REMINDER

Board Meeting is at the
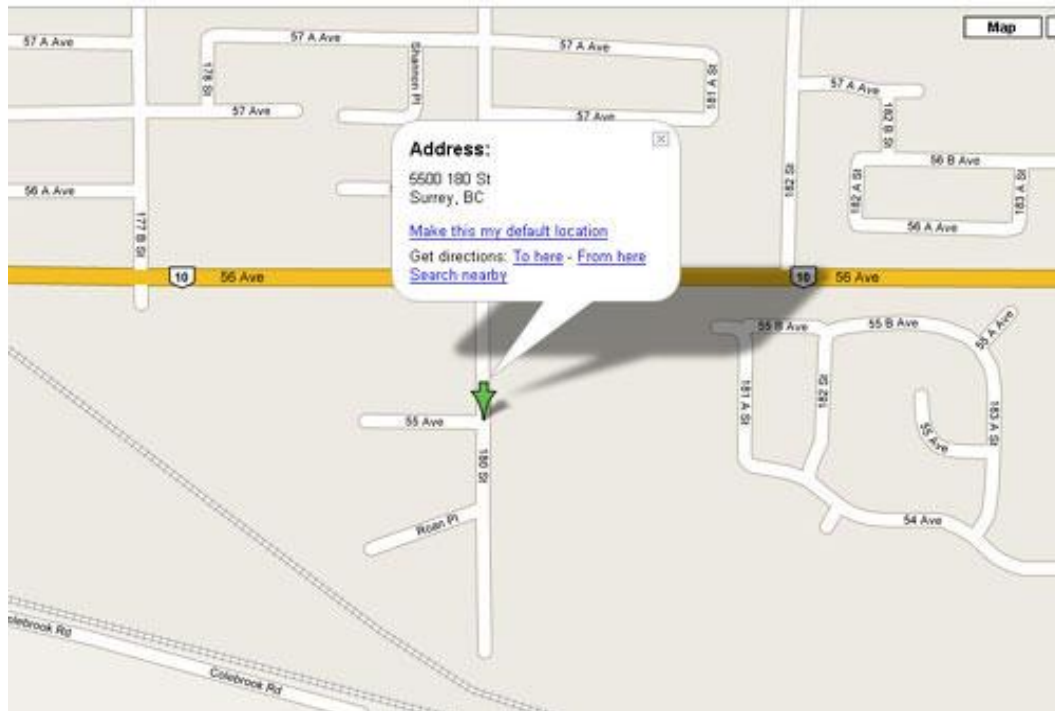
Cloverdale Campus
5500 – 180 Street
Cloverdale

Board Room
Room 1853

Map & Directions:

Traveling on Hwy #10, turn south on 180 Street.
Turn left into Kwantlen's campus and follow the road to the parking lot past the building.
Enter the building through the doors off the parking lot and follow the hallway until you reach Room 1853.

Regular Meeting Agenda

Board of Governors
Date: **April 1, 2015**
Time: **3:30-7:00 pm**
Location: Cloverdale Campus Room 1853

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

3:00 pm Pre-Regular Meeting In camera Board Meeting
3:30 pm Regular Board Meeting
Post-Regular Meeting In camera Board Meeting to follow
In camera Debriefing Session to follow

Agenda Item	Resource	Action	Time	Page
Presentation: KPU Foundation re Donations	Debbie Mellenger	I/D	3:30-3:40	4
1. Call to Order	Kristan Ash		3:40-3:41	
2. Approval of Agenda	Kristan Ash	M	3:41-3:45	
3. Consent Agenda 3.1. Minutes of February 3, 2014	Kristan Ash	M	3:45-3:50	14
3.2. Nominations for Board Elections		I		
3.3. 2014/15 Budget Letter		I		
4. Human Resources Committee 4.1. Chair's Report	Lisa Skakun	I	3:50-3:55	
4.2. Senior Executive Compensation Report Status	Lisa Skakun	I	3:55-4:05	29
5. Finance and Audit Committee 5.1. Chair's Report	Harpreet Bhatti	I	4:05-4:10	
5.2. Draft FY15/16 University Budget	Harpreet Bhatti	M	4:10-4:40	60
5.3. Revision of Bylaw No. 4, *Fees*	Harpreet Bhatti	M	4:40-4:55	92
6. Governance Committee Report 6.1. Chair's Report	Kristan Ash	I	4:55-5:00	
6.2. Program Proposal: Minor in Journalism	Kristan Ash	M	5:00-5:05	98
6.3. Program Discontinuance: Gerontology-based Therapeutic Recreation	Kristan Ash	M	5:05-5:10	103
6.4. Notice of Election for Chair and Vice Chair	Kristan Ash	I	5:10-5:15	106

Agenda Item	Resource	Action	Time	Page
7. **Board/Senate Task Force Report - May 26, 2015; 4-6 pm; Surrey Campus Cedar Bldg Board Room**	**Marc Kampschuur**	I	5:15-5:16	
8. **President's Report**	**Alan Davis**	I I	5:16-5:30	109
9. **Provost's Report**	**Salvador Ferreras**	I	5:30-5:40	112
10. **Senate Report February 23, 2015**	**Alan Davis**	I	5:40-5:45	114
11. **Association of Governing Boards Workshop Reports**	**Alan Davis Geoff Dean Lisa Skakun Ken Tung**	E	5:45-5:55	116
12. **Public Sector Employers' Council Secretariat Accountability & Disclosure Information Reports**	**Kristan Ash & various Board Members**	E	5:55-6:05	117
13. **Issues and Concerns**	**Kristan Ash**	D	6:05-6:15	
14. **Next Meeting Agenda Contribution**	**Kristan Ash**	D	6:15-6:20	
15. **For the Good of the Order**	**Kristan Ash**	D	6:20-6:25	
16. **Evaluation of the Board as a Group**	**Shira Standfield**	E	6:25-6:30	120
17. **Information Package**		I		122
18. **Next Meeting** **Regular Board Meeting** **Wednesday, June 3, 2015** **Surrey Campus, Cedar Bldg, Board Rm 2110** **3:00-7:00 pm**				
19. **Adjournment**	**Kristan Ash**			

Agenda Item: *Presentation: KPU Foundation re Donations*

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

Recommended Resolution:	N/A

Key Messages: *[maximum of three]*	1. **Annually the KPU Foundation updates the KPU Board of Governors on its Endowment Scholarship and encourages Board Members to make donations as they are able.** 2. **Established in 2008, the fund balance is $47,756 which generates a $2000 award annually.**
Attachments:	1. Board Endowment Information 2. About KPU 3. How to Create and Fund Named Awards 4. Donor Information Form
Submitted by:	*Debbie Mellenger*
Date submitted:	*March 24, 2015*

KPU Board of Governor's Endowed Scholarship

The Board of Governors Endowed Scholarship is awarded to a student that exemplifies KPU's commitment to Quality, Reputation and Relevance. Having completed at least 50% of their program, the student has demonstrated excellence in the classroom and maintains a CGPA of 3.67 or greater. Through their actions both inside and outside university the student has increased the reputation of KPU. Their contribution must be documented by both external and internal letters of support. The student will also have undertaken practical aspects of their studies (such as Co-Op program, practicum, apprenticeship, etc.) and will submit a letter of reference from their instructor/s confirming their exemplary work in this area.

Amount: $2,000.

****

KPU Board of Governor's Endowed Scholarship was established in 2008, with annual contributions from board members. The current balance of the fund is $47,756.00, which generates a current annual award of $2,000.

ABOUT KPU

We're the polytechnic university that has been serving the Metro Vancouver region for over 30 years, and we've opened doors to success for more than 250,000 people.

KPU is committed to offering programs rich in meaningful, memorable and highly marketable experiences for our students by combining rigorous academic challenges with hands-on practice. At our four campuses—Richmond, Surrey, Cloverdale and Langley— we offer a comprehensive range of sought-after programs including arts, science, business, design,

health, trades and technology, apprenticeships, horticulture, and academic and career advancement.

With small classes, engaged faculty, and hands-on learning, we deliver flexible, relevant university experiences for students with the desire and ability to learn, the willingness to work hard, and the drive to succeed.

KPU offers a range of continuing and professional studies courses. For more information please visit **kpu.ca/cps**

KPU

604.599.2000   **kpu.ca**

OUR PROGRAMS   kpu.ca

FACULTY OF ARTS

ANTHROPOLOGY: Bachelor of Arts, Anthropology Major and Minor; Associate of Arts, Anthropology

ARTS: Diploma or Certificate

ASIAN STUDIES: Bachelor of Arts, Asian Studies Major and Minor; Associate of Arts, Asian Studies

COMMUNITY CRIMINAL JUSTICE: Bachelor of Arts, Community Criminal Justice (Honours Option)

COUNSELLING: Bachelor of Arts, Counselling Minor

CREATIVE WRITING: Bachelor of Arts, Creative Writing Major and Minor; Associate of Arts, Creative Writing

CRIMINOLOGY: Bachelor of Arts, Criminology Major and Minor (Honours Option); Associate of Arts, Criminology; Diploma or Certificate

ENGLISH: Bachelor of Arts, English Major and Minor; Associate of Arts, English

FINE ARTS: Bachelor of Fine Arts, Visual Arts; Diploma or Certificate

GENERAL STUDIES: Bachelor of Arts, General Studies; Associate of Arts, General Studies; Diploma

GEOGRAPHY: Bachelor of Arts, Geography Minor; Associate of Arts, Geography; Bachelor of Arts, Major; Associate of Science

HISTORY: Bachelor of Arts, History Major and Minor; Associate of Arts, History

JOURNALISM: Bachelor of Journalism (Honours Option)

LANGUAGE AND CULTURE: Bachelor of Arts, Minor

MUSIC: Bachelor of Music in Musical Arts, Associate of Arts, Music; Diploma

NGO AND NON-PROFIT STUDIES: Certificate

PHILOSOPHY: Bachelor of Arts, Philosophy Major and Minor (Honours Option); Associate of Arts, Philosophy

POLICY STUDIES: Bachelor of Arts, Policy Studies Major; Bachelor of Arts, Minor

POLITICAL SCIENCE: Bachelor of Arts, Political Science Major and Minor; Associate of Arts, Political Science

PSYCHOLOGY: Bachelor of Applied Arts in Psychology (Honours Option); Bachelor of Arts, Psychology Major and Minor (Honours Option); Bachelor of Science in Applied Psychology (Honours Option); Associate of Arts, Psychology

SPECIAL EDUCATION TEACHER ASSISTANT: Certificate

SOCIOLOGY: Bachelor of Arts, Sociology Major and Minor; Associate of Arts, Sociology

SCHOOL OF BUSINESS

ACCOUNTING: Bachelor of Business Administration in Accounting; Diploma or Certificate

BUSINESS ADMINISTRATION: Diploma

BUSINESS MANAGEMENT: Diploma or Certificate

BUSINESS GENERAL STUDIES: Diploma or Certificate

COMPUTER INFORMATION SYSTEMS: Diploma or Certificate

ECONOMICS: Bachelor of Arts Minor, Associate of Arts, Economics

ENTREPRENEURIAL LEADERSHIP: Bachelor of Business Administration in Entrepreneurial Leadership

HUMAN RESOURCES MANAGEMENT: Bachelor of Business Administration in Human Resources Management; Post-Baccalaureate Diploma in Human Resources Management

INFORMATION TECHNOLOGY: Bachelor of Technology in Information Technology

LEGAL ADMINISTRATIVE STUDIES: Certificate

MARKETING MANAGEMENT: Bachelor of Business Administration in Marketing; Diploma or Certificate

PUBLIC RELATIONS: Diploma

THE CHIP AND SHANNON WILSON SCHOOL OF DESIGN

FASHION DESIGN: Bachelor of Design, Fashion and Technology

FASHION MARKETING: Diploma in Fashion Marketing

FOUNDATIONS IN DESIGN: Certificate of Foundations in Design

GRAPHIC DESIGN: Bachelor of Design, Graphic Design for Marketing

INTERIOR DESIGN: Bachelor of Interior Design

PRODUCT DESIGN: Bachelor of Design, Product Design

TECHNICAL APPAREL DESIGN: Post-Baccalaureate Diploma in Technical Apparel Design

FACULTY OF SCIENCE AND HORTICULTURE

ARBORIST TECHNICIAN: Apprenticeship

BIOLOGY: Bachelor of Science Major

BREWING AND BREWERY OPERATIONS: Diploma

ENGINEERING: Certificate

ENVIRONMENTAL PROTECTION TECHNOLOGY: Diploma

RICHMOND FARM SCHOOL: Statement of Completion

HEALTH SCIENCE: Bachelor of Science Major

HORTICULTURE: Diploma or Citations

LANDSCAPE HORTICULTURE SYSTEMS: Technology Diploma

LANDSCAPE HORTICULTURE: Apprenticeship

MATHEMATICS: Bachelor of Science in Applications of Mathematics; Bachelor of Arts, Minor in Mathematics; Associate of Science, Mathematics

MEDICINAL CHEMISTRY: Bachelor of Science Minor (coming soon)

PHYSICS: Bachelor of Science in Physics for Modern Technology

PLANT HEALTH: Bachelor of Horticulture Science Major

PRODUCTION HORTICULTURE: Apprenticeship

SCIENCE: Associate of Science Degree; Diploma

SUSTAINABLE AGRICULTURE: Bachelor of Applied Science

SUSTAINABLE CROP PRODUCTION: Technology Diploma

TURF MANAGEMENT: Technology Diploma

URBAN ECOSYSTEMS: Bachelor of Horticulture Science Major

FACULTY OF HEALTH

HEALTH UNIT COORDINATOR: Certificate

HEALTH CARE ASSISTANT: Certificate

NURSING: Bachelor of Psychiatric Nursing; Bachelor of Science in Nursing; Graduate Nurse Internationally Educated Re-entry Certificate; Graduate Nurse Qualifying Certificate; Bachelor of Science in Nursing Post-Baccalaureate

TRADITIONAL CHINESE MEDICINE: Diploma (coming soon)

FACULTY OF ACADEMIC AND CAREER ADVANCEMENT

ACCESS PROGRAMS FOR PEOPLE WITH DISABILITIES: Certificate of Completion

ADULT BASIC EDUCATION: Certificate of Completion

ADULT GRADUATION DIPLOMA OF BC: BC Adult Graduation Diploma

CAREER CHOICES AND LIFE SUCCESS: Citation

ENGLISH LANGUAGE PROFICIENCY: Diploma

FAMILY CHILDCARE: Statement of Completion

GOOD BEGINNINGS: Statement of Completion

UNIVERSITY QUALIFYING STUDIES: Qualifying Courses

FACULTY OF TRADES AND TECHNOLOGY

APPLIANCE SERVICING: Certificate

AUTOMOTIVE SERVICE TECHNICIAN: Certificate, Apprenticeship

CARPENTRY/BUILDING CONSTRUCTION: Citation, Apprenticeship

CONSTRUCTION ELECTRICIAN: Citation, Apprenticeship

CAAD TECHNOLOGIES – COMPUTER-AIDED DESIGN AND DRAFTING: Diploma; Certificate; Citation

FARRIER: Certificate

MASONRY: Citation

METAL FABRICATION FITTER: Citation

MILLWRIGHT/INDUSTRIAL MECHANIC: Citation, Apprenticeship

PARTS AND WAREHOUSING: Citation, Apprenticeship

PLUMBING: Citation, Apprenticeship

PUBLIC SAFETY COMMUNICATIONS: Certificate

WELDING: Certificate, Modular, Apprenticeship

HOW TO CREATE & FUND NAMED AWARDS

TYPES OF NAMED AWARDS

Anyone can create a unique financial award to help students. Donors may choose to associate a name with their award. For example, you might choose to name your award with a family name or that of a loved one, a company or community group.

1. **Scholarships** are granted on the basis of academic merit, enabling Kwantlen to attract and retain the best students.

2. **Awards** make it possible to honour student excellence based on criteria created by the donor.

3. **Bursaries** provide opportunities for students with limited financial means.

HOW NAMED AWARDS ARE FUNDED

There are two methods of funding an **Award**.

1. **Endowed Award:** The donor makes a lump-sum gift to create an endowment fund. The award is funded through interest generated from the capital in the endowment. To create an endowment that can provide a $1,000 award annually, a minimum gift of $20,000 is required. Annual payment plans of $4,000 may also be set-up so that the endowment builds over a specified period of no more than five years.

2. **Annual Award:** The donor makes a gift each year in the amount of the award. Annual gifts of $1,000 (minimum) are gratefully received and must be pledged for at least five years.

ADVANTAGES OF ENDOWED AWARDS

The capital is invested and only the interest income distributed. The award lives on in perpetuity creating a legacy for your family, business or community group.

An endowed trust agreement is produced to record the donor's gift and wishes. The donor may wish to consult with their financial advisors to determine the best method for making the gift, considering the impact on lifestyle, estate plans, and tax situation.

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HOW TO CREATE & FUND NAMED AWARDS

HOW AWARD AMOUNTS ARE DETERMINED

The size of the Named Award is determined by the amount the donor wishes a student to receive annually. Since most courses are three credits and each credit costs $149.75, a full time load of five courses costs $2,100.45 per semester. This does not include the cost of books and course material. A minimum of $1,000 is required; however some donors choose to give up to $5,000 annually to offset more of a student's costs.

There are no operating costs attached to Annual or Endowed Awards.

Any gift less than $1,000 annually is placed in a Scholarship Endowment Fund. These donations may be designated for a particular Faculty or School, which will allow the amount of awards granted to students enrolled in that Faculty or School to grow.

CREATING THE AWARD CRITERIA

Whether creating an Endowed or Annual Award, the donor determines the criteria that a student must meet in order to receive their award. The criteria are tailored to support the donor's vision of the successful award recipient.

As a donor, you may wish to consider factors such as academic excellence, financial need, community involvement, area of residence or enrolment in a particular faculty or program. Or there may be other criteria you wish to include.

AWARD SELECTION PROCESS

Students apply for awards through an on-line process that allows them to complete one application. The system determines based on criteria, which students are eligible for the more than 600 awards offered annually.

Award recipients are selected throughout the year by committees of faculty and staff.

Donors have an opportunity to meet their award recipient(s) at award ceremonies over the course of the year, honouring each donor's investment and celebrating student success.

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CREATING YOUR AWARD

SECTION 1: ACADEMIC DIVISION

Please designate your award to one of the following Faculties or Schools.

☐ FACULTY OF ARTS

☐ SCHOOL OF BUSINESS

☐ FACULTY OF DESIGN

☐ SCHOOL OF HORTICULTURE

☐ DIVISION OF SCIENCE, MATHEMATICS AND APPLIED SCIENCES

☐ FACULTY OF COMMUNITY AND HEALTH STUDIES

☐ FACULTY OF ACADEMIC AND CAREER ADVANCEMENT

☐ FACULTY OF TRADES AND TECHNOLOGY

☐ ATHLETICS

☐ UNSPECIFIED (all programs are eligible)

To select a specific program within the above-mentioned Faculties or Schools, please refer to About Kwantlen and list the program below. For complete details on programs, please visit kpu.ca/calendar or ask your student representative.

Program name:

_____

_____

SECTION 2: AWARD TYPES

☐ **Scholarships** are granted on the basis of academic merit, enabling Kwantlen to attract and retain the best and brightest students.

☐ **Awards** make it possible to honour students based on criteria created by the donor, including academic performance, community service and financial need.

☐ **Bursaries** provide opportunities for students with limited financial means.

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SECTION 3: CRITERIA SELECTION

	GRADE	GRADE POINTS	DEFINITION
☐	A+	4.33	Exceptional achievement
☐	A	4.00	Outstanding achievement
☐	A-	3.67	Excellent achievement
☐	B+	3.33	Very Good achievement
☐	B	3.00	Good achievement
☐	B-	2.67	Good achievement
☐	C+	2.33	Satisfactory achievement
☐	C	2.00	Satisfactory achievement

☐ Financial need (students will be required to submit a completed budget form)

☐ Volunteerism or community service (student will be required to submit reference letters confirming each activity)

☐ Other (provide specifics):

_____

SECTION 4: ENDOWED AWARD (perpetual)

☐ $ _____ minimum $20,000, may be pledged over a maximum of five years

SECTION 5: ANNUAL AWARD (5 years)

☐ $ _____ minimum $5,000, may be pledged over a maximum of five years

Provide a brief statement that will be included as part of award description.

Name of award: _____

_____

_____

_____

_____

Date: _____ Signature: _____

If changed circumstances should at some future time make it impractical to continue using the income from this award for the designated purpose, and the donor either is not living or not able to consent to an amendment, then the Charity may re-designate the purpose of the award, providing that the fund shall continue to bear the name as designated by the donor and the amended terms shall adhere as closely as possible to the donor(s)' original intent for this fund.

KPU

DONOR INFORMATION FORM

Date: _____

Advancement Office contact: _____

_____

IMPORTANT: Receipts will be issued to name on cheque or credit card.

SECTION 1: DONOR INFORMATION

Company name: _____

Contact person:

☐ Mr. ☐ Mrs. ☐ Ms. Title: _____

First name: _____ Last name: _____

Address:

Street: _____ City: _____

Postal code: _____ Phone: _____ Fax: _____

Email: _____ Web: _____

SECTION 2: DONATION INFORMATION

Total donation amount: $ _____

Check all that apply:

☐ Donor wishes to remain anonymous   ☐ Official tax receipt required

☐ Personal *(receipt to individual)*   ☐ Business *(receipt to business)*

Gift type (select one):

☐ One-time gift   ☐ Five-year pledge for a named award *(minimum $1,000 annually)*

☐ Five-year pledge for an endowment *(minimum $4,000 annually)*

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Payment options:

☐ Full payment of gift. Select a payment option below.

    ☐ Cheque (cheques are made payable to *Kwantlen Polytechnic University Foundation*)

    ☐ Credit card

☐ Partial payments of a five-year gift. Select a payment option below.

    ☐ Monthly bank automatic withdrawal *(staple void cheque here)* ┄┄┄┄┄┄┄► **X**

    I authorize the KPU Foundation to automatically withdraw $ _____
    on the 15th of each month from my bank account.

    ☐ Annual post-dated cheques (cheques are made payable to *Kwantlen Polytechnic University Foundation*)

    ☐ Annual credit card debit

    I authorize the KPU Foundation to charge my credit card on the anniversary date of my award for a five-year period:
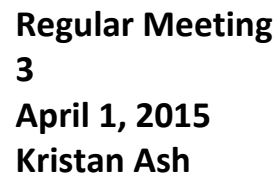
    Print name: _____ Signature: _____

Credit card information:

☐ Visa

☐ Master Card

☐ American Express

Card number: _____ Expiry date: _____

Name on card: _____ Signature: _____

Unless otherwise stated, a general donation will be directed towards the Area of Greatest Need. Please indicate if you wish your donation to fund a specific Kwantlen school or faculty.

Kwantlen Polytechnic University Foundation Charitable # 861562924RR0001

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Agenda Item: *Consent Agenda*

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

Recommended Resolution:	THAT the Board of Governors approve the following items on the Consent Agenda:
	        4.1 Minutes February 3, 2015
	AND
	
	THAT the Board of Governors receive the following for information:
	        4.2 Nominations for Board Elections
	        4.3 2014/15 Budget Letter

Key Messages: *[maximum of three]*	1. The items received for information were reviewed by the Governance Committee and the Finance Committee, respectively.

Attachments:	4.1 Minutes of February 3, 2105
	4.2 Nominations for Board Elections
	4.3 2014/15 Budget Letter

Submitted by:	*Sandi Klassen*

Date submitted:	*March 24, 2015*

Present	**Board**	**University Vice Presidents**
	Kristan Ash / Chair	Sal Ferreras / Provost & VP Academic
	Alan Davis / President	
	Geoff Dean	**University Community Members**
	Sandra Hoffman	Jennifer Au / Vice Chair, Senate
	Richard Hosein	Harry Gray / AVP, Administration
	Chris McCue	Sandi Klassen / University Secretary
	Hanne Madsen	Kathy Lylyk / Executive Director, Finance
	Lisa Skakun	Maggie MacKenzie / Office of University Secretary
	Shira Standfield	Lori McElroy / Executive Director, Institutional Analysis
	Bruce Wendel	and Planning
		Shelley Wrean / General Counsel

Regrets Harpreet Bhatti
Upinder Chahal
Marc Kampschuur
George Melville / Chancellor
Ken Tung

1. Call to Order The Chair called the meeting to order at 3:30 p.m.

2. Oath of Office Kristan Ash welcomed Chris McCue to the Board of Governors and administered the Oath of Office.

3. Approval of Agenda **MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the agenda with the addition of 8.4 Notice of Motion: Bylaw No. 4, Revision and 11.1 Mentor Assignment.**

4. Consent Agenda **MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the following items on the Consent Agenda:**
4.1 Minutes November 19, 2014
AND
THAT the Board of Governors receive the following for information:
4.2 Third Quarter Financial Report Ending December 31, 2014 – Operating Fund Only
4.3 Fall Interim FTE Report
4.4 KPU IT Infrastructure Report

5. Human Resources Committee Report *5.1 Presidential Search Advisory, Appointment and Re-appointment Policy*

The Human Resources Committee reviewed and recommended the Presidential Search Advisory, Appointment and Re-appointment Policy for approval with the addition of "by the Board" inserted into C.4. to read, "*The*

Position Description and Candidate Profile will be developed by the Board in consultation with the PSAC."

It was also noted that Senate approved the associated procedures outlining the process to be followed, as required in the University Act, Section 27(2)(f).

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Presidential Search Advisory, Appointment and Re-appointment Policy as amended.

6. Governance Committee Report

6.1 VISION 2018 – Proposed Targets and 2015 Interim Report

Alan Davis and Lori McElroy highlighted the 2015 Interim Performance Report reviewed by the Governance Committee noting that the document translates VISION 2018's strategic goals into measures with performance indicators and proposed targets. Areas where baseline measures and corresponding targets are not yet established are identified. It was noted that the report will always be evolving and is as complete as possible at this time.

It was further noted that the Report was shared with Senate.

MOVED and SECONDED THAT the Board of Governors approve the performance targets for VISION 2018.

> **MOVED, SECONDED AND CARRIED THAT the motion be amended to include "as of February 3, 2015".**

> > **MOVED, SECOND AND CARRIED THAT the Board of Governors approve the performance targets for VISION 2018 as of February 3, 2015.**

The Board thanked Lori McElroy and her team for their hard work in developing the report.

6.2 Notice of Position

The Board Resourcing Office will advertise the upcoming Board Member vacancy and include the noted consideration for people with senior leadership experience in complex organizations with representation from Richmond, the Langley's or Delta.

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Notice of Position dated February 2015.

6.3 Board Retreat Update

Alan Davis reviewed the draft agenda for the Board Retreat being held at the River Rock Conference Center on February 21, 2015. The morning session will include a presentation on the top five challenges facing KPU followed by a presentation by Andreas Abele on KPU's culture. The afternoon session will focus on the role of the Board, both individually and collectively, with presentations by Marc Kampschuur and Ross Paul.

6.4 Board Evaluation Process

The Board Evaluation is conducted annually and the Governance Committee has recommended that the Board Chair and Committee Evaluations not be conducted this year.

Discussion followed and it was agreed that in light of recent changes the Committee Evaluations would be valuable and should be conducted for 2015.

MOVED AND SECONDED THAT the Board of Governors approve the Board Evaluation Process for 2015 as follows:
1. **Evaluation Surveys for the "Board as a Whole" and "Individual Board Members are distributed to Board Members in March 2015.**
2. **Evaluations Surveys are returned to University Secretary for compilation in late April 2015.**
3. **Governance Committee reviews results in May 2015.**
4. **Board of Governors reviews results in June 2015.**

MOVED, SECONDED AND CARRIED THAT the motion be amended to include Board Committees and Chairs.

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the Board Evaluation Process for 2015 as follows:
1. **Evaluation Surveys for the "Board as a Whole", "Individual Board Members" and "Board Committees and Chairs" are distributed to Board Members in March 2015.**
2. **Evaluations Surveys are returned to University Secretary for compilation in late April 2015.**
3. **Governance Committee reviews results in May 2015.**
4. **Board of Governors reviews results in June 2015.**

7. Board / Senate Task Force

Alan Davis advised that the Report from the Board / Senate Task Force on Bi-Cameral Governance was prepared by Dr. Jennifer Au and submitted to Senate. The Task Force meets bi-annually to discuss a wide range of issues of common concern and looks at policy development as identified and tracked in the Task Force Work Plan.

8. Provost's Report

Sal Ferreras highlighted the Provost's Report that outlines and provides an update on activities. The report also includes the student enrolment FTEs for Spring 2015.

8.1 Academic Plan Update

Sal Ferreras reviewed the Provost Report on the Academic Plan presented to Senate. The Academic Plan Implementation Task Force and the strategies and actions underway in support of the Goals of the Academic Plan were highlighted. Additionally, an update was provided on the status of the Strategic Enrolment, Research, Internationalization and Teaching and Learning Plans being developed in support of the strategic direction outlined in the VISION 2018 Strategic and Academic Plans.

Discussion followed regarding implications of offering exceptional learning environments, experiential learning and introducing learning outcomes including capital investment, budget constraints, facilities, curriculum, programming, faculty training and closer alignment with the skillsets in today's workplace.

It was also noted that a dashboard style report is in development for reporting on the Academic Plan.

8.2 KPU Research Plan

Sal Ferreras reviewed the draft Research Plan and its four strategic directions that align with the VISION 2018 Strategic and Academic Plans. The Research Plan identifies four major sectors of research and knowledge development and illustrates how research will be conducted and contributes to KPU's Vision.

8.3 Funding for Squamish First Nation Training

Sal Ferreras noted the Aboriginal Community-Based Delivery Partnerships Program agreement with Squamish First Nation, outlined funding for programming and advised that Continuing and Professional Studies will be providing oversight and administration of the contract.

As required in Policy 3.4, Financial Planning/Budgeting, Dr. Ferreras informed the Board that in order to facilitate the AVED Contract, a purchase request of $324,224 for the Squamish First Nation Trades Centre has been submitted to cover expenses related to the programming which will be recovered from AVED.

8.4 Notice of Motion: Bylaw No. 4, Fees Revision

The Notice of Motion: Bylaw No. 4, Fees Revision was received and Sal Ferreras reviewed the proposed changes noting that the new fees for Adult Upgrading and English Language Studies are in line with other institutions.

An electronic vote will be conducted following the end of the notice period of two weeks.

9.	**President's Report**	Alan Davis highlighted activities and events included in the President's Report. The Report to the Board of Governors in the Information Package includes a 1-2 page report submitted by the head of each functional area. It was agreed that in future the name of the person submitting a report would be included.
10.	**Senate Report November 24, December 15, 2014 and January 26, 2014**	*14.1 President's Senate Update* The Senate Reports of November 24, December 15, 2014 and January 26, 2015 were received.
11.	**Issues and Concerns**	*11.1 Mentor Assignment* Lisa Skakun will act as a mentor to Chris McCue.
12.	**Next Meeting Agenda Contribution**	Board members are asked to send contributions for the next meeting agenda to Sandi Klassen.
13.	**For the Good of the Order**	▪ Kristan Ash was recognized as one of Business in Vancouver's 'Forty under 40' winners for 2014 at the annual gala. ▪ KPU Alumni Lynn Cook and Sukhi Rai were also recognized at the event. ▪ Sandi Klassen announced her retirement on June 30, 2015. Members of the Board congratulated and thanked her for her contributions to KPU.
14.	**Evaluation of the Board as a Group**	Hanne Madsen evaluated the Board's performance. Noted: ▪ Meeting went well ▪ great and respectful dialogue ▪ respect for timing and agenda
15.	**Information Package**	An information package was received.
16.	**Next Meeting**	Wednesday, April 1, 2015 Cloverdale Campus, Boardroom 1853 at 3:00 p.m.
17.	**Adjournment**	The meeting adjourned at 5:22 pm.
Electronic Poll Results – December 11, 2014		The following motion was approved by electronic vote on December 11, 2014. **MOVED, SECONDED AND CARRIED THAT the Board of Governors approve a revision to Bylaw No. 4, Fees, effective for the Fall 2015 admission cycle, aligning the Bylaw with Policy AR2 (Admissions Policy and Procedures) with regard to payment of application fees and confirmation deposits.**

Electronic Poll Results –
December 24, 2014

The following motion was approved by electronic vote on December 24, 2014.

MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the establishment of the Piping Foundation Program.

_____
Board Chair

	Board of Governors	Regular Meeting
	Agenda Item: #	**3.2**
	Meeting Date:	**April 1, 2015**
	Presenter(s):	**Kristan Ash**

Agenda Item: *Consent Agenda - Nominations for Board Elections*

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

Recommended Resolution:	N/A

Key Messages:
[maximum of three]
	1. The following people are nominated for upcoming vacancies on the Board of Governors:
	    a. Professional Support Staff:
	        i. Terri Chanyungco
	        ii. Sandra Hoffman
	        iii. Kim Rose
	    b. Students
	        i. Steven Button
	        ii. Upinder Chahal
	        iii. Kayla England
	        iv. Jessica Lar-Son
	
	2. On-line elections occur April 9-12, 2015.
	3. Results of the election will be posted on April 14, 2015.

Attachments: N/A

Submitted by: *Sandi Klassen*

Date submitted: *March 24, 2015*

February 5, 2015

Mr. Harry Gray
Acting Vice-President, Finance and Administration
Kwantlen Polytechnic University
12666 72nd Ave
Surrey BC V3W 2M8

Dear Mr Gray:

On behalf of the Honourable Andrew Wilkinson, Minister of Advanced Education, I am writing to provide you with information regarding Kwantlen Polytechnic University's final operating grant and student full-time equivalent (FTE) target for 2014/15, in support of the accountabilities, roles and expectations for your institution as outlined in the 2014/15 Government Letter of Expectations and Addendum to the Government Letter of Expectations.

The 2014/15 operating grant reflects adjustments for sector-wide administrative efficiencies as outlined in *Budget 2013*, as well as the targeted funding and FTEs reflected in your institution's 2014/15 Skills Gap Plan submission (which have been approved by the Labour Market Priorities Board). The following table reflects these changes and splits the operating grant and FTE targets between those that have received targeted-funding and base-funding. Details of the FTE values are included in Attachment 1.

	Targeted	**Base**	**Total**
Operating Grant	$ 5,509,107	$ 59,721,414	$ 65,230,521
FTEs	501	8,608	9,109

Institutions are asked to conduct their operations and financial activities in a manner consistent with the legislative, regulatory and policy framework established by Government; including adhering to the procurement and travel practices as outlined in Governments' Core Policy and Procedures Manual (CPPM). The CPPM can be accessed at *http://www.fin.gov.bc.ca/ocg/fmb/manuals/CPM/CPMtoc.htm*.

Further details of the institution's funding and program commitments follow.

