne	Director, Services for Students with Disabilities	84,020	4,970	88,990
Dahl, A. Dennis	Learning Specialist	90,361	1,193	91,554
Dale, Denise	Librarian	90,519	995	91,514
Daley, Joanna	English Language Studies Instructor	92,364	107	92,472
Dallas, Laura	School of Business Instructor	86,705	736	87,441
Damon, Margaret	Graphic Design for Marketing Instructor	97,322	135	97,457
Daniels, Caroline	Librarian	90,519	840	91,359
Dastur, Farhad	Psychology Instructor	90,677	1,731	92,408
Davidson, David	Horticulture Instructor	98,589	4,272	102,861
Davis, Alan	President	204,903	45,333	250,236
Davis, Robert	Millwright Instructor	90,361	958	91,319
Davison, Ann Marie	Biology Instructor	91,893	664	92,558
De Boer, Monica	Biology Instructor	90,519	-	90,519
de Silva, Moira	English Language Studies Instructor	90,443	-	90,443
Dean, Geoffrey	Academic & Career Preparation Instructor	88,616	-	88,616
Dearle, Gillian	English Instructor	90,361	-	90,361
Dearle, Robert	English Instructor	80,592	104	80,697
DeGroot, Judith	Health Care Assistant Program Instructor	90,361	1,240	91,601
Deisman, Wade	Criminology Instructor	90,634	738	91,373
Del Monte, Sabrina	School of Business Instructor	89,677	698	90,375
Deresh, Carla	Divisional Business Manager, Faculty of Arts	86,217	2,141	88,357
Detwiler, Laurie	Counsellor	88,835	3,054	91,889
Dhesi, Harjit	Bachelor of Psychiatric Nursing Instructor	90,519	11,515	102,034
Diaz, Alexander	Fashion Design Degree Instructor	89,862	997	90,859
Ditchburn, Amy	Divisional Business Manager, Faculty of Trades & Technology	85,501	2,120	87,621
Djokic, Mirela	Librarian	85,775	96	85,871
Dobud, Pablo	Manager, Occupational Health & Safety	102,130	2,972	105,102

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Doerksen, May	Director, Domestic Recruitment	91,088	6,916	98,005
Donahoe, Patrick	Dean, Academic & Career Advancement	98,242	7,962	106,204
Doolan, Jeffrey	Plumbing Instructor	90,361	628	90,989
Doyle, Kegan	English Instructor	90,519	-	90,519
Doyle, Rose	Nursing Instructor	90,361	938	91,299
Drysdale, Dean	School of Business Instructor	87,067	-	87,067
Dube, Catherine	Director, Student Risk & Judicial Affairs	102,130	5,424	107,554
Duff, Nancy	Fine Arts Instructor	82,206	1,815	84,021
Duffy, Patrick	Chemistry Instructor	89,677	-	89,677
Dunn, Deborah	Nursing Instructor	89,677	4,325	94,003
Dunster, Katherine	Horticulture Urban Ecosystem Degree Instructor	90,652	-	90,652
Egi, Aleksandar	Brewing & Brewery Instructor	74,801	13,027	87,827
Eigenfeldt, Catriona	School of Business Instructor	83,615	1,153	84,768
Erickson, Shawn	Director, Co-op Education & Career Services	104,049	1,981	106,030
Fallick, Arthur	Associate VP, Research	137,759	8,712	146,471
Fawcett, Daniel	School of Business Instructor	90,519	-	90,519
Fee, Elizabeth	Vice Provost, Students	152,294	16,391	168,685
Fengstad, David	Appliance Servicing Instructor	89,290	17	89,307
Fenske, Wayne	Philosophy Instructor	90,361	151	90,512
Ferreras, Salvador	Provost & VP Academic	172,573	20,098	192,671
Findler, Patrick	Philosophy Instructor	90,519	-	90,519
Fletcher, Douglas	School of Business Instructor	101,451	426	101,876
Foyle, Sibeal	Fine Arts Instructor	90,361	-	90,361
Freeman, Trudy	Dean, Faculty of Health	124,420	9,834	134,254
Froc, David	Psychology Instructor	94,899	178	95,077
Frohn-Nielsen, Thor	History Instructor	90,413	272	90,685
Frymire, Angela	School of Business Instructor	90,892	-	90,892
Fuhr, Robert	History Instructor	89,677	350	90,027
Fung, Maggie	Chief Information Officer	137,172	4,399	141,572
Gagne, Lucie	Interior Design Instructor	93,193	20,284	113,477
Gagnon, Nathalie	Criminology Instructor	90,386	7,730	98,116
Galea, Pamela	School of Business Instructor	77,289	-	77,289
Gal-Or, Noemi	Political Science Instructor	82,206	8,205	90,411
Garrett, Brian	Philosophy Instructor	85,101	-	85,101
Gatzeva, Mariana	Sociology Instructor	90,519	-	90,519
Geddert, Melody	English Language Studies Instructor	90,765	4,831	95,596
Gelineau, Robert	Fine Arts Instructor	91,423	-	91,423
Gocer, Izgy	Counsellor	90,361	4,424	94,786
Goelman, Ari	School of Business Instructor	76,560	-	76,560
Goodine, Margaret	Manager, Learning Technology	89,440	2,760	92,200
Gooding, Elizabeth	English Instructor	90,519	-	90,519
Goodman, Aaron	Journalism Instructor	89,652	215	89,867
Gorval, Debbie	School of Business Instructor	90,896	192	91,088
Goundrey, Andhra	Fashion Design Degree Coordinator	89,733	2,591	92,324
Gray, Harry	AVP, Administration	148,992	3,922	152,914
Graziano, Barbara	Director, External & Government Affairs	112,727	4,981	117,708
Green, Colin	History Instructor	87,405	588	87,993
Greeno, Sharon	Fashion Design Degree Instructor	88,074	423	88,497
Guay, Marc	Divisional Business Manager, Faculty of Health	88,541	2,123	90,664
Guild, Lorraine	Health Care Assistant Program Instructor	74,177	3,502	77,679
Guirguis, Mazen	Philosophy Instructor	90,361	-	90,361
Gurm, Balbir	Nursing Instructor	91,097	961	92,058
Hadfield, Janine	Graduate Nursing Instructor	90,519	1,348	91,867
Halliday, Jacquelyn	Nursing Instructor	97,344	-	97,344
Hamilton, Kevin	Psychology Instructor	97,674	143	97,816
Hamilton, Mark	Journalism Instructor	78,384	-	78,384
Hamm, Anita	Director, Partnerships & Pathways	82,156	20,422	102,577
Hammill, Lin	Mathematics Instructor	80,218	-	80,218
Han, Terry	Dean, Faculty of Trades & Technology	97,439	6,662	104,100
Hancock, Sheila	English Instructor	89,677	10,308	99,985
Hannas, Paula	Manager, Client Services	90,527	1,105	91,632
Hansen, Carol	Special Education Teacher Assistant Instructor	94,457	977	95,434
Harbut, Rebecca	Sustainable Agriculture Instructor	92,771	991	93,763