English as a Second Language
The 2014/15 operating grant also reflects the reduction in base funding for English as a Second Language (ESL) programs resulting from the cancellation of Annex A of the Canada-BC Immigration Agreement. Institutions were provided one-time transitional ESL funding for 2014/15 program delivery. The Ministry is reviewing these reductions for 2015/16, and will provide further communication in the next few months.

Institutions delivering ESL and Adult Basic Education (ABE) programming were contacted on December 10, 2014, and advised that effective January 1, 2015, tuition may be charged for ESL and ABE programs, to a maximum of $1,600 per full-time semester (20-25 contact hours per week, 12-14 weeks per semester). Institutions were requested to submit a work plan detailing their intentions regarding ABE and ESL program delivery by January 30, 2015. The Ministry is reviewing these work plans and thanks you for your submission.

One-time/Short Duration Program Funding
A Call for Proposals for new, one-time short-duration health program spaces in 2014/15, was provided out under separate cover on May 15, 2014. The decisions made on those proposals have been reflected in your budget and budget letter targets.

The one-time skills funding that is part of the $6.6 million announced in the *B.C.'s Skills for Jobs Blueprint (Blueprint)* has been communicated separately and is not included in your budget letter targets.

Administrative Service Delivery Transformation
Institutions have played a lead role in achieving administrative efficiencies, reducing costs, sharing best practices, and enhancing the quality of services across the sector through the Administrative Service Delivery Transformation (ASDT) initiative.

The launch of a Joint Procurement Consortium in May 2014, was a significant accomplishment, with all 25 public post-secondary institutions participating. As noted in the Consortium Memorandum of Understanding, institutions are expected to consider the use of a joint procurement contract first unless there are contractual barriers or negative implications.

Over $10.5 million in cost reductions and administrative efficiencies were realized in fiscal 2013/14. The Ministry would like to thank the members of the ASDT Steering Committee, as well as institutional representatives on the ASDT project teams, for their leadership and commitment to sector collaboration.

The Ministry remains committed to working with public post-secondary institutions to find administrative efficiencies through collaboration and shared services, while protecting and maximizing investments in students' education. For more information on the ASDT initiative, please visit: http://www.aved.gov.bc.ca/administrative_service_delivery/welcome.htm.

Developmental FTEs
Developmental FTE targets currently remain unchanged; however, the Ministry recognizes that 2015/16 is a year of transition for these programs and some institutions may be unable to meet their developmental program targets.

B.C.'s Skills for Jobs Blueprint
The *Blueprint* outlines government's plan to re-engineer education and training so that
British Columbians will have the skills needed to fill the one million job openings anticipated in the province by 2022. Details of the *Blueprint* may be found at:
> http://www.workbc.ca/WorkBC/media/WorkBC/Documents/Docs/Booklet_BCsBlueprint_web_140428.pdf.

The *Blueprint* outlines a plan to increase targeted funding in the sector to ensure that that post-secondary education and training is better matched to jobs in demand. As a result, in 2014/15, the amount of targeted funding within sector-wide operating grants has increased by $40 million, to almost $230 million. This targeted funding will increase to almost $320 million in 2015/16, $410 million in 2016/17, and almost $460 million by 2017/18.

In support of the *Blueprint*, all public post-secondary institutions will develop annual Skills Gap Plans which highlight areas of their programming that directly align with labour market priorities such as the top-60 jobs in demand (as detailed in the *British Columbia 2022 Labour Market Outlook* at http://www.workbc.ca/WorkBC/media/WorkBC/Documents/Docs/BC-LM-Outlook-2012-2022.pdf), health human resource needs as identified by the Ministry of Health, regional or specialized labour market needs, as well as programs for Aboriginal persons and persons with disabilities.

The 2014/15 Skills Gap Plans have been approved by the Labour Market Priorities Board and the resultant targeted funding and FTEs are included in your institutions' targets, outlined in Attachment 1. Performance against these targets will be assessed in your institutions' final FTE report, due in the Spring 2015. Institutions not achieving Skills Gap Plan targets will have funding redirected.

The results of the 2014/15 Skills Gap Plans, as well as instructions for implementing 2015/16, were communicated on December 19, 2014. The 2015/16 Skills Gap Plans are due to the Ministry by February 16, 2015.

The Ministry has, and will continue to work collaboratively with a sector working group to implement this initiative, and would like to thank the members of this group for their work to date, and their ongoing commitment.

Quarterly Projections and Financial Reporting
Government remains committed to balancing the budget and managing the taxpayer-supported debt to GDP ratio that supports a triple-A credit rating. Part of the Province's 2014/15 Budget and Fiscal Plan was developed using assumptions and figures provided in institutions' 2013/14 third quarter forecast projections for the following fiscal years. To ensure the province's budget commitments are achieved, institutions' financial results are monitored against these 2013/14 projections.

Quarterly forecast submissions should be progressively more accurate and reflect realistic year-end results for both operating and capital projects (including cashflow forecasts for provincially and self-funded capital projects). The accuracy of forecasting is of primary importance and material changes to operating results or to capital project schedules and/or provincial cashflows should be brought to the Ministry's attention immediately.

Under extraordinary circumstances, institutions may face financial statement deficits. As noted in earlier correspondence, all projected 2014/15 deficits were to be brought to the Ministry's attention by October 2014. Identified deficits are now moving through the approval process; and no further deficit requests will be considered this year. All institutions should develop mitigation strategies to ensure that your budget and government's bottom line are not compromised.

Capital and Real Estate

Approval letters for 2014/15 Routine Capital and Carbon Neutral Capital Program projects have been issued to your institution. If any of these funds cannot be used for the intended purpose and/or by March 31, 2015, please contact Catherine Nickerson, Director, Capital Asset Management, as soon as possible.

The capital planning process supports quality decision making to advance or reject a proposed project, and ensures that the right strategic decisions are being made in a structured, efficient manner. Each phase of the capital planning process requires specific tasks and activities to be undertaken and corresponding approvals from the institution, Ministry, and/or Ministry of Finance. During the planning phase, the level of due diligence increases with each deliverable to ensure that the project scope, cost, schedule, and risk profile are sufficiently accurate.

Institutions, in conjunction with the Ministry, will utilize a risk screen tool to assess the risk of capital projects. Specific project approval and oversight requirements, including Project Boards, will be determined based on the risk rating. All priority investment projects require a procurement options analysis and may be audited.

After project approval, progress reporting is required to ensure that design, construction, and project close out proceeds in accordance with the terms and conditions of the project approval letter.

The Ministry has implemented a capital cost sharing policy and it is expected that capital projects will be cost shared with institutions. Ministry staff will discuss mutually appropriate cost sharing levels with institutions on a project by project basis.

Please ensure that all capital asset procurement is in accordance with the *Capital Asset Management Framework* developed by the Government for public sector bodies, which can be found at: http://www.fin.gov.bc.ca/tbs/camf.htm. Specifically, procurement must be fair, open, competitive, transparent, and must effectively manage, budget and schedule risk. Where your institution is considering a facility acquisition, either by ownership or lease, the government prefers such facilities be located along existing transit routes or, in the case of Metro Vancouver, along major transportation infrastructure.

All institutions are expected to maintain an inventory for real property in conjunction with the Ministry's Capital Asset Management System. The Ministry has provided information regarding the inventory submission process and will provide updates to the intuitions regarding ongoing data maintenance.

As announced in Budget 2012, government is undertaking the Release of Assets for Economic Generation (RAEG) initiative to dispose of properties surplus to its needs and no longer of financial or strategic ownership benefit. Successful and timely implementation of property sales is an important component of government's fiscal plan. Institutions are encouraged to continue to facilitate these sales within the timelines previously discussed, as well as identify any additional surplus properties through the RAEG program. Your institution may require Ministerial approval for acquisitions and all institutions are required to identify surplus properties to the Ministry and obtain Ministerial approval for dispositions.

For more information on capital planning, acquisitions and dispositions, please visit the Ministry web site: http://www.aved.gov.bc.ca/cppm/documents/carg-2014/carg.pdf.

Central Deposit Program
The Central Deposit Program (CDP) was launched in February 2013, as a key initiative to address concerns raised by the Auditor General regarding excess liquidity and idle working capital balances in the SUCH sector. CDP delivers lower deposit risk and competitive, if not superior, deposit rates, while reducing debt costs for taxpayers and positively contributing to government's ability to fund programs such as health and education into the future.

A number of CDP information sessions have been held with the post-secondary sector over the last year, and 12 institutions have signed agreements and/or deposited funds. Feedback in the sector has been positive and the Ministry is encouraging all institutions to participate. For further information on the CDP, please contact Ms. Jean Hope, Acting Executive Director, Banking and Cash Management Branch, at (250)387-7120 or Jean.Hope@gov.bc.ca.

Thank you for your continuing cooperation in working with the Ministry and other system partners in providing students with an accessible, affordable, high quality and relevant post-secondary education.

Sincerely,

Kevin Brewster
Assistant Deputy Minister

Attachment

pc: Distribution List follows

pc: Dr. Alan Davis, President and Vice-Chancellor
       Kwantlen Polytechnic University

       Sandra Carroll, Deputy Minister
       Ministry of Advanced Education

       Claire Avison, Assistant Deputy Minister
       Sector Strategy and Quality Assurance Division
       Ministry of Advanced Education

       Bobbi Plecas, Assistant Deputy Minister
       Institutions and Programs Division
       Ministry of Advanced Education

       Jean Hope, Acting Executive Director
       Banking/Cash Management Branch
       Ministry of Finance

Attachment 1 – FTE Program Level Targets

Program Name	Target Funded FTEs			Base Funded	Total FTE Target
	Skills Gap Plan Baseline	14/15 Skills Gap Plan	Total Target Funded		
Bachelor of Science in Nursing	256		256		**256**
Bachelor of Science in Nursing - Post Baccalaureate			-	50	**50**
Bachelor of Psychiatric Nursing			-	160	**160**
Graduate Nursing Refresher	4		4	16	**20**
Graduate Nursing Refresher Internationally-Educated (GNIE)			-	98	**98**
Professional Studies			-		**-**
Health Care Assistant	11		11	53	**64**
Health Care Assistant (one-time)			-	32	**32**
Hospital Unit Coordinator			-	48	**48**
Allied Health	20		20		**20**
Developmental			-	968	**968**
DEV - Developmental Other			-		**-**
ABE			-		**-**
ESL			-		**-**
ASE			-		**-**
BA - Major in Criminology		35	35		**35**
Bachelor of Bus. Admin. in Entrepreneurial Leadership		20	20		**20**
Bachelor of Bus. Admin. in Accounting		50	50		**50**
Bachelor of Bus. Admin. in Marketing Management		20	20		**20**
Bachelor of Bus. Admin. in Human Resources Mgmt.		35	35		**35**
Post Baccalaureate Diploma in Human Resources Mgmt.		5	5		**5**
Bachelor of Interior Design		5	5		**5**
Certificate in Engineering		10	10		**10**
Diploma of Technology in Environmental Protection		5	5		**5**
Diploma in Computer Aided Design and Drafting		10	10		**10**
Bachelor of Design, Fashion and Technology		15	15		**15**
AVED Balance Not Targeted			-	7,183	**7,183**
Total	**291**	**210**	**501**	**8,608**	**9,109**

Agenda Item:	*Senior Executive Compensation Report Recommendation Status*

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

Recommended Resolution:	**N/A**

Board Committee Report:	*Both the Board Human Resources Committee and the Board Finance Committee reviewed the Senior Executive Compensation Report Recommendation Status at their recent meetings.*
Key Messages: *[maximum of three]*	1. **A report on the status of the recommendations made from the Harris and MNP reports on Senior Executive Compensation is attached.** 2. **Draft policies and procedures have been developed in response to several recommendations and will follow the policy development protocol in being approved.**
Consultations:	
Attachments:	1. *Harris-MNP Report Recommendations Status Report* 2. *HR11 (G20) Search Advisory and Appointment of Administrative Positions Policy* 3. *HR11 (G20) Search Advisory and Appointment of Administrative Positions Procedures* 4. *HR25 Search Advisory and Appointment of Senior Administrative Positions Policy* 5. *HR25 Search Advisory and Appointment of Senior Administrative Positions Procedures* 6. *HR26 Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff* 7. *HR26 Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff*
Submitted by:	*Alan Davis / Harry Gray*
Date submitted:	*March 25, 2015*

Rec #	Recommendation	Response	
Harris Report			
Harris-1	For any compliance breaches identified in this report that KPU has not already reported to PSEC, report those breaches immediately along with the relevant background information, and seek guidance from PSEC regarding any steps that need to be taken to obtain approval or otherwise rectify such breaches.	*Recommendation accepted. No further compliance breaches beyond the internal audit have been identified. New procedures will be in place by March 31st, 2015 to ensure proactive approaches to compliance.*	*March 16, 2015* *All compliance breaches identified in the Harris report have been sent to PSEA along with the relevant background information.* *To date, we have heard back on 9 items, one of which requires further action, which is in process.*
H-2	Implement the necessary training to ensure that all KPU employees who are responsible for establishing terms and conditions of employment for excluded administrative employees, reporting the compensation provided to such employees, and terminating the employment of such employees, are familiar with the External Regulatory Framework and the Internal Requirements.	*Recommendation accepted. This training is scheduled for March, 2015, and will be repeated as required as staff or regulations change. In the interim, any terms and conditions for the appointment and termination of excluded employees will be approved by the President after consultation with PSEC.*	*March 16, 2015* *An HR manual outlining processes has been developed by HR staff. HR employees not involved in the development will be trained by March 31.* *HR employees will be responsible for providing ongoing education and advice as outlined in the new Policy and Procedure titled "Umbrella Procedures To Address Hiring Matters related to Academic Administrator and Administrative Positions" which has been created and addresses this issue.*
H-3	Establish fair and consistent policies and procedures to ensure the External Regulatory Framework and the Internal Requirements are complied with at all times.	*Recommendation accepted. New policy and procedures on the appointment of senior excluded employees that are consistent with the Board Manual and PSEC will be ready for review, approval and immediate implementation by March 31st, 2015.*	*March 16, 2015* *A new Policy and Procedure titled "Umbrella Procedures To Address Hiring Matters related to Academic Administrator and Administrative Positions" has been created and addresses this issue. This will augment Policy HR 20 (for Senior Academic Administrator staff) and will replace Policy G.20 on Administrative Recruitment.* *The new policy is being reviewed before posting and approval.* *The HR manual addresses specific activities for the implementation of the Umbrella procedures.*
H-4	Ensure that the responsibility for recruiting and hiring excluded administrative employees lies with the Human Resources department, in consultation with the Finance and Legal departments when necessary, and in	*Recommendation accepted. This will be included in the new policy and procedures referred to in H-*	*March 16, 2015* *A new Policy and Procedure titled "Umbrella Procedures To Address Hiring Matters related to Academic Administrator and Administrative*

	conjunction with the Board pursuant to the terms of KPU's Appointment Policy.	*3, which will be ready by March 31st, 2015.*	*Positions" has been created and addresses this issue.*
H-5	Ensure that prior to offering terms of employment or compensation (including benefits such as vacation) that may be outside the terms of KPU's approved compensation plan, KPU seeks written approval from PSEC.	*Recommendation accepted and implemented immediately.*	*March 16, 2015* *KPU has implemented the practice of seeking PSEC approval before an offer is made: this will be documented in the new HR manual, see H-2.*
H-6	Ensure that all personnel documentation, including employment agreements, is consistent, complete and documented in personnel files. This includes documentation of situations where PSEC approval was sought and obtained for compensation increase.	*Recommendation accepted with all relevant files to be checked and updated by April 30th, 2015.*	*March 16, 2015* *KPU has implemented processes to address this issue: this will be documented in the new HR manual, see H-2.* *All Grade 9, 10, VP and President personnel files have been reviewed for completeness of information.* *Where PSEC approval has been obtained for Grade 9, 10, VP & President files, it has been included in the personnel files.*
H-7	Establish a policy indicating that pre-employment contracts are not to be used except in circumstances where KPU needs a candidate to provide transitional services before he or she commences employment. This policy should specify the provisions such contracts should include, including a timeframe, clear deliverables, and payments that are based on such deliverables. Also, it should be made clear that such contracts must receive proper approvals and must be reported in accordance with the External Regulatory Framework.	*Recommendation accepted. Any provision for such contracts will be established in the policy and procedures referred to in H-3, which will be ready by March 31st, 2015. In the interim, any such contracts will be approved by the President after consultation with PSEC.*	*March 16, 2015* *A new Policy and Procedure titled "Umbrella Procedures To Address Hiring Matters related to Academic Administrator and Administrative Positions" has been created and addresses this issue: see H-3 above.*
H-8	Ensure coordination between senior management and the Human Resources and Finance departments, in the compilation and review of the compensation reports provided under the External Regulatory Framework.	*Recommendation accepted. This coordination will be made explicit in the policy and procedures referred to in H-3 , which will be ready by March 31st, 2015*	*March 16, 2015* *At various stages through the development of the executive compensation report there will be a review and sign off of the information that specific area s are providing. The following steps will be followed:* *1. Briefing meeting at the beginning of the report compilation to review any changes in the guidelines year over year.*

			2. The Director Financial Operations will review and approve all information identified by Accounts Payable or Payroll relating to the annual Executive Compensation Report prior to submission to Director Compensation, Health and Benefits. This review will include judgements made in the collection of such information Compilation of data for completion of the executive compensation report including employee expenses, etc. 4. Director, Compensation Health and Benefits reviews the document for completeness and accuracy. 5. Executive Director of Finance and AVP Administration reviews the draft report for completeness and accuracy. 5. The President or Vice President will review the report with the Executive Director of Finance and AVP Administration in preparation for the submission to the Board. 6. The Board Chair signs and submits the document.
MNP Report			
MNP-1	Consistent processes and documentation should be used for all senior executive appointments. While details of the processes for internal or external candidates may differ, all appointments, reclassifications and salary adjustments should be fully documented in each employee's personnel file (also see Recommendations 4 and 7.)	*Recommendation accepted. Such processes and documentation will be clarified and made explicit in the policy and procedures referred to in H-3 which will be ready by March 31st, 2015.*	*March 16, 2015* *KPU has implemented processes to address this issue: these will be documented in the new HR manual, see H-2.* *All Grade 9, 10, VP and President personnel files have been reviewed for completeness of information.* *Where PSEC approval has been obtained for Grade 9, 10, VP & President files, it has been included in the personnel files.*
MNP-2	In order to clearly delineate compensation from non-compensation related matters, KPU should ensure that non-compensation related items, such as research	*Recommendation accepted. This delineation will be clarified and made explicit in the policy and*	*March 16, 2015* *As per H-3 above, a new Policy and Procedure titled "Umbrella Procedures To Address Hiring*

	allowances, are negotiated and agreed separately from the compensation negotiation process.	*procedures referred to in H-3 which will be ready by March 31st, 2015.*	*Matters related to Academic Administrator and Administrative Positions" has been created and addresses this issue.*
MNP-3	In order to improve consistency, KPU should formally delegate responsibility for making offers of employment and procuring contracts of employment to the HR department.	*Recommendation accepted and implemented immediately. The new policy and procedures referred to in H-3, which will be ready by March 31st, 2015,*	*March 16, 2015* *As per H-3 above, a new Policy and Procedure titled "Umbrella Procedures To Address Hiring Matters related to Academic Administrator and Administrative Positions" has been created and addresses this issue.*
MNP-4	In order to improve consistency, standardized templates for key aspects of the recruitment process should be developed by Human Resource, with the advice and assistance of Finance and Legal departments. In the near term, until standard templates are established, all draft offers of employment to senior executives should be reviewed and formally signed off by KPU's Human Resource, Finance and Legal departments, to ensure conformity with KPU policies and procedures, public sector requirements and limits and the Income Tax Act, prior to offers being made to prospective senior employees (also see recommendation 1).	*Recommendation accepted. These templates are in development for senior positions, and in the interim, all draft offers of employment will be reviewed for compliance by HR, Finance and General Counsel and will be approved by the President after consultation with PSEC. Templates will be finalized by March 31st, 2015.*	*March 16, 2015* *Finalized templates of draft offers of employment have been developed by legal counsel.* *All offer letters developed in the interim have been reviewed by HR, Finance and legal counsel and approved by the President.*
MNP-5	Contracts of employment with senior executives should be consistent with the standard terms developed by KPU.	*Recommendation accepted. New policy and procedures for the appointment of senior excluded employees that are consistent with the Board Manual and PSEC will be ready for review and approval and immediate implementation by March 31st, 2015. In the interim, all contracts of employment will be reviewed for compliance by HR, Finance and General Counsel and will be approved by the President after consultation with PSEC.*	*March 16, 2015* *New policy and procedures have been developed. Finalized templates of contracts of employment have been developed by legal counsel: see H-3 above.* *All offer letters developed in the interim have been reviewed by HR, Finance and legal counsel and approved by the President.*

MNP-6	Terms of each draft offer of employment should be formally signed off by the person or group assigned responsibility for approving candidates, as specified in Appendix H of the Board Governance Manual.	*Recommendation accepted and implemented immediately.*	*March 16, 2015* *New policy and procedures have been developed: see H-3 above.* *Appendix H revisions have been made and will be presented to the HR Committee at the March 25 meeting.*
MNP-7	KPU should enhance its policies and procedures for hiring senior academic administrators. These enhancements should clearly define the activities and requirements in the hiring process, including the necessity of formal documentation and where approvals are required.	*Recommendation accepted. New policy and procedures for the appointment of senior excluded employees that are consistent with the Board Manual and PSEC will be ready for review and approval and immediate implementation by March 31st, 2015.In the interim all draft offers of employment for senior positions will be approved by the president after consultation with PSEC.*	*March 16, 2015* *A new Policy and Procedure has been created and addresses this issue: see H-3 above.*
MNP-8	Negotiating contract terms should be limited to those persons or groups assigned responsibility for approving candidates as specified in Appendix H of the Board Governance Manual, in consultation with the Human Resources department. KPU should develop guidelines for negotiating contracts that identify negotiating ranges for specific compensation items consistent with the PSEC-approved plan, and ensure that KPU's standard contract terms are consistent with these items.	*Recommendation accepted. New policy and procedures for the appointment of senior excluded employees that are consistent with the Board Manual and PSEC will be ready for review and approval and immediate implementation by March 31st, 2015. In the interim, any such contracts will be approved by the President after consultation with PSEC.*	*March 16, 2015* *A new Policy and Procedure titled "Umbrella Procedures To Address Hiring Matters related to Academic Administrator and Administrative Positions" has been created and addresses this issue: see H-3 above.* *The HR manual addresses specific activities for the implementation of the Umbrella procedures including the negotiating ranges.* *All interim contracts have been approved by the President after any necessary consultation with PSEC.*
MNP-9	KPU should develop a policy that discourages pre-employment contracts. In the rare circumstances where specific services may be appropriate during the transition period prior to employment, KPU should develop guidance for pre-employment contracts to ensure	*Recommendation accepted. Any provision for such contracts will be established in the policy and procedures referred to in H-3, which will be ready for review*	*March 16, 2015* *A new Policy and Procedure titled "Umbrella Procedures To Address Hiring Matters related to Academic Administrator and Administrative*

	compliance with legal and policy compensation restrictions. Any pre-employment contracts should be procured in accordance with good procurement practices, with clear deliverables specific timeframes and appropriate rates and pre-cleared through PSEC.	*and approval and immediate implementation by March 31st, 2015. In the interim, any such contracts will be approved by the President after consultation with PSEC.*	*Positions" has been created and addresses this issue: see H-3 above.* *There have been no pre-employment contracts issued.*
MNP-10	As part of drafting the Executive Compensation Disclosure Report to PSEC, the Finance department should be consulted regarding items that could be considered compensation under the Public Sector Executive Compensation Reporting Guidelines issues by PSEC.	*Recommendation accepted and implemented immediately.*	*March 16, 2015* *The Finance department will continue to be involved in the development of reports.* *See H-8 above.*
MNP-11	KPU should establish a clear definition of perquisites in its expense/P-card policies, consistent with the definition provided for expense reporting by PSEC, which should be communicated throughout the University. The perquisites/potential perquisites should be identified during the expense form/P-card statement review and tracked for annual reporting purposes.	*Recommendations accepted. The definition of perquisites will be developed and communicated, and procedures for identifying, reviewing and tracking perquisites or potential perquisites will be developed by March 31st 2015.*	*March 16, 2015* *A review of the allowable expense categories is currently underway, moving forward the use of PCard will be blocked for commodities that potentially involve compensation under employment contracts. These will be reimbursed to the employee using an expense claim, which will allow for appropriate approval prior to payment.* *Large value moving expenses will utilize a KPU Purchase Order, and subsequent payment of the invoice for approved items by Accounts Payable. A detailed listing of all PCard items for Senior Executives will be extracted on a fiscal year basis prior to preparation of the Executive Compensation Report and reviewed by the Director Financial Operations to identify potential perquisites.*
MNP-12	KPU should formally institute procedures for senior management (VP Finance and Administration and/or the President) review and sign-off of disclosures required under the Public Sector Employers Act, including the identification of any judgements made in the compilation of this information, prior to its submission to the Board Chair for formal attestation.	*Recommendation accepted and implemented immediately. Procedures for the review and sign-off of judgements will be developed by March 31st, 2015. In the interim, the President will attest to the disclosure*	*March 16, 2015* *Procedures have been developed and will be implemented in March, 2015.* *See H-8 above.*

		statements prior to submission to the Board Chair.	
MNP-13	KPU should ensure that the processes for collecting, validating and certifying PSEC and other key regulatory submissions are consistently documented and communicated. Key control points in these processes should be clearly identified, and tested in a regular basis to ensure that the processes function rigorously and consistently.	*Recommendation accepted. This process will be included in the new policy and procedures for the appointment of senior excluded employees that are consistent with the Board Manual and PSEC will be ready for review and approval and immediate implementation by March 31st, 2015. The controls will be tested by a 3rd party auditor using a risk-based approach.*	*March 16, 2015* *The Director Financial Operations will coordinate with the Director Compensation, Health and Benefits to provide information on Taxable Benefits and perquisites which have been paid through Accounts Payable, by either PCard, Expense Claim or Direct Invoice. The Director Financial Operations will review and sign off on this information when it is included in the Executive Compensation Report.* *As recommended by MNP, flowchart included in report has been updated to include additional details of PSEC and SOFI preparation. Detailed narrative will be updated to include changes to process and in-depth details of how reviews or being done.* *A new Policy and Procedure titled "Umbrella Procedures To Address Hiring Matters related to Academic Administrator and Administrative Positions" has been created and addresses this issue: see H-3 above.*
MNP-14	As part of drafting the SOFI[i], the Finance department should identify and provide information regarding items that could be considered compensation under the guidance provided by the Ministry of Finance, such as perquisites and taxable benefits, which have been processed by P-cards or expense reports.	*Recommendation accepted and implemented immediately. KPU will continue to consult with PSEC and CRA on identifying perquisites and taxable benefits.*	*March 16, 2015* *Guidelines are being developed to clearly outline the process for claiming of expenses which are identified on employment contracts, and which will be paid on an expense claim directly when appropriate.* *A document has been drafted to outline requirements of perquisite reporting for SOFI for educational purposes as clarified by MNP as to how to best address this item. Items noted above need to be consolidated into this document.*

MNP-15	KPU should perform a cost/benefit analysis of automating at least part of the SOFI report generating process.	*Recommendation accepted. KPU will continue to monitor automation of SOFI using a cost-benefit analysis.*	*March 16, 2015* *Document has been completed outlining cost/benefits of automation and areas where potential automation has been identified.*
MNP-16	Given that the SOFI report will be released to the public, a formal, documented supervisory review should be implemented by KPU to validate that the SOFI guidelines or any changes that may occur year to year, have been interpreted correctly.	*Recommendation accepted. This review is in place, and will be documented for approval by the Board by March 31st, 2015.*	*March 16, 2015* *At various stages through the development of the SOFI report there will be a review and sign off of the information that specific area s are providing. The following steps will be followed:* 1. *Briefing meeting at the beginning of the report compilation to review any changes in the FIA report guide-lines year over year.* 2. *Compilation of the data relating to wages, perquisites, other allowances and taxable benefits prepared by Payroll Manager and reviewed/signed off by Director, Financial Operations.* 3. *Compilation of data for completion of the SOFI report including employee expenses, suppliers of goods and services, debts, guarantee and indemnity agreements, annual financial report, etc. prepared by Finance staff and reviewed/signed off by Director, Financial Planning and Reporting.* 4. *Executive Director of Finance reviews the draft SOFI report for completeness and accuracy and looks at a number of items including: select high earning employee to verify information, cursory review of titles, comparison of last to current totals, look at significant differences, details for employees that have significant other expenses, reconciliation to financial report, ensure that checklist has been adhered to and supporting*

			documentation included. Prepare and provide signed memo to Chair of Board of Governors stating that the report is compiled to the best of our knowledge to ensure that the information reported is reported as accurately as possible.
MNP-17	The Vice-President, Finance and Administration should review and formally approve the Statement of Financial Information required under the *Financial Information Act*, attesting to the completeness and accuracy of the information reported before it is provided to the Board for its review and approval.	*Recommendation accepted and implemented immediately.*	*March 16, 2015* *The President or Vice President Finance and Administration will review the SOFI report with the Executive Director of Finance in preparation for the submission to the Board.*
MNP-18	KPU should request and receive written approval from PSEC *prior to* implementing changes to the compensation of excluded staff, unless the change falls within the PSEC approved plan.	*Recommendation accepted and implemented immediately.*	*March 16, 2015* *This recommendation has been implemented.*
MNP-19	KPU's Board should implement a formal orientation process for new board members that includes elements such as the University's structure and operating environment; strategic plan and objectives; operational plans and measures of success; board governance expectations and performance monitoring; KPU finances and board fiduciary responsibility; and KPUs risk management framework and process.	*Recommendation accepted. KPU's existing formal Board orientation will be updated and fully documented by June 30th, 2015.*	*All new Board members are oriented to the role at KPU: the format and content of this orientation evolve as needed. New Board members also are assigned a more senior "mentor" for individual advice and guidance. Recent seminars offered by the provincial government and by the Association for Governing Boards have also been helpful, and each board member has the opportunity to engage in various types of training and development.*
MNP-20	KPU's Board should receive and review regular reports of the University's performance against its strategic objectives, including analyses of deviations from objectives and KPU's intended response.	*Recommendation accepted. KPU has refined and improved its reports to the Board since adoption of the strategic plan in June, 2013. This will continue, with a full report provided to the Board every 6 months.*	*This is in place: every 6 months the Board receives an updated report card of over 40 indicators related to Vision 2018, KPU's strategic Plan, which show deviations and prompts discussion of the intended response.*
MNP-21	Give the President's direct responsibility for risk management, overseen by the Board, the operational responsibility for risk management should be re-assigned	*The structure and functions of risk management at KPU are*	*The reporting structure of the Office for Risk Management has been changed (to be more involved in enterprise-wide strategic matters).*

	directly to the President or in the alternate, to the Board. Accordingly, risk management staff should report directly to the President or the Board.	*under review, for a decision by the Board by June 30th, 2015*	
MNP-22	Using the ISO31000 risk management framework, KPU should develop a comprehensive risk register as soon as possible, and use this register as the basis for regular reporting to the Board on the status of risks and KPUs programs to manage them.	*The structure and functions of risk management at KPU are under review, for a decision by the Board by June 30th, 2015*	*An enterprise risk register is being developed using an appropriate framework and it will be used for regular reporting to the Board.*
MNP-23	KPU should formally assign responsibility for the Code of Conduct to a senior staff member, and this responsibility should include the development and delivery of an implementation plan as well as periodic review and updating of the Code.	*The Code of Conduct was finalized in November, 2014, with appropriate responsibilities assigned. An update will be provided to the Board by June 30th, 2015 and on a regular basis*	*Approval of the KPU Code was received form PSEC on December 16th, 2014. An update on its implementation will be provided by March 31st, 2015 to PSEC, and to the Board by June 30th, 2015. This is responsibility of the Associate Vice President for Administration*
MNP-24	Using a well-established control framework (e.g. COSO Internal Control-Integrated Framework) KPU should assess, enhance and/or implement controls related to key financial areas and processes. These activities should include identification of key controls and control gaps in high priority processes for the University. Testing of such key controls should occur on a regular basis.	*Recommendation accepted. KPU will work with 3rd party auditors to develop and implement a framework by June 30th, 2015.*	*March 16, 2015* *In clarification with MNP, the recommended action is that KPU will assess and document key controls against an established framework over the next fiscal year.*

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i SOFI – Statement of Financial Information.

Policy No. HR 11 (G20)		Original Effective Date	
Approving Jurisdiction		Reviewed:	
Signed By		Revised:	
Administrative Responsibility President			

Search Advisory and Appointment of Administrative Positions

Policy
(draft 21 03 10)

A. CONTEXT AND PURPOSE

The University Act specifies that the powers of the Board include:

Section 27 (2) (g) "…to appoint the president of the university…and the officers and employees the board considers necessary for the purpose of the university, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment".

The Board has delegated its powers under Section 27 (2) (g) to the Board Human Resource Committee or to the President, with the exception of the positions of President, Provost and other Vice-Presidents, which require full Board approval; refer to Board Governance Manual, Appendix H.

This Policy and its related Procedures are intended to outline the principles and procedures which will be used by the University in the selection and appointment of administrative positions within the University.

B. SCOPE AND LIMITS

This Policy and its related Procedures outlines the principles and procedures for the selection and appointment of candidates for administrative positions within the University with the exception of the President (Policy HR 22) and Senior Administrative positions (Policy HR 25).

C. STATEMENT OF POLICY PRINCIPLES

(1) The University will appoint a Search Committee (SC) to participate in the search process and interviewing and recommending appropriate candidates for administrative positions covered by this policy;

(2) The composition of a SC will be representative of the University community, commensurate with the nature and level of the position being considered

(3) The proceedings of each SC and all communication to and from the Committee will be held in strict confidence, both during the term of the Committee and thereafter;

(4) The required education, knowledge, experience, abilities and traits of each position will be determined in consultation with the pertinent SC;

(5) The search process for each position will be designed to elicit an appropriate level of interest and response, commensurate with the type and nature of the position;

(6) Stakeholders groups, pertinent to the position being considered, may be convened to interview the short-listed candidates as identified by SC;

(7) The recommendation of acceptable candidates by each SC will be forwarded to the appropriate Vice President or his/her designate.