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Harris, Gregory	Biology Instructor	95,024	402	95,426
Harrison, Heather	Philosophy Instructor	90,361	1,662	92,023
Harvey, David	School of Business Instructor	89,677	-	89,677
Hassan, Shereen	Criminology Instructor	90,519	-	90,519
Hassanlou, Ali	School of Business Instructor	99,387	-	99,387
Hauta, Christopher	Laboratory Instructor - Environmental Protection	82,115	771	82,886
Hawkins, Judith	Graduate Nursing Instructor	90,345	742	91,087
Hayes, Jack	History Instructor	90,519	4,258	94,777
Hayes, Jane	Music Instructor	90,813	274	91,087
Hazel, Judith	Nursing Instructor	81,121	1,282	82,402
Hearn, Karen	Executive Director, Facilities	128,301	3,284	131,585
Heinrick, Christina	Drafting Instructor	90,519	-	90,519
Hemsworth, Lesley	English Language Studies Instructor	90,208	145	90,352
Henderson, Deborah	Regional Innovation Chair	112,416	4,200	116,616
Henriksen, Rosemary	School of Business Instructor	90,361	60	90,421
Hensley, Robert	University Registrar	119,841	12,258	132,100
Herbert, Ellis	Manager, Enterprise Systems	99,936	4,880	104,817
Herrmann, Shari	School of Business Instructor	92,024	-	92,024
Heska, Linda	Director, Employee Relations	129,827	1,828	131,655
Heslop, Jacqueline	English Instructor	75,923	-	75,923
Hickman-Barr, Margaret	English Instructor	89,350	76	89,425
Hills, Gail	Graduate Nursing Instructor	90,361	943	91,304
Hiltz, Robert	Welding Instructor	90,868	-	90,868
Hlus, Donald	Music Instructor	77,463	356	77,818
Ho, Philip	School of Business Instructor	90,519	-	90,519
Hobson, Jane	Biology Instructor	94,555	687	95,242
Hogan, Melinda	Philosophy Instructor	78,042	-	78,042
Hoogbruin, Amandah	Nursing Instructor	90,361	4,103	94,464
Horne, Gerald	School of Business Instructor	91,423	337	91,760
Horner, Jessie	Criminology Instructor	90,361	2,830	93,191
Howes, Stephanie	Nursing Instructor	94,881	1,816	96,696
Huang, Hongyu	Project Leader	73,302	1,770	75,072
Hunter, Iain	Director, Maintenance & Operations	91,398	3,469	94,868
Indurugalla, Deepani	Chemistry Instructor	90,939	274	91,213
Inglis, Karen	English Instructor	90,519	6,222	96,741
Ingre, David	School of Business Instructor	90,565	-	90,565
Innes, Val	Academic & Career Preparation Instructor	75,420	-	75,420
Ip, Pamela	School of Business Instructor	92,643	169	92,812
Ironside, Bruce	School of Business Instructor	90,744	-	90,744
Jankovic, Branka	English Language Studies Instructor	92,110	-	92,110
Jarvis, Jeremy	School of Business Instructor	90,519	1,449	91,968
Jazzi, Sepand	School of Business Instructor	86,483	7,126	93,609
Jeffrey, Wayne	Music Instructor	89,350	-	89,350
Jenion, Gregory	Criminology Instructor	90,969	-	90,969
Jhangiani, Rajiv	Psychology Instructor	77,588	217	77,805
Johal, Ranbir	Punjabi Instructor	79,133	1,988	81,121
Johnston, Tina	Health Care Assistant Program Instructor	88,835	-	88,835
Jonas Vidovic, Petra	Criminology Instructor	90,519	-	90,519
Jones, Gary	Horticulture Instructor	90,519	2,229	92,748
Jones, Terri	Human Resources Consultant	87,981	1,793	89,774
Jovovic, Olivera	English Language Studies Instructor	80,421	-	80,421
Kaminski, June	Nursing Instructor	90,519	1,995	92,514
Kampschuur, Marc	School of Business Instructor	92,112	3,341	95,453
Karapanos, Alexandra	English Language Studies Instructor	90,358	-	90,358
Karaush, Iryna	Product Design Contract Instructor	92,884	2,524	95,408
Kargut, Sigrid	Librarian	90,413	130	90,543
Karsenti, Patrick	Spanish Instructor	90,361	-	90,361
Katz, Barbara	School of Business Instructor	89,677	950	90,627
Kaushal, Paul	Chemistry Instructor	89,896	-	89,896
Kazymerchyk, Stanley	Horticulture Instructor	88,835	993	89,829
Keding, Udo	School of Business Instructor	91,503	-	91,503
Keever, Carson	Biology Instructor	76,898	-	76,898
Kennedy, Neil	English Instructor	81,522	-	81,522

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Kennedy, Stephen	Drafting Instructor	88,835	-	88,835
Kent, David	Director, Athletics	82,741	1,183	83,924
Kerti, John	Senior Network Analyst	75,392	973	76,365
Kinney, Tracey	History Instructor	90,961	3,250	94,211
Kira, Susanne	English Language Studies Instructor	91,083	-	91,083
Kitt, Lisa	Criminology Instructor	94,006	6,714	100,720
Klassen, Sandi	University Secretary	73,430	4,596	78,026
Klimek, Connie	Nursing Instructor	89,677	450	90,127
Kloet, Shannon	Divisional Business Manager, Continuing & Professional Studies	80,944	5,099	86,043
Ko, Steve	English Language Studies Instructor	90,361	-	90,361
Kolac, Jana	Physics Instructor	90,361	546	90,907
Korman, Laurette	School of Business Instructor	90,519	950	91,469
Koskinen, Paivi	Linguistics Instructor	90,519	-	90,519
Kozak, Romy	Associate Dean, Faculty of Arts	107,645	892	108,537
Krishnan, Parthiphan	Geography Instructor	90,519	3,907	94,426
Kroeker, Tess	Bachelor of Psychiatric Nursing Instructor	90,519	2,106	92,625
Lafreniere, Robert	Plumbing Instructor	94,897	-	94,897
Lagoutin, Raphael	Electrical Instructor	97,421	44	97,465
Laird, Ross	Creative Writing Instructor	90,569	80	90,649
Lait, Cameron	Plant Health Instructor	90,519	100	90,619
Larsen, Kim	English Instructor	84,966	-	84,966
Larsen, Michael	Criminology Instructor	79,609	-	79,609
Lau, Keith	Director, Enterprise Systems	110,033	3,663	113,696
Laverty, Gerard	Farrier Instructor	90,519	-	90,519
Law, Andy	School of Business Instructor	90,519	211	90,730
Le Grand, Richard	Psychology Instructor	90,480	-	90,480
Lecovin, Matthew	School of Business Instructor	89,677	3,010	92,688
Lee, Gordon	VP, Finance & Administration	141,780	36,916	178,696
Lee, Judy	Nursing Instructor	90,519	907	91,426
Lee, Sue Shu-Hsien	Academic & Career Preparation Instructor	89,677	-	89,677
Leigh, C. Paul	School of Business Instructor	91,581	522	92,103
Leitch, Sharon	Health Care Assistant Program Instructor	89,017	1,789	90,806
Leonard, Michael	School of Business Instructor	89,677	-	89,677
Leung, Christopher	School of Business Instructor	104,207	-	104,207
Leung, Edmund	Project Leader	74,583	1,994	76,577
Leung, Mou Kit	Fine Arts Instructor	90,361	-	90,361
Li, Pak Ki Jacky	School of Business Instructor	87,090	-	87,090
Li, Puqun	Philosophy Instructor	90,519	1,609	92,128
Lian, Minli	School of Business Instructor	89,286	386	89,672
Lichimo, Marie	School of Business Instructor	89,677	-	89,677
Ling, Arthur	English Language Studies Instructor	90,151	1,269	91,421
Liptrot, Sue	Collaborative Nursing Instructor	89,677	1,167	90,844
Liu, Alex	Mathematics Instructor	96,094	-	96,094
Liu, Xin	Chemistry Instructor	90,519	4,259	94,778
Liu, Xing	School of Business Instructor	90,361	2,435	92,796
Lloyd, Michael	Welding Instructor	119,493	-	119,493
Lombard, Caren	School of Business Instructor	90,519	1,452	91,971
Loodu, Sarbjit	Divisional Business Manager, Faculty of Design	86,571	4,245	90,816
Lopes, Evandro	Psychology Instructor	89,060	-	89,060
Low, Ho Yee	School of Business Instructor	90,519	1,259	91,778
Lucas, Michaela	Philosophy Instructor	90,519	-	90,519
Luccock, Marcia	Bachelor of Psychiatric Nursing Instructor	90,361	326	90,687
Lylyk, Kathleen	Executive Director, Finance	148,940	3,981	152,920
Lymburner, Jocelyn	Psychology Instructor	90,963	-	90,963
Lyon, David	Criminology Instructor	82,364	-	82,364
Ma, Michael	Criminology Instructor	90,519	68	90,588
Ma, Praise	School of Business Instructor	89,677	1,519	91,197
Machado, Marcelo	School of Business Instructor	91,519	2,362	93,881
MacKenzie, Elizabeth	Academic & Career Preparation Instructor	84,172	-	84,172
MacKenzie, Leanne	Co-op Instructor	75,165	1,563	76,728
MacLean, Carla	Psychology Instructor	90,519	239	90,758
MacLean, Joan	School of Business Instructor	80,896	-	80,896
MacLeod, Colin	Mathematics Instructor	90,361	-	90,361

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Macpherson, Alice	Learning Strategist	90,361	-	90,361
MacTaggart, Alison	Fine Arts Instructor	91,423	-	91,423
Malyon, Donna	Collaborative Nursing Instructor	89,677	662	90,339
Manton, Lynette	English Language Studies Instructor	91,011	-	91,011
Marasigan, John	Psychology Instructor	88,508	-	88,508
Marcotte, Megan	Biology Instructor	76,064	-	76,064
Marino, Franco	Criminology Instructor	89,677	-	89,677
Martin, John	Geography Instructor	91,919	872	92,792
Martin, Keith	Graphic Design for Marketing Instructor	78,754	-	78,754
Mason, Shawn	Nursing Instructor	90,321	1,021	91,342
Massey, Daryl	Drafting Instructor	75,319	-	75,319
Massey, Joanne	Drafting Instructor	91,961	30	91,991
Mathewson, Donald	Physics Instructor	93,059	638	93,698
Mathias, Louella	Director, Organizational Risk	101,972	3,662	105,634
Matic, Milana	English Language Studies Instructor	92,223	-	92,223
Matskiw, Christopher	Welding Instructor	97,522	-	97,522
Matsuba, Kyle	Psychology Instructor	94,932	11,769	106,701
Maultsaid, Deirdre	School of Business Instructor	109,557	395	109,953
May, Colleen	School of Business Instructor	90,361	3,102	93,463
May, Evelyn	Fashion Design Degree Instructor	82,364	1,570	83,934
Maydan, Catherine	School of Business Instructor	95,139	1,610	96,750
McAuley-Bax, Shauna	School of Business Instructor	85,215	321	85,535
McBride, Scott	Fine Arts Instructor	90,519	-	90,519
McCannell, Lesley	School of Business Instructor	88,838	6,427	95,265
McConill, Casey	Mathematics Instructor	90,519	-	90,519
McConnell, Keiron	Criminology Instructor	77,992	5,134	83,125
McDonald, Patricia	Biology Instructor	76,086	783	76,869
McDonald, Robert	Psychology Instructor	89,677	-	89,677
McEachern, Joan	School of Business Instructor	94,177	151	94,328
McElroy, Lori	Executive Director, Institutional Analysis & Planning	113,694	16,334	130,028
McGoff Dean, Colleen	Academic & Career Preparation Instructor	90,736	-	90,736
McIlmoyle, Stuart	Associate VP, International	144,811	42,468	187,279
McLay, Shelley	Nursing Instructor	89,677	762	90,439
McLellan, Ann-Marie	Educational Studies Instructor	90,365	-	90,365
McNeil, Harry	Manager, Campus Security Operations	103,599	10,578	114,177
McPherson, Kathy	English Language Studies Instructor	90,908	-	90,908
McTavish, Bruce	School of Business Instructor	99,620	-	99,620
McVicker, Rada	Manager, Accounting Services	102,130	2,987	105,117
Messer, Ron	School of Business Instructor	88,835	1,091	89,927
Migliore, Sam	Anthropology Instructor	90,361	210	90,571
Miiks, Edward	Carpentry Instructor	89,840	-	89,840
Millard, Gregory	Political Science Instructor	91,119	428	91,547
Mills, Brooke	English Language Studies Instructor	92,198	26	92,223
Minhas, Gurjeet	Nursing Instructor	90,361	444	90,805
Mirfakhraie, Amir	Sociology Instructor	90,961	3,342	94,303
Mitchell, Joshua	Associate Registrar, Student Financial Services	106,736	7,047	113,783
Mitchell, Zena	University Registrar	116,766	5,099	121,865
Mitchinson, Karen	Director, Counselling Services	101,555	11,912	113,467
Monchalin, Lisa	Criminology Instructor	88,968	1,824	90,792
Moniz, Ann	Director, Health & Community	101,214	5,153	106,366
Morgan, Elly	Career Choices & Life Success Instructor	90,361	685	91,046
Morishita, Teresa	Access Programs for People with Disabilities Instructor	88,835	870	89,705
Morris, Janice	Academic & Career Preparation Instructor	90,024	-	90,024
Morris, Susan	Counsellor	89,677	4,931	94,608
Morrison, Ronald	School of Business Instructor	108,116	-	108,116
Morton, James	Bachelor of Psychiatric Nursing Instructor	92,599	922	93,521
Mroczek, Jolanta	English Language Studies Instructor	90,846	-	90,846
Mullinix, M. Kent	Director, Sustainable Horticulture & Food	118,844	11,444	130,288
Mundle, Todd	University Librarian	127,604	5,409	133,013
Murphy, Gerald	Academic & Career Preparation Instructor	90,192	312	90,503
Murphy, Julia	Anthropology Instructor	90,361	3,636	93,997
Murray, Joel	Associate Dean, Faculty of Science & Horticulture	121,605	7,505	129,109
Murray, Ronald	Electrical Instructor	88,835	154	88,989