(8) Negotiations of all terms of employment, employment agreements and letters of offer will be handled as outlined in the University's Policy HR 26

D. DEFINITIONS

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

E. RELATED POLICIES & LEGISLATION

University Act 27 (2) (g)

Board Governance Manual

Policy HR 20, Search Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions

Policy HR 22, Presidential Search Advisory, Appointment and Re-Appointment

Policy HR 25, Search Advisory and Appointment of Senior Administrative Positions

Policy HR 26, Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff

F. RELATED PROCEDURES

Refer to Procedure HR 11 (G20) "Search Advisory and Appointment of Administrative Positions"

G. POLICY HISTORY

Review Date	Revision Date
	Revised Policy March, 2015

Procedure No. HR11 (G20)	Original Effective Date	
Approving Jurisdiction	Reviewed:	
Signed By	Revised:	
Administrative Responsibility President		

Search Advisory and Appointment of Administrative Positions

Procedure

(Draft 21 03 10)

A. DEFINITIONS

Administrative Positions:
Administrative Positions, for the purpose of this Policy and related Procedures, will include all positions reporting to: the Vice-President Finance and Administration, Associate Vice-Presidents, Executive Directors, Directors, General Counsel, Chief Information Officer, Chief Advancement Officer and equivalent positions.

B. PROCEDURES

Search Committees (SC)

1. The SC shall be chaired by the Vice-President to whom the particular position reports, or his/her designate, and may consist of the following representatives:
    - (i)   A Director in another position, and/or
    - (ii)   A person in a senior position within the Vice-President's area of responsibility, and/or
    - (iii)   A person in a senior position from another Vice-President's area of responsibility, and/or
    - (iv)   A person drawn from the Director's (i.e. (open position) area of responsibility, and/or
    - (v)   If the position has a Kwantlen Faculty Association (KFA) member reporting to the position, a KFA member (see Section 2), and/or

     (vi) Other individual(s) at the discretion of the chair

2. The SC will be bound by the following regulations:
  (a) In advance of the posting of a new appointment, the members of a SC will be appointed according to section 1 of this procedure. In those situations where a Kwantlen Faculty Association member reports to the administrative position being considered, the Collective Agreement between Kwantlen Polytechnic University (KPU) and the Kwantlen Faculty Association (KFA) will be followed for the appointment of KFA representatives to SCs.
  (b) Before the SC is announced, potential members of the Committee must agree, as a condition of membership, that they will not be candidates for the position under consideration.
  (c) The membership of the SC, once established, may be made public to the University community at the discretion of the SC chair.
  (d) If a SC member must resign their position, where possible, replacements will be drawn from a similar constituency. Replacements may not be made after the start of the long list interviews.
  (e) All proceedings of the SC and all communication to and from the committee shall be held in strictest confidence, both during the term of the Committee and thereafter. Only the Chair is authorized to release information about the proceedings of the SC. The Chair shall have the right to discharge from the Committee any member who fails to comply with this requirement.

The Search Process

1. Searches for positions covered by this policy will be conducted by Human Resource Services as outlined in Policy HR 26. The President, or his/her designate, will decide if an external search consultant will be used to work under the direction of Human Resource Services.
2. The education, knowledge, experience, abilities and traits of each position will be determined in consultation with the pertinent SC.
3. The position description and posting will be developed by Human Resource Services and the administrative person responsible for the position. The position description and the posting will be reviewed by the SC.
4. The position may be advertised both internally and externally.
5. Applications will be made in confidence to the SC. The SC will determine, early in its process, if the names of shortlisted candidates will be made public. Decisions will be communicated to the shortlisted candidates.
6. SC will review and approve the format, questions and scoring system for the interviews
7. If a committee member is absent from any of the interviews, normally s/he will not participate in further interviews, deliberations or recommendations to the SC chair. Exceptions may be made by the SC Chair.

8. The SC may invite the short-listed candidates to campus to meet with various university groups. The schedule will be determined by the SC along with a mechanism to provide feedback on candidates.
9. The Chair of the SC will make a recommendation to the Vice-President or designate.
10. If all candidates are deemed unacceptable, or no appointment is made, the search will continue.

RELATED POLICY

Refer to Policy HR11 (G20) Search Advisory and Appointment of Administrative Positions

PROCEDURES HISTORY

Reviewed	Revised
	Revised Procedure, March 2015

Policy No. HR 25	Original Effective Date	
Approving Jurisdiction	Reviewed:	
Signed By	Revised:	
Administrative Responsibility President		

Search Advisory and Appointment of Senior Administrative Positions

Policy

(draft 21 03 10)

A. CONTEXT AND PURPOSE

The University Act specifies that the powers of the Board include:

Section 27 (2) (g) "…to appoint the president of the university…and the officers and employees the board considers necessary for the purpose of the university, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment".

The Board has delegated its powers under Section 27 (2) (g) to the Board Human Resource Committee, or to the President, with the exception of those policies and procedures which apply to the positions of President, Provost and other Vice-Presidents which require full Board approval; refer to Board Governance Manual, Appendix H.

This Policy and its related Procedures are intended to outline the principles and processes which will be used by the University in the selection and appointment of senior administrative positions within the University.

B. SCOPE AND LIMITS

This Policy and its related Procedures outlines the principles and procedures for the recommendation and selection of candidates for senior administrative positions within the University with the exception of the President; the latter is covered under a separate policy HR 22 and section 22 of the Board Governance Manual.

C. STATEMENT OF POLICY PRINCIPLES

(1) The University will appoint a Search Advisory Committee (SAC) to participate in the search process and interviewing and recommending appropriate candidates for senior administrative positions covered by this policy;

(2) The composition of a SAC will be broadly-based and representative of the University community, commensurate with the nature and level of the position being considered (refer to the Appendices included in the related Procedures document for guidance on the composition);

(3) The proceedings of each SAC and all communication to and from the Committee will be held in strict confidence, both during the term of the Committee and thereafter;

(4) The required education, knowledge, experience, abilities and traits of each position will be determined in consultation with the pertinent SAC;

(5) The search process for each position will be designed to elicit an appropriate level of interest and response, commensurate with the type and nature of the position;

(6) Stakeholders groups, pertinent to the position being considered, may be convened to interview the short-listed candidates as identified by SAC;

(7) Where required by the Board's Governance Manual, Appendix H, short-listed candidates will be interviewed by the HR Committee or the full Board, as appropriate;

(8) The recommendation of acceptable candidates by each SAC will be forwarded to the President or his/her designate, as outlined in the Board manual.

(9) Negotiations of all terms of employment, employment agreements and letters of offer will be handled as outlined in the University's Policy HR 26

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

E. RELATED POLICIES & LEGISLATION

University Act 27 (2) (g)

Board Governance Manual, Appendix H

Policy HR 11 (G 20), Administrative Recruitment

Policy HR 20, Search Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions

Policy HR 22, Presidential Search Advisory, Appointment and Re-Appointment

Policy HR 26, Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff

F. RELATED PROCEDURES

Refer to Procedure HR 25 "Search Advisory and Appointment of Senior Administrative Positions"

G. POLICY HISTORY

Review Date	Revision Date
New Policy March, 2015	

Procedure No. HR 25		Original Effective Date	
Approving Jurisdiction		Reviewed:	
Signed By		Revised:	
Administrative Responsibility President			

Search Advisory and Appointment of Senior Administrative Positions

Procedures

(Draft 21 03 10)

A. DEFINITIONS

Senior Administrative Positions:
Senior Administrative Positions, for the purpose of this Policy and related Procedures, will include: the Vice-President Finance and Administration, Associate Vice-Presidents, Executive Directors, Directors, General Counsel, Chief Information Officer, Chief Advancement Officer and equivalent positions.

Senior Academic positions are covered by the policy and procedures HR 20

B. PROCEDURES

Search Advisory Committees (SAC)

Details of the composition of SAC's for senior administrative positions covered by this policy are listed in the Appendix "Composition of Search Advisory Committees" attached to this procedure.

The SAC will be bound by the following regulations:
(a) In advance of the posting of a new appointment, the members of a SAC will be appointed according to the Appendix to this procedure. The Collective Agreement between Kwantlen Polytechnic University (KPU) and the Kwantlen

Faculty Association (KFA) for the appointment of KFA representatives to SAC's will be followed in those situations where a KFA member reports to the administrative position being considered.

(b) Before the SAC is announced, potential members of the Committee must agree, as a condition of membership, that they will not be candidates for the position under consideration.

(c) The membership of the SAC, once established, will be made public to the University community by the SAC chair.

(d) If a SAC member must resign their position, where possible, replacements will be drawn from a similar constituency. Replacements may not be made after the start of the long list interviews.

(e) All proceedings of the SAC and all communication to and from the committee shall be held in strictest confidence, both during the term of the Committee and thereafter. Only the Chair is authorized to release information about the proceedings of the SAC. The Chair shall have the right to discharge from the Committee any member who fails to comply with this requirement.

The Search Process

1. Searches for positions covered by this policy will be conducted by Human Resource Services as outlined in Policy HR 26. The President, or his/her designate, will decide if an external search consultant will be used to work under the direction of Human Resource Services.

2. The education, knowledge, experience, abilities and traits of each position will be determined in consultation with the pertinent SAC.

3. The position description and posting will be developed by Human Resource Services and the administrative person responsible for the position. The position description and the posting will be reviewed by the SAC.

4. The position will be advertised both internally and externally unless the SAC obtains approval from the President or designate to only advertise internally.

5. Applications will be made in confidence to the SAC. The SAC will determine, early in its process, if the names of short-listed candidates will be made public. Decisions will be communicated to the short-listed candidates.

6. SAC will review and approve the format, questions and scoring system for the long list interviews and will also identify those candidates who will be included in the long list.

7. If a committee member is absent from any of the interviews, normally s/he will not participate in further interviews, deliberations or recommendations to the SAC chair. Exceptions may be made by the SAC Chair with the unanimous approval of the SAC.

8. The SAC may invite the short-listed candidates to campus to meet with relevant university groups. The schedule will be determined by the SAC along with a mechanism to provide feedback on candidates.

9. The Chair of the SAC will make a recommendation to the appropriate body (Board's Human Resources Committee, President or other senior administrative officer) as

appropriate. This recommendation may include up to three candidates who the SAC deems acceptable to fill the position, in order of preference.

10. The Board's Human Resources Committee or the President or other senior administrative officer, as appropriate, will provide reasons to the SAC if its recommendations are not accepted or followed. If all candidates are deemed unacceptable, or no appointment is made, the search will continue.

11. In the case of positions that are approved by the Board's Human Resources Committee, as outlined in Appendix H, candidates may be interviewed by this Committee.

12. If all candidates are deemed unacceptable, or no appointment is made, the search will continue.

RELATED POLICY

Refer to Policy HR 25 Search Advisory and Appointment of Senior Administrative Positions

C. PROCEDURES HISTORY

Reviewed	Revised
New Procedure, March, 2015	

APPENDIX: COMPOSITION OF SEARCH ADVISORY COMMITTEES (SAC)
for Senior Administrative (Non-Academic) Positions

POSITION	COMPOSITION OF SAC
Vice-President, Finance and Administration	The SAC shall be chaired by the President and shall consist of a representative from each of: (i) Board of Governors Human Resources Committee (ii) Kwantlen Faculty Association (iii) Kwantlen Student Association (iv) Government Employees' Union and (v) Other individual(s) at the discretion of the chair
Associate Vice-Presidents	The SAC shall be chaired by the Vice-President to whom the particular position reports and may consist of the following representatives: (i) An Associate Vice-President in another position (ii) A person in a senior position within the Vice-President's area of responsibility (iii) A person in a senior position from another Vice-President's area of responsibility (iv) A person drawn from the Associate Vice-President's (i.e. open position) area of responsibility and (v) Other individual(s) at the discretion of the chair
Executive Directors	The SAC shall be chaired by the Vice-President to whom the particular position reports and may consist of the following representatives: (i) An Executive Director in another position (ii) A person in a senior position within the Vice-President's area of responsibility (iii) A person in a senior position from another Vice-President's area of responsibility (iv) A person drawn from the Executive Director's (i.e. open position) area of responsibility and (v) Other individual(s) at the discretion of the chair
Directors	The SAC shall be chaired by the Vice-President to whom the particular position reports and may consist of the following representatives: (i) A Director in another position (ii) A person in a senior position within the Vice-President's area of responsibility (iii) A person in a senior position from another Vice-President's area of responsibility

	(iv) A person drawn from the Director's (i.e. (open position) area of responsibility and (v) Other individual(s) at the discretion of the chair
General Counsel	The SAC shall be chaired by the President and may consist of the following representatives: (i) A representative of the Board Human Resources Committee (ii) Vice-President Finance and Administration (iii) Provost and Vice-President Academic (iv) Associate Vice-President Administration (v) Executive Director, Finance and (vi) Other individual(s) at the discretion of the chair
Chief Information Officer	The SAC shall be chaired by the Vice-President Finance and Administration and may consist of the following representatives: (i) Provost and Vice-President Academic or a designate (ii) Associate Vice-President Administration (iii) Executive Director, Finance (iv) Dean (v) Associate Vice-President Research (vi) University librarian and (vii) Other individual(s) at the discretion of the chair
Chief Advancement Officer	The SAC shall be chaired by the President and may consist of a representative from each of: (i) Another senior executive officer (ii) A Director from within the Chief Advancement Officer's area of responsibility (iii) Members of the KPU Foundation Board and (iv) Other individual(s) at the discretion of the chair

Policy No. HR 26	Original Effective Date	
Approving Jurisdiction	Reviewed:	
Signed By	Revised:	
Administrative Responsibility President		

Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff

Policy
(draft 2015 03 21)

A. CONTEXT AND PURPOSE

This policy and accompanying Procedures delineate the responsibilities and compliance requirements for the appointment and termination of all term and continuing administrative positions (academic and non-academic), and how other Board and university policies apply across the range of such positions.

B. SCOPE AND LIMITS

This Policy and the related Procedures delineates responsibilities and compliance requirements for the search advisory, appointment and re-appointment, terms of employment, employment agreements, letters of offer, terminations and other matters related to the hiring of the President, all senior academic administrators, all senior administrative positions and all other administrative positions as defined in the related, subservient policies:
- HR 11 (G 20) Search Advisory and Appointment of Administrative Positions,
- HR 22 Presidential Search Advisory, Appointment and Re-appointment,
- HR 20 Search Advisory, Appointment and Re-appointment of Senior Academic Administrator Positions Policy, and
- HR 25 Search Advisory and Appointment of Senior Administrative Positions Policy within the University.

C. STATEMENT OF POLICY PRINCIPLES

1. The Board of Governors and the University's Human Resource Services is responsible for ensuring that the appropriate oversight is provided, in accordance with the University's Policies and Procedures, the Board Governance Manual, relevant sections of the University's collective agreements and the regulations established by the external regulatory agencies, as well as consultation, as required, with the University's Financial Services, General Counsel, Senate and unions.
2. Human Resource Services is responsible to the President for the oversight of the processes of search advisory, appointments, re-appointments and terminations as well as determining terms of employment, employment agreements, letters of offer and other matters with respect to all senior academic administrator, senior administrative positions and other administrative positions as identified in related policies HR11 (G20), HR 20 and HR 25.
3. Human Resource Services is responsible to the Board Chair for the oversight of the processes of search advisory, appointments and re-appointments as well as assisting in the drafting of employment agreements, letters of offer and other matters with respect to the President as identified in the related policy HR 22.
4. Compliance must be assured in all instances covered by this policy with all relevant external and internal regulatory requirements.
5. Pre-employment contracts are not used except in circumstances where the University requires a candidate to provide transitional services before s/he commences employment. In cases where a pre-employment contract is required, the contract includes reference to a timeframe, clear deliverables and payments that reflect the nature of the deliverables. All such contracts receive the appropriate approvals and are reported in accordance with all internal and external guidelines.
6. The negotiation of contract terms is limited to those person(s) or groups assigned the responsibility for approving the candidates as specified in the Board Governance Manual; these person(s) or groups liaise with the Human Resource Services to ensure that the contract terms are within external regulatory guidelines.

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

E. RELATED POLICIES & LEGISLATION

University Act 27 (2) (g)

Board Governance Manual

Policy HR11 (G 20) Administrative Recruitment

Policy HR 20, Search Advisory, Appointment and Re-Appointment of Senior Academic Administrator Positions

HR 22, Presidential Search Advisory, Appointment and Re-Appointment Policy/Procedures

Policy HR 25, Search Advisory and Appointment of Senior Administrative Positions

F. RELATED PROCEDURES

Refer to Procedure HR 26 "Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff"

G. POLICY HISTORY

Review Date	Revision Date
New Policy March, 2015	

Policy No. HR 26	Original Effective Date	
Approving Jurisdiction	Reviewed	
Signed By	Revised	
Administrative Responsibility President		

Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff

Procedures
Draft 21 03 10

A. DEFINITIONS

External Regulatory Framework: the external regulatory framework includes:

- the Canada Revenue Agency (CRA),
- the Financial Information Act (FIA),
- Statement of Financial Information (SOFI), and
- the Public Sector Employers' Council (PSEC) which implements provincial government policy by setting, coordinating and reporting strategic directions in human resource management and labour relations for the broad public sector.

B. PROCEDURES

The University maintains updated procedures related to the search advisory, appointment and re-appointment, terms of employment, employment agreements, letters of offer, termination and other matters related to all administrative positions. These procedures are reviewed and updated regularly to reflect any changes resulting from the requirements of the external regulatory framework as well as internal requirements (such as the Board Governance Manual).

The following processes and procedures will be maintained, documented and updated in consultation with the Board of Governors, the Board's Human Resource Committee and the university's Senate as appropriate:

1. <u>President:</u> as identified in policy HR 22 and the Board manual, duties will be identified for Human Resource Services and the Board in the process of carrying out a search advisory, appointments and reappointments, terms of employment, employment agreements, letters of offer, terminations and other related matters to the President.

2. <u>All other administrative positions:</u> as identified in policies HR11 (G20), HR 20 and HR 25 and the Board Governance Manual, duties will be identified for Human Resource Services, the President and the Board, as appropriate, in the process of carrying out a search advisory, appointments and reappointments, terms of employment, employment agreements, letters of offer, terminations and other related matters for all other administrative positions.

3. Standardized contracts of employment with senior executives, consistent with the Board Governance Manual and external regulatory framework requirements.

4. General Counsel, Financial Services, Senate and unions, will be consulted as required.

5. The collection, validation and certification of information for external regulatory framework submissions and reports.

6. The steps to ensure that, as required by Policy, pre-employment contracts are not used except in circumstances where the University requires a candidate to provide transitional services before s/he commences employment, and that all such contracts include reference to a timeframe, clear deliverables and payments that reflect the nature of the deliverables and to ensure that all such contracts receive the appropriate approvals and are reported in accordance with the internal and external regulatory framework.

7. The steps to ensure that the negotiation of contract terms is limited to those person(s) or group(s) who are assigned the responsibility for approving the candidates as specified in the Board Governance Manual, and that there is appropriate liaison with Human Resource Services to ensure that the contract terms are within external regulatory framework guidelines.

8. The steps to ensure that consistent processes and documentation are used for senior appointments and that the related documentation is included in the appropriate files within Human Resource Services.

9. All terminations will be handled according to human resource management principles following due process and with appropriate legal advice.

C. RELATED POLICY

Policy HR 26 "Responsibilities and Compliance Requirements for the Appointment and Termination of Administrative Staff"

D. PROCEDURE HISTORY

Review Date	Revision Date
New Procedure March, 2015	

Agenda Item: *Draft FY 2015/16 University Budget*

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

Recommended Resolution:	THAT the Board of Governors approve of the FY 2015/16 University Budget.

Board Committee Report: *The Board Finance Committee reviewed and recommended the FY 2015/16 University Budget to the Board at its March 18, 2015 meeting.*

Key Messages:
[maximum of three]

1. **When consulted, Senate considered the proposed budget and allocation plan as presented to be consistent with the Strategic Plan of Kwantlen Polytechnic University (KPU). A balanced budget is submitted for the Board's consideration.**

2. **Senate requested that the Senate Standing Committee on the University Budget's (SSCUB) recommendations be transmitted to the Board of Governors. Based on past practice a response from the Board is required and is being developed by Management for review at the May Finance Committee meeting.**

3. **In prior years $1,000,000 was transferred to the Kwantlen Polytechnic University Foundation. During March 2014 it was agreed by both parties that on a prospective basis, these funds would be administered by KPU directly and disbursed directly to students for awards and assistance.**

Context   Regarding the SSCUB recommendations transmitted to the Board of Governors: past practice has been for Management to draft a response to the recommendations on the Board's behalf and submit them to the Finance Committee for review at its May meeting. The Finance Committee Chair has then attended the beginning of the May or June Senate meeting to present the Board's response to the SSCUB recommendations.

Consultations: Administration consulted with the Senate Standing Committee on the University Budget (SSCUB) on four separate occasions and brought a finalized draft of the 2015-16 budget to Senate on February 23, 2015 for consultation. Senate considered the proposed budget and allocation plan as presented to be consistent with the Strategic Plan of Kwantlen Polytechnic University. As such, Senate passed the motion to recommend the Draft 2015-16 Budget to the Board.

Attachments: 1. University Administration memo to SSCUB re FY15/16 Draft Budget
2. Appendix 1 – FY2015/16 Pro-Forma Budget by Divisional Area
3. Appendix 2 - Draft Allocations for FY 15-16
4. Appendix 3 -Proposed 2015/16 Consolidated Multi-Year Budget
5. Appendix 4 - Summary of FY15-16 Budget Requests
6. SSCUB budget comments for Senate
7. Senate motions from February 23, 2015 – extract from draft minutes

Submitted by: *Kathy Lylyk*
Date submitted: *March25, 2015*

MEMORANDUM

TO:	Senate Standing Committee on the University Budget
FROM:	Salvador Ferreras, Provost & Vice President Academic and Kathy Lylyk, Executive Director of Financial Services
DATE:	**Friday, January 16, 2015**
SUBJECT:	**KPU FY 15/16 Draft Budget**

Pursuant to relevant sections of the University Act:

- 'The president must prepare and submit to the board an annual budget in consultation with the appropriate standing committee of the senate.' [Section 62(2)]
- The senate has the power to 'establish a standing committee to meet with the President and assist the president in preparing the university budget'. [Section 37(1)(e)]
- The board has the power 'to receive from the president and analyze and adopt with or without modifications the budgets for operating and capital expenditure for the university. [Section 27(1)(l)]

On behalf of the president and vice chancellor, we are pleased to submit KPU's FY15/16 draft budget and related appendices to the Senate Standing Committee on the University Budget and on his behalf, respectfully ask the committee to assist him in preparing the final version of the university budget that will be presented to the board of governors on April 1, 2015.

Appendix 1 –FY 15/16 Pro-forma Budget by Divisional Area

Appendix 2 – Draft allocations for FY 15/16

Appendix 3 - FY 15/16 Pro-forma Consolidated Budget

Appendix 4 –Summary of FY 15/16 Budget Requests

MEMORANDUM

The Finance area has been tracking enrolments as well as expenditures closely this year. Domestic enrolments were down in the fall and have continued the downward trend into the spring semester, indicating that tuition revenue will be close to FY13/14 amount. International tuition revenue has increased, however, not at the same rate as last year. The marginal increase in tuition revenues is not keeping pace with the rate that expenditures are occurring and as we are moving into the 4th quarter of FY1415, there is a need to put a spending freeze on all but essential operating expenses.

Looking forward at the budget picture for FY15/16, the recommendation is that KPU move forward with a very conservative budget. The impact on domestic and international enrollments is subject to a number of unknown factors such as:

1. Changes in admissions process as a result in KPU transitions project
2. Change to tuition bearing for ESL, ABE, Developmental and CCLS courses
3. Change in the English requirement

Below are the factors that have been taken into account for the development of the attached Draft FY15/16 Consolidated Budget:

Ministry Grant factors:
o   reduction of 1.12% in the ongoing provincial grant ($760k);
o   reduction of $1,350,000 the ongoing provincial grant related to ESL;
o   announcement that ESL, ABE, Developmental and CCLS are tuition bearing.

Domestic Tuition factors:
o   FY 14/15 projected actuals as a domestic enrolment base along with a 2% increase in domestic tuition fees;
o   FY14/15 tuition for ESL (90% of FY1314) FTE's which were billed to the Province in prior years;
o   FY14/15 Tuition fee revenues for ABE, Developmental and CCLS (75% of FY1314) FTE's which in prior years were tuition free.

International Tuition factors:
o   early indicators show that FY1415 International enrolment has grown ~10% over FY1314 levels, the FY1415 budget was based on a 10% increase;
o   continued International enrolment growth at 5% growth along with an increase in international fees from $525/credit to $550/credit.

Application and Other Fee factors:
- o based on an average of domestic and international FTE's;
- o increase of 2.25% for application and other fees.

Expenditure factors:
- o university wide increments & benefits;
- o non-salary contractual increase 5%;
- o non-salary expenses inflationary increases 2%.

In addition to these increases, an amount of $1.14M has been incorporated to reflect the commitment to funding for new programs and initiatives that were identified as priorities by the University community; however, in order to fund these activities over the next fiscal year (FY15/16) savings of ~$2.1M need to be achieved through program and hiring efficiencies.

Appendix 1 - FY 15/16 Pro-forma Budget by Divisional Area

Division	FY 14/15 Approved Budget	Proposed Ongoing Allocations	FY 15/16 Pro-Forma Budget
Provost & VP, Academic	1,322,800	125,000	1,447,800
Faculty of Academic & Career Advancement	9,967,800		9,967,800
Faculty of Business	15,530,100		15,530,100
Faculty of Health	8,394,400		8,394,400
Faculty of Design	3,989,300	131,700	4,121,000
Faculty of Arts	22,118,200		22,118,200
Faculty of Science & Horticulture	11,071,900	732,900	11,804,800
Initiatives impacting multiple faculties		101,000	101,000
Faculty of Trades and Technology	5,927,700		5,927,700
Office of Teaching & Learning	562,700		562,700
Library Resources **(4)**	5,445,300	(445,700)	4,999,600
Research and Scholarship	807,500		807,500
Continuing & Professional Education	390,500		390,500
Student Affairs	8,868,000		8,868,000
International Education	1,552,600	50,000	1,602,600
Human Resources	3,120,600		3,120,600
Office of the President	759,700		759,700
Marketing & Recruitment	2,474,200		2,474,200
Office of Advancement	1,217,700		1,217,700
VP, Finance & Administration	369,900		369,900
Facilities Services	7,583,100		7,583,100
Financial Services	2,453,900		2,453,900
Information/Educational Technology	5,878,900		5,878,900
Institutional Analysis & Planning	859,500		859,500
Supply and Business Services	1,600,700		1,600,700
Non-Divisional Expenditures **(1 & 3)**	3,088,500	2,882,400	5,970,900
Professional Development & Ed Leave **(2)**	1,791,500		1,791,500
Governance & Policy	689,100		689,100
Office of General Counsel	590,800		590,800
RG Clearing	1,193,300		1,193,300
Non-Divisional Revenues	200,000		200,000
University Savings Required in FY15/16		(1,321,300)	(1,321,300)
Total Divisional Areas	**129,820,200**	**2,256,000**	**132,076,200**
Reconciling Items to Board Approved Operating Budget			
Divisional Revenues included above:	549,300		549,300
OTO Increase for ACA included in Board Approved in FY 14/15 Appendix A	(1,361,000)		(1,361,000)
FY 14/15 Board Approved Operating Budget	**129,008,500**	**2,256,000**	**131,264,500**

(1) Increase in funding is to cover inflationary increases for non salary contractual obligations.

(2) Funding required to meet KFA agreement obligation for Professional Development and Education Leave FY1516.

(3) Funding required to meet obligations for FY1516 contractual and benefits increases for ongoing positions.

(4) In FY 15/16 $445,700 has been shifted from Library Resource's Operating Budget to it's Capital Allocation.
This shift has been made to better reflect the nature of the items purchased

Appendix 2 – Draft allocations for FY 15/16

Future Commitments -Newly Established Programs and Initiatives

Divisional Area	Program/Initiative	Future Commitment Funding in 2015/16
Faculty of Science & Horticulture	Bachelor of Applied Science in Sustainable Agriculture - Priority 1 - Cohort entering 4th Yr of program in 15/16	158,600
Faculty of Science & Horticulture	B.Sc. Major in Biology - Priority 1 - Entering Yr 3 of program in 15/16	281,500
Faculty of Science & Horticulture	B.Sc. Health Science Degree Implementation - Priority 1 - Entering Yr 3 of program in 15/16	112,600
Wilson School of Design	Continued implementation of the Bachelor of Design: Product Design - Priority 1 - Funding for fourth and final year FY15/16	131,700
Faculty of Science & Horticulture	Math Service courses for other FSH Degrees - Priority 1 - High Risk, Wait List	33,100
Faculty of Science & Horticulture	B.Sc. Physics for Modern Technology - Program just launched in FY14/15. FY15/16 will be yr 2	147,100
International	International Scholarships	50,000
Various Faculties	Advisors - additional advisors to be allocated across Faculties	101,000
VP Academic and Provost	Strategic Development of New Programs and Initiatives	125,000
Total Future Commitments for newly established programs and initiatives		**1,140,600**

Appendix 3

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2015/16
Revenue Source						
Ministry grant [1]	66,358,800	-	-	-	462,000	66,820,800
One time only Funding for Adult Upgrading	760,500					760,500
Tuition fees:						-
- Domestic	37,649,900					37,649,900
- International	23,330,300					23,330,300
	60,980,200	-	-		-	60,980,200
Revenue generating fees and contracts	2,100,000	-	-		-	2,100,000
Application & other fees	5,031,800	-	-		-	5,031,800
Other revenues, interest income, recoveries and transfers	1,540,000	8,575,100	3,526,800	75,000	1,246,900	14,963,800
Amortization of deferred contributions						
Amortization of deferred capital contributions					5,288,000	5,288,000
Total revenues	**136,771,300**	**8,575,100**	**3,526,800**	**75,000**	**6,996,900**	**155,945,100**
Expenditure Plan						
Expenditure plan (operations) - prior year	127,562,800	6,884,300	4,269,300	-	1,902,600	140,619,000
Student Awards & Assistance	1,000,000					1,000,000
Capital asset amortization expense					11,500,000	11,500,000
	128,562,800	6,884,300	4,269,300	-	13,402,600	153,119,000
Additions to expenditure plan:						
Ongoing reallocations:						-
Operating Reallocations Required	(1,321,300)					(1,321,300)
Ongoing increases:						-
Increments and benefits increases	1,644,300	-	-			1,644,300
Non-salary inflation and other costs	1,238,100	-	-		-	1,238,100
Academic	125,000					125,000
Other academic	101,000					101,000
Student Affairs						-
Support services						-
International Support	50,000					50,000
Instructional Costs to Support Growth						-
Future Commitments for newly established Programs	864,600					864,600
Ongoing increases	2,701,700	-	-	-	-	2,701,700
Operating allocation	131,264,500	6,884,300	4,269,300	-	13,402,600	155,820,700
Other Allocations						
Interfund Transfers	(1,025,000)	950,000		75,000	-	-
Contingency Reserve	-					-
Capital - Library Materials [2]	980,700				(980,700)	-
Capital - Technology Equipment	800,000				(800,000)	-
Capital - Technology Infrastructure	1,000,000				(1,000,000)	-
Capital - Furniture, Fixtures & Equipment	625,000				(625,000)	-
Capital - Facility Renewal	1,000,000				(1,000,000)	-
Capital - Major Capital	2,000,000				(2,000,000)	-
Surrey Expansion Funding Reallocation from ACA Carryforward	-					-
Other allocations	5,380,700	950,000	-	75,000	(6,405,700)	-
Total expenses and allocations	**136,645,200**	**7,834,300**	**4,269,300**	**75,000**	**6,996,900**	**155,820,700**
Excess of Revenues over Expenses and Allocations	**126,100**	**740,800**	**(742,500)**	**-**	**-**	**124,400**

3/6/2015

Kwantlen Polytechnic University
Projected Revenues and Expenditures
2015/16 and Future Years Consolidated Budgets

Appendix 3

KWANTLEN POLYTECHNIC UNIVERSITY

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2016/17
Revenue Source						
Ministry grant [1]	66,358,800	-	-	-	462,000	66,820,800
One time only Funding for Adult Upgrading						-
Tuition fees:						-
- Domestic	38,018,900					38,018,900
- International	24,986,800					24,986,800
	63,005,700	-	-		-	63,005,700
Revenue generating fees and contracts	2,100,000	-	-		-	2,100,000
Application & other fees	5,145,000	-	-		-	5,145,000
Other revenues, interest income, recoveries and transfers	1,540,000	8,575,100	3,526,800	75,000	1,246,900	14,963,800
Amortization of deferred contributions						
Amortization of deferred capital contributions					5,288,000	5,288,000
Total revenues	**138,149,500**	**8,575,100**	**3,526,800**	**75,000**	**6,996,900**	**157,323,300**
Expenditure Plan						
Expenditure plan (operations) - prior year	130,264,500	7,022,000	4,269,300	-	1,902,600	143,458,400
Student Awards & Assistance	1,000,000					1,000,000
Capital asset amortization expense					11,950,000	11,950,000
	131,264,500	7,022,000	4,269,300	-	13,852,600	156,408,400
Additions to expenditure plan:						
Ongoing reallocations:						-
Operating Reallocations Required	(3,293,300)					(3,293,300)
Ongoing increases:						-
Increments and benefits increases	1,681,300	-	-			1,681,300
Non-salary inflation and other costs	1,324,800	-	-		-	1,324,800
Academic						-
Other academic						-
Student Affairs	-					-
Support services						-
International Support						-
Instructional Costs to Support Growth	81,300					81,300
Future Commitments for newly established Programs	1,120,800					1,120,800
Ongoing increases	914,900	-	-	-	-	914,900
Operating allocation	132,179,400	7,022,000	4,269,300	-	13,852,600	157,323,300
Other Allocations						
Interfund Transfers	(1,025,000)	950,000		75,000	-	-
Contingency Reserve	-					-
Capital - Library Materials [2]	980,700				(980,700)	-
Capital - Technology Equipment	800,000				(800,000)	-
Capital - Technology Infrastructure	1,000,000				(1,000,000)	-
Capital - Furniture, Fixtures & Equipment	625,000				(625,000)	-
Capital - Facility Renewal	1,000,000				(1,000,000)	-
Capital - Major Capital	2,450,000				(2,450,000)	-
Surrey Expansion Funding Reallocation from ACA Carryforward	-					-
Other allocations	5,830,700	950,000	-	75,000	(6,855,700)	-
Total expenses and allocations	**138,010,100**	**7,972,000**	**4,269,300**	**75,000**	**6,996,900**	**157,323,300**
Excess of Revenues over Expenses and Allocations	**139,400**	**603,100**	**(742,500)**	**-**	**-**	**-**

Kwantlen Polytechnic University
Projected Revenues and Expenditures
2015/16 and Future Years Consolidated Budgets