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<b><u>Employee Name</u></b>	<b><u>Position</u></b>	<b><u>Remuneration \$</u></b>	<b><u>Expenses \$</u></b>	<b><u>Total \$</u></b>
Murray, Sarah	Psychology Instructor	89,677	-	89,677
Musil, Debbie	School of Business Instructor	88,835	950	89,785
Myette, Brian	Millwright Instructor	90,361	-	90,361
Nakano, Michelle	Horticulture Instructor	90,519	540	91,060
Nasir, Shoaib	School of Business Instructor	90,435	-	90,435
Nasitwitwi, Mungandi	Geography Instructor	88,359	-	88,359
Naugler, Diane	Associate Dean, Faculty of Arts / Director, Diversity & Equity Committee	117,820	4,029	121,848
Nayar, Kamala	South Asian Studies Instructor	85,320	4,475	89,796
Nelson, Robert	Welding Instructor	89,677	38	89,715
Neuhold, Bernie	School of Business Instructor	90,034	-	90,034
Newton, Samuel	School of Business Instructor	90,519	1,066	91,585
Nichols, Corrie	Nursing Instructor	90,519	1,173	91,692
Nicolson-Church, Jean	Associate Dean, Faculty of Health	112,626	11,112	123,739
Nielson, Denise	English Language Studies Instructor	90,724	382	91,105
Niosi, Andrea	School of Business Instructor	89,491	-	89,491
Nishizawa, Sumiko	Japanese Instructor	89,677	3,690	93,367
Nolan, Kathy	Health & Benefits Consultant	74,114	2,232	76,346
Norris, Jeffrey	CAO & CEO - KPU Foundation	87,043	10,388	97,431
Nyenhuis, Michael	Mathematics Instructor	91,423	-	91,423
Ogden, Russel	Criminology Instructor	88,835	-	88,835
Ohler, Paul	English Instructor	98,504	3,487	101,991
O'Meara, Mark	School of Business Instructor	90,361	-	90,361
Ordish, Connie	Nursing Instructor	89,350	1,039	90,389
Ostrowski, Paul	English Instructor	90,361	-	90,361
Panabaker, James	English Instructor	89,677	-	89,677
Pannu, Mandeep	School of Business Instructor	92,317	334	92,651
Parmar, Jaspal	Director, Compensation, Health & Benefits	102,412	6,238	108,650
Passmore, Lyndsay	School of Business Instructor	84,097	-	84,097
Pearce, Suzanne	Chemistry Instructor	90,519	563	91,083
Pedersen, Cory	Psychology Instructor	98,615	1,134	99,749
Pegg, Brian	Anthropology Instructor	91,119	1,510	92,629
Pelton, James	Executive Director, Continuing & Professional Studies	125,262	10,393	135,655
Penhorwood, Janet	Librarian	83,356	28	83,384
Penner, Kurt	Psychology Instructor	90,361	187	90,548
Perera, Nishan	School of Business Instructor	90,519	344	90,863
Petersen, Karl	English Language Studies Instructor	90,944	-	90,944
Petrillo, Larissa	Anthropology Instructor	101,135	-	101,135
Phillips, Kevan	English Language Studies Instructor	89,925	-	89,925
Phillips, Susana	Psychology Instructor	89,677	-	89,677
Phipps, Laurie	School of Business Instructor	90,361	-	90,361
Pikios, Christina	English Language Studies Instructor	89,277	-	89,277
Podrouzek, Wayne	Psychology Instructor	99,966	-	99,966
Pollard, Lesley	Fashion Design Degree Instructor	93,964	2,513	96,477
Poon, Michael	Physics Instructor	90,519	593	91,112
Pope, Michael	Fashion Design Degree Instructor	91,594	-	91,594
Popovich, Alex	History Instructor	90,961	202	91,163
Pradhan, Dolagobinda	Geography Instructor	90,519	7,553	98,073
Purewal, Shinder	Political Science Instructor	91,719	-	91,719
Purvey, Diane	Dean, Faculty of Arts	125,262	8,265	133,527
Qu, Yanfeng	Modern Languages Instructor	89,071	2,578	91,649
Quah, Jon	School of Business Instructor	84,797	-	84,797
Quigley, Jacqueline	Academic & Career Preparation Instructor	83,300	477	83,777
Quist-Adade, Charles	Sociology Instructor	90,519	6,583	97,102
Quong, Meijane	Music Instructor	86,041	59	86,100
Radcliffe, Duane	Associate Dean, School of Business	111,627	7,220	118,847
Ramadan, Hisham	Criminology Instructor	90,519	639	91,159
Randeni, Gamini	Bachelor of Psychiatric Nursing Instructor	93,155	2,187	95,343
Rankin, Graham	Mathematics Instructor	90,361	-	90,361
Raza, Imran	School of Business Instructor	90,519	70	90,589
Reddick, Donald	School of Business Instructor	90,519	-	90,519
Rees, Ann	Journalism Instructor	91,036	-	91,036
Regan, Craig	Director, Planning & Construction	106,438	2,335	108,774
Reichl, Arleigh	Psychology Instructor	90,519	-	90,519

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Reynolds, Annette	Sociology Instructor	84,246	-	84,246
Rhodenizer, Lawrence	Auto Service Technician Instructor	90,361	-	90,361
Ribkoff, Fred	English Instructor	90,519	1,122	91,641
Richard, Paul	Environmental Protection Instructor	90,956	-	90,956
Richardson, Allison	Librarian	90,283	-	90,283
Richmond, Alexandra	School of Business Instructor	77,900	-	77,900
Richter, Kimberly	School of Business Instructor	90,467	-	90,467
Rideout, Betty	Psychology Instructor	90,812	-	90,812
Ritchie, Leigh	Nursing Instructor	90,361	-	90,361
Robbins, Peter	Academic & Career Preparation Instructor	90,361	-	90,361
Roberts, Neil	School of Business Instructor	90,519	-	90,519
Roberts, Seiko	Japanese Instructor	88,835	91	88,927
Robertson, Carolyn	Dean, Faculty of Design	131,761	5,834	137,596
Rogers, Linda	Librarian	89,677	-	89,677
Rohde, Sven	Associate Dean, Faculty of Trades & Technology	104,812	4,005	108,816
Rojas-Primus, Reya	Spanish Instructor	81,079	4,565	85,644
Rose, John	Geography Instructor	88,835	-	88,835
Royal, Wendy	English Language Studies Instructor	89,881	3,722	93,602
Rozell, Allyson	Mathematics Instructor	87,152	268	87,420
Ruloff, Colin	Philosophy Instructor	90,519	-	90,519
Rumpeltes, Michael	Welding Instructor	92,131	-	92,131
Sacho, Brad	School of Business Instructor	108,837	1,044	109,880
Sadhra, Avtar	Mathematics Instructor	93,174	24	93,198
Saint, Susan	English Language Studies Instructor	92,508	-	92,508
Saksman, Natalia	Manager, Capital Projects	87,409	5,065	92,474
Sale, David	School of Business Instructor	89,677	-	89,677
Salter Menzo, Diane	Vice Provost, Teaching & Learning	73,565	4,908	78,473
Salumbre, Daniel	Database Administrator	74,929	930	75,859
Samra, Sukebinder	Director, Technology Services	111,726	4,886	116,612
Samwald, Elaine	Librarian	90,361	1,348	91,709
Sandhu, Harjinder	Graduate Nursing Instructor	74,987	254	75,242
Sandhu, Herraj	Graduate Nursing Instructor	88,835	792	89,628
Sato, Takashi	Physics Instructor	90,828	271	91,098
Saunders, Joanne	Executive Director, Marketing & Recruitment	122,366	6,170	128,536
Scharff, Robert	School of Business Instructor	80,452	-	80,452
Schinnerl, Sandra	Director, International Programming & Exchange	89,698	6,380	96,079
Schlamp, Kristine	Horticulture Instructor	91,465	-	91,465
Schoenberger, Sherry	Academic & Career Preparation Instructor	88,835	543	89,378
Schwichtenberg, Catherine	Graduate Nursing Instructor	87,546	298	87,844
Sears, Christopher	Academic & Career Preparation Instructor	89,677	-	89,677
Sen, Abhijit	School of Business Instructor	90,034	1,898	91,931
Seru, Renuka	Counsellor	90,361	98	90,459
Shah, Syed Ashiq	Psychology Instructor	90,519	202	90,721
Shahidi, Jamshid	School of Business Instructor	90,034	484	90,518
Shandler, Lance	School of Business Instructor	90,417	70	90,487
Shantz, Jeffrey	Criminology Instructor	90,519	-	90,519
Shay, Ron	School of Business Instructor	90,413	-	90,413
Sheehan, Gerard	Auto Service Technician Instructor	90,361	658	91,019
Shepherd, John	School of Business Instructor	90,361	933	91,294
Sheppard, Gail	Graduate Nursing Instructor	90,361	1,090	91,451
Shivji, Salim	Senior Network Analyst	74,398	1,044	75,442
Shortridge, Lori	Nursing Instructor	216,801	1,117	217,918
Simon, Richard	School of Business Instructor	90,413	511	90,924
Simonson, Dale	Graphic Design for Marketing Instructor	86,729	-	86,729
Singh, Rajinder	School of Business Instructor	90,208	222	90,430
Skoumal, Zdenek	Music Instructor	88,119	-	88,119
Smith, Wendy	English Instructor	89,677	337	90,015
Smolkin, Doran	Philosophy Instructor	90,961	-	90,961
Snaith, Brenda	Interior Design Instructor	90,676	5,577	96,253
Soles, Nicola	Access Programs for People with Disabilities Instructor	90,361	620	90,981
Spaulding, Betsy	Psychology Instructor	77,843	239	78,082
Sprung, John	Drafting Instructor	86,029	854	86,883
St. Loe, Stephanie	Interior Design Instructor	82,719	-	82,719

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<b><u>Employee Name</u></b>	<b><u>Position</u></b>	<b><u>Remuneration \$</u></b>	<b><u>Expenses \$</u></b>	<b><u>Total \$</u></b>
Stanwood, Ian	Academic & Career Preparation Instructor	90,506	-	90,506
Stark, Kenneth	Anthropology Instructor	90,519	-	90,519
Stewart, Carol	School of Business Instructor	91,581	1,462	93,043
Stewart, Miriam	Nursing Instructor	88,177	545	88,722
Stokes, Warren	Associate Registrar, Records, Registration & System	84,087	2,184	86,271
Stratton, Sabine	Anthropology Instructor	90,361	-	90,361
Styles, Mark	English Language Studies Instructor	77,595	173	77,768
Sud, David	Chemistry Instructor	81,781	-	81,781
Suderman, Gail	Music Instructor	89,677	-	89,677
Sumal, Al	Welding Instructor	122,452	3,848	126,300
Sussmann, Andrea	Biology Instructor	93,415	-	93,415
Swail, Brian	English Instructor	89,677	-	89,677
Swanink, Melissa	English Language Studies Instructor	91,346	-	91,346
Sweeney, Sherilyn	Graduate Nursing Instructor	93,979	515	94,494
Symonds, Dianne	Nursing Instructor	90,034	625	90,659
Tao, Angela	Director, Financial Planning, Reporting & Assurance	117,255	3,811	121,066
Taylor, Terri	Assistant Registrar, Admissions System	71,590	8,603	80,193
Tebb, Richard	Dean, School of Business	123,870	16,602	140,471
Tehrani, Jamshid	School of Business Instructor	89,744	-	89,744
Thibodeau, T. Joyce	Nursing Instructor	90,519	717	91,236
Thiessen, Randal	English Language Studies Instructor	89,665	-	89,665
Thomas, Patricia	Biology Instructor	80,665	785	81,451
Thomas-Bruzzese, Barbara	Access Programs for People with Disabilities Instructor	90,142	1,115	91,257
Thompson, Janet	Geography Instructor	89,677	1,873	91,550
Thompson, Susan	Psychology Instructor	90,361	125	90,486
Thorner, Thomas	History Instructor	90,961	-	90,961
Tien, Laurel	Nursing Instructor	91,406	988	92,394
Tiessen, Esther	School of Business Instructor	90,519	-	90,519
Tomiak, Kim	Learning Strategist	89,677	-	89,677
Tong, Chun Kuen Rick	School of Business Instructor	90,361	-	90,361
Torrance, Douglas	Biology Instructor	89,677	-	89,677
Tosetti, Elizabeth	English Language Studies Instructor	90,828	-	90,828
Tracey, Donald	School of Business Instructor	90,361	-	90,361
Tritchew, Panteli	School of Business Instructor	92,177	-	92,177
Turnill, Robin	School of Business Instructor	79,126	399	79,525
Tutlewski, Wiktor	School of Business Instructor	90,892	621	91,513
Tweed, Roger	Psychology Instructor	103,473	1,507	104,981
Tyndall, Paul	English Instructor	90,476	2,485	92,962
Vallee, Helen	School of Business Instructor	91,050	15,620	106,670
van de Voort, Colleen	Librarian	89,677	-	89,677
Van Steinburg, Terri	Career Choices & Life Success Instructor	88,835	-	88,835
Verghese, George	Executive Director, Institute of Material Innovation	92,350	6,097	98,447
Vidal, Claudio	Sociology Instructor	89,869	-	89,869
Vincent, Susan	Learning Strategist	84,628	235	84,863
Vujovic, Sinisa	School of Business Instructor	90,361	-	90,361
Wade, Natalie	Public Safety Communications Instructor	90,361	34	90,395
Walsh, Diane	Academic & Career Preparation Instructor	90,519	-	90,519
Warfield, Katie	Journalism Instructor	86,960	3,326	90,286
Warren, Valerie	School of Business Instructor	90,519	1,317	91,836
Watson, Diane	English Instructor	89,677	-	89,677
Webster, Janet	Academic & Career Preparation Instructor	89,458	6	89,464
Weir, Bruce	School of Business Instructor	90,361	-	90,361
Welton, Amanda	Operations Manager, Bookstore	87,901	3,672	91,573
Western, John	School of Business Instructor	90,830	1,066	91,896
Westgate, Thomas	Appliance Servicing Instructor	90,142	-	90,142
Whittemore, Joel	School of Business Instructor	90,529	1,379	91,909
Whittington-Walsh, Fiona	Sociology Instructor	91,119	-	91,119
Wiebe, Douglas	Millwright Instructor	90,519	5	90,524
Williams, David	School of Business Instructor	88,835	-	88,835
Williams, Martyn	English Language Studies Instructor	93,218	-	93,218
Wilton, Mary	Auto Parts Instructor	89,677	68	89,745
Wolf, Carla	Interdisciplinary Design Studies Instructor	76,308	276	76,584
Wong, Katherine	English Language Studies Instructor	90,208	-	90,208

**Kwantlen Polytechnic University**  
**Schedule of Employee Remuneration and Expenses**  
**Fiscal Year Ending March 31, 2015**

<u>Employee Name</u>	<u>Position</u>	<u>Remuneration \$</u>	<u>Expenses \$</u>	<u>Total \$</u>
Wong, Richard	School of Business Instructor	91,166	950	92,117
Wong, Trevor	Manager, Capital Projects	89,156	3,386	92,542
Wood, Robert	School of Business Instructor	89,350	-	89,350
Woodcock, Linda	Librarian	90,361	1,753	92,115
Worobec, Elizabeth	Dean, Science & Horticulture	126,412	2,996	129,408
Wrean, Shelley	General Counsel	159,525	6,528	166,053
Wrench, Danny	Academic & Career Preparation Instructor	90,519	-	90,519
Wu, Aihua	School of Business Instructor	90,361	150	90,511
Wu, Kira	Fine Arts Instructor	90,519	-	90,519
Wyntjes, Barbara	School of Business Instructor	90,361	1,027	91,388
Yoshida, Sara	Anthropology Instructor	88,835	-	88,835
Young, David	Graphic Design for Marketing Instructor	91,280	283	91,563
Yuill, Garry	School of Business Instructor	92,744	1,111	93,855
Zamfirescu, Vasile	School of Business Instructor	101,930	-	101,930
Zdril, Jerry	School of Business Instructor	76,075	-	76,075
Zhang, Guoren	School of Business Instructor	90,744	-	90,744
Zmudzka-Bajerski, Margaret	Academic & Career Preparation Instructor	90,413	-	90,413
<b>Remuneration and expenses greater than \$75,000</b>		<b>53,823,913</b>	<b>1,116,278</b>	<b>54,940,191</b>
<b>Consolidated total of other employees with remuneration of \$75,000 or less</b>		<b>39,750,113</b>	<b>578,117</b>	<b>40,328,230</b>
<b>(B) Total Employees</b>		<b>93,574,026</b>	<b>1,694,395</b>	<b>95,268,421</b>