Appendix 3

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2017/18
Revenue Source						
Ministry grant [1]	66,358,800	-	-	-	462,000	66,820,800
One time only Funding for Adult Upgrading						-
						-
Tuition fees:						-
- Domestic	38,779,300					38,779,300
- International	26,760,900					26,760,900
	65,540,200	-	-		-	65,540,200
Revenue generating fees and contracts	2,100,000	-	-		-	2,100,000
Application & other fees	5,260,800	-	-		-	5,260,800
Other revenues, interest income, recoveries and transfers	1,540,000	8,575,100	3,526,800	75,000	1,246,900	14,963,800
Amortization of deferred contributions						
Amortization of deferred capital contributions					5,591,000	5,591,000
Total revenues	**140,799,800**	**8,575,100**	**3,526,800**	**75,000**	**7,299,900**	**160,276,600**
Expenditure Plan						
Expenditure plan (operations) - prior year	131,179,400	7,162,400	4,269,300	-	1,902,600	144,513,700
Student Awards & Assistance	1,000,000					1,000,000
Capital asset amortization expense					12,600,000	12,600,000
	132,179,400	7,162,400	4,269,300	-	14,502,600	158,113,700
Additions to expenditure plan:						
Ongoing reallocations:						
Operating Reallocations Required	(1,362,600)		(100,000)			(1,462,600)
Ongoing increases:						-
Increments and benefits increases	1,719,100	-	-			1,719,100
Non-salary inflation and other costs	1,417,500	-	-		-	1,417,500
Academic	-					-
Other academic	-					-
Student Affairs	-					-
Support services	-					-
International Support						-
Instructional Costs to Support Growth	91,100					91,100
Future Commitments for newly established Programs	397,800					397,800
Ongoing increases	2,262,900	-	(100,000)	-	-	2,162,900
Operating allocation	134,442,300	7,162,400	4,169,300	-	14,502,600	160,276,600
Other Allocations						
Interfund Transfers	(1,025,000)	950,000		75,000		-
Contingency Reserve	-					-
Capital - Library Materials [2]	980,700				(980,700)	-
Capital - Technology Equipment	800,000				(800,000)	-
Capital - Technology Infrastructure	1,000,000				(1,000,000)	-
Capital - Furniture, Fixtures & Equipment	625,000				(625,000)	-
Capital - Facility Renewal	1,000,000				(1,000,000)	-
Capital - Major Capital	2,797,000				(2,797,000)	-
Surrey Expansion Funding Reallocation from ACA Carryforward	-					-
Other allocations	6,177,700	950,000	-	75,000	(7,202,700)	-
Total expenses and allocations	**140,620,000**	**8,112,400**	**4,169,300**	**75,000**	**7,299,900**	**160,276,600**
Excess of Revenues over Expenses and Allocations	**179,800**	**462,700**	**(642,500)**	**-**	**-**	**-**

Appendix 3

KWANTLEN POLYTECHNIC UNIVERSITY

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2018/19
Revenue Source						
Ministry grant [1]	66,358,800	-	-	-	462,000	66,820,800
One time only Funding for Adult Upgrading						-
						-
Tuition fees:						-
- Domestic	39,554,900					39,554,900
- International	28,660,900					28,660,900
	68,215,800	-	-		-	68,215,800
Revenue generating fees and contracts	2,100,000	-	-		-	2,100,000
Application & other fees	5,379,200	-	-		-	5,379,200
Other revenues, interest income, recoveries and transfers	1,540,000	8,575,100	3,526,800	75,000	1,246,900	14,963,800
Amortization of deferred contributions						
Amortization of deferred capital contributions					5,591,000	5,591,000
Total revenues	**143,593,800**	**8,575,100**	**3,526,800**	**75,000**	**7,299,900**	**163,070,600**
Expenditure Plan						
Expenditure plan (operations) - prior year	133,442,300	7,305,600	4,169,300	-	1,902,600	146,819,800
Student Awards & Assistance	1,000,000					1,000,000
Capital asset amortization expense					13,100,000	13,100,000
	134,442,300	7,305,600	4,169,300	-	15,002,600	160,919,800
Additions to expenditure plan:						
Ongoing reallocations:						
Operating Reallocations Required	(1,229,900)		(100,000)			(1,329,900)
Ongoing increases:						-
Increments and benefits increases	1,757,800	-	-			1,757,800
Non-salary inflation and other costs	1,614,200	-	-		-	1,614,200
Academic	-					-
Other academic	-					-
Student Affairs	-					-
Support services	-					-
International Support						-
Instructional Costs to Support Growth	102,300					102,300
Future Commitments for newly established Programs	6,400					6,400
Ongoing increases	2,250,800	-	(100,000)	-	-	2,150,800
Operating allocation	136,693,100	7,305,600	4,069,300	-	15,002,600	163,070,600
Other Allocations						
Interfund Transfers	(1,025,000)	950,000		75,000		-
Contingency Reserve	-					-
Capital - Library Materials [2]	980,700				(980,700)	-
Capital - Technology Equipment	800,000				(800,000)	-
Capital - Technology Infrastructure	1,000,000				(1,000,000)	-
Capital - Furniture, Fixtures & Equipment	625,000				(625,000)	-
Capital - Facility Renewal	1,000,000				(1,000,000)	-
Capital - Major Capital	3,297,000				(3,297,000)	-
Surrey Expansion Funding Reallocation from ACA Carryforward	-					-
Other allocations	6,677,700	950,000	-	75,000	(7,702,700)	-
Total expenses and allocations	**143,370,800**	**8,255,600**	**4,069,300**	**75,000**	**7,299,900**	**163,070,600**
Excess of Revenues over Expenses and Allocations	**223,000**	**319,500**	**(542,500)**	**-**	**-**	**-**

FY 2015/16 and Future Years Draft Consolidated Budgets
KPU Projected Revenue and Expenditure
 Assumptions (%) and Notes

	2015/16	2016/17	2017/18	2018/19
Revenues				
Ministry Grant	-1.12%	0.00%	0.00%	0.00%
Tuition rate increases - domestic	2.00%	2.00%	2.00%	2.00%
Tuition rate increases - international	4.80%	2.00%	2.00%	2.00%
Enrollment increases - domestic FTEs *	-1.00%	-1.00%	0.00%	0.00%
Enrollment increases - international FTEs	5.00%	5.00%	5.00%	5.00%
Application fees	2.25%	2.25%	2.25%	2.25%
Misc revenue - investment income	0.00%	0.00%	0.00%	0.00%
Misc revenue - other	0.00%	0.00%	0.00%	0.00%
Expenditures				
Increments and other increases	0.25%	0.25%	0.25%	0.25%
Benefits	0.50%	0.50%	0.50%	0.50%
Contractual Increases (non-salary)	5.00%	5.00%	5.00%	5.00%
Non-salary expenditure increases - inflationary	2.00%	2.00%	2.00%	2.00%
Ancillary expenses	2.00%	2.00%	2.00%	2.00%
Amortization Expense	Capital fund Amortization Expense is Management's estimate of amortization based on the current University capital plan.			

Notes:

1) The Ministry Grant has decreased in 2015/16 over PY as a result of:
    a) Administrative Efficiencies: ~$760,000; and,
    b) Adult Upgrading (ESL, ABE, Developmental and CCLS) have become tuition bearing: ~$760,000

2) In FY 15/16 $445,700 has been shifted from Library Resource's Operating Budget to it's Capital Allocation. This shift has been made to better reflect the nature of the items purchased.

Appendix 4 - Summary of FY 15/16 Budget Requests

Summary of FY 15-16 Budget Requests for Discussion

Ref #	Faculty Area/Division	Request Title and Explanation	Faculty/Division's Priority Ranking	Faculty FTE	Total Salaries and Benefits	Total Non-Salary Operating Expenses	FF&E	Capital	Funding Request Total FY15/16	One-Time only	Ongoing Request	Comments
1	1023 Faculty of Business	**Capital Request - CMNS Software** Visual design is an essential assessed component of all of the Applied Communication courses. There is an ever-increasing emphasis on visual design as a component of communications in industry and as a consequence the Applied Communications program. Instructors need to be up-to-date and have the tools to create models, to teach, to demonstrate, to open, to use, and to assess visual design in courses. Students are expected to create visual communications consistent with what is used in the workplace. As the communications program moves forward with updating courses and developing new courses, students will be expected to create products which integrate even more sophisticated visuals. Since students use their own software and/or the graphic design resources of KPU as available, instructors will need to have the same software to collaborate with students. Adobe Creative Suite is the industry standard; many businesses have this software available as a matter of course; it is used for many businesses small, medium and large, and is consistent with the software used in other programs at KPU.	1	-	-	3,649	-	-	3,649	-	3,649	
2	1023 Faculty of Business	**Capital Request - CSIT Hardware** This budget request is a capital request to enhance relevant resources (hardware/software) available to students in the Bachelor of Technology programs.	1	-	-	45,450	-	-	45,450	45,450	-	
3	1023 Faculty of Business	**Capital Request - CSIT Software** This budget request is a capital request to enhance relevant resources available to student in the Bachelor of Technology programs.	1	-	-	2,900	-	-	2,900	-	2,900	
4	1023 Faculty of Business	**New Programming - Post Baccalaureate Diploma - Accounting** This budget request for new programming is a one time request which includes start up costs for development, marketing and instruction. All new programs will run under a tuition fee structure which is revenue generating. Ongoing costs will be supported through tuition revenues.	1	1.25	138,000	10,000	-	-	148,000	148,000	-	
5	1023 Faculty of Business	**New programming - Post Grad Diplomas** This budget request for new programming is a one time request which includes start up costs for development, marketing and instruction for graduate diplomas in Operations Management, Technical & Professional Services, International Trade & Finance, Product & Brand Management (see attachment for details). All new programs will run under a tuition fee structure which is revenue generating. Ongoing costs will be supported through tuition revenues.	1	5	551,900	50,000	-	-	601,900	601,900	-	
6	1023 Faculty of Business	**Sections - ongoing demand sections rolled into budget** This budget request is an ongoing request which includes instructional costs for 28 sections which have been approved as demand sections over the past 2 fiscal years. These additional sections are a result of increased demand in upper level BBA courses and increased capacity for lower level Information Technology courses. Request to add 28 sections ongoing.	1	3.5	386,400	-	-	-	386,400	-	386,400	
7	1023 Faculty of Business	**Staffing - Administrative Support, Revenue Generating Programs** This budget request is a one time request for increased staffing which includes salary and benefits for and Operations Manager and Administrative Assistant. These positions will support revenue generating programs (grad diplomas, Masters partnership, continuing & professional studies, international partnerships). Ongoing costs will be supported through tuition revenues.	1	-	139,300	-	-	-	139,300	139,300	-	
8	1023 Faculty of Business	**Staffing - Administrative Support, Transitions** This budget initiative is an ongoing request for salary and benefits for two additional administrative assistants. As a result of structural changes in the Faculty related to the University Transitions Project students will be admitted to a Faculty and the Faculty will be responsible for all future academic decisions for its students. We require additional staffing to manage the demand for student support and the communication to students.	1	-	117,802	-	-	-	117,802	-	117,802	
9	1023 Faculty of Business	**Staffing - Advising Support, Transitions** This budget initiative is an ongoing ask to support the increased numbers of School of Business students that will seek advising appointments as a result of structural changes in the Faculty related to the University Transitions Project.	1	-	186,631	-	-	-	186,631	-	186,631	

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10	1023 Faculty of Business	**Student Assistant - Information Technology** This ongoing request is to fund a student assistant to assist with all the testing and prepare the CSIT labs prior to semester start. This work is not covered by IET.	1	-	6,300	-	-	-	6,300	-	6,300	
11	1023 Faculty of Business	**Capital Request - ACCT Hardware** Elmo style projectors are much more flexible than a traditional overhead or powerpoint presentations. These projectors enable instructors to quickly and easily project parts of the text book, an article, or a plain piece of paper that they can use to work through sample problems (without having to stare into a light bulb like a traditional projector). They are of great benefit to the students because of this flexibility. You can flip from text to solution and back again quickly allowing the class to be fluid, dynamic, and customizable (in real time). They can zoom in, and zoom out as required too. Students may find that they do not need to bring their texts to class as the instructor can project the page they are referencing or the problem they'd like to work on (or more specifically, now everyone has access to the text in class, not just those students that thought to bring it). These projectors would readily link to the existing classroom set ups at Kwantlen. No bulbs to replace, no "erasable marker" required, no spools of clear plastic to deal with).	2	-	-	2,270	-	-	2,270	2,270	-	
12	1023 Faculty of Business	**New Programming - Post Baccalaureate Certificates** This budget request for new programming is a one time request which includes start up costs for development, marketing and instruction for Post Baccalaureate Certificates in Corporate Communications and Not For Profit Communications (see attachment for details). All new programs will run under a tuition fee structure which is revenue generating. Ongoing costs will be supported through tuition revenues.	3	1.25	138,000	10,000	-	-	148,000	148,000	-	
13	1025 Faculty of Health	**Bachelor of Psychiatric in Nursing (BPN) Faculty FTE** An increase in faculty workload has resulted from a reduced attrition rate in this program resulting in less cancelled sections. This initiative is to ensure the adequate assignment of faculty resources to support an annual cohort program of 40 targeted FTEs on the Ministry's Health FTE matrix. In a recent external recognition review conducted by CRPNBC, it was documented that there appeared to be a need for a greater allocation of faculty resources to support program activities and faculty release to conduct a full and comprehensive review of the program.	1	1	110,400	-	-	-	110,400	-	110,400	
14	1025 Faculty of Health	**FoH Education Advisor (F/T - 1.0)** This BCGEU position would assist and support recruitment efforts and initiatives of KPU and the Faculty of Health. The position would assist in answering queries, reviewing enrollments, statistical reporting, identifying concerns and improving the student experience in FoH programs. This position would help to support the realization of the 716 health FTE targets identified on the Ministry of Advanced Education's matrix.	2	-	57,310	-	-	-	57,310	-	57,310	
15	1025 Faculty of Health	**FoH Events & Communications Asst (P/T - .5)** This position would support all of KPU and the Faculty of Health's engagements in ongoing events and activities, which increases KPU's profile and potential growth. With an increased emphasis on domestic recruitment and community engagements, there has been a drastic increase in ongoing KPU activities resulting in a significant workload increase on BCGEU support staff, e.g. KPU Open House (Surrey, Richmond), Science RendezVous, Innovation Boulevard. Increasingly, the FoH, as part of Vision 2018, is being asked to engage with the community. We are looking for an ability to increase visibility, increase revenues through fundraising initiatives and promote FoH programming.	3	-	27,049	-	-	-	27,049	-	27,049	
16	1025 Faculty of Health	**High-Fidelity Patient Simulators** For two (2) of the current high fidelity patient simulators, the ongoing support through warranties will not be extended beyond December 2016. Quotes have been received from two external sources. The proposed product will be assessed for meeting program needs and criteria. This will be prefaced and encompass a user-friendly interface, functionality and ongoing product support and warranty. With reduced clinical placement, a greater emphasis is being placed on high-fidelity patient simulation. U.S. research has indicated that 50% of clinical practice can be effectively taught with simulated clinical practice. Changes in curricula are predicated on an increase in high fidelity simulation to supplement a decrease in practice experience and faculty FTEs.	4	-	-	-	125,000	-	125,000	25,000	-	

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17	1025 Faculty of Health	**Student Gathering Space - Langley South Building** This initiative is to address the current appearance and resources that have been assigned to the common student gathering spaces in the Langley South Building. Since occupancy in August 2012, the initial scope of the relocation of the Faculty from Surrey to Langley did not include student designated areas. Pending KSA projects, this is not currently listed in their upcoming projects or scope.	5	-	-	-	50,000	-	50,000	50,000	-	
18	1026 Faculty of Arts	**Educational Advising** With KPU's new admission framework, starting Fall 2015, students will be admitted to a Faculty. Students who do not meet the undergraduate admission requirements of the Faculty will be admitted to a Faculty Pathway. The Faculty of Arts Degree Advisors (2 FTE) currently provide advising services to third- and fourth-year degree students. The Faculty of Arts is proposing to offer advising services to all Faculty of Arts students, including first- and second-year undergraduate as well as Pathway students. Connecting students to their Faculty immediately upon entering KPU and throughout their first years with us will create a sense of identity and belonging for students and therefore increase student engagement, retention, and persistence. Faculty of Arts advisors will collaborate with other Faculty advisors to ensure coordination of services and standard advising practices. For fiscal year 2013/14, the Faculty of Arts had an unduplicated head count of 10,398 and served 3,875 full-time equivalent students. Budget is requested for 3 FTE advisors.	1	-	186,631	-	-	-	186,631	186,631	-	
19	1026 Faculty of Arts	**Pathway Courses** Students who do not meet the undergraduate admission requirements for the Faculty of Arts will be offered admission as Pathway students. Pathway students will have limited access to designated undergraduate courses while completing their upgrading requirements. The EDUC 1100-level courses and IDEA 1100 will be the only two Arts offerings available to Pathway students with a P in English 12, IELTS 5.5, or equivalents. We expect to see an increase in demand for these courses for several reasons:1. Students with a P in English 12 have previously had no access to undergraduate courses;2. Students with a C in English 12 (or equivalents) will have fewer undergraduate course options, funneling more into these designated courses;3. The curriculum of these courses focuses specifically on preparing students for university studies, helping them identify their educational direction, and developing the tools they need for academic success. We thus anticipate these courses being strongly recommended for Pathway students;4. These courses will be open to Pathway students from all Faculties, and no other Faculty offers courses with a similar curricular focus. Budget for 12 additional sections (1.5 FTE) is requested.	2	1.5	165,600	-	-	-	165,600	-	165,600	
20	1026 Faculty of Arts	**Strengthening Faculty of Arts Furniture and Equipment Resources** Several departments require new or replacement of equipment and teaching resources.	3	-	-	-	178,800	-	178,800	178,800	-	
21	1031 Faculty of Design	**Continued Implementation of the Bachelor of Design: Product Design - Ongoing** This request seeks the funding necessary for full implementation of the Bachelor of Design: Product Design. This degree was approved in 2010 and implemented in September 2012. There are currently three cohorts (2012, 2013, 2014 intakes) progressing through to degree completion. The provision of funding for the fourth and final year of the Product Design degree is critical to ensure that KPU meets its commitment to the students accepted into this degree program. It also enhances the Wilson School of Design's ability to meet commitments in its Business Plan (and ensuing Academic Plan) to increase its domestic FTE's by 140% (from 360 to 505) by July 2015.	1	1.5	165,600	10,000	43,700	-	219,300	-	-	
22	1031 Faculty of Design	**Associate Dean - Ongoing** The School of Design's Academic Plan and Business Plan outline goals and strategies for growth, domestic and global program recognition, research and scholarship activity and student engagement and retention. The ongoing operations of the School, targeted growth commitments, building project, and expectation of the development of a 'world class hub' of Design education require a high degree of leadership and management. This position will work with the Dean and Academic Business Manager to deliver the commitments as they stand, and lead further growth and innovation.	2	-	136,800	-	-	-	136,800	-	-	

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23	1031 Faculty of Design	**Faculty-based Educational Advisor - Ongoing** Given KPU's 5% growth targets, current systems deficits, and the multitude of changes that will need to be operationalized as a result of Transitions Planning (including admission directly into Faculties and the inclusion of pathways and dual credit students), the Deans have identified increased and faculty-specific educational advising support as their first priority for funding for the 2015-16 budget year. The Wilson School of Design is expected to see an increase of 145 student FTEs from 2012 to 2015. As a part of a multi-pronged approach to strategic enrolment management, faculty-specific educational advising plays a critical role in the Wilson School of Design's ability to meet these targets. Educational advising touches all phases of the post-secondary enrolment cycle; accessible and accurate advising contributes to the successful recruitment, conversion, registration, and retention of students. It also contributes to the smooth transition for advanced entry students who are arriving with complex educational packages (transfer, articulation, PLAR) and entering into complex programs for degree completion. Students with the right advice and support come, stay, and complete.	3	-	61,900	-	-	-	61,900	-	-	
24	1042 Faculty of Trades & Technology	**Ace-It Program Expansion** The Faculty of Trades and Technology has had preliminary discussions to expand current ace-it programming to meet the outcomes outlined in the Blueprint to Re-Engineer Education. Program delivery funding would be met through the Industry Training Authority (ITA) annual training plan; capital investment would be required for start up. Possible program expansions include: North Vancouver School District: Pipe-fitter Foundation Garibaldi Secondary High School Maple Ridge: Electrical Foundation/Level 2 and Plumbing Level 2Abbottsford/Mission School District: Millwright Foundation	1	-	-	-	395,000	-	395,000	-	-	
25	1042 Faculty of Trades & Technology	**Enhanced Apprentice Pathway & Minor in Trades: Time Release for Program Proposal Preparation** Enhanced Apprenticeship model of delivery would combine accelerated technical training with a substantive workplace component. This would align well with existing apprentice and foundation options available today and provide the added benefit to graduates of attaining a post-secondary diploma credential. The expected outcomes of the Enhanced Apprenticeship model would be improved apprentice completion rates for traditional and non-traditional learners, higher engagement from industry, and higher levels of productivity and safety of graduates. This model can be readily applied to dual credit students and extend their transition from secondary school to post-secondary and provide a pathway for existing workers to learn additional skills and earn a recognized credential. Additional benefits may be identified with the development of this model (e.g. courses may align to academic requirements for a Minor in Trades, diploma model supports the delivery of self-funded trades programs for international students).	3	.50	55,300	1,000	-	-	56,300	28,000	-	
26	1042 Faculty of Trades & Technology	**Instructional Faculty Laptops (Off Campus Ace-It Programs)** KPU Instructional faculty that are located off site at partnership high-schools are unable to deliver safety core videos (ace-it foundation program outcome/requirement) due to systems restriction on school district hardware/software.	2	-	-	1,903	-	-	1,903	-	-	
27	1042 Faculty of Trades & Technology	**Automotive Service Technician Extraordinary Capital Request** Capital equipment replacement and upgrades are required to maintain the Auto Service Technician Apprentice and Foundation program training and relevancy to industry. Hoist replacement is necessary to address safety concerns and to improve underutilized shop space (due to unusable equipment). All requests meets the criteria of making our program a better fit with the KPU Tech mandate	9	-	-	-	30,480	-	30,480	-	-	
28	1042 Faculty of Trades & Technology	**Electrical 4th Year Start Up Capital Costs** The current program offered at KPU is considered terminal as only years 1 to 3 are offered, students must seek 4th year at an alternate institution. To meet the skills shortage and to address program recruitment and retention, KPU is scheduled to offer electrical 4th year in FY 15/16. The department has worked collaboratively with other trades departments and has identified that the Trainers can be utilized cross-departmentally. In addition the department has actively been soliciting equipment donation to reduce program start-up costs. Donation of used high voltage testing equipment has been secured and is valued at approximately $100,000. Taking donation into account; significant capital start-up costs totaling $180,080 remains. To ease capital costs the department has submitted the attached proposal outlining costs over two fiscal years.	4	-	-	-	87,490	-	87,490	-	-	

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29	1042 Faculty of Trades & Technology	**Millwright Extraordinary Capital Request** Capital equipment replacement and upgrades are required to maintain Millwright Apprentice and Foundation program training and relevancy to industry. All requests meets the criteria of making our program a better fit with the KPU Tech mandate and have been prioritized based on need by the department.	6	-	-	-	170,370	-	170,370	-	-	
30	1042 Faculty of Trades & Technology	**Plumbing 4th Year Capital Start Up Costs** The current program offered at KPU is considered terminal as only years 1 to 3 are offered, students must seek 4th year at an alternate institution. To meet the skills shortage and to address program recruitment and retention, KPU is scheduled to offer plumbing 4th year in FY 15/16. The department has received substantial equipment donation (photo included) to help reduce program start-up costs. In addition the Trainers outlined in the Electrical program capital request has been taken into consideration and will be shared cross departmentally to further reduce costs. With all actions and efforts to more efficiently utilize funding and available resources, a reduced capital request is required to support program start-up; detailed listing is included.	5	-	-	-	45,540	-	45,540	-	-	
31	1042 Faculty of Trades & Technology	**Renovation to room 1341 to add an accordion wall to create two classrooms** An accordion wall installed in this space would create two classrooms, allowing more space to expand current offerings (requested renovation in previous years). This is space formerly used by the Marketing Department.	7	-	-	30,000	-	-	30,000	-	-	
32	1042 Faculty of Trades & Technology	**Welding - Outdoor Storage** Require the installation of 8 (5.5 x 7) concrete pads in the welding outdoor storage area to complete storage rack installation. Storage racks have been fabricated by Welding faculty and students, 4 units require final fabrication and will allow program store, maintain and track program consumables.	8	-	-	-	-	13,500	13,500	-	-	
33	1042 Faculty of Trades & Technology	**Faculty Capital Requests (FFE)** All capital requests included on the Schedule C were vetted and prioritized by the Faculty Budget Subcommittee	10	-	-	-	198,533	-	198,533	-	-	
34	1042 Faculty of Trades & Technology	**Welding Extraordinary Capital - Demonstration Area Completion** Facilities determined that schedule D was not required, request being placed under capital. Demonstration area is located in the welding shop and requires completion so the area can be put into utilization. Once work is finalized will provide enhanced learning for students and opportunities to expand industry relations/partnerships.	11	-	-	-	6,000	-	6,000	-	-	
35	1042 Faculty of Trades & Technology	**Welding Extraordinary Capital - Booth Air Extraction Units** Schedule D not received, submitting as a annual capital replacement plan Articulated air extraction units (snorkels) within the current student welding booths were deemed inoperable 5 years previous. The Welding Department was able to jig a temporary unit in each booth until full replacement was required.	12	-	-	-	20,000	-	20,000	-	-	
36	1042 Faculty of Trades & Technology	**Campus Principle (Cloverdale)** Capital FFE requests are on behalf of the Campus Principle for Cloverdale and are intended to improve current student meeting spaces and promote programming available.	14	-	-	-	43,000	-	43,000	-	-	
37	1042 Faculty of Trades & Technology	**Millwright Extraordinary Capital - Storage Area Racking** Facilities have advised that a Schedule D submission is not required for this request - submitting under extraordinary capital. This will entail 10 sections and 3 high. The addition of the racking will enable the department to properly clean and sort practical projects making the space more safe and provide better utilization. The estimated cost of the racking is $1,000.00 per rack	13	-	-	-	10,000	-	10,000	-	-	
38	1042 Faculty of Trades & Technology	**Welding - Student Metal Storage Lockers** Upon Facilities advise of Schedule D submission project costs were combined with outdoor storage project. Need to install student metal storage lockers in each welding booth. A prototype is currently in practice within the shop (1 booth) and has been deemed useful and supports consumable inventory control requirements. This initiative will provide increased inventory security measures.	-	-	-	-	-	-	-	-	-	

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39	1060 Research & Scholarship	**Health Tech Connex Foundation, Foresight & ORS Space Upgrade** KPU has been presented with several opportunities for engagement with communities of interest (most are south of the Fraser) that include a significant research and scholarship dimension (innovation and discovery). They have been described in the updated research plan submitted to the Provost at the end of September as part of the work plan for the interim AVP Research. Research opportunities for faculty, students and staff/admin have been identified in the following strategic sectors: HealthTech (largely Surrey for now) CleanTech (Surrey but easily scalable) Agri-innovation and bio-products (think sustainability) Creative Design (WSoD, Fine + Performing Arts etc.) Trades+Tech – apprenticeship and vocational education research These opportunities are available for individuals and clusters (faculty, institutes/ centres, design studio, workshop) and will include students and alumni where appropriate. On the basis of the recommendations in the Research Plan, and in response to the initiatives being brought to KPU by industry/government/community partners, and reflecting the research interests of faculty and on-going/proposed research by the institutes and centres, the ORS needs to build capacity.	1	-	50,350	6,000	38,000	-	94,350	44,000	50,350	
40	1060 Research & Scholarship	**Personnel** Executive Assistant - Upgrade to Business Manager Research Coordinator - Salary Upgrade Research Facilitator - .5 FTE for position upgrade to 1.0 FTEResearch Impact Coordinator - Alumni Internship - 1.0 FTE	2	-	102,013	-	-	-	102,013	-	102,013	
41	1060 Research & Scholarship	**ORS Priorities** Knowledge Mobilization Strategy Policy Updates - IP & Patents (Legal Fees)Software Maintenance - KORA, ROMEOBCAIRN, RIR, Time Release Top-UpsCFI (20% Contributions)	3	-	-	5,000	-	-	5,000	-	5,000	
42	1071 Provost & VP, Academic	**Confidential Assistant for Provost & VP Academic** Salary and benefits for current occupied position	1	-	75,000	-	-	-	75,000	-	75,000	
43	1071 Provost & VP, Academic	**Aboriginal Manager** As we move forward with the many Aboriginal initiatives this person will be the central contact for all planning, coordination and collaboration with our First Nations partners and Elder-in-Residence	2	-	62,500	2,500	-	-	65,000	-	65,000	
44	1071 Provost & VP, Academic	**Staff salary** Victors support position due to CSWSOD reduction in coverage for Terri salary now creates a shortfall in salary budget	3	-	5,900	-	-	-	5,900	5,900	-	
45	115 Student Services	**Campus Information Kiosks** In partnership with the Future Students' Office, locate a way-funding booth on each of the Langley< surrey and Richmond campuses. (FSO is requesting the Surrey kiosk.)	10	-	-	-	6,000	-	6,000	6,000	-	
46	115 Student Services	**New Student Orientation Budget Request** Secure appropriate operating funds for KPU's orientation program. This critical first year program has grown from 250 participants to 2000+ in the last 11 years without any increase to the non-salary operating budget. The program is currently dependent on external sponsorship	1	-	-	20,000	-	-	20,000	-	-	
47	115 Student Services	**Admissions & Transfer Staff Reorganization** Achieving the desired outcomes of University Transitions project's new Admissions Framework will require reconsideration of current job descriptions relating to admissions and transfer credit; approximately 16 existing support staff positions will require reclassification.	2	-	50,000	-	-	-	50,000	-	50,000	
48	115 Student Services	**Surrey Main First Floor Preconstruction Consultant** Initiate preconstruction phase to renovate the first floor of the original Surrey Main building. Reconfiguration required for improved delivery of services to students. At the advice of Facilities, engage a preconstruction consultant to provide a programming and function analysis to inform a quantitative surveyor who would determine construction costs, timelines, etc.	11	-	-	50,000	-	-	50,000	50,000	-	

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49	115 Student Services	**Langley West Wing Reconfiguration** In tandem with the Faculty of Science, amend layout of existing Student Services wing (and Faculty of Science office) to better use space, serve students, and address deficiencies.	12	-	-	-	-	-	-	-	-	
50	115 Student Services	**Position Request - Manager, Aboriginal Student Services** Provide leadership and oversight for the development, implementation and evaluation of strategies that support the recruitment and retention of Aboriginal learners.	3	-	81,300	-	5,300	-	86,600	-	-	
51	115 Student Services	**Position Request - Business Manager, Assessment and Testing Services** Absent in the base budget, the department's current staffing level only allows for exam proctoring and daily administration within the Surrey Testing Centre. The manager would develop strategically and realize the departmental goal of both recovering costs and generating revenue.	4	-	81,300	-	5,300	-	86,600	-	-	
52	115 Student Services	**Position Request - Coordinator, Aboriginal Student Outreach and Transitions** Provide operational support for the implementation of recruitment and retention initiatives for Aboriginal learners. The past 3 years has seen a decrease in Aboriginally-identified student applicants and an increase in self-identified Aboriginal students studying at KPU: an improvement in the retention, but decrease in applicants.	5	-	60,500	-	5,300	-	65,800	-	-	
53	115 Student Services	**Student Peer Advisor Budget Increase** Increase the Student Peers team from 2 to 4 and expand hours of service delivery. Student Peers provide much sought-after support related to registration and navigating core student resources through advising resource centres and workshops.	6	-	-	10,000	-	-	10,000	-	-	
54	115 Student Services	**Co-operative Education Expansion** The instruction and learner suppose expansion of Co-operative Education into the Faculties of Arts and Science and Horticulture.	7	1.2	241,887	2,500	-	-	244,387	-	237,925	
55	115 Student Services	**International Counsellors** Embed a counsellor within KPU International in order to shift counseling services for international students from the current crises driven response to a proactive response.	8	0.6	66,300	2,000	-	-	68,300	-	68,300	
56	115 Student Services	**Information Kiosk Student Assistants** Staff kiosks with student assistants trained to direct and provide basic information to students and campus guests (6 hours/day at 3 campuses)	9	-	-	45,000	-	-	45,000	-	45,000	
57	180 Faculty of Science & Horticulture	**B. Hort Sci. in Urban Ecosystems and Langley Campus Landscape Plan** The Langley Campus Landscape Master Plan provides for some upgrades to the open space available to the campus community. This initiative presents some specific components that would provide extracurricular support for Horticulture students, in particular those enrolled in the Bachelor of Horticulture Science Urban Ecosystems program.	2	-	-	-	95,000	-	95,000	95,000	-	
58	180 Faculty of Science & Horticulture	**B.Sc. in Fermentation Science program development** The request is for two sections of faculty time release to develop the Program Concept and Full Program Proposal. The first cohort of Brewing and Brewery Operations Diploma program students are expected to graduate in 2016. We would like to have a B.Sc. degree completion program in place for them for Fall 2016. It is expected that only a few new courses need to be developed (Food Science and Food Analysis), as we can package the degree with some of the upper-level courses in the other FSH degrees (e.g., Microbiology, Biochemistry, Instrumental Analysis, etc.). This will reduce the cost of program implementation.	2	0.25	27,600	-	-	-	27,600	27,600	-	
59	180 Faculty of Science & Horticulture	**Institute for Sustainable Food Systems Ongoing Operations** The Institute for Sustainable Food Systems conducts integrated applied research and outreach programming focused on sustainable food systems as a foundational and integral element of sustainable communities. It is aligned and operates in conjunction with the Sustainable Agriculture program providing research and education enhancement opportunities for our students. The ISFS currently has two full-time regular KPU staff, nine full-time contracted staff (research assistants, associates and post-doctoral associates) and several part-time contracted staff that constitute a unique multi-disciplinary research and outreach team. Examples of ISFS projects and product are attached.	2	-	28,800	14,000	-	-	42,800	-	42,800	