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2015**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
0994529 BC Ltd.	26,250
4th Utility Inc.	530,560
Access Gas Services Inc.	258,219
Acklands-Grainger Inc.	70,626
Acrodex	173,498
Ad Astra Information Systems, LLC	25,978
Advisory Board Company	51,737
Agilent Technologies Canada Inc.	113,527
Air Liquide Canada Inc.	27,446
Airgas Canada Inc.	51,630
Alarmtron (BC) Ltd.	39,604
Alder Auto Parts Ltd.	38,604
Alertus Technologies, LLC	220,672
All Round Home Improvements & Restorations Ltd.	134,731
Alvis Tsui (FSS) Inc.	132,631
AMJ Campbell Van Lines	88,627
Andrea Lupini	52,520
Association of Canadian Community Colleges	56,725
BC Event Management	162,612
BC Hydro	958,957
BC Pension Corporation	8,225,640
BCGEU	52,589
BCNET	291,379
Bell Machinery Ltd	33,757
Big Kahuna Sport Company	50,935
Burglar Busters Alarm & Security Ltd.	58,275
Bush, Bohlman & Partners	29,895
Cambridge Press Ltd.	184,809
Canada Post Corporation	40,095
Canadian Research Knowledge Network	241,259
Canam Consultants Ltd.	43,150
Canpar Transport Ltd.	61,881
Carswell	80,046
CBV Collection Services	33,521
Charms Education & Immigration Services (P) Ltd.	26,804
Charter Bus Lines of BC	30,013
Charter Telecom Inc.	75,623
Chernoff Thompson Architects	31,256
Cherwell Software Inc.	34,800
Churchill Armoured Car Service	61,070
Citrix Systems Inc.	50,743

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2015**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
City of Langley	78,425
City of Richmond	54,154
City of Surrey	66,970
City Service Agency Ltd.	32,146
Clark Wilson LLP	36,050
Coast Welding Supplies & Rentals Ltd.	44,341
Coca-Cola Refreshments Canada Company	29,102
Colleges and Institutes Canada	34,902
Colliers Macaulay Nicolls Inc.	51,450
Columbia Security Systems & Surveillance Inc.	48,825
Comar Electrical Services Ltd.	176,208
Community Fire Prevention Ltd.	63,786
Compugen Inc.	166,164
Concord Security Corporation	215,782
Corporate Express Canada Inc.	92,630
Council of Prairie & Pacific University Libraries (COPPUL)	59,459
Coutts Information Services Ltd.	207,587
CSA Group	30,906
CTV Vancouver - Bell Media Inc.	37,869
Custom Plate & Profiles	32,897
Danamac Concrete Systems	77,863
Dell Canada	365,019
Diego Samper	42,080
Digital Postage on Call	126,000
Domain 7 Solutions Inc.	31,795
Dynamex	72,684
E. Mathers Bulldozing Co. Ltd.	627,752
Ebsco Canada Ltd.	140,406
Editions du Renouveau Pedagogique Inc.	39,633
Eecol Electric Ltd.	41,647
EJM Construction Northwest Ltd.	205,326
Ellucian Company L.P.	41,528
ESC Automation Inc.	282,634
Eva Lee & Associates Recruitment Ltd.	25,521
Fasken Martineau DuMoulin	2,083,856
Fastsigns	39,944
Finning (Canada)	32,797
Fisher Scientific Ltd.	110,776
Follett Higher Education Group	126,013
Foresight Cleantech Accelerator Centre	80,000
FortisBC Energy Inc.	125,077

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2015**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Fraser Valley Steel & Wire	29,466
Future Gate Ltd.	39,194
Gartner Canada	31,290
Gaspard & Sons	38,664
GBC Canada Inc.	52,176
GDI Services (Canada) LP	887,625
Georgia Street Media Inc.	36,925
Google *Androidmarket	27,053
Guangson Consulting	134,863
Guildford Town Centre Limited Partnership	52,500
Hanover Research	38,043
Harris & Company	264,916
Heritage Office Furnishings Ltd.	158,001
Hi Cube Storage Products	26,531
High Country Horseshoes Ltd.	26,811
Holmes & Brakel (BC) Inc.	194,282
Horizon Landscape Contractors	371,671
HSBC Global Asset Management (Canada) Ltd.	70,926
ICEF	26,535
Imperial Parking Ltd.	208,562
Industrial Alliance Insurance	46,191
Integrity Paahi Solutions Inc.	37,962
Interpave Precast Systems Ltd.	50,369
IPSOS-Reid LP	31,500
ITC Systems	59,891
Jiacheng Overseas Immigration and Education Service Corp.	61,768
JM Bean & Co Ltd.	38,974
John Wiley & Sons Canada Ltd.	203,166
Johnson Controls Ltd V4020	360,458
Key Food Equipment Services Ltd.	55,646
Key Innovations Inc.	71,842
KPMB Architects	716,774
KPMG LLP	77,142
Kwantlen Faculty Association	422,577
Kwantlen Polytechnic University Student Association	94,330
Laerdal Medical Canada Ltd.	116,986
Lamar Transit Advertising Canada Ltd.	104,117
Levelton Consultants Ltd.	169,322
Livingston	79,811
Lockmasters	35,198
Login Brothers Canada	90,309

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2015**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Long View Systems	49,791
Lordco Parts Ltd.	28,964
Luxury Transportation Inc.	84,225
Macquarie Equipment Finance Ltd.	89,856
MAGIL Construction Pacific Inc.	1,449,379
Mann Construction Group Canada Ltd.	27,844
Manulife Financial	5,731,058
MBS Textbook Exchange Inc.	84,332
McGraw Hill Ryerson Ltd.	221,673
Metrohm Canada	43,213
MHPM Project Managers Inc.	176,228
Microserve	265,288
Microsoft Canada Inc.	78,054
Millennium Computer Systems Ltd.	162,579
Minister of Finance	168,887
MNP LLP	257,394
Moneris	427,713
Morneau Shepell Ltd.	106,767
Morton Clarke & Co Ltd.	43,794
MPS	147,573
MVCC (Matrix) Video Communications Corporation	149,605
n.Wallace & Company Ltd.	50,083
National Air Technologies	30,450
Nebraska Book Company Inc.	174,944
Nelson Education Ltd.	598,130
Newlands Systems Inc.	170,398
Novell Canada Ltd.	50,399
NTI National Training Inc.	116,550
Olympic Projects Ltd.	44,788
Omicron Construction Ltd.	402,179
Oracle Canada ULC	47,080
Oxford University Press Canada	188,116
Paladin Security Systems Ltd.	704,443
Pattison Outdoor Advertising	85,036
Pearson Education Canada	1,089,540
Pell Business Equipment Ltd.	25,219
Pentair Filtration Solutions LLC	25,840
Post Secondary Employers Association	32,954
Praxair Distribution	94,781
Printers Plus	42,441
Process Pathways Inc.	33,163

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2015**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Promo Plus Advertising Inc.	26,073
ProQuest LLC	46,983
Pyramid-e Services Pvt. Ltd.	29,689
QLess Inc.	55,484
Queenswood Consulting Group	28,411
Raider-Hansen Inc.	25,023
RAM Construction Ltd.	25,829
Receiver General for Canada	4,288,283
Remarkable Uniform, Mat & Towel Ltd.	28,631
RFS Canada	351,333
Ricoh Canada Inc.	413,601
River Rock Casino Resort	73,924
Robert Half Management Resources	42,968
Rocky Point Engineering Ltd.	90,113
Rogers Media, Inc.	73,485
Rollins Machinery Ltd.	59,748
Ron Sons Torch Repairs & Sales Ltd.	30,581
Royal Bank of Canada	64,646
Scalar Decisions	91,501
Seaforth Construction Ltd.	175,142
Sensus Communication Solutions Inc.	31,291
Sharp's Audio Visual Systems Integration Inc.	29,447
Sheraton Vancouver Guildford Hotel	57,949
Siemens Canada Ltd.	80,450
Simon Fraser University	293,707
SirsiDynix (US)	35,904
Sodexo	175,267
Sonex Computer Inc.	25,003
Specialty Blasting Ltd.	78,869
Spicers Canada ULC	83,307
Squamish Nation Trades Centre	264,407
Stantec Consulting Ltd.	32,844
Super Save	75,045
Surrey Board of Trade	25,085
Systems Right Hydronic Solutions	28,350
Tech 2000 Inc.	46,200
TELUS Communications (BC) Inc.	414,873
Terra Equipment	30,313
The Home Depot	43,242
Thomas Carey	30,216
Transwest Roofing Ltd.	1,180,862

**Kwantlen Polytechnic University**  
**Schedule of Payments to Suppliers of Goods and Services**  
**Fiscal Year Ending March 31, 2015**

<b><u>Vendor Name</u></b>	<b><u>Payment \$</u></b>
Triwest Mechanical Ltd.	199,705
UCIPP	190,636
Unisource Canada Inc.	273,779
Universities Canada	89,007
University of the Fraser Valley	82,020
University of Toronto Press Inc.	26,630
VanDerWal Equipment (1989) Ltd.	36,540
VWR International, Ltd.	90,525
Wavpower	74,179
Wesco Distribution-Canada Inc.	129,618
Western Media Group	33,600
Westport Manufacturing Company Ltd.	81,362
WMW Public: Architecture + Communication Inc.	105,198
Worksafe BC	302,886
WW Norton & Company Inc.	55,049
Zedmart Ltd.	56,200
<hr/>	
(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000	49,582,827
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less	6,223,528
(C) Consolidated total of contributions exceeding \$25,000	1,038,085
<b>Total Vendors</b>	<b>56,844,440</b>
	<hr/> <hr/>

**Kwantlen Polytechnic University  
Statement of Severance Agreements  
Fiscal Year Ending March 31, 2015**

There were six (6) severance agreements under which payment commenced between Kwantlen Polytechnic University and its non-unionized employees during fiscal year 2014/15.

This agreement represents 63 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, 2015**

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, 2015**

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, 2015**

**Expenses per Financial Statements**

Statement of Operations	<b><u><u>\$ 150,754,018</u></u></b>
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**Public Bodies Report**

**Schedule of Remuneration and Expenses**

(A) Total: Members of the Board of Governors	\$ 16,716
(B) Total: Employees	95,268,421

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

(A) Total amount paid to suppliers who received aggregate payments of more than \$25,000	49,582,827
(B) Consolidated total of payments to suppliers who received aggregate payments of \$25,000 or less	6,223,528
(C) Consolidated total of contributions exceeding \$25,000	1,038,085
	\$ 152,129,577

**Reconciling Items**

Increase in Capital Assets	(10,423,514)
Amortization of Capital Assets	10,895,726
Accruals	1,114,022
Prepays and Deposits	(2,144,673)
Tax Recoveries and Changes to Other Balance Sheet Items	(980,748)
Student Awards Paid	163,626
	\$ (1,375,559)

**\$ 150,754,018**

**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, 2015 Phone Number: (604) 599-2239  
 Date Submitted: September 30, 2015 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:**

**# 8.2**

**Meeting Date:**

**September 23, 2015**

**Presenter:**

**Lisa Skakun**

**Agenda Item:** *Principles to Guide Bi-Cameral Governance at KPU*

<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 revised Principles to Guide Bi-Cameral Governance at KPU as recommended by the Task Force on Bi-Cameral Governance.</b>
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**Board Committee Report:** The Board Governance Committee will consider the revisions to the Principles to Guide Bi-cameral Governance at KPU at its September 17, 2015 and present its recommendation to the Board of Governors.

**Key Messages:**

1. The members of the Task Force on Bi-Cameral Governance agree that its purpose has been achieved.
2. The Principles to Guide Development of a Successful Model of Bi-Cameral Governance at KPU were revised and renamed for recommendation to the Board and Senate for approval at their upcoming meetings.
3. Following approval by both the Board and Senate, the Board Governance Manual (Appendix B.2) and documents page on the Senate website will be updated and the Task Force will meet with a view to discuss a recommendation to the Board that it be dissolved.

**Context & Background:** The Board / Senate Task Force on Bi-Cameral Governance was established by the Board with the first meeting held on December 3, 2010. The primary purpose was to develop policy related to areas of shared responsibility for bi-cameral governance under *The University Act* and secondary purpose was to provide a communication conduit between the Board and Senate.

The primary purpose was met through the development of "Principles to Guide the Development of a Successful Model of Bi-cameral Governance at KPU." These Principles were developed to resolve ambiguity under the *Act* in areas of shared responsibility and approved by both the Board of Governors and Senate.

**Attachments:** Principles to Guide Bi-Cameral Governance at KPU

**Submitted by:** Marc Kampschuur

**Date submitted:** September 9, 2015

## MEMORANDUM

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TO: Board Governance Committee

FROM: Marc Kampschuur, Board / Senate Task Force on Bi-Cameral Governance Chair

DATE: September 14, 2015

SUBJECT: Principles to Guide Bi-Cameral Governance

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The Board / Senate Task Force on Bi-Cameral Governance ("Task Force") was formed with the primary purpose to develop policy related to areas of shared responsibility for bi-cameral governance under *The University Act* and secondary purpose to provide a communication conduit between the Board and Senate.

The primary purpose was met through the development of "Principles to Guide the Development of a Successful Model of Bi-cameral Governance at KPU." These Principles were developed to resolve ambiguity under the Act in areas of shared responsibility and approved by both the Board of Governors and Senate. A new policy development process was implemented consistent with these Principles. Policies currently under development are thus subject to these Principles.

The secondary purpose was met through a maturation of our bicameral governance processes and development of internal processes including policy development. Presently a Board member is a non-voting member of Senate, Board and Senate members are invited to an annual governance retreat, public forums are utilized in policy development, draft policy is posted online for public comment, and regular reporting on performance metrics has been implemented.

On completion of the Task Force's objectives, The Principles to Guide the Development of a Successful Model of Bi-cameral Governance at KPU were revised and renamed the "Principles to Guide Bi-cameral Governance at KPU" for recommendation to the Board and Senate for approval. The Task Force also recommends that upon approval the Board Governance Manual and documents page on the Senate website be updated. The Task Force will then meet with a view to discuss a recommendation to the Board that it be dissolved.

The Task Force extends a thank you to the Board, Senate, and Administration for their contribution to the positive outcome achieved of improved communication, increased transparency, and principles to guide bi-cameral government.