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60	180 Faculty of Science & Horticulture	**Langley Multidisciplinary Undergraduate Research Lab** Needed repairs to donated Flame Atomic Absorption Spectrometer.	2	-	-	12,885	19,514	-	32,399	32,399	-	
61	180 Faculty of Science & Horticulture	**Horticulture Programs - Equipment Renewal** The School of Horticulture is not asking for extra funding for faculty or staff resources. The focus of this budget request is for capital items, many of which are replacement of machinery and equipment that are past their life expectancy.	1 and 2 depending on item requested	-	-	-	203,000	-	203,000	203,000	-	
62	180 Faculty of Science & Horticulture	**B.Sc. Major in Health Science** Students will be enrolling in year 3 of the program in Fall 2015. This will be the first offering of upper level courses in this program and will require new lab space, lab furnishings, equipment and start-up supplies as well as an increase in personnel.	1 high	-	90,075	60,000	50,000	-	200,075	50,000	150,075	
63	180 Faculty of Science & Horticulture	**BSc Major in Biology** Students enrolled in the BSc Major in Biology will be entering Year 3 in Fall 2015. This will be the first offering of many new upper level biology courses, requiring new lab space, including furnishings and equipment, as well as an increase in personnel.	1 high	1	261,975	113,400	225,900	60,000	661,275	285,900	375,375	
64	180 Faculty of Science & Horticulture	**FT-IR equipment renewal for Chemistry Laboratory** The Fourier Transform Infrared Spectrometer (FT-IR) in the chemistry laboratory is past its prime, and parts are no longer available. It goes down frequently and requires maintenance/adjustment on a regular basis. It will reach a point where it can no longer be adjusted.	1 high	-	-	-	30,000	-	30,000	30,000	-	
65	180 Faculty of Science & Horticulture	**Implementation of Minor in Medicinal Chemistry** The degree was approved by AVED on August 2, 2014. It aligns well with the provincial government's B.C.'s Skills for Jobs Blueprint: Re-engineering Education and Training and is a new polytechnic program.	1 high	1	176,100	40,400	139,500	-	356,000	139,500	216,500	
66	180 Faculty of Science & Horticulture	**Software for BSc Applications of Mathematics Degree and Service Courses** MATLAB is a numerical computing environment widely used in both industry and academia. It is essential that our students have experience using MATLAB in order to be competitive. Maple is a symbolic algebra system we have been using at KPU, and we are expanding our license so that the students will be able to install it on their own computers.	1 high	-	-	9,369	-	-	9,369	6,300	3,069	
67	180 Faculty of Science & Horticulture	**BSc Major in Physics for Modern Technology** This is the ideal type of physics degree for a polytechnic institution that promotes applied, hands-on learning. Although it is modeled on similar programs that are running successfully in Europe, it is unique in Canada. Extensive consultation (which is ongoing) with local companies has resulted in a curriculum that prepares graduates for careers in the high tech industry as well as teaching. In addition to learning fundamental physics, students will also learn valuable skills in areas such as electronics, computer programming, signal and image processing, and process control. In order to enhance graduates' success in the workplace, the program also includes business courses and a work placement.	1 high, program has just launched	1	176,100	20,000	103,970	132,900	432,970	236,870	196,100	
68	180 Faculty of Science & Horticulture	**Math Service Courses for other FSH Programs** We will require contract instructors to teach sections of service courses for students in EPT, Physics for Modern Technology, Biology, Health Sciences, and Sustainable Agriculture.	1 high, to accommodate increasing number of students in new degrees	-	44,086	-	-	-	44,086	-	44,086	
69	180 Faculty of Science & Horticulture	**Academic Advisor** In the past three years, seven new degrees and one new diploma have been launched. Along with this success has come an increase in degree students requiring high levels of advising. We have seen a surge in transfer students, adult learners, and international students. It is impossible for one lone advisor to keep up with the ever increasing advising demands. With this in mind, we request one addition FT academic advisor.	1 highest priority	-	61,585	-	-	-	61,585	-	61,585	

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70	180 Faculty of Science & Horticulture	**B. Applied Science in Sustainable Agriculture** The Sustainable Agriculture Degree program is a new program offered at KPU that provides a unique agricultural education.	1 highest priority of all FSH asks	1	177,510	34,000	-	-	211,510	-	-	
71	180 Faculty of Science & Horticulture	**Environmental Protection Technology Diploma Ongoing Instruction** Students are required by outside accreditor to conduct individual research. Funds are requested to enable this and develop applied community research programs.	2 medium	-	-	5,000	35,350	-	40,350	35,350	5,000	
72	180 Faculty of Science & Horticulture	**Institute for Sustainable Horticulture Ongoing Operating** CFI funding for ISH ended in 2013-14, including salary for the full time greenhouse coordinator. This request is to continue the support of this key staff position which supports both student and faculty research. Additional general equipment maintenance and equipment renewal funds are also requested as is part time administrative support (to manage the numerous research grants). When possible, as dictated by research grant limitations, ongoing operating costs such as these will be covered, but this is not sustainable. It is essential that there is ongoing institutional operating funds to ensure the stability of ISH.	2 medium - can be covered piecemeal by incoming research grants but this lacks vision and	-	82,037	10,000	10,000	-	102,037	-	102,037	
73	180 Faculty of Science & Horticulture	**Math Assistance Centre - Richmond Campus** A Math Assistance Centre is needed in Richmond to support students in a similar manner as has been very successful in Surrey. With the increasing number of students for new degrees, all requiring at least one Math course, it is important to have in place adequate learning supports.	2 medium but will become a high priority in subsequent	1	110,400	-	10,000	-	120,400	10,000	110,400	
74	2074 Faculty of Academic & Career Advancement	**Administrative Support Position** The ELST department is the only department within ACA without an administrative support position. The challenges and growth of services to international students along with the two session scheduling of sections within semesters results in intensive manual oversight of enrolment processes six times per year. Further assistance is required to support new and continuing students and faculty. This position is also needed to help implement additional initiatives emerging from the ELST task force.	1	-	59,100	-	-	-	59,100	-	59,100	
75	2074 Faculty of Academic & Career Advancement	**Coordinator, Communications and Events** The Coordinator, Communications and Events, implements comprehensive communications and events plans for the Faculty of Academic and Career Advancement. The part-time Coordinator is responsible for developing and implementing an ongoing communications plan that enhances the profile of KPU and the Faculty including visibility, branding, positioning, and media and community relations, as well as assisting with the advertising and promotions of programs.	2	-	13,800	-	-	-	13,800	-	13,800	
76	2074 Faculty of Academic & Career Advancement	**ACA Advisor - Student & Faculty Support** Additional advisor within the faculty to support the Dean's group initiative to prioritize advising. The position would collaborate with other faculties regarding standardization and coordination of services. Funding for the position could be reallocation from other areas (Central Advising).	3	-	62,500	-	-	-	62,500	-	62,500	
77	2074 Faculty of Academic & Career Advancement	**Conversion to e-classrooms** Funding for conversion of four existing assigned classrooms in our APPD programs on three campuses.	4	-	-	-	44,000	-	44,000	44,000	-	
78	2074 Faculty of Academic & Career Advancement	**Mini learning commons** Planning and project development for a mini-learning commons for KPU students. Students, particularly those in ACP self-paced courses, often experience difficulties putting down roots on campus and making connections with fellow students, faculty, and support service areas. This initiative is aimed at creating a highly interactive and user-friendly learning lab/lounge.	5	-	-	10,000	-	-	10,000	10,000	-	
79	2079 Library Services	**Auxiliary Staffing Support for Existing Library Open Hours** This request is related to the 2014-15 requests that were submitted as ongoing and were approved as one-time only funding. As a result the library open hours increased to the current level enjoyed by our students. We are asking that this increase to our operating budget be approved for ongoing funding from 2015-2016 in order to maintain the existing library open hours.	1	-	59,800	-	-	-	59,800	-	59,800	

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80	2079 Library Services	**Additional Eagles Soar Student Athlete Academic Support** This Eagles Soars semester long academic support program is designed to monitor student athlete progress and provide timely interventions to support academic success and in 2014-15 the program was funded through Athletics to provide peer support and materials for student athletes. If the program is to run again fully supporting the students requires more than just peers. Such a program requires faculty support through the Learning Strategists. This is a one time only request as cost wise it begins to match a full section and KPU may consider implementing a more sustainable model where students access a credit course such as EDUC 1100 or IDEAS 1100 for student athletes which would provide similar transitional developmental elements to ensure personal and academic success.	4	.125	13,800	-	-	-	13,800	13,800	-	
81	2079 Library Services	**It's About U Transition Program** This request for academic transition program funding is a one time request until a broader framework of programs bringing together the range of services that support student success is realized. These services include recruiting and marketing, admissions, advising, orientation and student engagement, financial support, classroom experience, academic support, retention programming, personal and career support services. When the framework is developed, this program, designed to foster academic and personal development for incoming registered students, could fit into it. Based on internal and external research into student retention and success, the program includes a range of activities that form the key elements and supports for students to ensure a successful start to university and to reduce the risk of academic failure.	5	.06	12,553	8,200	-	-	20,753	20,753	-	
82	2079 Library Services	**Langley Campus Library Renovation** The Langley campus library stands out as being unable to offer its students the same quality experience that Cloverdale, Surrey and Richmond's students receive. Chief among the inadequacies: Langley's lab seats only 25 students and needs to accommodate the traditional class of 35; the lab is overcrowded, hot and uncomfortable; only 5 group study rooms; and there is an urgent need for detection gates that do not impede disabled students. In a recent survey of KPU employees the following comments were made about the Langley library: "Improvements have been made but space is still not ideal. Computer work spaces too small, lab is too small, not enough open study areas. Major renovation is needed to open up and enlarge the entire library space." "Renovation to improve functionality/efficiency for both students and staff. "Just recently a librarian was unable to offer an essential hands-on advanced legal research class because the lab was too small, so Langley students missed out on what students at the other campuses learned. With another legal research class it was necessary to split the class in two and shuttle between the class and the lab. Everyone ended up with less hands-on practice. The learning experience of the Langley students is diminished. At three of our campuses the student benefit from the convenience and synergy of the Learning Centre being in the Library. This is not currently possible at Langley.	6	-	-	-	133,560	172,000	305,560	305,560	-	
83	2079 Library Services	**Chairs for Langley Learning Centre** The chairs in the Langley Learning Centre are the original red plastic Virco chairs that are now starting to crack and split. This request is for replacement chairs in line with the current options for such. The Langley Learning Centre also hosts an open computer lab which is often used to capacity especially since the lab in Rm 2090 is no longer an open lab.	7	-	-	-	5,597	-	5,597	5,597	-	
84	2079 Library Services	**Learning Centres Retention Programs** This request is for funding to continue to deliver targeted interventions such as Academic Boost Camps for academically at-risk students; The Workshop Series on each campus; the pro-active academic transition programs such as the Spring semester offering of Step Ahead (one day event) and ACE IT Conferences (four half-day events) for high school students in the accelerated trades and technology programs.	1a	.0175	7,030	8,800	-	-	15,830	-	15,830	
85	2079 Library Services	**Collections funding to maintain existing serials** The library faces the reality of increasing ongoing costs of subscription based resources: e-journals, databases, streaming videos, print journals, etc. Though we participate in academic library consortia which significantly reduce our costs, the prices of these resources increase every year, often between 3-7% and some suggest that it could be as high as 8% next year. This amounts to the need for annual increases to our materials budget just to keep our current subscriptions. While Open Educational Resources will help to reduce the costs in some areas, until the academy makes the culture change surrounding OER and accepts that they are good resources, their impact will be reduced.	2a	-	-	35,000	-	-	35,000	-	35,000	

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86	2079 Library Services	**Collections funding for new programs/courses** As part of the new program proposal process, the Library submits an estimate of the financial impact the implementation of each degree program will have on the provision of appropriate library research material. Requests in previous years have only been partially budgeted, sometimes one time and sometimes ongoing.	2b	-	-	38,200	-	-	38,200	32,800	5,400	
87	3085 Information/Educational Technology	**IET - Staffing** In FY15, the Deans identified funding for IET as a priority. As a result, IET has received approval for capital funding for replacing the aging campus network infrastructure and increase of allocation to the IET Infrastructure renewal capital fund to $1M in FY15 and $1.5M in FY16. The injection of capital funding enables IET to plan ongoing upgrades of hardware and software to keep the network and server infrastructure up-to-date and to extend the capability and capacity to meet growing demands. However, IET lacks adequate staffing resources to effectively deploy and manage the hardware and software infrastructure. IET's staffing level has stagnated since 2006 and we managed to do more with the same resources while the infrastructure continues to grow in size, scope and complexity. Over time, that leads to a widening resource gap that seriously limits IET's ability to manage a robust critical IT infrastructure that the University expects. The following positions are critical to IET's effectiveness going forward: 1. Security Manager (salary $74,000 benefit $17,800)With the trends for cloud computing and proliferation of consumer devices, KPU's IT environment is exposed to a significantly higher level of security risks in recent years and will continue to escalate. The need to remain compliant with privacy and security regulations from both government (FOIPPA) and industry (PCI-DSS) also adds to the demand for proactive mitigation of security risks. Information security is an area that continues to be underserved as only 0.5FTE is dedicated to security. The lack of adequate staff on network security hampers IET's effectiveness in maintaining network security and the ability to response to security incidents. It is critical for today's IT organization to dedicate appropriate resources to IT security and this identified as an high level of operational risks in IET's risk register. 2. Network Administrator (salary $48,000 benefit $11,500)Resource constraints creates the challenge of separating operational and project duties. As a result, IET staff constantly runs from project to project without dedicating sufficient time on proactive monitoring and maintenance tasks that are essential for maintaining a mission critical IT infrastructure. The addition of a Network Administrator provides the capacity for proactive work. 3. Project Manager - This request was approved for FY14 (salary $74,000 benefit $17,800)The IET External Review recommended to establish a Project Management Office within IET to coordinate IT projects. The Review identified the deficiencies in IT project management in the areas of pre-project business justification, change management, project communications, post implementation stabilization. These issues are attributed to the lack of full time resources dedicated to project management. Significant portion of IET's work are project based and the lack of a project management office to lead a consistent project management practice within IET has been a major pain point inhibiting IET's efficiency and effectiveness. Effectively managed IET projects will also contribute to higher return on investment on KPU's IT projects. 4. Manager of Learning Technology Systems (salary $74,000 benefit $17,800)IET is committed to supporting the institution's strategy to enhance the quality of teaching and learning. While the Learning Technology team is focused on supporting faculty in the advancement of pedagogy including the effectively use of learning technologies, IET's focus is in providing robust infrastructure to support the educational technology systems. Organizationally, IET is gradually shifting its development resources in the Enterprise Systems team to enhance the support of learning technology systems and related systems infrastructure. The Manager of Learning Technology Systems plays critical roles to work closely with the Learning Technology team in planning, implementing and supporting learning technology systems, and to develop and maintain the a robust systems architecture that integrates seamlessly with the administrative systems. We propose to use the annual savings of $150,000 from the Desktop Replacement fund for positions 1 and 2. The budget request is for the remaining positions 3 and 4.	1	-	185,000	-	-	-	185,000	-	185,000	
88	3085 Information/Educational Technology	**Administrative - CRM system implementation** This request supports institutional-wide administrative initiative. In support of the Strategic Enrolment Management Plan, the Provost has provided $100,000 to support the implementation of a Customer Relationship Management system. Based on research on the CRM solutions on the market, the estimated implementation cost is $218,000. This request is for the incremental cost.	2	-	-	218,000	-	-	218,000	89,500	28,500	

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89	3085 Information/Educational Technology	**Administrative & Academic - Lynda.com training solution for staff and students** This request is an institutional-wide initiative that supports both administrative and academic units. This request is for ongoing funding for an institutional subscription to Lynda.com which provides video training on software, creative and business skills for staff and students. Technology training for staff has been identified as a major recommendation in both the IET External Review and the Teaching and Learning Review. Lynda.com provides short video training on a wide variety of software in user friendly and short (just-in-time) format that would be highly accessible and effective for the faculty and staff of KPU. IET recommends this resource as the PD solution to enhance the skills and effectiveness of faculty and staff. Lynda.com is also increasingly being adopted by universities as a resource to supplement or replace in class instruction on software skills. The institutional license also provides students unlimited access to all resources. This contribute to student success by enabling them to acquire valuable up-to-date skills outside of the formal curriculum. Lynda.com has already been adopted by the School of Design, Drafting and a number of individual faculty. BC institutions subscribing Lynda.com for students includes UBC, SFU, BCIT and Emily Carr.	3	-	-	50,000	-	-	50,000	-	50,000	
90	3085 Information/Educational Technology	**Administrative - Banner revitalization** This is an institutional-wide administrative initiative. Banner has been implemented at KPU for over 2 decades with the Students module in 1992, Finance in 1994 and HR in 1996. The nature of implementation in those days called for custom modifications to fit the institution's business processes. The customizations continue to be adjusted and expanded as we change from a college to a university college to a university. Today, significant effort is require to maintain the customizations, especially during major upgrades As well, changes of staff over the years have also left 'knowledge gaps' of system functions and processes such that the systems are not effectively utilized in many respects. In order to realize the strategic goal of a 'sustainable organization', it would be appropriate to consider strategic initiatives to revitalize Banner system to lower cost and to fully leverage Banner to efficiently and effectively support the university's administrative functions going forward. The budget request will cover the cost of the Ellucian Banner Revitalization services for one Banner module. The Student system is the prime candidate for the revitalization exercise as it is the oldest module in production and is the most heavily customized. The revitalization exercise will serve the purposes of: To optimize the system and processes to support strategic initiatives including the University Transitions Project, Professional and Continuing Studies and International Recruitment. To minimize custom modifications in preparation for the next major upgrade to the new Banner XE platform.	4	-	-	75,000	-	-	75,000	75,000	-	
91	3085 Information/Educational Technology	**Academic - Mediacore Video Repository** This is an institutional-wide academic initiative. Video has become an important tool for teaching and learning. The University is experiencing increasing issues with the handling of large video files in Moodle and the problem will continue to escalate when the future of learning is becoming more video centric. A video repository solution is required for KPU to effectively deliver video based content both online and in the classroom.	5	-	-	40,000	-	-	40,000	-	40,000	
92	3085 Information/Educational Technology	**Academic - Adobe Creative Cloud Enterprise License** This is an institutional-wide academic initiative. Adobe Creative Suite and related products are used in the Fine Arts, Journalism and Design programs. Collectively, KPU spends $40k per year in acquiring/updating the licenses for 310 seats through capital funding allocated to the department. Individual Adobe Acrobat Professional licenses are also being purchased by departments for over 200 staff. Adobe is changing its licensing model to a subscription module that provides access to a combination of Creative Cloud products and Acrobat Professional based on staff FTE. The FTE license will allow the installation of Creative Cloud on all student computers on campus and Acrobat on a large number of staff workstations for $55k per year. Going forward, the subscription license will be the only financially viable option available for KPU. The upside is that it will provide the benefits of making Creative Cloud available to all students on campus and Acrobat Professional to staff for a small incremental cost of $15k annual. This gives KPU students the opportunity to develop valuable 21st century skills in using creative software. We will have to switch to the Creative Cloud Enterprise license when the software is upgraded to the latest version. This means a change of the funding model from capital to ongoing operating fund.	6	-	-	55,000	-	-	55,000	-	-	
93	310 Office of the AVP, Human Resources	**Software costs to support Mass Notification** The Mass Notification system will need to have on-going software costs. The 9 months of the first year is covered by funding, but not future years.	1	-	-	7,000	-	-	7,000	-	-	

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94	310 Office of the AVP, Human Resources	**Additional funding required to support insurance needs for University and programming** Th current status quo budget is $8,900. Over the last 5 years, actual costs have increased from ~$10,000 up to ~$14,000 in the current fiscal due increase in insurance premiums. In addition, we are in the process of purchasing a new vehicle for Horticulture. The insurance will be added once the vehicle has been purchased. In order to meet the growing insurance needs of the University, I request an increase of $7,000 in funding. 4 –year historical trend for Insurance and Warranties for the Fleet Budget (the $8,900 budget):2014/15: YTD = 13,7422013/14: 11,8512012/13: 11,9732011/12: 10,0152010/11: 10,772	2	-	-	7,000	-	-	7,000	-	7,000	
95	310 Office of the AVP, Human Resources	**Contract Staff to Develop Training and Leadership Development Programs for Staff** Flowing from Vision 2018, the Workforce Planning Task Force, and the Employee Survey outcomes, the University needs to develop and co-ordinate training and learning opportunities for staff.	3	-	-	80,000	-	-	80,000	-	-	
96	310 Office of the AVP, Human Resources	**Campus Lighting Study** The current level of lighting at all 4 campuses should be reviewed to ensure that there is an acceptable safety standards are met.	4	-	50,000	-	-	-	50,000	-	-	
97	310 Office of the AVP, Human Resources	**Mental Health** KPU has committed to a Mental Health strategy for students through the Academic Plan. In order to most effectively address this initiative key staff need to be educated in the concepts and techniques for assisting other staff members to deal the Mental Health issues. Mental Health related drugs are the highest rated costs for drugs. Additionally, in the last 2 KPU Employee Surveys, staff have indicated that approximately 45% of staff do not agree that the current Health and Benefit programs meet their needs. Mental Health programs also need to support staff.	5	-	37,500	30,000	-	-	67,500	30,000	37,500	
98	310 Office of the AVP, Human Resources	**ClearView Reporting Module for Faculty, Staff and Student Disclosure** This annual subscription fee covers all students and employees and provides third party anonymous reporting of 'Whistle Blower' issues.	6	-	-	14,175	-	-	14,175	-	-	
99	310 Office of the AVP, Human Resources	**360* Appraisal Tool for Performance Appraisals of Senior Managers** The cost of software necessary to provide secure (to the author) input to senior manager's performance appraisals.	7	-	-	6,850	-	-	6,850	-	-	
100	310 Office of the AVP, Human Resources	**Engineering Study on Locations of Security Doors** A line item to do an engineering study on appropriate location of Security Doors to block off campuses was approved, but not used in 2014/2015. This request is a duplicate of that request.	8	-	18,800	-	-	-	18,800	-	-	
101	310 Office of the AVP, Human Resources	**Train Emergency Operations Centre staff** KPU must develop emergency response capacity and train staff in a variety of roles to respond to emergencies.	9	-	-	5,000	-	-	5,000	-	-	
102	310 Office of the AVP, Human Resources	**Security Transportation for Langley** Purchase of a small cart to transport Security Staff at Langley. Langley campus is spread out over a large area with a highway bypass dividing the north and south properties. Although the main campus populous is situated on the south side of the highway, activity in the north horticultural side continues to grow. If KPU were to have an incident of any significance it would take an officer a several minutes to get to the point of the incident. If the officer had to run up and over the Airbridge that connects the north property with the south property he would be winded by the time he got to the place he was to render aid. This is a safety issue that has not been addressed but should be now as the university continues to grow, times are changing and the demands on security are growing. The cart would also be used to do parking lot patrols in inclement weather, preventing break and enters to autos and in the 'safe walk' of staff.	10	-	-	15,000	-	-	15,000	-	-	

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103	310 Office of the AVP, Human Resources	**Renovate Surrey Security Office with Service Counter to Provide Better Service to Staff and Students** The current Surrey office has approximately 28 square feet of floor space. This space houses 3 officers their clothing equipment and at times holds 6 officers for private meetings during shift change and briefings. The public has direct access to the office. When someone has inquires to make of security content cannot be left unattended as there is no expectation of any privacy. Building a security counter at Surrey (into the hallway area) would separate the security office from direct access by the public thus allowing some privacy. The officers could hang jackets and other personal equipment under the counter freeing up space in the existing office. The public could be met at the counter and if they are looking for lost and found items the privacy of the contents of the office would not be compromised as it is now. The counter has been an "ask" for the past 3 years with the hopes that a used counter or a new office could be obtained. Nothing has surfaced and with the addition of officers and the new reporting process the existing space does not come close to being adequate. 28 sq/ft for 3 plus persons and their equipment as a work space is less than adequate.	11	-	-	5,000	-	-	5,000	-	-	
104	310 Office of the AVP, Human Resources	**Equipment to Setup an Emergency Operations Centre** Most BC Post Secondary institutions have an Emergency Operations Centre (EOC). KPU Surrey is situated in an area which has had several close misses of significant events in the past 3 years. KPU Surrey needs an EOC.	12	-	-	30,000	-	-	30,000	-	-	
105	310 Office of the AVP, Human Resources	**Mounting of "Screachers" over Fire Alarms** Exams are frequently disrupted through fire alarms being pulled. Mounting a 'screacher' device over the fire alarm pull station allows for the quick identification of where the alarm was pulled and will reduce the number of false alarms.	13	-	9,400	-	-	-	9,400	-	-	
106	4075 Governance & Policy	**Annual Governance Retreat** To promote good governance and provide Senators and Governors with an orientation to good governance, an annual Governance Retreat will be held. Resources to pay a keynote speaker and provide catering are required. Other presenters are in-house.	1	-	-	5,000	-	-	5,000	-	2,000	
107	4075 Governance & Policy	**iPads for Board of Governors** Outgoing Board Members keep their ipads as a thank you for their service. New ipads must be purchased to replace them for the new Board Members.	1	-	-	3,600	-	-	3,600	-	3,600	
108	4075 Governance & Policy	**Replacement iPads and cases for Senators** iPads and/or their cases break down during the year and must be replaced so Senators can access their Senate and committee meeting packages electronically.	1	-	-	1,400	-	-	1,400	1,400	-	
109	4085 Marketing & Recruitment	**New Markets & Institutional Branding** The Future Students' Office (FSO) has historically focused its recruitment efforts on the high school market in KPU's catchment areas of Surrey, Delta, Cloverdale Langley, and Richmond. In order to connect with a wider range of prospective students and help build institutional knowledge and awareness, FSO must extend its reach and exposure. Moving forward, our plans including diversifying our applicants and market focus to include college transfers, mature students, athletes, Aboriginal students, refugees and new immigrants. We will be recruiting in our catchment areas where KPU is considered the regional university though will also be strengthening our presence in Vancouver, Burnaby, New West, Kelowna, Alberta and Toronto. The requested funds will help raise our institutional profile and foster community engagement. Student recruitment coordinators (SRCs) will conduct extensive visits to schools, community organizations, education and career fairs, as well as participate in select community events, fairs, business events, shopping mall events, outdoor activities, etc. Event registration fees range from $500 to $3,000 per event with additional costs for staffing, promotional materials, prize giveaways, etc. It is a top priority to seek out events and venues which attract our target audiences and increase our institutional visibility. KPU welcomes over 4,000 new students each year with plans to grow both domestic and international intakes in subsequent years. The KPUi team has two managers and six recruiters; FSO has one manager and five recruiters. Extra resources and funding would assist in accomplishing domestic recruitment goals and help achieve our 5% FTE growth. We must be more proactive and aggressive in our search for prospective students but to do that, additional funds are required. In keeping with Vision 2018, new market expansion and community engagement will promote the KPU pillars of Quality, Reputation and Relevance. Consistent branding and raising awareness as well as repetition of compelling stories about our unique identity, career-focused, quality education, and open access commitment are critical. All these factors will positively impact our enrollment growth.	1	-	-	50,000	-	-	50,000	-	50,000	

Ref #	Faculty Area/Division	Request Title and Explanation	Faculty/Division's Priority Ranking	Faculty FTE	Total Salaries and Benefits	Total Non-Salary Operating Expenses	FF&E	Capital	Funding Request Total FY15/16	One-Time only	Ongoing Request	Comments
110	4085 Marketing & Recruitment	**Campus Concierge** Far too often at KPU Surrey, Langley and Richmond, there are long line-ups for front counter assistance and lost visitors who wander our buildings, puzzled about where to go next. Where is our focus on student service and service in general? The proposed Campus Concierge program will provide a friendly face of the University for first-time guests and cut down on needless questions and the front counter wait time. Funds would offset hiring a cadre of students who are available for 4-hour shifts during peak time on Surrey and Richmond campuses, Monday through Thursday. This program has the support of Dr. Davis and all KPU campus principals. Funds are requested to run the Campus Concierge in Surrey and Richmond. Note: Student Services is submitting a capital request which will include funds for the Langley Campus Concierge. Quantitative and qualitative assessments conducted after the first year will guide our direction for future plans for the concierges. FSO is taking on the responsibility of implementing and managing this campus concierge program but there is a benefit to all KPU departments as well. General customer service for visitors will be a great asset to our continuing efforts to raise brand awareness and the reputation of KPU.	2	-	-	25,000	-	-	25,000	-	25,000	
111	4085 Marketing & Recruitment	**Student Ambassador Program Growth** The Future Students' Office (FSO) has run a student ambassador program for the past four years on a modest $15,000 budget to cover student salaries and program costs. Since that time, the student ambassadors have conducted regular campus tours at Surrey and monthly tours at the other three locations: Langley, Cloverdale and Richmond. As we focus on bringing more students on campus to experience KPU firsthand, there is a need to offer more regular tours at ALL campuses and pay student staff a fair wage. Student ambassadors (SAs) also help out FSO social media efforts and input contact cards into our system from on and off-campus events to allow FSO to keep connected with prospective students. SAs also conduct the Course Registration Calling Campaign (CRCC) each semester. CRCC involves calling prospective students to welcome them to KPU, provide assistance and so on. SAs will also participate in various events throughout the year to help raise the profile of KPU.SAs are a tremendous help to our conversion efforts and their efforts positively impact new student enrollment each semester.	3	-	6,300	-	-	-	6,300	-	6,300	
112	4088 Office of the AVP, International Education	**Expansion of International Education - Scenario C** Implementation of various initiatives to increase the number of international students studying at KPU through recruitment and retention efforts.	1	-	821,120	250,000	24,000	-	1,095,120	-	1,095,120	
113	4088 Office of the AVP, International Education	**Expansion of International Education - Scenario A** Implementation of various initiatives to increase the number of international students studying at KPU through recruitment and retention efforts.	1	-	462,460	-	-	-	462,460	-	462,460	
114	4088 Office of the AVP, International Education	**Expansion of International Education - Scenario B** Implementation of various initiatives to increase the number of international students studying at KPU through recruitment and retention efforts.	1	-	707,960	188,000	16,000	-	911,960	-	911,960	
115	4088 Office of the AVP, International Education	**Expansion of International Education - Scenario D** Implementation of various initiatives to increase the number of international students studying at KPU through recruitment and retention efforts.	1	-	964,300	342,000	32,000	-	1,338,300	-	1,338,300	
116	4089 Facilities Services	**Manager, Facilities Services Operations** A Manager to support Facilities front line operations is a high priority for the department as it currently does not have the capacity to support daily service needs and contracts.	1	-	68,800	1,700	-	-	70,500	-	50,500	
117	4089 Facilities Services	**Architectural Technologist** This initiative is to fund a temporary Architectural Technologist position for Facilities Service to update KPU property and building asset ACAD documentation. This is critical in order to provide relevant and accurate information and timely response for capital building and other KPU projects as well as to meet the Province of BC's Inventory Policy on the maintenance and currency of architectural drawings.	2	-	62,500	-	-	-	62,500	62,500	-	

Ref #	Faculty Area/Division	Request Title and Explanation	Faculty/Division's Priority Ranking	Faculty FTE	Total Salaries and Benefits	Total Non-Salary Operating Expenses	FF&E	Capital	Funding Request Total FY15/16	One-Time only	Ongoing Request	Comments
118	4089 Facilities Services	**Landscaping - University Wide Expanded Services** The university requires grounds that have minimized hazards such as falling tree limbs and minimized security risks such as extensive blackberry overgrowth creating hiding places. One time funding provided in 2013/14 enabled hazardous tree assessments and removal of seasonal unsafe blackberry overgrowth. These are ongoing, annual risks to the university.	3	-	-	45,000	-	-	45,000	-	45,000	
119	4089 Facilities Services	**Cyclical Furniture Replacement Plan** This request is to fund a 4 year replacement of poor condition faculty office work stations. By doing so KPU will reduce the risk of employee injuries, especially musculoskeletal injuries (MSI), decrease employee absenteeism and increase employee productivity, comfort, satisfaction and pride. An audit was conducted in 2013 in which it was identified that of the 1007 faculty offices and workstations 183 of them were found to be in poor condition, unsafe or nonfunctional. Additional funding is requested to provide for a 4 month position to conduct a condition audit of staff, classroom and student work stations.	4	-	14,400	5,000	91,000	-	110,400	14,400	96,000	
120	4089 Facilities Services	**Sustainability Projects Coordinator** Coordinate information gathering and communication of all sustainability initiatives across the institution and with outside community partners. Support others in moving their environmental sustainability priorities forward by maintaining communication channels through the institution and promoting synergies between the various proponents.	5	-	62,500	2,700	3,500	-	68,700	-	68,700	
121	4089 Facilities Services	**Wayfinding and Signage Improvements** This request is for one time funding to complete the improvements to the Langley wayfinding and signage begun in 2010 and replace Richmond wayfinding and signage to current standard. Additional annual funding is in support of on-going maintenance.	6	-	-	-	95,000	-	95,000	95,000	-	
122	4089 Facilities Services	**2015/16 Furniture and Equipment Request for Facilities Services**	-	-	-	-	6,564	-	6,564	6,564	-	
123	4540 Institutional Analysis & Planning	**Purchase Tablets for Student Appraisal of Instruction** Student Appraisal of Instruction currently conducts paper-based, in–class surveys of students to assess probationary instructors, with the exception of Trades, which are done online in the classroom. The proposal is to eliminate all paper surveys by purchasing tablets so all in-class assessments can be conducted online. The cost of tablets would be recovered over 4 years through the savings achieved by not having to pay for maintaining and replacing the scanner and for auxiliary employees doing data entry and verification. Eliminating paper surveys would also have significant quality benefits. We require 40 tablets for each of the three campuses: Surrey, Richmond and Langley. One mobile tablet charging cart is required for each campus. Total requirement: $28,500 to purchase 120 tablets and 3 mobile tablet charging carts.	1	-	-	-	28,500	-	28,500	23,500	-	
124	530 Financial Services	**Financial Reporting/Special projects position** Request is for a financial analyst/reporting position to support the increased reporting requirements of the Ministry. In addition with the planned growth in the CE/PS area, this position will assist in program costing, fees, overhead calculations and reporting. Request is for an Accounts Receivable position to support the growth in the International students. This position will provide services to international students and ensure that KPU's International tuition agreements are adhered to and invoiced correctly on a timely.	1	-	113,800	-	-	-	113,800	-	113,800	
		Total			8,557,664	2,286,850	2,865,768	378,400	14,088,682	3,641,544	7,937,826	

Notes:
Highlighted requests are the items that were funded/approved in previous years.
Additional funding either OTO or Ongoing was awarded for FY14/15 but held centrally
Total Funding Required is greater than One-Time Only and On-going Request amount if Faculty has found additional sources of funding or reallocated existing budget; or area has not identified whether the requirement was On-going or One-time only

MEMORANDUM

TO: SENATE

FROM: Senate Standing Committee on University Budget (SSCUB)

DATE: February 23, 2015

SUBJECT: SSCUB's Recommendations to Senate for Transmittal to the Board of Governors

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This report summarizes the discussions at several meetings of the SSCUB from September 19th, 2014 until February 13th. 2015.   Before continuing with the detailed observations and recommendations the committee would like to communicate certain over arching beliefs and recommendations:

1. This year's budget cycle has been a more positive and collaborative process than in previous years and SSCUB looks forward to this continuing;
2. With the advent of greater fiscal uncertainty in post secondary education the movement towards a more strategic approach to budgeting is essential. The re-engineered process will continue for at least four years. SSCUB looks forward to working collaboratively with University Administration and the Board towards this end;
3. As the University moves towards a new budget process, and without moving away from a concern for being efficient in our spending to deliver the polytechnic mandate, there needs to be an equal focus on introducing new approaches to content delivery as well as on the introduction of new revenue streams.

The remainder of this communication presents SSCUB's observations of the 2015/2016 budget development process with the intent to assist the Board of Governors and the Finance and Audit Committee in their budget approval deliberations.

Observation: 2015/2016 Budget Development Process and Consultations

The 2015/2016 budget development process is much more open and transparent than in previous years. University Administration presented a Financial Update in September 2014 at campus forums, Faculty Councils and other forums. This was repeated with another Financial Update and a presentation of the draft FY15/16 University operating budget in January 2015. The University community was encouraged to submit comments and feedback on the Finance SharePoint site.

Recommendation: SSCUB recommends that going forward, KPU continues with the more open and transparent budget development process and consultations with stakeholder groups.

Observation: Incremental Budgeting

KPU prepares budgets on an incremental basis of evaluating and prioritizing new budget asks. There is continued concern from SSCUB that this ignores what's in the base budget, as funding allocations may not reflect environmental changes. The FY15/16 draft ongoing allocation of $1.141M represents less than one percent of KPU's consolidated budget.

To address this concern, in January 2014, President Alan Davis constituted the Resources Planning Task Force to examine and make recommendations on processes that assure KPU's resources are deployed as efficiently and effectively as possible to enable the realization of Vision 2018: http://www.kpu.ca/resources-planning-project

In June 2014, the Task Force presented the President and the Senate with 11 recommendations and accompanying reports: http://www.kpu.ca/resources-planning-project-reports-and-recommendations
These included the report and recommendations from the Task Force's Budget Allocation Subcommittee, which is available at this link. The subcommittee recommended that KPU transitions to a new budget model, in which definitions, formulae and metrics are used to develop the University budget. It provided a timeline, starting with the President appointing a Budget Model Steering Committee (BMSC) in FY14/15 to draft these metrics, consult with University stakeholders and update SSCUB on its progress.

Update on the Task Force Budget Allocation Sub-Committee Plan

The budget development process timeline for 2015-16 was established from the recommendations of the committee. In addition, in the current year the project costing model and data collection has been occurring. The instructional FTEs across the Faculties have been analyzed, given the current instructional support to faculty. The number of students in each course and the amount of revenue that is generated is being determined on a course by course basis. This has been collected to assist the committee going forward to set the metrics and develop key performance indicators. Going into next year, the BMSC will be established to work on year 2 of the plan.

Recommendation: SSCUB recommends that the Budget Allocation Subcommittee's report and recommendations be implemented following the timelines as presented and that SSCUB receives regular updates of its progress. SSCUB also recommends that the BMSC includes at least two members from SSCUB.

Observation: Balancing the Budget

There is a $1.3M gap in the proposed FY15/16 University operating budget, however by legislation, KPU is required to balance its budget. The University Administration is expecting that savings and reallocations of $1.3M will be achieved through recruitment lag (up to $742K) and targeted savings from programming, services and retirements (up to $1.1M). Hiring lags, a common practice in the post-secondary sector, provide institutions an opportunity to re-evaluate positions and to look at more efficient operational practices that can ensure balanced budgets and sustainable development of educational offerings. A parallel strategy to savings and reallocations is that of instituting an effective Strategic Enrolment Management (SEM) plan that allows an institution to ensure a regular and balanced flow of incoming students and tuition revenue matched by an equally strong drive to retain and graduate learners. The changing pressures and priorities of external funding

need to be attenuated through a concerted effort to maximize revenue generation through prudent fiscal management to ensure KPU continues to thrive and serve the diverse learner population of our mandated region and beyond. The Provost's Office has provided assurances that the SEM process will entail ample consultations and dialog with our diverse stakeholders. A robust SEM planning process will help inform and enable SSCUB to provide sound recommendations on strategic and budget matters to Senate and the Board of Governors.

Recommendation: SSCUB recommends that work continue on the development of KPU's Strategic Enrolment Management Plan and that SSCUB be updated on its progress.

Observation: Current Focus on Finding Savings Rather Than Generating Revenue

Given that government funding is not expected to increase, KPU cannot solely rely on spending freezes and cost-cutting measures.

Recommendation: SSCUB recommends that KPU continue to invest in long and short-term revenue generating activities, courses and programs to properly resource and sustain its diverse range of educational offerings and fulfill its polytechnic mandate.

Observation: FY14/15 and FY15/16 Skills Gap Plan Development Process

The Ministry of Advanced Education (AVED) and Ministry of Jobs, Tourism and Skills Training (JTST)-mandated development of the Skills Gap Plans for FY14/15 to FY17/18 requires a shift from our present base budget program allocations and student-FTE targets to a more focused formula. This ensures post-secondary institutions align a percentage of their program FTEs with high demand career areas as represented in the National Occupation Classification's (NOCs) top sixty occupations. The Skills Gap Plan process is essentially a reporting exercise prepared by Institutional Analysis and Planning much like a variety of other regular reports to Government. While this operational reporting function takes place outside the scope of the budget planning process, keeping our internal governance bodies such as SSCUB informed of progress and ongoing developments will go a long ways toward ensuring institutional transparency.

Recommendation: SSCUB recommends that regular updates of KPU's Skills Gap Plans and the ongoing development of enrolment targets and budgetary reporting implications be provided to the University community.

Motions from February 23, 2015 Senate Meeting

Moved by Brian Haugen; seconded by Diane Purvey:

THAT Senate consider the proposed FY15/16 University operating budget and its allocation of funds consistent with Vision 2018 and the KPU Academic Plan, and

THAT Senate request SSCUB's recommendations be transmitted to the Board of Governors.

MOTION CARRIED

Agenda Item: *Revision: Bylaw No. 4, Fees*

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

Recommended Resolution:	THAT the Board of Governors approve revisions to Bylaw No. 4, *Fees*.
Board Committee Report:	*The Board Finance Committee reviewed and recommended revisions to Bylaw No. 4, Fees to the Board for approval at its March 18, 2015 meeting. An email showing the proposed revisions was emailed to all Board Members on March 17, 2015 fulfilling the requirement that the Board receive written notice of revisions to bylaws at least two weeks in advance of considering the proposed revisions.*
Key Messages:	1. **NOTE: The title in section 2(b) has reverted to its original title of "Fixed Term Programs and Full-time Continuous Intake** ~~Programs~~ **Offerings" with an asterisk placed after "Full-time*" and a note below stating that "*Fees for part-time are pro-rated".** 2. **Domestic tuition has been raised by 2%, the maximum allowed by the provincial government. International student fees will increase August 1, 2015 as discussed during the June 4th, 2014 Board meeting and are provided for information only.** 3. **Transcript fees have been consolidated to one rate of $10 per transcript. With recent increases in KPU's capability to send and receive transcripts electronically (in partnership with a wider range of institutions), we would like to move toward a more streamlined approach to transcript processing whereby our default method of transcript issuance is electronic. When reviewing comparison fees across BC, the typical standard is to have one fee, set at $10, so this change brings us in line with what the majority of others are doing. KPU will continue to issue paper transcripts upon request, however with a single fee, the real benefit to the student of having the electronic as the default is the increased turnaround time from point of request, to receipt from the receiving institution.** 4. **The English Language Studies fee has been revised to reflect a per credit fee which is consistent with other fees identified in the bylaw.**
Context & Background:	Bylaw No. 4 is revised on an annual basis to reflect annual increases to fees.

Implications / Risks:	If the Bylaw is not recommended for approval the FY15/16 budget would have to be revised significantly, as the increase in tuition fees has been built into the assumptions in developing the budget.
Attachments:	Bylaw No. 4, Fees – revisions shown in track changes
Submitted by:	*Kathy Lylyk*

	BYLAW NO. 4
Approved by	**Board of Governors**
Original Effective Date Revised	**16 November 1982** **19 March 2008; October 15, 2008; March 18, 2009; March 24, 2010; 16 June 2010,23 March 2011; 28 March 2012; 3 April 2013, 2 April 2014, December 9 2014, February 20, 2015, April 1, 2015**

B Y L A W No. 4

FEES

1. Pursuant to the *University Act*, program or course fees and charges to be paid to the University by students shall be determined and/or revised by the Board of Governors.

2. The tuition fee structure for domestic students effective 01 ~~August~~September ~~2014~~2015 shall be:

   a. **Credit Based Programs:**

Category	**$ / credit**	
1	$~~131.05~~133.65	• Existing courses[1] as at September 1, 2011 will remain in Category 1
2	$~~158.35~~161.50	• Courses in the Special Education Teacher Assistant program • New courses developed for degrees/programs in Faculties such as Business and Arts
3	$~~176.85~~180.35	• New courses developed for degrees/programs that incorporate smaller classes, labs, and or studios, e.g. Design, Science, Horticulture, and Health
4	$~~202.40~~206.40	• Courses in the Health Unit Coordinator program • New online courses developed for degrees/programs and other specialized programs
5	$~~250.00~~255.00	• New courses developed for industry specific technical programs.

[1]with the exception of the Health Unit Coordinator and Special Education Teacher Assistant programs

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

Category	$ / week	Applies to the following
1	$~~114.20~~116.45	• Existing courses as at September 1, 2011
2	$~~234.05~~238.75	• New courses developed for degrees/programs in the trades and technology field of study, e.g. Arborist program

*Fees for part-time are pro-rated

The following fees are effective as of April 1, 2015

c. Adult Upgrading $133.65 / credit

d. English Language Studies $~~533.00 / 3 credit course~~177.66 / credit

~~d.~~e. Adult Special Education No Charge / credit

3. Other fees and charges for domestic students effective 01 ~~August~~ September ~~2014~~ 2015 are as follows:

a.	Student fees for libraries, Technologies and student life	7 % of tuition
b.	Application Fee	$40
c.	Transcript Fee	$~~5~~10 per transcript ~~(electronic version) $7 per transcript (paper version)~~
d.	Grade Appeal fee	$25
e.	Confirmation Deposit	Domestic applicants are required to remit a non-refundable $250 confirmation deposit to signify acceptance of an offer of admission to open intakes and a $500 confirmation deposit to signify acceptance of an offer of admission to a limited intake program. If the student registers this fee will be applied towards the full tuition fees assessment. Students registered in a tuition free course do not pay the Confirmation Deposit, but will be assessed Other Fees & Charges listed above.
f.	Graduation Fee	No charge

4. Other Programs

The appropriate Vice President will determine fees and charges for the following:

- Cooperative Education Work Term
- Prior Learning Assessment
- ~~Upgrading, Training, and Professional Studies~~Continuing and Professional Studies

5. Service Charges

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

6. International student fees are as follows (for information only):

    a. International Student Tuition Fees
       ~~i. Effective 01 August 2014~~   ~~$525.00 / credit~~
      ~~ii.~~i. Effective 01 ~~August~~ September 2015 $550.00 / credit

Other fees and charges for International students are as follows:

a. Student fees for libraries, technologies and student life
      ~~i. Effective 01 August 2014~~   ~~$25.00 / credit~~
    ~~ii.~~i. Effective 01 ~~August~~ September 2015 $30.00 / credit

Other fees and charges for International students effective 01 ~~August~~ September ~~2014~~ 2015 are as follows:

b. Application Fee $120.00

c. Transcript Fee $~~5~~10.00 per transcript ~~(electronic version)~~
                                ~~$7.00 per transcript (paper version)~~

d. Grade Appeal Fee $25.00

e. Confirmation Deposit   International applicants are required to remit a non-refundable $1000 confirmation deposit to signify acceptance of an offer of admission to open intakes and a $1500 confirmation deposit to signify acceptance of an offer of admission to a limited intake program. If the student registers, this fee will be applied towards the full tuition fees assessment.

f. Graduation Fee   No Charge

_____

CHAIR
Board of Governors   April 1, 2015
Kwantlen Polytechnic University
                             _____
                                    Approval Date

_____ _____

PRESIDENT   Date Bylaw to be effective
Kwantlen Polytechnic University   if different from Approval Date

Agenda Item:	*Program Proposal: Minor in Journalism*

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

Recommended Resolution:	**THAT the Board of Governors, with the endorsement of Senate, approve the Minor in Journalism.**

Key Messages:

1. **There is strong student interest in the creation of the Minor in Journalism.**
2. **Regardless of the profession chosen, students will be well served by the skills and knowledge acquired through the program.**
3. **The Minor in Journalism would be a valuable addition to student credentials and experience.**
4. **Implementation effective September 1, 2015.**

Context & Background:

Under Section 35.2 (6) of the University Act, the Senate of a special purpose, teaching university must advise the Board, and the Board must seek advice from the Senate, on the development of educational policy for the following matters:

(b) the establishment, revision or discontinuance of courses and programs at the special purpose, teaching university.

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

The Board Governance Manual states under Section 13.3 (l) - Governance Committee Terms of Reference:

The Committee is delegated authority to consider recommendations from Senate with regard to adherence to the strategic priorities, mission, vision and mandate of KPU and present its recommendation to the Board.

Resource Requirements: N/A

Implications / Risks: N/A

Consultations:

1. Approved by the Journalism and Communication Studies Department in October 2014, the Arts Standing Committee on Curriculum on December 5, 2014 and the Arts Faculty Council on December 12, 2014.
2. Endorsed by the Senate Standing Committee on Curriculum on February 4, 2015.
3. Recommended to the Board of Governors for approval by Senate on February 23, 2015.

Board of Governors Regular Meeting
Agenda Item   **6.2**
Meeting Date: **April 1, 2015**
Presenter(s):   **Kristan Ash**

Attachment: *Memo from Romy Kozak, Associate Dean, Faculty of Arts*

Submitted by: *Senate*

Date submitted: *March 3, 2015*

MEMORANDUM

TO:	Senate
CC:	Beverley Sinclair, Chair, Journalism and Communications
FROM:	Romy Kozak, Associate Dean, Faculty of Arts
DATE:	February 23, 2015
SUBJECT:	Proposal to create a Minor in Journalism

The Department of Journalism and Communications requests approval of the following proposal to create a Minor in Journalism.

Background:

Kwantlen's Journalism program began life as a Diploma program decades ago, when Kwantlen and Douglas College were one and the same. The Bachelor of Applied Journalism degree was first offered in 2001, making it one of Kwantlen's first Bachelor degrees. In 2011, the program moved from the Faculty of Design to the then–Faculty of Social Sciences, a move that coincided with a complete overhaul of the curriculum. The revised Bachelor of Journalism, which now includes Communication Studies courses, complies with the Bachelor of Arts framework.

Rationale:

Data compiled by our department shows a large pool of students potentially interested in pursuing a Minor. Thirty-eight current students who are not declared Journalism students have already taken at least four JRNL or COMM courses. In addition, our JRNL 1160 - Introduction to Journalism course has always included many "non-Journalism" students: this fall, 55 of the 76 participants in JRNL 1160 are such students. Anecdotally, when department instructors in all our Fall 2014 courses asked for a show of hands, students earning a Major in a different Arts discipline expressed strong interest in a Journalism minor. (Our data shows that we currently have 84 declared Bachelor of Journalism students.)

Students interested in a Journalism Minor recognize that regardless of the profession they choose, the skills and knowledge provide by such a Minor will serve them well. These valuable transferable skills include working in a multimedia environment, conducting relevant research, and communicating clearly in a wide range of formats – including writing, audio, video, photography, and interactive

graphics. A Journalism Minor will also help any student make sense of the constant stream of information that bombards us all.

We have discussed the Journalism Minor with other Arts departments and with the Arts degree advisors, and all agree that this Minor would be a valuable addition to students' credentials and experience. The degree advisors report that they have already had questions from students interested in this Minor. Arts Advisor Susan Black called the Journalism Minor "a very attractive option" and "a good entry on students' résumés," because of the relevance of the courses and their emphasis on research, writing, and digital-media communication and production skills. She added that a Journalism Minor would complement other Bachelor of Arts Majors very well, particularly Policy Studies, Creative Writing, Political Science, Geography, Anthropology, Sociology, and English.

Furthermore, with the newly-implemented capacity to recognize the completion of Minors across Faculties and various Baccalaureate degrees, we are hopeful that the Minor in Journalism will be of interest to students in other Faculties who wish to gain expertise in multimedia public representations of their area of specialization.

Proposed Minor in Journalism Program Requirements:

Students will be required to complete the Bachelor degree requirements in their primary (major) area of study.

The Minor in Journalism will require completion of 27 JRNL credits, including 12 lower-level credits and 15 upper-level credits. This total falls at the lower end of the range of total area-specific credits required for a B.A. Minor degree.

The 12-credit lower-level requirement is identical to that for the Bachelor of Journalism and consists of courses required as pre-requisites for upper-level JRNL courses. Maintaining consistency with pre-requisite and B.Jour. requirements will enable students in upper-level courses to have a common foundation and to be equally prepared for success, regardless of their chosen credential.

The 15-credit upper-level requirement is exactly consistent with the minimum number of upper-level credits required for all B.A. Minors, and essential to ensuring that students exiting with the Minor in Journalism have the range of skills and knowledge necessary to a basic level of professional journalistic literacy.

KWANTLEN POLYTECHNIC UNIVERSITY
Faculty of Arts

The specific curriculum for the Minor in Journalism will consist of the following:
All of:

- JRNL 1160 Introduction to Journalism
- JRNL 1220 Citizen Journalism
- JRNL 2120 Storytelling 1
- JRNL 2230 Multimedia Storytelling
- JRNL 3155 Storytelling 2: Reporting

Twelve (12) additional credits of JRNL at the 3000 or 4000 level, excluding Work Experience and Honours courses. Current course options include the following:

- JRNL 3160 Photojournalism
- JRNL 3170 Storytelling 3: Narrative Nonfiction
- JRNL 3260 Media Economics and Entrepreneurial Journalism
- JRNL 3270 Advanced Photojournalism
- JRNL 4165 Data Journalism
- JRNL 4240 Social Issues Journalism
- JRNL 4260 Computer Programming for Journalists
- JRNL 4250 Public Affairs Journalism 2
- JRNL 4270 Advanced Storytelling

Implementation Date:

The proposed implementation date of the Minor in Journalism is September 1, 2015.

Approvals:

The Journalism and Communication Studies department approved this proposal at its October, 2014 meeting.

The Arts Standing Committee on Curriculum approved this proposal at its December 5, 2014 meeting.

This proposal was approved by the Arts Standing Committee on Curriculum at its December 5, 2014 meeting; by Arts Faculty Council at its December 12, 2014 meeting, and by the Senate Standing Committee on Curriculum at its February 4, 2014 meeting. Senate approval is now requested.

3

Agenda Item:	*Program Discontinuance: Gerontology-Based Therapeutic Recreation (GBTR) Program*

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

Recommended Resolution:	**THAT the Board of Governors, with the endorsement of Senate, approve the discontinuance of the Gerontology-Based Therapeutic Recreation (GBTR) Program.**

Key Messages: *[maximum of three]*	1. **The program was suspended in 2011 when enrollment rates decreased to a point where delivery of the program was no longer viable.** 2. **Implementation effective Fall 2015.**
Context & Background:	Under Section 35.2 (6) of the University Act, the Senate of a special purpose, teaching university must advise the Board, and the Board must seek advice from the Senate, on the development of educational policy for the following matters: (b) the establishment, revision or discontinuance of courses and programs at the special purpose, teaching university. The Policy is under development and in its absence, a discontinuance requires Board approval. The Board Governance Manual states under Section 13.3 (l) - Governance Committee Terms of Reference: The Committee is delegated authority to consider recommendations from Senate with regard to adherence to the strategic priorities, mission, vision and mandate of KPU and present its recommendation to the Board.
Resource Requirements:	N/A
Implications / Risks:	N/A
Consultations:	1. Approved by the Faculty of Health Curriculum Committee on October 17, 2014 and by the Faculty Council on November 28, 2014. 2. Endorsed by the Senate Standing Committee on Curriculum on February 4, 2015, the Senate Standing Committee on University Budget on February 6, 2015 and the Senate Standing Committee on Academic Planning and Priorities on February 13, 2015. 3. Recommended to the Board of Governors for approval by Senate on February 23, 2015.

Attachment: *Memo from Jean Nicolson-Church, Associate Dean, Faculty of Health*

Submitted by: *Senate*

Date submitted: *March 3, 2015*

MEMORANDUM

To: Senate Standing Committee on Curriculum (S2C2)

From: Jean Nicolson-Church, Associate Dean, Faculty of Health (FoH)

CC: Tru Freeman, Dean, FoH
            Stephanie Howes, FoH Curriculum Coordinator

Date: January 21, 2015

RE: Discontinuation of the Gerontology-Based Therapeutic Recreation (GBTR) Program

Background:

The Faculty of Health (FoH) Gerontology-Based Therapeutic Recreation (GBTR) Certificate Program at KPU was offered, in the past, through the Faculty of Community and Health Studies for a number of years, most recently in 2010. There have been no students admitted into the GBTR program since 2010. The discontinuation of the GBTR program was approved at the October 17, 2014 FoH Curriculum Committee meeting and the November 28, 2014 FoH Faculty Council meeting. This discontinuation received the support of Sal Ferreras, Provost and Vice President, Academic in an email to the FoH Dean and Associate Dean dated October 15, 2014.

Request:

Effective for the fall 2015 Calendar, the FoH would like to discontinue the GBTR program and have it permanently removed from the Academic Calendar.

Rationale:

Enrollment rates gradually decreased to a point where delivery of this program was no longer viable and it was decided to discontinue the program in 2011. There was, however, no mechanism through Senate at this time to do so and, as a result, the program was suspended.

As such, this program continues to appear in the KPU Academic Calendar and, although there is a comment at the top of the page which states *"Intakes for this program have been postponed indefinitely,"* it continues to be a source of confusion for one or two prospective students each year.

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

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

Recommended Resolution:	N/A

Key Messages: *[maximum of three]*	1. The Board Chair and Vice Chair are elected annually at the June Board meeting. 2. They may be re-appointed to a maximum of three years. 3. Excerpts from the Board Governance Manual regarding the position of Board Chair (Vice Chair) are set out below.
Submitted by:	*Sandi Klassen*
Date submitted:	*March 25, 2015*

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

6.1 ELECTION AND TERM

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

23.3   ACCOUNTABILITY

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

a) the requirements of the Board Chair Position Description;

b) the incumbent Board Chair's performance review, tenure and future availability;

c) KPU's strategy and timelines for leadership renewal; and

d) the availability of the Board Chair succession candidates.

---

[1] The Board may, in exceptional circumstances, extend the Board Chair's term beyond three years.

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

23.4 PROCESS

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

a) On an annual basis, the Committee reviews the Board Membership to obtain reasonable satisfaction that there are candidates who could serve in the Board Chair and Vice Chair positions.

b) When recommending new candidates for the appointment to the Board, the Committee considers the need for Board leadership, including the Board Chair and Vice Chair positions.

c) When consulting with the Board Chair regarding the recommendation of Board Members to serve as Committee members or Committee chairs, the Committee considers the needs of the Board Chair succession planning process.

d) When the Board Chair (or Vice Chair, as applicable) position becomes vacant (the unplanned succession situation) or is anticipated to become vacant within the following year (the planned succession situation), the Committee leads the transition process as follows:

   i)   The Committee reviews the current Board Membership and identifies potential Board Chair (or Vice Chair, as applicable) candidates, who, in the Committee's view, match the key skills and experience criteria set forth in this section of the Board Manual. While there is no presumption that the current Vice Chair will become the Board Chair, the Committee may consider that the Board Chair assists the Vice Chair in developing the optimal key skills and attributes required of the Board Chair role by identifying shadowing and training opportunities and providing mentorship over the course of the Vice Chair's term.

   ii) The Committee ascertains from those Board Member(s) identified as potential Board Chair (or Vice Chair, as applicable) candidates their interest and willingness to serve as Board Chair (or Vice Chair, as applicable).

   iii) Once ascertaining the interest of the potential Board Chair (or Vice Chair, as applicable) candidate(s), the Committee consults with all Board Members and the President to ascertain their support for one or more of the candidates. The Committee Chair has one on one conversations to facilitate the exchange of views and build consensus.

   iv) In the event there is immediate consensus on one candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Committee will so inform the Board and seek confirmation from the Board as to the election of the new Board Chair (or Vice Chair, as applicable).

v)   In the event there is more than one candidate interested in assuming the Board Chair (or Vice Chair, as applicable) position, and there is not immediate consensus among Board Members as to the preferred candidate to assume the Board Chair (or Vice Chair, as applicable) position, the Board shall vote by secret ballot on the new Board Chair (or Vice Chair, as applicable.

Agenda Item: *President's Report*

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

Recommended Resolution:	**N/A**

Board Committee Report:	N/A

Key Messages: *[maximum of three]*	1. Please see the attached report.
Context & Background:	
Resource Requirements:	N/A
Implications / Risks:	N/A
Consultations:	

Attachments *President's Report to the Board*

Submitted by: *Alan Davis*

Date submitted: *March 25, 2015*

President's Report to the Board

April 1st, 2015

I am very pleased to announce the conclusion of our search for our senior leader in Advancement with the appointment of Steve Lewarne as Executive Director of Advancement and CEO of the KPU Foundation. Steve has extensive fund raising experience in the arts, and most recently at SFU in Athletics. Steve joins us on April 13th 2015.

On February 5th I was pleased to attend the Faculty of Trades and Technology Awards night at KPU Tech.

On February 11th I attended the Accountability and Disclosure Information Session hosted by PSEC, along with other Board members. On February 13th, I attended the Association of Governing Boards session hosted by Langara College, again with other KPU Board members.

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Minster Alice Wong attended KPU Richmond on March 20th to announce new federal funding for internationally trained nurses.

I attended the awards ceremonies for the School of Horticulture on March 25th and for Athletics on March 26th, and the recognition dinner for the START Volunteer program on the 27th.

On March 28th I attended the SUCCESS Gala in Vancouver on behalf of KPU. On March 31st I attended the announcement by Minister Yamamoto of a program in Piping to be offered at the Squamish First Nations in North Vancouver

Agenda Item:	*Provost Report to the Board*

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

Recommended Resolution:	**N/A**

Board Committee Report:	
Key Messages: *[maximum of three]*	**1. Please see the attached Provost Report.**
Context & Background:	
Resource Requirements:	*N/A*
Implications / Risks:	
Attachments:	*Provost Report to the Board*
Submitted by:	*Sal Ferreras*
Date submitted:	*March 27, 2015*

Date: March 27th, 2015

BOARD REPORT

Prepared for: BOARD OF GOVERNORS

Prepared by: Dr. Salvador Ferreras, Provost & Vice President, Academic

As part of our commitment to the VISION 2018 Strategic Plan, the Provost continues to work with the various groups in the development, consultation and presentation in June of the remaining plans (Strategic Enrolment Management, Internationalization, Teaching & Learning, and Research).

On March 20th, the Provost had the opportunity to visit with students of The Chip and Shannon Wilson School of Design as part of attempt to get a better sense of the student experience. He also recently attended the "Spanish Oscars" a presentation prepared by the Department of Modern Languages Spanish students.

The KPU/Squamish Ace-It Partnership Event will be taking place on March 31st with Minister Naomi Yamamoto in attendance. During the event, the Provost will speak to KPU's role in this partnership and how this is one more step towards increase our Aboriginal participation as outlined in Academic Plan 2018.

The Provost recent joined the KPU Foundation for an orientation about the Academic Plan 2018.

Other KPU and community events recently attended by the Provost included:

➢ Faculty of Trades and Technology Awards Ceremony – welcoming remarks
➢ CME's Annual Deputy Ministers' and Key Stakeholders' Dinner
➢ KPU Surrey Open House – closing remarks
➢ School of Horticulture Scholarship & Awards Celebration – welcoming remarks

In February, the Provost and Faculty of Health Dean and Associate Dean successfully negotiated with the Kwantlen Faculty Association an agreement concerning the work load and delivery of the Bachelor in Science in Nursing. This agreement will allow KPU to develop a new delivery model for a revised Bachelor of Science in Nursing and Health Foundations year.

Further to the Ministry of Advanced Educations announcement of funding changes to the ESL and ACP programs, The Provost has met with the Faculty of ACA to give the faculty members the opportunity to relay their concerns to the Provost and to explore specific items and new ideas regarding effective delivery of KPU's access mandate.

The position of KPU-School District Network Liaison remains open. The Provost will be meeting with the School Districts and provide an update during the next Board meeting.

Agenda Item: Senate Report February 23, 2015

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

Recommended Resolution:	N/A

Board Committee Report:	N/A

Key Messages: *[maximum of three]*	1. Notes from Senate for February 23, 2015 are attached.
Context & Background:	
Resource Requirements:	N/A
Implications / Risks:	N/A
Consultations:	
Attachments	1. *Notes from Senate February 23, 2015*
Submitted by:	*Alan Davis*
Date submitted:	*March 25, 2015*

Notes from Senate

The following items were approved at the February 23, 2015 Senate meeting:

- That Senate consider the proposed FY15/16 University operating budget and its allocation of funds consistent with Vision 2018 and the KPU Academic Plan, and that Senate request SSCUB's recommendations be transmitted to the Board of Governors.
- Program revisions to
    o Bachelor of Applied Arts in Psychology
    o Bachelor of Arts, Major in English
    o Bachelor of Arts, Major in Criminology
    o Bachelor of Horticulture Science
    o Bachelor of Applied Science in Sustainable Agriculture
    o Bachelor of Business Administration in Accounting and Bachelor of Business Administration in Accounting Co-op Option
    o Diploma in Accounting
    o Bachelor of Business Administration in Entrepreneurial Leadership and Bachelor of Business Administration in Entrepreneurial Leadership Co-op Option
- Program proposal for a Minor in Journalism
- That Senate endorse the discontinuation of the Gerontology-Based Therapeutic Recreation Program and recommend it to the Board of Governors for approval.
- Graduates to February 23, 2015
- That Senate rescind approval of graduation for Jia Cheng Wei of January 26, 2015. The University Registrar noted that this was approved in error.

Board of Governors Regular Meeting	
Agenda Item	**11**
Meeting Date:	**April 1, 2015**
Presenter(s):	**Alan Davis**
	Geoff Dean
	Lisa Skakun
	Ken Tung

Agenda Item:	***Association of Governing Boards Workshop Reports***

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

Recommended Resolution:	N/A

Board Committee Report:

Key Messages: *[maximum of three]*	1. An Association of Governing Boards Workshop entitled "The State of Higher Education in BC: Where are we now? Where are we going? How can we improve our governance capacity to achieve our educational goals?" was hosted by Langara College on February 13, 2015. 2. Four governors were able to attend. 3. As outlined in the Board Governance Manual Section 7.10, "Board Members attending a conference or workshop at KPU's expense will submit an oral report to the Board at the next Board meeting following the conference or workshop."

Context & Background:

Implications / Risks:

Attachments:

Submitted by: *Sandi Klassen*

Board of Governors Regular Meeting
Agenda Item   12
Meeting Date: April 1, 2015
Presenter(s):   Kristan Ash
                        Hanne Madsen
                        Geoff Dean
                        Sandra Hoffman
                        Harpreet Bhatti
                        Ken Tung
                        Lisa Skakun
                        Alan Davis
                        Richard Hosein

Agenda Item:	*Public Sector Employers' Council Secretariat (PSEC) Accountability & Disclosure Information Session Reports*

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

Recommended Resolution:	N/A
Board Committee Report:	

Key Messages:	1. The BC Taxpayer Accountability Principles, June 2014 pledges orientation about the taxpayer accountability principles and expectations for ministers, public sector boards, DMs , CEOs and public sector staff. 2. Accordingly, PSEC organized an accountability & disclosure information session in February 2015, which was attended by nine Board Members and several from senior management. 3. Attached is a Presentation Handout outlining the BC Public Sector Organizations Corporate Governance Framework and the BC Taxpayer Accountability Principles. 4. Attendees will share some of their learning from the workshop.

Context & Background: Implications / Risks:	
Attachments:	PSEC Secretariat Accountability & Disclosure Information Session Presentation Handout

Submitted by:	*Sandi Klassen*

BC Public Sector Organizations (PSOs)
Corporate Governance Framework

The intent is to align the PSO's decision-making and actions with the provision of government services to achieve the public policy objectives established by government on behalf of the citizens of BC.

Taxpayer Accountability Principles

• Efficiency (Cost Consciousness) • Accountability • Appropriate Compensation • Service • Respect • Integrity

Active Government Participation

Strong Boards

Effective Organizations

Government's Central Agencies

Responsible for providing strategic oversight, policies, advice and resources to the PSOs in the areas of financial reporting, human resources, board director appointments, executive compensation and best practices on corporate governance and accountability.

Crown Agencies Resource Office – Board Resourcing Development Office – Office of the Comptroller General – Public Sector Employers' Council Secretariat – Treasury Board Staff

Key Legislation Applicable to the PSOs
- PSO's Enabling Legislation
- Budget Transparency & Accountability Act
- Financial Administration Act
- Financial Information Act
- Public Sectors Employers Act

Governance, Disclosure & Accountability Mechanisms
- Board Appointment Process
- Annual Mandate Letters
- Executive Compensation
- Standardized Standards of Conduct
- Reporting - Financial, Annual Reports, etc.
- Audit & Review

Effective Two-Way Communication
- Strategic Engagement Plan Jointly Developed by Deputy Ministers & their Public Sector Entities
- Annual/Bi Annual Forums
- Ongoing Government and PSO Board Orientation & Training
- Quarterly Meetings between Ministers and Boards Chairs

Best Practices Resources & Tools
- One-stop Resource Website
- Best Practice Guidelines for PSOs
- Board Appointment Guidelines
- Executive Compensation Guidelines
- Service Plan & Annual Report Guidelines

B.C. Taxpayer Accountability Principles

Further information available at: http://gov.bc.ca/crownaccountabilities

#	Principle	Description
1	Cost Consciousness (Efficiency)	Strengthen cost management capabilities and foster a culture of cost-consciousness at all levels of public sector organizations. Provide public services and programs as efficiently and effectively as possible to "bend the cost curve" and support sustainable public policies and programs as a lasting legacy for generations to come.
2	Accountability	Transparently manage responsibilities according to a set of common public sector principles in the best interest of the citizens of the province. By enhancing organizational efficiency and effectiveness in the planning, reporting and decision making, public sector organizations will ensure actions are aligned with government's strategic mandate.
3	Appropriate Compensation	Comply with a rigorous, standardized approach to performance management and employee compensation, which reflects appropriate compensation for work across the public sector that is consistent with government's taxpayer accountability principles and respectful of the taxpayer.
4	Service	Maintain a clear focus on positive outcomes for citizens of British Columbia by delivering cost-efficient, effective, value-for-money public services and programs.
5	Respect	Engage in equitable, compassionate, respectful and effective communications that ensure all parties are properly informed or consulted on actions, decisions and public communications in a timely manner. Proactively collaborate in a spirit of partnership that respects the use of taxpayers' monies.
6	Integrity	Make decisions and take actions that are transparent, ethical and free from conflict of interest. Require the establishment of a strong ethical code of conduct for all employees and executives. Serve the citizens of British Columbia by respecting the shared public trust and acting in accordance with the taxpayer accountability principles.