## **PRINCIPLES TO GUIDE BI-CAMERAL GOVERNANCE AT KWANTLEN POLYTECHNIC UNIVERSITY**

The following principles have been prepared to guide bi-cameral governance at the University. These principles are broad and will assist in all areas involving both the Board and Senate.

### **1. EDUCATION**

The Board and Senate will develop, through ongoing educational opportunities, information and orientations a common and solid understanding of the University Act, the powers assigned to each of the bodies, the spirit and intent of the Act, its limitations and uncertainties and options to address these limitations and uncertainties.

### **2. MUTUAL TRUST, RESPECT AND GOODWILL**

The Board and Senate recognize the need to develop and maintain an attitude of mutual trust, respect and goodwill, both in their collective roles as two critical bodies within the University and as individual members within those bodies; the Board and Senate recognize that maximizing the potential of the University requires building on the strengths and abilities of each of these bodies.

### **3. STRATEGIC ADVICE**

Both the Board and Senate recognize that their role is to provide broad, strategic\* direction to the University, leaving operational\*\* issues to University management.

### **4. MULTI-YEAR PLANNING**

Planning and consultation between the two bodies will involve both immediate and long-term issues, using the approach of revolving, multi-year plans.

### **5. ONGOING COMMUNICATIONS**

The Board and Senate recognize the need to strive, on an ongoing basis, to share, understand and solicit feedback on the issues that each body is responsible for as well as the issues for which they bear joint responsibility; both bodies also recognize the importance of timely feedback allowing sufficient time for response and, where necessary, action.

### **6. BROAD CONSULTATION**

Both parties recognize the desirability of soliciting and encouraging the feedback and advice of the broader University community regarding those matters that relate to bicameral governance issues.



7. ACCOUNTABILITY

The University will provide Senate and Board of Governors, on a regular basis, with a report that summarizes actual versus planned results on those strategic issues that are within the purviews of Senate and the Board of Governors.

8. MEETINGS

The Board and the Senate and the appropriate committees of each will meet face-to-face as required in order to resolve governance issues and to ensure adherence to these principles.

9. DOCUMENTATION

Requests for information, decisions and other forms of communication will be documented in writing with reasonable expectations for timely feedback.

10. POLICY DEVELOPMENT

The Board and Senate will develop a protocol that, while acknowledging the ultimate authority of one body or the other with respect to certain issues, opens up meaningful opportunities for dialogue and exchanges of information so that each body makes the most informed decision possible.

\*Strategic planning involves thinking about issues that are long-term, that are fundamental to the University and that set broad directions for the institution.

\*\*Operational decision-making involves the day-to-day implementation of strategic decisions.



## Board of Governors Regular Meeting

**Agenda Item:** #8.3

**Meeting Date:** September 23, 2015

**Presenter:** Lisa Skakun

**Agenda Item:** *Appointment of Board Representative to Senate*

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

<b>Recommended Resolution:</b>	<b>THAT the Board of Governors extend Marc Kampshuur's term as Board representative on Senate to November 18, 2015.</b>
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**Board Committee Report:** The Board Governance Committee will discuss the extension of Marc Kampshuur's term as the Board representative on Senate to November 18, 2015 at its September 17, 2015 meeting.

**Key Messages:**

1. The composition of Senate outlined in the University Act includes "one non-voting member of the senate, if appointed to the senate by the board to serve for one year." (Sec 35.2(2)(k))
2. Marc Kampshuur served as the Board's representative last year and on June 3, 2015 the Board extended his term to September 23, 2015. Mr. Kampshuur has agreed to the potential of an extension of his term to November 18, 2015.
3. Board representation at Senate has been valuable particularly when issues that involve the Board arise.
4. Senate meetings are held the last Monday of the month (Sept-June) from 4:00-7:00 pm on the Surrey campus, Cedar Building, Boardroom (2110).

**Submitted by:** Maggie MacKenzie

**Date submitted:** September 14, 2015



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

Regular Meeting  
#8.5  
September 23, 2015  
Lisa Skakun

Agenda Item: *Revised Board Meeting Schedule for 2016*

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

Recommended Resolution:	THAT the Board of Governors approve the revised Board Meeting Schedule for 2016.
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**Board Committee Report:** At its September 17, 2015 meeting, the Board Governance Committee discussed a revision to the Board meeting schedule as outlined below and recommend it to the Board for approval.

- Key Messages:**
1. The revisions to the meeting schedule will allow us to:
    - Balance the Board's workload with a May 25 and June 22 meeting versus a single meeting on June 8 with a lengthy agenda
    - Present the year-end financial statements for approval in May
    - Present the Accountability Plan and Report for approval at the June meeting and eliminate the need to schedule a Special Board Meeting.
  2. The following are confirmed Board meeting dates for the remainder of 2015, Wednesdays from 3-7 pm:
    - September 23 Surrey
    - November 18 Cloverdale
  3. The following are proposed Board Meeting dates for 2016, Wednesdays from 3-7 pm:
    - January 27 Langley
    - March 30 Cloverdale
    - May 25 Surrey NEW
    - June 22 Surrey RESCHEDULE FROM JUNE 8, 2016
    - September 21 Richmond
    - November 23 Cloverdale
  4. The tentative dates for the 2016 Board Retreat are February 19 & 20, 2016

Submitted by: *Board Governance Committee*

Date submitted: *September 18, 2015*



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

**Regular Meeting**  
**#12**  
**September 23, 2015**  
**Alan Davis**

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**Agenda Item:** Senate Report June 22, 2015

<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. Notes from Senate for June 22, 2015 are attached.  
*[maximum of three]*

**Context & Background:**

**Resource Requirements:** N/A

**Implications / Risks:** N/A

**Consultations:**

**Attachments** Notes from Senate June 22, 2015.

**Submitted by:** Alan Davis

**Date submitted:** September 14, 2014

## **Notes from the Senate meeting of June 22, 2015**

The following items were approved at the June 22, 2015 Senate meeting:

- Program revision for the Bachelor of Music in Musical Arts continuance requirements
- Proposed revision to the Course Outline Template
- Senate Executive Committee to act for Senate on urgent matters of regular business during the months of July and August 2015
- Budget Development and Management Principles and Criteria recommended by the Senate Standing Committee on the University Budget
- Revision to the mandate and membership of the Senate Standing Committee on Program Review, as amended
- Revision to the mandate of the Senate Subcommittee on Course Curriculum and the Senate Standing Committee on Curriculum
- Revision to the membership of the Senate Standing Committee on Curriculum, the Senate Standing Committee on Policy Review, and the Senate Governance Committee
- Appointments to Senate Standing Committees, effective September 1, 2015
  - Senate Standing Committee on Curriculum
    - Student Senator - Kayla England, Faculty of Arts
  - Senate Standing Committee on Program Review
    - Student Senator - Kayla England, Faculty of Arts
    - Faculty member - Wayne Fenske, Senator, Faculty of Arts
  - Senate Standing Committee on the University Budget
    - Faculty member - Carol Stewart, Senator, Faculty of Business
  - Senate Executive Committee
    - Faculty member - Carol Stewart, Senator, Faculty of Business
  - Senate Standing Committee on Policy Review
    - Counsellor - Laurie Detwiler
- Appointment of the following faculty members to the University Registrar Search Advisory Committee
  - Melissa Swanink, English Language Studies, Faculty of Academic and Career Advancement
  - Karen Davison, Biology, Faculty of Science and Horticulture
  - Mazen Guirguis, Philosophy, Faculty of Arts
- Appointment of Student Senator Kayla England to the University Registrar Search Advisory Committee
- Graduates to June 22, 2015