Agenda Item: *Evaluation of the Board as a Group*

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

Key Messages: Shira Standfield agreed to evaluate the Board's own performance at the April 1,
[maximum of 2015 Board meeting.
three]

Attachments: *Evaluation Form*

Submitted by: *Sandi Klassen*

Date submitted: *March 26, 2015*

Board Meeting Evaluation

Date: April 2, 2014

What went well	What could we do better

To change for next time:

	Board of Governors	**Regular Meeting**
	Agenda Item:	**17**
	Meeting Date:	**April 1, 2015**
	Prepared by:	**Sandi Klassen**

Agenda Item: **Information package**

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

Attachments:

1. Kwantlen "Upcoming Events / Activities 2015 **Note – new or revised event entries are marked with ++ prior to the date**

2. Report to the Board of Governors / March 2015

KWANTLEN UPCOMING EVENTS / ACTIVITIES 2015

If you are planning to attend any of the upcoming events, please be sure to advise Sandi Klassen at 604-599-2079 (e-mail Sandi.Klassen@kpu.ca)

++Indicates new items on the calendar since the last version

Date	Time	Event/Activity	Location
2015			
Wednesday 1 April	3:00-7:00 pm	Board Meeting	Cloverdale Campus Room 1853
++Wednesday 8 April	4:00-6:00 pm	Board Governance Committee	Surrey Campus Arbutus Bldg Room 2410
++Monday 27 April	10:00-11:30 am	President's Dialogue Series / Gwynne Dyer	Surrey campus Fir Bldg Room 128
Thursday-Saturday 30 April – 2 May		Canadian University Boards Association (CUBA) – Board Chair and University Secretary attend	Montreal, Quebec
++Thursday 7 May	4:00-6:00 pm	Board Human Resources Committee	Surrey Campus Cedar Bldg Room 1140
++Wednesday 13 May	4:00-6:00 pm	Board Governance Committee	Surrey campus Surrey Main Room 214
++Tuesday aft.-Friday 19-22 May	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
++Thursday 14 May	4:00-7:00 pm	Board Finance & Audit Committee	Surrey Campus , Cedar Bldg Rm 2110
++Wednesday 3 June	3:00-7:00 pm	Board Meeting	Surrey Campus Cedar Bldg Room 2110
Wednesday 17 June	4:00-6:00 pm	Board Governance Committee (Meeting remains in Cloverdale due to KPU Days on that campus 2:30-4:30)	Cloverdale Campus Room 1853
Typically, no meetings in July and August			
Wednesday 23 September	3:00-7:00 pm	Board Meeting	Richmond Campus Melville Centre for Dialogue 8771 Lansdowne Road

April 1, 2015

October 8-9	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium
Wednesday 18 November	3:00-7:00 pm	Board Meeting	Surrey Campus Cedar Bldg, Room 2110 12666 72 Avenue

2016

++April 28-30		Canadian University Boards Association (CUBA) (for Board Chair and Vice Chair and Board Professional staff)	Halifax, Nova Scotia
June 1-3	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
October 6-7	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium

2017

May 31, June 1-2	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
October 5-6	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium

2018

May 30-31, June 1	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
October 4-5	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium

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Report to the Board of Governors

April 1, 2015

Table of Contents

President's Report to the Board

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Faculty of Arts

The Faculty of Arts has had a strong start to the Spring term, with full classes and active, successful students and faculty, as indicated in the following report.

VISION 2018 Strategic Plan:

A key element of the Strategic Plan as well as the Academic Plan is providing opportunities for experiential learning. This year the Faculty of Arts will run three field schools. One, in collaboration with the Faculty of Design, to the Amazon in May – June; two, the New York and Venice Biennale field school also in May-June, and run by the Fine Arts department; and three, the Department of Anthropology's Applied Archaeology Field School in the Fraser Canyon near Boston Bar on an excavation and conducting survey followed by 5 weeks of in-class analysis, lab work, mapping and report writing.

ACADEMIC PLAN 2018:

A strategy for offering exceptional learning environments attuned to learners is to focus on learning outcomes and methods of demonstrating student capabilities.   On February 25th, the Faculty of Arts in conjunction with the Faculty of Academic and Career Advancement provided a hands-on learning outcomes workshop facilitated by Liesel Knaack, Director of the Centre for Innovation and Excellence in Learning at Vancouver Island University. The day-long workshop, entitled *Enhancing your Programs and Courses through Aligned Learning Outcomes,* brought together over 70 faculty and staff from across KPU. We are hoping this is just the beginning of an intensive focus on learning outcomes in the Faculty of Arts.

Students:

- **Jordan Buna** (AT-CURA): Invited as speaker at the Guns & Gangs Training Symposium (Jan 29) , workshop leader at McNair Secondary School, Richmond (February 16) and presenter for Metro Vancouver School District Administrators' meeting (February 20)

- **Scott McKenzie and Cam Tucker** (Journalism): Received the Paul Carson Award for excellence in sports writing - Scott, Nanaimo Daily News, was recognized with one of two best sports columnist awards and Cam, Metro Vancouver, won the blog writing award for the Vancouver area (February 6)

- **Amy Reid, Kyle Slavin, Katya Slepian, Eric Welsh and Jacob Zinn** (Journalism): Finalists for the 2015 Ma Murray Community Newspaper Awards:

    o Kyle Slavin's "Honouring Hannah," published in the Saanich News, is a finalist in the Feature Article category for newspapers with a circulation of more than 25,000.

    o Katya Slepian, a recent grad, is a finalist for the John Collison Memorial Award for Investigative Journalism for "10th Avenue Crossing Debate Continues," published in the Alberni Valley News.

    o Eric Welsh is again a finalist for the Sports Writing Award for "Soccer Star Copes with Concussions," published in the Chilliwack Progress.

    o Amy Reid and Jacob Zinn are finalists in the Online Innovation category, for "In Newton. And Proud of it," published in the Surrey Now.

New Program Policies and Initiatives:

The Faculty of Arts has approved a new course for Fall 2015, Arts 1100: Experiencing the Arts. In this course students will be exposed to a broad range of Arts-related fields of study centered around a unifying theme. We envision approximately 10 Arts disciplines being involved in this initiative that will provide first-year students with an introduction to the Arts, as well as to interdisciplinary approaches to study, and multiple, sometimes contrasting, perspectives.

Community Engagement:

➤ **Alana Abramson** (Criminology) Organized a symposium to honour former KPU faculty member Tom Allen. *Tremendous Stories of Life after Life: Sharing Stories of Former Prisoners*, involved 4 former inmates who talked about their transition to life after serving a life sentence. Over 100 community members and KPU faculty and students attended the event (February 20)

➤ **Seema Ahluwalia** (Sociology): Participated in the 25th Annual Women's Memorial March: Their Spirits Live Within Us - served as a Peacekeeper for the March (February 14)

   o organized "Reconciling Struggles for Peaceful Co-existence with Canada's Termination Framework for Indigenous Nations: A Day of Learning Together for Justice and Co-existence" - A day of events bringing together Indigenous Elders, scholars, and activists to discuss contemporary issues, traditional knowledge, oral history and cutting edge research relevant to the process of peaceful co-existence in Canada , co-sponsored by KPIRG and KSA, KPU Aboriginal Gathering Place (February 17)

➤ **Gira Bhatt** (Psychology): Attended MP Joyce Murray 's luncheon meeting for "Advancing Women in Leadership"   (February 27)

➤ **Jack Hayes** (History): Co-organizer Tamba pottery lecture and demonstration - In collaboration with the **Department of Fine Arts/Modern Languages / Asian Studies and the Japanese Consulate Vancouver**, presentation and demonstration by Takeshi Shimizu to approx. 130 members of the KPU community (many from potters guilds), students, staff, and administrators (February 20)

➤ **Tracey Kinney** (History): "Peace, War, and Islam – A Community Symposium" –event moderation involving approximately 150 community members, including MLAs Harry Bains and Bruce Ralston attended. Mufti Aasim Rashid (BC Muslim Association), Sgt. Derrick Gravelle (RCMP INSET), and Newton-North Delta MP Jinny Sims gave presentations on various aspects of Islam and ongoing deradicalization and education campaigns (February 14)

   o Black History Month Confab and Cultural Show - Event planning and introduction for former Black Panther Chairperson Elaine Brown. (February 18)

➤ **Katie Warfield** (Journalism): Launch of Visual Media Workshop (January 14)

Recognition:

Awards and Appointments:

- ➤ **Seema Ahluwalia** (Sociology): elected as Co-Chair of the Board of Directors, Downtown Eastside Women's Center, Vancouver BC (January 21)

- ➤ **Dorothy Barenscott** (Fine Arts): Served on Hazelgrove Public Art Selection Committee to select a new public art project for the City of Surrey (January – February)

- ➤ **Daniel Bernstein** and **Rajiv Jhangiani** (Psychology): received funding from SSHRC to help sponsor a joint KPU-Science World public speaker series for 2015

- ➤ **Keiron McConnell** (Criminology): appointed to the National Gang Crime Research Centre in Chicago Illinois as the Canadian representative, which includes a position on the Gang Crime Research Journal Review Editorial Board (February)

- ➤ **Billeh Nickerson** (Creative Writing): *Artificial Cherry* was named to the American Library Association's (ALA) 2015 Over the Rainbow Project booklist. It was also named a Best of 2014 book by Washington Blade, and selected as author Mariko Tamaki's favourite book of the year in *The Globe and Mail* (January)

- ➤ **Diane Purvey** (Dean): Served as a selection committee member on the Surrey Banner Committee (February 5) and is also currently a member of Translink's Selection Panel for the Central Surrey Skytrain station

- ➤ **Katie Warfield** (Journalism): $1500 grant from Hamber Foundation to support equipment costs of Visual Media Workshop (January)

- ➤ As well, fully 12 Arts faculty were successful in their educational leave applications and 13 faculty members received grants from the 0.6 fund (February)

Publications:

- ➤ **Daniel Bernstein** (Psychology): Bernstein, D.M., Scoboria, A., & Arnold, R. (2015). The formation and consequences of false autobiographical beliefs and memories. Acta Psychologica, 156, 1-7.

  - o Coolin, A., Erdfelder, E., Bernstein, D.M., Thornton, A.E., & Thornton, W.L. (2015, February). Inhibitory control underlies recollection and reconstruction processes in older adults' hindsight judgments. Poster presented at the 43rd Annual International Neuropsychological Society, Denver, Colorado.

- ➤ **Noemi Gal-Or** (Political Science): Canada's Anti-Corruption Framework and the Relevance to the Pacific Rim and TPP Negotiations - TDM 1 (2015) The Pacific Rim and International Economic Law: Opportunities and Risks of the Pacific Century Table of Contents - Volume 12, issue #07 (January)

  - o Global Cooperation in Transitional Justice: Challenges, Possibilities, and Limits - Global Dialogue Series, Centre for Global Cooperation Research, Duisburg, Germany (February 24)

- ➤ **Billeh Nickerson** (Creative Writing): Matrix magazine & PRISM International - two poems published in Matrix Magazine's special 100th issue, and contribution to PRISM international (Volume 52, Issue 2) was submitted for a National Magazine Award (January)

- ➢ **Levente Orban** (Psychology): Orbán, L.L. & Plowright, C.M.S. (2014). Radio frequency identification and motion-sensitive video efficiently automate recording of choice behaviour by bumblebees. Journal of Visualized Experiments. • doi: 10.3791/52033

Public Presentations:

- ➢ **Dorothy Barenscott** (Fine Arts): "Georg Lukács, Radicalized Placemaking, and the Challenge of New Media to the History of Modern Art" - Presented a paper at the 103rd Annual College Art Association Conference in New York City (February 11)

- ➢ **Elizabeth Barnes** (Fine Arts): one of six artists included in the UBC Sharing Science exhibition, Absolute Space at the AMS Gallery. This interdisciplinary art exhibition explored theories of space and the role that science and technology play in its design (February 2 – 13)

- ➢ **Daniel Bernstein** (Psychology): Invited to speak at:

    - o University of British Columbia (February)

    - o Amenida Seniors' Community (February)

    - o Chartwell Crescent Gardens Retirement Community (February)

    - o Fleetwood Villa Retirement Community by Revera (February)

- ➢ **Dana Cserepes** (Fine Arts): Venetian Renaissance Painting: Bellini, Giorgione and Titian – Talk for the Vancouver Art Guild (January 22)

- ➢ **Robert Dearle** (English): "Degeneracy in Victory: Fin de Siècle Anxieties on the Verge of the First World War"- presented paper at the 2015 MLA Convention (January 8)

- ➢ **Paul Ewonus** (Anthropology): The Temporality of the Seascape in the Southern Strait of Georgia – Public Lecture at the UBC Department of Anthropology Colloquium 2014-2015 speaker series (January 15)

- ➢ **Thor Frohn-Nielsen** (History): "Lessons from 30 Years in the Classroom" - Discussion and Q&A with members of the History Student Society and interested students / faculty (February 12)

- ➢ **Noemi Gal-Or** (Political Science): The Convivialist Manifesto:

    A test Case for an Applied Inter-disciplinary Endeavour - 6e Congrès international des associations francophones de Science politique (February 6)

- ➢ **Robert Gelineau** (Fine Arts): Two paintings exhibited Views from the Southbank I: Histories, Memories, Myths Surrey Art Gallery - show focused on the cultural legacies, individual memories, and collective myths from South of the Fraser River. (January 17 – March 15)

- ➢ **Nicola Harwood** (Creative Writing): High Muck a Muck: Playing Chinese - presented the Electronic Lit project (January 10)

- ➢ **Jack Hayes** (History): "Environmental Studies in the Workplace" / "Environmental History and Issues on the Fraser River" - Organized presentation to students in HIST 2380: Global Environmental History by Sheldon Reddekop (February 10)

    - o TALK Presentation: An Introduction to Tea(s) – Tea Culture in China and Japan (February 2)

- ➢ **Jane Hayes** (Music): Canadian Music for Saxophone and Piano – Presentation with UBC saxophone professor Julia Nolan at NASA North American Saxophone Alliance conference, Western Washington University (January 24 & February 13)

  - o Cap Classics Noon-hour Concert - Concert with clarinetist Francois Houle (February 6)

  - o Pender Harbour Chamber Music Series - Concert with clarinetist Francois Houle (February 15)

  - o UBC Music on the Point Series - Concert with UBC saxophone professor Julia Nolan and violinist David Gilham (February 27)

- ➢ **Rajiv Jhangiani** (Psychology): Peer-assessed formative in-class quizzes enhance subsequent exam performance - Presentation at the National Institute for the Teaching of Psychology (January 5)

- ➢ **Keiron McConnell** (Criminology): speaker at the 2015 Gangs and Guns conference (January 29)

  - o Featured on Global BC1 News (February 9)

- ➢ **Diane Purvey** (Dean): presented a lecture on *Vancouver Noir* to the Probus Club of the North Shore, Vancouver (February 23)

- ➢ **Katie Warfield** (Journalism): Guest Lecturer @ Visual Media Workshop: Photographer Scott Chasserot, London UK (first of 8 in the series: Our Pixelated Eyeballs) (January 21)

  - o Guest Lecturer @ Visual Media Workshop: Academic David Findlay, Manchester University (2nd of 8 in the series: Our Pixelated Eyeballs) (January 28)

- ➢ **Catheen With** (Creative Writing): Reading from her book, *Skids*, at Calgary Muslim Schools Summit (February 1 – 4)

  - o Reading of her book, *Skids*, at Emily Carr, Creative Writing class (February 5)

Reviews:

- ➢ **Daniel Bernstein** (Psychology): Currently committee member on three Ph.D. dissertations and one M.A. thesis at SFU, and one M.A. thesis at UBC (January)

  - o Reviewed two manuscripts for publication in academic journals (January)

- ➢ **Tracey Kinney** (History): Peer Review Professional Development Session - Co-presentation with Diane Naugler (Associate Dean) and **Karen Inglis** (English) on the goals and processes of peer review (February 23)

Faculty of Health

VISION 2018 Strategic Plan *(Note: Alignment with the nine goals of Vision 2018)*

Quality, Relevance and Reputation:

- Health Care Assistant Program (HCAP) curriculum review is underway. The program is exploring the addition of Acute Care content which will enhance the quality and relevance of the program for students and the community. *Judith DeGroot, HCAP Program Coordinator*
- With the introduction of a Health Foundation (HF) year in September 2015, the Bachelor of Science in Nursing (BSN) Curriculum Committee is launching the development of a new BSN program. Faculty identified courses for the new HF semesters and subsequently began developing a new suite of courses for semesters three to eight of the four year BSN program. *Judy Lee, BSN Program Coordinator*

ACADEMIC PLAN 2018 *(Note: Alignment with the Academic Plan relevant strategies)*

Academic Goal - to offer exceptional learning environments attuned to learners:

- Members from the Bachelor of Science in Nursing Post Baccalaureate (BSN-PB) program presented at the Provoking Curriculum Studies Conference, University of British Columbia on Saturday, Feb 21, 2015 on "*Provoking the Learning Spirit: Stories of Hybrid Nursing Spaces and Borderlands".*

  The highlights of the presentation showcased hybrid learning, class, on-line, labs and simulation and how this unique program supports learning in many environments as students attend courses from outside the Lower Mainland. The presentation format was storytelling. *June Kaminski, BSN-PB Program Coordinator*

STUDENTS:

- All Bachelor of Psychiatric Nursing (BPN) graduates of cohort 05/12 passed the CRPNBC's national registration examination in January 2015. *Gamini Randeni, BPN Program Coordinator*

NEW PROGRAMS, POLICIES AND INITIATIVES:

- The BPN learner resource manual 2015 has been updated. The BPN team has discussed HF year requirements along with required curricular changes. A new BPN nursing philosophy has been designed and adopted. *Gamini Randeni, BPN Program Coordinator*
- The New Program Traditional Chinese Medicine (TCM) Concept Paper and Full Program Proposal have been approved by the FoH Faculty Council and FoH Academic Planning and Priorities/Budget and have been submitted to S2C2 for review and approval. *John Yang, TCM Program Coordinator*
- The first offering of HF in September and January 2016 will be modified slightly because of the limited enrolment intake for September 2015. They will be considered a cohort of students who

have declared BSN as their preferred program of study upon entering in the fall. *Judy Lee, BSN Program Coordinator*

- Beginning in September 2016, the HF year will offer a wider variety of applicable courses which will provide options for students in the FoH to experience prior to declaring their program of study. *Tru Freeman, Dean*

COMMUNITY ENGAGEMENT *(Note: special events, intersection with our external community):*

- Four BPN semester 6 students are currently engaged in setting up a mental health and wellness program at Justice Institute of BC (JIBC) as part of their Global health practicum. They will be presenting their findings and recommendations to the senior management of JIBC by end of the spring semester. This project spans 2 semesters. *Gamini Randeni, Program Coordinator, BPN*
- At two community agencies, BPN students have developed two videos to counter stigma on mental ill and the poor. Students also had an opportunity to discuss psychiatric nursing issues with Worksafe BC in February 2015. *Gamini Randeni, BPN Program Coordinator*

RECOGNITION *(Note: Awards, recognition, publications, public presentations, reviews, media spots, general bragging)*

- The Dean of Faculty attended the annual meeting of the British Columbia Association of Traditional Chinese Medicine and Acupuncture Practitioners (ATCMA) to update the progress of the KPU TCM program. *Tru Freeman, Dean*
- Balbir Gurm continues with participatory action research on violence in relationships as the facilitator for Network to Eliminate Violence in Relationships (NEVR). NEVR held a successful One Billion Rising Event to draw attention to domestic violence. It was attended by about 200 people. As well, NEVR has successfully lobbied government to start a social media campaign and develop one site for all resources. Dr. Gurm and Minister Cadieux put out a media release on the host website, www.saysomethingbc.ca which provides information and an array of resources for victims, perpetrators, service providers and the bystanders who want to help. *Judy Lee, BSN Program Coordinator*
- The following title was accepted for a poster presentation conference in the USA, in May 2015:
  - Lesser, I., Mackey D.A., Singer, J., Guenette, J., Hoogbruin, A. *(BSN Faculty member)*, & Lear, S.A. (May 2015). Associations between Cardiorespiratory Fitness, Body Composition and Fasting Insulin in Inactive Post-Menopausal South Asian Women. 6th World Congress on Exercise is Medicine® & World Congress on the Basic Science of Exercise Fatigue, San Diego, CA *Judy Lee, BSN Program Coordinator*

EMPLOYEE ENGAGEMENT:

- BPN has recruited BPN alumnus April Holland as a new contract faculty member for summer 2015. *Gamini Randeni, BPN Program Coordinator*

Faculty of Trades and Technology

ACADEMIC PLAN 2018

- The Dean of Trades and Technology has been invited by the British Consul-General to attend a trade mission funded by the UK Trade and Investment (British Consulate General), the State of Victoria, Australia, and the Dean's PD funds.

- This mission to Australia has a focus to "explore opportunities for closer collaboration and to share knowledge and best practice between senior policy makers, administrative bodies, and members of senior leadership in post-secondary and vocational education institutions across Canada and Australia, along with senior representation from leading UK higher education and vocational institutions".

- Exploring the parallels between apprenticeship *harmonization* in Australia and Canada; role of technology to support employer / public and private PSE provider / apprenticeship integration; harmonization of trade standards, adoption of common curriculum models, and support for personalization.

NEW PROGRAMS, POLICIES AND INITIATIVES

- KPU Automotive partnership with Howe Sound School District 48 providing apprenticeship training

- New Introduction to Welding program provided for the Fraser Regional Correction Centre

COMMUNITY ENGAGEMENT

- KPU Tech hosted the Regional Skills Competitions for the Lower Fraser Valley on Friday March 6th. Students competed in Automotive, Carpentry, CADD Technologies and Welding programs, as well as in junior competitions such as Gravity Car, Spaghetti Bridge and Sumo Robot. The 21st annual BC Skills Competition is taking place on Wednesday, April 15th, 2014 at Tradex in Abbotsford, followed by the National Competitions in Saskatchewan May 27th – 30th, 2015.

- A field trip took place at KPU Tech the same day allowing for 300 - 400 grade 6 - 12 students from the Surrey School District to tour the campus and view the respective competitions. The trip's objective was to expose students at a young age to the countless benefits and opportunities offered by a career in the trades. While targeting younger students, initiatives such as these are designed to increase awareness of the countless career paths into trades and technology to parents, employers, educators and communities. The students (and their parents) had a great opportunity to really see some of what we have to offer and will be better prepared when the time comes to make course selections.

- KPU Tech hosted an Open House Monday March 9th allowing for students, parents (and the public) to tour the shops and labs on campus, and to speak with faculty.   Several students attending the regional skills competitions returned with their parents for interviews and to enquire about applying.

- ACE IT programs provide high school students dual credit toward both their high school diploma and their technical training programs before graduation.   Many students attending the regional competitions either as a competitor or as a spectator were ACE IT/CTC students - demonstrating a strong connection with community and the success of these partnerships.

RECOGNITION

- ITA Job Match Tool announcement at KPU Tech – matching apprentices with employers and vice versa

- Federal announcement re LNG at KPU Tech with Prime Minister Harper

EMPLOYEE ENGAGEMENT

- Brian Haugen, Dean, and Sven Rohde, Associate Dean participated in Mental Health Workplace Training

- Brian and Sven attended a Shipbuilding Conference for frontline workers – looking at how we can provide for training leading to careers in the Marine industry

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Faculty of Science and Horticulture

STUDENTS

- **Physics** hosted a student get-together, where physics faculty, students, and prospective students participated in activities including building a homopolar motor. This event promoted the degree program and helped build a sense of community among physics faculty and students.
- Students **Steven Yang (Engineering)** and **Marie Pudlas (Urban Ecosystems)** have been collaborating on an upper-level urban ecosystems landscaping project.
- **Deborah Henderson (Institute for Sustainable Horticulture)** welcomed Edelbis Lopez, a Ph.D. student from the University of Sancti Spiritus, in Sancti Spiritus, Cuba, who is beginning a five-month Emerging Leaders of the Americas (ELAP) research project.

NEW PROGRAMS, POLICIES AND INITIATIVES

- After some unforeseen delays, we were thrilled that our Brewing Instructional Laboratory received temporary occupancy on February 18, with students beginning their first brewing February 19. We are grateful for the ongoing diligence and great patience of Project Manager Trevor Wong and Executive Director of Facilities Karen Hearn and the fine work of Magil Construction. The showcase piece of the Lab is a state-of-the-art brew house generously donated by Newlands Systems Inc. The Brewing Instructional Laboratory obtained Final Approval for Manufacturing License and On Site Store endorsement from the BC Liquor Control and Licensing Branch and CRA license endorsement. Our first cohort of students were affected by the six-week delay, so to ensure a valid educational experience during this time, brewing faculty and staff arranged for a series of field trips to the following: Vancouver Island Brewery, Moon under Water Brewery, Lighthouse Brewery, in Victoria, BC; Big Rock Brewery, Canada Malting, Olds College Brewing Program, Rahr Malting, in Calgary, Olds, and Alix, AB; and several local breweries. We are also extremely grateful to Provost Sal Ferreras for his support by providing our students with a reimbursement for their Brewing 1 course.
- **Jennifer Au (Chemistry)**, Vice Chair of Senate, chaired a working group that developed a table of mathematics proficiency equivalencies for use in course prerequisites and limited intake program admissions. Establishing mathematics proficiency equivalencies will simplify the listing of mathematics requisites in course outlines and enhance automation by establishing rules that can be applied consistently for the purposes of admission requirements and course requisites.
- EPT instructors **Paul Richard** and **Chris Hauta**, with recent EPT grad Alyssa Purse, have designed a seven-week course on the basics of environmental monitoring for the Squamish Nation. The course is now in progress, and several instructors from EPT, Horticulture, and Biology are participating.

COMMUNITY ENGAGEMENT

- Several **members of the FSH** hosted representatives from the University of Ghent, Belgium. Many areas of student and faculty collaboration were highlighted.
- **Dr. Takashi Sato** visited North Island College (Feb. 26 and 27) in order to bring the project "Remote Science Labs for Second Year Physics" to conclusion. This joint project with the College

of the Rockies, North Island College, and KPU is funded through the former Online Program Development Fund of BCcampus and facilitates second year science instruction (with Physics as the forerunner) at small colleges by combining their resources remotely. Equipment located at one institution can be operated remotely from anywhere else via the internet.

- As part of our ongoing efforts to engage with local industry and to broaden our range of contacts, **Physics faculty** visited Spartan Controls in Burnaby; Powertech Labs, a subsidiary of BC Hydro, in Surrey; and Singular Software and MegaHertz Power Systems, both in Burnaby.
- Faculty and staff from the **School of Horticulture** had a major presence at the Pacific Agriculture Show and Lower Mainland Horticultural Improvement Association Grower Short Course in Abbotsford, during which they promoted our programs and give expert presentations.
- **Kristine Schlamp** and **Betty Cunnin** were involved in the organization of The Road Ahead: Pest Management in a Changing Climate, Professional Pest Management Association Annual Symposium, at SFU.
- **Faculty, staff and students from the School of Horticulture** once again organized the very successful student-employer networking event, Branching Out Horticulture Career Fair, on the Langley campus. Over 20 employers from all over the province were in attendance.
- **The School of Horticulture** hosted the BC Greenhouse Growers Association annual cucumber producers international seminar day, Young Agrarians 'Rockstar Farmer' full day workshop, and the BC Landscaping and Nursery Association and Canadian Landscape and Nursery Association Nursery Worker Certification Pilot test.
- Two successful Green Wednesday evenings were held in January and February with the presentation of the films "From the Waste Up" and "Profit or Loss" followed by dialogue with the filmmakers.
- **Gary Jones'** HORT 2490 (Organics) worked with Brookswood Secondary School students to design their school garden.
- **Faculty and staff from the Institute of Sustainable Food Systems and the Sustainable Agriculture Program** gave many presentations and ran a full day workshop at the 2015 Pacific Agriculture Show, Horticulture Growers' Short Course in Abbotsford.
- **Fergal Callaghan (Physics)** attended the Greater Vancouver Clean Technology Expo and Championship, Surrey City Hall, to promote the new Physics degree and make industry connections.
- FSH staff and faculty — **Fergal Callaghan** and **Bob Chin** from **Physics**, **Andrea Sussmann** and **Paul Adams** from **Biology** — participated in the first Guildford Mall KPU Showcase (Feb. 19) as part of an overall branding strategy building on the KPU signage and promotion in the mall.
- The KPU Surrey Open House (Feb. 28) was a successful event that was well attended by the public and well organized by the FSO. **FSH** staff helped faculty organize activities, labs, and booths in the Education Fair. One of the many highlights was a putting green hosted by **Turf Management students** and faculty member **Stan Kazymerchyk**. Guests this year asked excellent questions and were focused on education.
- Several info sessions took place at Langley, Surrey and Richmond campuses promoting the **Urban Ecosystems**, **Mathematics, Brewing and Brewery Operations, EPT** and **Physics** programs, and were attended by existing and potential students.
- Preparations are underway for the third annual **KPU Science Rendezvous** to be held at the Langley campus on May 9. New for this year is the addition of an 'Exploration Expo' and an invitation to other Faculties to participate and promote their programs at the Expo.

- The **South Fraser Regional Science Fair** event is in full preparation and will once again be hosted at KPU April 9 and 10. FSH staff are helping organize and coordinate the activities.

RECOGNITION

- **Ann Marie Davison (Biology)** was co-author of a manual of answers published on January 9 for the end of chapter questions for the genetics textbook used in Biology classes.
- **Karen Davison (Biology)** co-authored *Association of moderate and severe food insecurity with suicidal ideation in adults: National survey data from three Canadian provinces* in the journal Social Psychiatry and Psychiatric Epidemiology. The journal article was published in February.
- **Karen Davison (Biology)** was appointed to the editorial review board of the Journal of Human Nutrition and Dietetics.
- **Lee Beavington (Biology)** made a promotional video for the Amazon Field School based on the footage taken when travelling as a Field Instructor last year: http://leebeavington.com/video/kpu-amazon-field-school/
- **George Chen (Physics)** was an author on the paper *Investigation of diseases through red blood cells' shape using photoacoustic response technique*, which was presented at SPIE Conference on Dynamics and Fluctuations in Biomedical Photonics XII, in San Francisco. George also co-authored *Thermal conductivity of titanium nitride/titanium aluminum nitride multilayer coatings deposited by lateral rotating cathode arc*, which has been accepted by the journal Thin Solid Films.
- **Jana Kolac (Physics)** presented an astronomy show at the H. R. MacMillan Space Centre, Vancouver. There were over 200 attendees, comprising KPU and BCIT students and their guests.
- **Kathy Dunster (School of Horticulture)** and **Urban Ecosystems** students were selected as the recipients of the 2015 CN EcoConnexions — From the Ground Up program grant for their Logan Creek Integrity Project. The program promotes community sustainability through the greening of municipal and community properties across Canada. CN and its partners Tree Canada and Communities in Bloom help Canadian municipalities and community groups establish tree planting and green space enhancement initiatives in a sustainable, environmentally responsible manner.
- **Jim Matteoni (Horticulture)** was presented with the Lifetime Achievement Award by the Professional Pest Managers Association of BC, in recognition of his long-standing service to the management of pests in commercial horticulture.
- As part of the outcomes for the VanCity funded project *Southwest British Columbia Small-Scale Farm Enterprise Budget,* **members of the Institute for Sustainable Food Systems** published several enterprise budgets that project the annual costs and returns for growing of 26 different fruit and vegetable crops. These budgets will help the small scale farmer run a successful operation.
- **Deborah Henderson (Institute for Sustainable Horticulture)** recently received a NSERC ARD Level II grant with Biobest Canada Ltd. and The Bug Factory Ltd. It consists of a one-year grant of $75,000, with an industry contribution of $12,000, for pollination efficacy of two western bumblebee species in tomato crops.
- **Members of the Institute for Sustainable Food Systems** recently published a significant report—*Local Food Futures for British Columbia: Findings from Regional Dialogues*—in collaboration with the Real Estate Foundation of British Columbia and the BC Sustainable Food Systems Working Group. The report was featured in a Vancouver Sun newspaper article.

EMPLOYEE ENGAGEMENT

- Physics faculty participated in a one-day retreat at the Cloverdale campus on Feb. 25th organized by **Takashi Sato (Physics).** Topics of discussion included teaching methods and student engagement.

Chris Hauta is putting the finishing touches to the new equipment in the Langley Undergrad Research Lab. Already a number of EPT students have been using the lab for their research describing the water quality of Logan Creek and the ponds that treat the greenhouse effluents

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Faculty of Academic and Career Advancement

Vision 2018 Strategic Plan

Community Engagement: ACP instructor Janice Morris organized the first full-day KDOCS documentary film festival on March 14, 2015 at the Vancity Theatre, and three documentaries were shown. The event included audience talkback sessions after each film, with panelists (including KPU students) to comment on the issues raised in the films. Although this was the first day-long, off-campus KDOCS event, Janice has been organizing the showing of documentaries and discussion of them for KPU and the community for several years.

ACA participated in the Guildford Showcase and the Surrey Open House. We continue to work with the administration to communicate the changes in funding for our programs. We are working closely with the Future Students Office and Marketing to ensure that Information Sessions for CCLS and APPD are well-advertised and well-attended.

Expanded Educational Access: The ACP/APPD Pilot course for students with intellectual disabilities held two well-attended information sessions for potential students and their families/caregivers in February. The course, LCOM 0101, is slated to run from September to April, 2016, meeting two days a week for four hours per day. The Steering Committee continues to work with the Registrar and Admissions to create a user-friendly and appropriate intake process for LCOM students.

The Career Choices Life Success program has nineteen students registered on the Langley campus and eleven on the Richmond campus for the spring term. The Richmond numbers are particularly encouraging because it is the first time the program has been offered in that community.

The English Language Studies (ELST) Department has been engaging in various initiatives to impact enrollments. They had a strong presence at the KPU Surrey Open House, and they are working with the marketing team to produce a video feature of successful ELST graduates. The faculty also met for two morning-long sessions during the Reading Break to produce some new approaches to the complex needs of their varied groups of international and domestic learners.

ELST representatives, Arthur Ling and Susan Saint, are visiting the KPU China partnership school in Fuyang in March 2015 to administer language testing.

Academic Plan 2018

The recent changes in the funding model for delivering developmental education, particularly ABE and ESL, have caused great concern throughout the Faculty of Academic and Career Advancement. Charging tuition for the lower levels of Adult Basic Education appears to be at odds with KPU's mission as stated in the University Act as well as with the Strategic Plan goal of **providing expanded educational access** and the Academic Plan goal of **ensuring student success and well-being**. All the ACA departments have expressed concern that charging tuition will create barriers to educational access, particularly in CCLS and the self-paced mode in ACP, despite the provision of Adult Upgrading Grant funds for eligible students.

This development is particularly troubling because ACA programs both serve as feeder programs for the rest of the institution and support existing KPU students who need additional academic support.

Student Successes/Achievements

APPD Job Preparation student Tracy Payne was selected to represent ACA when the Minister of Advanced Education, Andrew Wilkinson, visited KPU. Tracy had the opportunity to chat with Andrew and other student representatives during his January 29th visit.

New Programs, Policies and Initiatives

A new ACA Marketing Plan for 2015 will be rolled out in March so that department representatives can be made aware in advance and prepare accordingly for any Faculty and institutional events where an ACA presence would be useful.

Community Engagement

ACA's Dean, Patrick Donahoe, was recently invited to join Surrey Local Immigration Partnership (LIP) as a representative for KPU. Local Immigrant Partnerships build community-wide capacity to attract, settle, and integrate immigrants through collective planning, collaborative leadership and coordinated action.

Aimee Begalka recently joined the Board of Directors of READ Surrey, a non-profit society that provides literacy programs and one-to-one tutoring to Canadian adults.

Lois Armerding, ACA Divisional Business Manager, has joined Richmond Literacy Community Partners, an organization that networks on literacy issues and programs in Richmond.

Recognition

Aimee Begalka, who has been serving as Interim Associate Dean of the Faculty, will assume the role on a permanent basis, effective April 1, 2015.

Thank you to Joanna Daley for providing extensive knowledge and service as Co-Chair of the ELST Dept. Her term ended Dec. 31, 2014. Martyn Williams has filled the Co-Chair position effective Jan. 1, 2014.

Employee Engagement

A day-long Learning Outcomes workshop was sponsored jointly by the Dean of ACA and Diane Purvey, Dean of Arts. Entitled "Enhancing your Programs and Courses through Aligned Learning Outcomes," the workshop was led by Dr. Liesel Knaack from Vancouver Island University and attended by upwards of 50 KPU faculty members.

The Chip and Shannon Wilson School of Design

VISION 2018 Strategic Plan and KPU Academic Plan:

Successful Global Citizens
Study in Vietnam
> With the generous support of Chip and Shannon Wilson's International Fund, the full class of Post Baccalaureate Diploma in Technical Apparel Design students, along with two faculty members, will be traveling to Vietnam in June 2015. As part of their Global Business Strategies course, students will be studying on site at Maxport JSC, a large manufacturer of high end technical apparel garments for companies that include Nike, Adidas, North Face, Patagonia, Fila, lululemon, and Kit & Ace. With over 11,500 employees, Maxport is known for its quality, ethical practices, and advanced technologies.

Engaged Learners –
> Student Experience Committee
> The Wilson School of Design Student Experience Committee (a sub-committee of Faculty Council) meets once a month to discuss student governance, engagement, and student-initiated activity. With the support of the KSA, they are learning about student governance at the institutional level and the possibilities of shaping student life at the Richmond Campus. Currently in the works is a whole School of Design start-up activity in September 2015.

> KSA Representation
> Allison Gonzalez, a second year IDSN student, was voted in as the KSA Design Representative in February's student elections. Allison is a member of the User Committee for the new building and the Student Experience Committee. It is the first time that Design has had representation on the KSA. This is great news for us.

Effective Organization – Fashion & Technology Program Review
> The Bachelor of Design: Fashion & Technology underwent its external review in February 2015. External reviewers, Helen Pearce (Fanshawe College), Janice Larson (Bootlegger), and Ron Marchuk (KPU, Horticulture) spent a day meeting with students, alumni, faculty, staff, and the Dean validating the Program Review Self-Study. Their report is expected this month.

Teaching & Scholarship – Arbutus Medical
> Second and third year Product Design students worked with the social entrepreneurs of Arbutus Medical (from UBC's Engineers in Scrubs) on their Drill Cover Project. The drill is a medical device for use in bone surgeries in third world countries. Our students developed work in many aspects of the design - from new universal instructions and concepts for future developments, to the development of the existing bag that is more economical to produce and more robust for implementation. The Drill is expected to be used in the field by the end of Summer this year.

Purposeful Community Engagement

Cinderella Project

The dresses, suits, shoes, and accessories collected by the students, staff, and faculty of the School of Design this past December became part of awards provided to over 150 grade 12 students in February who have overcome extreme hardship to stay in school and set their sights on high school graduation. Without these awards, the majority of these students would not be able to attend their graduation this June; in being recognized in February, they now have the means to attend, and the connection and incentive to stay committed to their goal to graduate.

Sharon Greeno's students from Fashion Marketing (FMRK) provided an important contribution to the project first-hand. I had the privilege of volunteering with nine FMRK students on Saturday's set-up day and with Sharon, a FASN student, and alumni (Arti M) on Sunday's Boutique Day. From lugging boxes, hauling furniture, and unpacking mounds of garments and accessories to culling shoes, setting up displays, and altering on the spot, the students' energy, expertise, and enthusiasm were not only appreciated but recognized as extraordinary by the projects' Executive Committee. They did us proud.

We look forward to contributing on an on-going basis to the project. To this end, please keep those unused graduation gowns, suits, shoes, and accessories in mind over the next year and let the word out that they are needed. We will be collecting again next Fall in readiness for Boutique Day, February 2016. To see the Cinderella Project in action:

http://www.news1130.com/2015/02/16/bt-vancouver-cinderella-project-helps-teens
https://ca.news.yahoo.com/video/cinderella-project-031308692.html

Vancity Charrette for 312 Main Street

Thanks to Erick Villagomez and Interior Design (IDSN) faculty and staff, twenty IDSN students from across all four years came together in a design charrette in February that challenged them to reimagine 312 Main Street (from the former VPD 'Cop Shop') into a centre for social innovation. The work and presentations were impressive and provided a new way to imagine what has been described as a 'beast' of a building.

Bob Williams, a Director on Vancity's Board was in attendance and remarked at the end of the evening that the students had managed to turn it *"into an asset rather than a liability"*.

Clean Tech, City of Surrey

A strong team of Product Design students, staff and faculty designed the trophy that accompanied a ten thousand dollar award for the Greater Vancouver Cleantech Championships. The award itself is sourced from local, sustainable materials, and designed to be entirely biodegradable and recyclable. It was also a labour of love, blood, sweat, and tears; kudos go to the team for an incredibly fast turnaround and an outstanding design. It was more than a hit.

Being a part of these championships provided a number of excellent contacts going forward and opportunities for student projects and research activity for Design. Cleantech is one of four of KPU's major research focuses and the connection with this sector is an important one. The need for designers in this area is critical for the concepts to come to fruition.
http://www.kpu.ca/news/product-design-students-faculty-create-sustainable-trophy

PechaKucha
An evening of PechaKucha is taking place at KPU Richmond on Thursday, March 26th, 7:00 pm, Melville Centre. The event is being produced, managed, and promoted by second year Graphic Design for Marketing (GDMA) students in partnership with the City of Richmond.

Richmond City Museum
Fourth year Fashion & Technology (FASN) students Michelle Larsen, Fiona Pang and Michelle Leung presented their work on their final lines and provided an informative talk discussing their journey in discovering the importance of design thinking as fashion designers and its involvement in everyday life. Sharon Greeno says they provided a collaborative, articulate and polished presentation. This is a great contribution to our local community – thanks to the FASN faculty and students involved.

Guildford Town Centre
Although the attendance at the mall was somewhat limited at the Guildford Town Centre event, Design showed well with their engaging activities and displays. IDSN students and faculty gave home design advice to shoppers. Students, faculty, and staff were excellent ambassadors and several serious inquiries into our programs by visitors were fielded.

Surrey Open House
The Surrey Open House was extremely well attended and Design showed strong. As well as community awareness about our programs being boosted, there were a number of very positive connections made that will result in applications for this September.

Experiential Learning and Industry Connections
- Product Design students are currently working on developing protective gear for the farming and rescue sectors.
- Fashion Marketing students have been conducting interviews with 4th year FASN students on their final collections for The Show 2015. The articles written by FMRK students have been published on the Georgia Straight blog: http://www.straight.com/blogra/style?mobile=1
- Fashion Marketing students put together a table on textile sustainability and eco fashion in the rotunda last week.
- Fourth year Fashion & Technology students are working hard on prepping for The Show 2015. Students photographed and styled their collections for the show program and were also filmed this week for a video that will be presented before the runway show.
- Guest Speaker: Bryan Statham of Life Booster Inc., presented his venture's development and challenges, innovation and the iterative process in the field of protection and safety in wearable technology to Technical Apparel students.
- Site visits for Technical Apparel students have included lululemon's Whitespace Innovation Lab and Designer Sportswear, to view various print production techniques and an electronic jacquard loom.
- Guest lectures: Julia Vyse of Mediative, spoke to 4th year GDMA students about social media strategies for promoting events.
- GDMA 4th year students are currently completing their Mentorship placements with professional graphic design firms such as Rethink, Hanger 18, Dare Advertising, StudioThink, Arithmetic, Carter Hales, and others.

- Catherine Ducharme, a Brand Communications Specialist, will be speaking to 3rd year GDMA students about current industry practices.
- GDC POGO – a two-day student conference hosted by Graphic Design Canada (GDC) focusing on the transition from school to professional practice – was attended by approximately a dozen third and fourth-year GDMA students.
- Foundations in Design (FIND) students toured Vancouver studios.
- On March 5th, several GDMA third and fourth-year students and faculty attended the GDC BC Chapter's special presentation by Roberto Dosil: The Story of the Maple Leaf Flag: 50 Years Strong. Roberto Dosil is a former GDMA program coordinator.
- IDSN faculty and students attended BUILDEX on February 25 & 26 at the Vancouver Convention Centre. Students and faculty were sponsored to attend the Interior Design keynote (Designing for Health & Wellness) as well as several other Continuing Education sessions.
- Several faculty attended the annual IDIBC members breakfast at BUILDEX.
- IDSN students were able to visit several great design firms: Portico, Bocci Lighting, B+H CHIL Design.
- Donald Luxton, Heritage Consultant who is very involved with urban issues and is a prominent figure in Vancouver, presented to IDSN students.
- IDSN students also engaged in a guest lecture and roundtable discussion on sustainability with Erica Letchford and Jason Packer from Recollecive (KPU's sustainability consultant for new school of design building).
- Third year FASN internships are in full swing and students are placed in a variety of companies that include Kit and Ace, lululemon, MEC, Karma, Chloe Angus, etc.
- TJX Canada came in early February for a hiring and info session for FMRK students.
- Dale Simonson, GDMA faculty, attended the GDC Educator's Forum on behalf of GDMA. There were seven post-secondary institutions represented at the event.

STUDENTS RECOGNITION AND AWARDS

Student Profiles
The Vancouver Sun is conducting a series of profiles on the work of three students in the FASN program. The editors selected 3 students, after meeting them at the Designer's Spotlight event a few months ago. They will be following their work leading up to the Fashion Show:
http://www.vancouversun.com/entertainment/Video+Preview+2015+fashion+show+Vancouver/10837352/story.html

Student Awards
Congratulations to FASN student Yuliya Yaremenko and the FASN faculty and staff! Yuliya is the recipient of a $6,000.00 Premier's International Scholarship. She is off to RMIT for a semester of studies abroad. Please see the link celebrating her, and FASN's, success.
http://www.kpu.ca/news/wilson-school-design-student-wins-premiers-scholarship

Student Competitions
Alejandra Horsley, grad 2014, entered the "Designing with Light Competition for Emerging Professionals". Ali works for KPU Facilities and worked with Paola Gavilanez to design a lighting fixture (Paola was her mentor). Although she didn't win, it was an excellent experience. This competition is intended to provide industry up and comers with the opportunity to create and showcase their original

design projects to lighting pros from across N. America. It is open to 'emerging professionals' in a variety of fields such as architecture, woodwork, lighting, etc. Applicants must design an art piece, display, luminaire or similar that integrates optical fiber for lighting.

Erika Balcombe had Year 2 students enter the Durkan D*SCOVER design competition (17 students total entered). This is for the field of hospitality design and students each created an original custom designed carpet. The deadline for entries was February 27th and the winner of this competition will be notified by April. The winner receives cash, a trip to Vegas Hospitality Show, and their carpet design featured in Durkan's Special Collection.

Student Fundraising
GDMA fourth-year students have raised approximately $2000.00 to date to help pay for the costs of their final exhibition and Grad Show (April 24th, Creekside Community Centre).

MANAGING RISK

Risk Assessment Vietnam
In preparation for the Maxport JCS Vietnam study, Carolyn Robertson (Dean) and Evelyn May (Coordinator) will be visiting Hanoi at the end of March to complete the necessary components of the risk assessment and finalize the curricular and learning experience.

Recruitment
In order to maximize fill rates in all Design programs, application deadlines have been extended to March 31st, 2015. Admission into these selective entry programs is dependent upon grade 12 grades and portfolio reviews. As interim high school grades will not be released until April 2015, the extension of the application deadline will not delay acceptances into the programs.

EMPLOYEE ENGAGEMENT

New Divisional Business Manager
It is a pleasure to announce the appointment of Caroline Barnhart as the Wilson School of Design's Interim Divisional Business Manager. Caroline has been with KPU since 1998, working in Academic and Career Advancement, Trades & Technology, and the School of Business as a Dean's Assistant, Administrative Coordinator, and Operations Manager. Most recently, she has been in the Faculty of Arts as an Interim Divisional Business Manager. Caroline's extensive knowledge of KPU and its systems, people, and vision will be a tremendous asset and will enable her to make a smooth transition into the position with Design. Her collaborative style; focus on student, staff, and faculty success; and personable, relational approach will also be a great fit with the Wilson School of Design.

The School of Business

Vision 2018 Strategic Plan

KPU has been engaged in a re-engineering of its admissions processes, Transitions. This opened the opportunity for the School of Business to realign degrees and diplomas with the objective of ensuring greater consistency in learning outcomes for graduates while providing them with more options. The Business Education Framework provides the structure and content guidelines for all undergrad business programs. The Framework was adopted by Faculty Council and by the end of March all the program and course prerequisite changes will have Senate approval and take effect in fall 2015.

This academic year the School of Business has several degrees and diplomas under program review and further specific subject matter program changes may result.

ACADEMIC PLAN 2018

Demand for School of Business programs has remained strong throughout the year. Five days into summer registration 27% of summer course offerings already have wait lists. With senior leadership approval additional sections will be added. During the 2014-15 fiscal year demand was significantly above the budget available. The SoB did get permission to run a few additional demand sections late in the year. The demand for business courses from both domestic and international students remains strong.

During Reading Break, with the financial support of the Chartered Accountancy Education Foundation, CAEF, the accounting department of the School of Business hosted a workshop "Developing and Assessing Thinking Skills" with Dr. Susan Wolcott. Faculty from all departments of the School of Business attended as well as from Design and Arts.

Friday, March 13th a significant number of Accounting faculty attended a one day seminar sponsored by Wiley Canada, exploring how innovations in technology advance student readiness, improve learning outcomes and support teaching in digital and traditional classrooms.

INITIATIVES

In the new fiscal year the School of Business expects to bring forward several proposals for post baccalaureate and graduate diploma programs.   The demand for business education remains very strong, not just for students entering university, but also amongst individuals who have already earned a degree in a non-business area.

ACCREDITATION

KPU's School of Business was the first non-research orientated university to seek and be awarded accreditation.   Most of the "teaching universities" have now done likewise.   Institutions must submit an annual accreditation report and embark on a major re-accreditation every ten years.   The upcoming year will be KPU's study year, providing the foundation data upon which the institution must build the evidence for re-accreditation.

COMMUNITY

In February, the Computer Science and Information Technology, CSIT, department received word that IEEE approved the establishment of a student IEEE Student Chapter. This opens tremendous network and data access opportunities for IT students.

The Public Relations Class of 2015 major assignment was to organize an annual fundraising event, this year held in a CBC studio in downtown Vancouver. The charity the students opted to support was the Eversafe Ranch Outreach Society, a Surrey based charity that provides supports to families, usually mothers and children, who are escaping domestic violence. They raised $18,350.22 for Eversafe.

David Sale, former Chair of the Accounting department was honored by his professional colleagues with the Life Membership Award by the Certified General Accountants of BC. He is the chair of the CGA-BC's board of governors and co-chair of the Charter Professional Accountants of BC's Transitional Steering committee.

Enactus, a student club that fosters student interest in entrepreneurial endeavors, hosted the March 4th "Eagles Den" which provided student entrepreneurs the opportunity to pitch their fledging endeavors to an industry panel.

I mid-February four accounting students, Devon Richards, Raj Thaper, Dave Chahal and Sandy Chui participated in the CPA BC Case competition.   Two other students, Sukhjivan Gill and Prav Jaswal, participated in the CPA Western Canada Case competition. Sukhjivan and Prav along with Enrique Angulo also participated in the SFU Case IT competition.

The student Human Resources Club hosted a late January event "Pathways to HR Roles".

ASK, the student Accounting club, hosted a late January fundraiser to raise monies for a breakfast program in Surrey elementary Schools.

Two of the five new faces on the board of KPU Alumni Association are BBA graduates: David Dryden (BBA ENTR 2014) and Avi Kay (BBA ENTR 2005).

RECOGNITION

Laurie Clancy, who started in the School of Business nine years ago and rose to be Business Manager leaves to become the Director of International Admissions, Recruiting and Articulation. During her time in the School of Business Laurie, earned both a Bachelor's degree in Commerce and a Masters degree in Educational Administration.

Caroline Barnhart after performing admirably as the interim Business Manager for the Faculty of Arts returned to the School of Business for only two months before accepting the position of Interim Business Manager for the Chip and Shannon Wilson School of Design.

Janice Webster, Administrative Assistant, has accepted a position with the Faculty of Health.

All three have been tremendously valuable team players as part of the School of Business administrative team. We congratulate them on their promotions and are confident that they will continue to make significant contributions to KPU.

The Office of Continuing and Professional Education

VISION 2018 Strategic Plan *:* We are currently developing courses that will offer learning opportunities to a variety of non-traditional students*.* We are just in the process of launching our summer allotment of courses. Registration will open in the next couple of weeks.

ACADEMIC PLAN 2018: Launched courses at Squamish First Nation: Introduction to Environmental Monitoring, Pre-foundations Intro to Construction Trades. The Ace-it Piping course that was launched in collaboration with the Faculty of Trades is also currently underway. We are looking at the possibility of bringing hospitality training to this group.

STUDENTS: We just had our first group of students take our Blacksmithing course. This one-day course gave them an opportunity to have hands-on training. The feedback was excellent and we have recently launched a new section this summer.

NEW PROGRAMS, POLICIES AND INITIATIVES: We are also getting closer to developing province-wide LED Lighting training in collaboration with Hydro/PowerSmart.

We are working with TUV Nord and the Faculty of Trades to bring Chinese students to KPU for Automotive training.

We recently met with the Honorary Consuls of Barbados and Jamaica to talk about the possibility of bringing hospitality training to them.

Exploring the opportunity to offer tests such as CELPIP, IELTS, CLB, SAT etc., as well as the preparatory classes to write these exams.

MANAGING RISK: Working with crucial areas of the institution to streamline processes and create efficiency to better serve our clients*.*

COMMUNITY ENGAGEMENT: We recently attended the Guildford and KPU Surrey open house. We were able to connect with a bunch of potential new students and got some good insight into what courses they are were looking for.

We are working with the Faculty of Trades to bring additional Ace-it training to Surrey, Richmond and Maple Ridge School Districts.

RECOGNITION: We have recently received funding from both the Investment Agriculture Fund of BC ($350K) and Western Economic Diversification ($140K) to offer Commercial Beekeeping training. Training is scheduled to begin in January 2016.

EMPLOYEE ENGAGEMENT: Employees have been registering into our classes and have noted that it was a great experience. We now have repeat customers!

KPU International

VISION 2018 Strategic Plan

Successful global citizens & engaged learners:
Currently five KPU students from the Faculty of Health's BPN program are visiting and participating in Health Studies at our partner university, Mahasarakham (MSU), in Thailand.

Each year, KPU International works with the Faculty of Health to ensure this global opportunity is made available. MSU has been sending daily updates and pictures showing the students in their new environment. The students are visiting local clinics in order to gain a global perspective on issues related to mental health. The students will return to Vancouver at the beginning of April.

ACADEMIC PLAN 2018

To increase experiential learning opportunities:
KPU International has been working with the Dean's offices in both Arts and Design to ensure students participate in KPU's Amazon Field School and the New York and Venice Fine Arts Field School. Both field schools will be taking place later this spring.

STUDENTS

International Student Enrolments: Spring 2014 to Spring 2015 Comparison
In Spring 2015, there was an 11.3% increase in international student head count and a 7.7% increase in international FTEs over Spring 2014.

International Student Head Count Spring 2013 to 2015 Comparison

2013 Spring	2014 Spring	2015 Spring
1,173	1,358	1,511

International Student FTEs
Spring 2013 to 2015 Comparison

391   **470**   **506**

2013 Spring   2014 Spring   2015 Spring
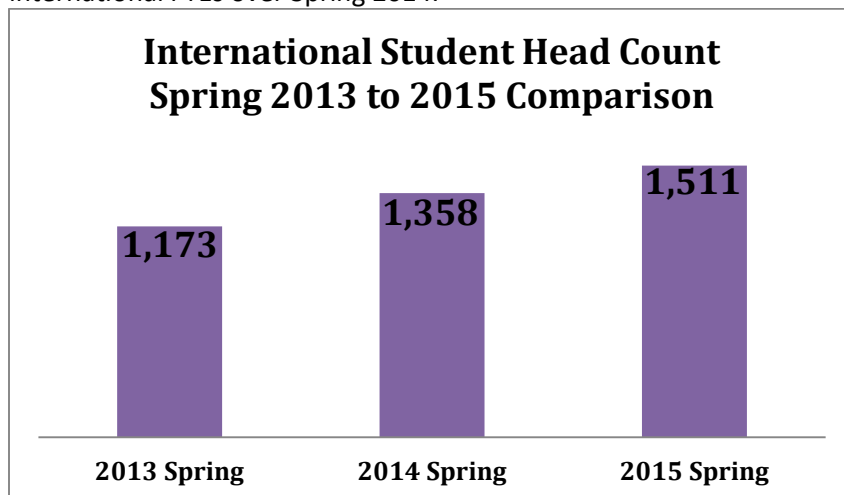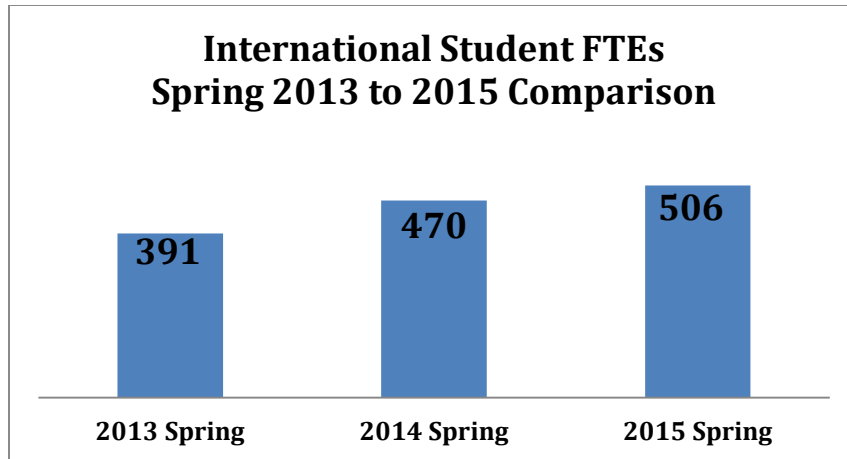
Source: KBIT, March 13, 2015

NEW PROGRAMS, POLICIES AND INITIATIVES

Anita Hamm, Director Partnerships and Pathways, is currently in China visiting our partners, Guangdong University of Foreign Studies and Fuyang No. 2 High School.

Since January, KPU International signed agency agreements with 30 agents who are new to KPU, many of whom were introduced to the university at ICEF Dubai, a regional agent fair.

MANAGING RISK

Sustaining international enrolments is vital for KPU's success. KPU International continues to expand its recruitment efforts into new markets (Russia, Latin America, Middle East and Africa) through various recruitment efforts. KPU International has been developing strategies to help grow market diversification and build interest in new and undersubscribed KPU programs.

RECOGNITION

Outgoing KPU exchange student, Yulia Yaremenko was featured in a Metro Vancouver news article. The article highlighted her awarding of the prestigious Premier's Scholarship of $6,000 and promoted the value of global study experiences coordinated by KPU International.

Library and Learning Centres

VISION 2018 Strategic Plan *(Note: Alignment with the nine goals of Vision 2018)*

ACADEMIC PLAN 2018 *(Note: Alignment with the Academic Plan relevant strategies)*

STUDENTS
- Groundwork is complete for the upcoming biennial library survey of students, which will be conducted from March 19 to April 2, 2015. Our strategic planning and budgetary decisions will in part be influenced by the outcome of this survey.

NEW PROGRAMS, POLICIES AND INITIATIVES

COMMUNITY ENGAGEMENT *(Note: special events, intersection with our external community)*
- Attendance by Library and Learning Centre staff at the recent Open House. A Jeopardy!-style game was developed for the community to understand support services offered. The traffic by the booth was steady.

RECOGNITION *(Note: Awards, recognition, publications, public presentations, reviews, media spots, general bragging)*

EMPLOYEE ENGAGEMENT
- We headed up the annual Educational Leave process, with meetings of the Educational Leave Committee held on January 19, 20, 21, and 27, recommending to the President the granting of 25 semesters of educational leave to 17 applicants. These recommendations were accepted by the President.

The Office of Research and Scholarship

VISION 2018 Strategic Plan *(Note: Alignment with the nine goals of Vision 2018)*
Research Plan (Draft) – advancing Relevance and Reputation – Building KPU through Applied Research
(www.kpu.ca/research/research-plan)

ACADEMIC PLAN 2018 *(Note: Alignment with the Academic Plan relevant strategies)*
Research Plan (Draft) – extensive consultation with internal and external stakeholders in anticipation of
final report to Board in June

STUDENTS
See below

NEW PROGRAMS, POLICIES AND INITIATIVES
Research funding proposals in progress: SSHRC – College and Community Social Innovation Fund; SSHRC
– Partnership Grants; SSHRC – Insight Grants; NSERC –ARD Program; NSERC – Innovation Enhancement
Grant; CIHR – Planning and Dissemination Grant; CFI – College-Industry Innovation Fund; Canada
Research Chairs (Sustainable Agriculture; Nutri-genomics)Banting Research Foundation; BC Cranberry
Commission

MANAGING RISK *(Note: Emerging risk issues and how they are being identified and addressed)*

COMMUNITY ENGAGEMENT *(Note: special events, intersection with our external community)*
Significant capacity-building opportunities emerging from the Jan 28 Greater Vancouver Clean
Technology Expo and Championship created by the City of Surrey (KPU was a Gold Sponsor). Several
companies are actively pursuing partnership arrangements with KPU that will involve experiential
learning for students and research opportunities for faculty and students.

RECOGNITION *(Note: Awards, recognition, publications, public presentations, reviews, media spots,
general bragging)*
http://www.kpu.ca/research/links-news

http://www.kpu.ca/research/researcher-profiles

EMPLOYEE ENGAGEMENT

Finance and Administration

Human Resources

- Hired one Human Resources Consultant – start date March 30th.

- Permanent appointment of Vaneeta Manhas to the position of Human Resources Advisor.

- Top Employer application prepared in 2014 has resulted in KPU being selected as one of Canada's Greenest Employers for 2015.

- Bargaining with the support staff union is underway.

- The HR Leadership Team has reviewed the training materials for the Respectful Workplace training and will be working with an HR Consultant (to be hired) to fine tune the training materials to reflect our environment and move the training forward.

Health and Benefits

- Delivered a training session on January on the BCGEU Joint early Intervention Program (JEIP) to approximately 55 managers and supervisors of support staff. The JEIP is designed to complement the existing disability and support programs already in place and provides a proactive service that facilitates a return to work. The program also provides a support system that can be utilized to intervene and prevent an absence.

- Offered the Leading a Mentally Healthy Workplace Certificate program for members of the President's Council and Associate Deans in February. The issue of mental health in the workplace is a growing challenge across all sectors. Through this training, KPU leaders were supported to enhance their understanding of mental health issues and their impact in the workplace and develop skills and strategies to support each other and our employees.

- Attended the Public Sector Employers Council Secretariat (PSEC) Accountability & Disclosure Information Session, which provided an overview of the executive compensation disclosure process and the changes made to the guidelines in 2014.   Work is underway to develop a comprehensive manual outlining processes and procedures for recruiting and hiring administrative employees.

Emergency Planning
- Mass Notification System installation is underway and expected to be completed by mid-April.
- EP has taken a bigger role within BIT Team and the development of Active Threat plans and/or procedures has begun.

- The completion of the Comprehensive Emergency Management Plan is expected to be sent to the Executive team for approval within the next couple of months.

Occupational Health and Safety
- Joint Occupational Health and Safety Committees have been established at each campus. Committees are meeting monthly and conducting safety inspections on a regular basis. Five inspections have been completed during this reporting period.
- The Occupational health and Safety Office is responsible for coordinating fire drills at each campus. Fire Drills were conducted at each campus during the second week of the Winter semester. The drills involved complete evacuation of the buildings and involved participation of both employees and students. Fire drills are evaluated and a report is prepared.
- Developed draft Working Alone guidelines with the Security Manager.

Security
- Security continues to transition smoothly from the old contractor to the new Concord Security Company.
- Security has developed a succession plan to augment the effectiveness of response during staff holidays or in case of illness.

1. **IET Operations**
   a. **IET Internal Audit**
      Completed the security testing phase including network and applications security scans and review of the IT security architecture. The IET management team's response to the results of the security test and the associated remediation plan has been submitted to MNP. The next phase to review IT General Controls audit is in progress.

   b. **IT Governance Improvements**
      The IT Governance Executive Committee was created in 2014 with the mandate for providing oversight on *''all major IT decision-making for the University. The Committee sets IT priorities, recommends IT policies and provides guidance to enable the University to balance its improvement goals with available resources in alignment with the University's strategic goals and mission." (*excerpt from the Committee's Terms of Reference*)*

      The committee's terms of reference are now finalized and the structure for information flow to facilitate decision-making is being implemented.
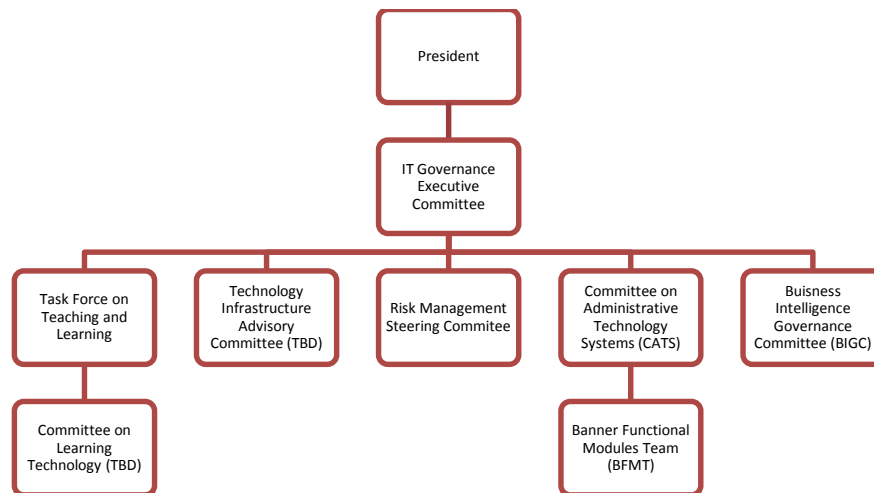
Figure 1. IT Governance Information Flow

2. Enterprise Systems

a. Year End Canada Revenue Agency work for T4, T4A and T2202A

The annual delivery of seasonal Canada Revenue Agency forms has been completed on schedule as planned.

b. University Transitions Project

Working in partnership with Student Services to modify Banner processes for the University Transitions Project in the following areas:

i. Confirmation Deposit

Completed development of the new confirmation deposit to replace the existing commitment fee for new students. Testing is testing currently in progress and is on schedule for the planned delivery in June.

ii. Student Registration Time Ticketing

Major revision of the time ticketing process to align with revised policy C.30: Priority and Scheduling of Registration. On track for the scheduled delivery date of June 18.

iii. Online Student Program Curriculum Declaration

To implement functionality enabling students to declare their program online. It is tentatively scheduled for delivery in the beginning of April.

3. Technology Services

a. Network Infrastructure Upgrade

The procurement of the network infrastructure upgrade was completed in January 2015. The design phase is in progress. Deployment of the new network is planned to begin on the Cloverdale campus in April 2015, followed by the Surrey campus in Fall 2015, Richmond campus in Spring 2016 and Langley campus in Summer 2016.

b. Call Centre System Replacement

Began the process to replace the obsolete call centre system used by Student Enrolment Services (SES), Facilities, CPS and IET. The new cloud based system (hosted in Canada) provides

improved functionality, better user experience but at a lower cost. CPS was the first department to go live with the system in December 2014. Planning is in progress for the next phases to migrate SES, Facilities and IET, as well as extending the system for use by International, Future Students and Coop. The system offers enhanced functionality beyond the phone based call centre to include email and online chat as additional communication channels. It also offers the opportunity to create an integrated system to coordinate and streamline the 'contacts' with students across all departments. The plan is to complete the migration to the new system by September 2015.

c. **Migration from PLNET to BCNET**
Completed the first phase of transition to BCNET by connecting the Surrey campus to the BCNET Transit Exchange located at SFU Surrey. The connection is currently limited to being used for accessing the BCNET Data Safe service which provides offsite data backup to the facilities at TRU in Kamloops. The next phase will complete the transition of the KPU network and internet connectivity to BCNET by connecting the Richmond, Langley and Cloverdale campuses to BCNET. The BCNET connection will have 10x the capacity of the currently PLNET connection and will allow the university to take full advantage of cloud services offered by BCNET and other providers. The plan is for the transition to be completed by May 30 2015.

d. **Guest Wi-Fi Service**
A new wireless network named **'KPUGuest'** is now available for use by visitors on all campuses. A self-service process allows visitors to request access codes for the **'KPUGuest'** network through their mobile phones. The access codes will remain valid for a 24 hour period. In addition, one-time shared accounts can be created on request for campus events involving a large number of visitors.

Facilities Services Accomplishments
January 1st to March 16, 2015

PROJECT	COMMENTS
Capital Development (includes planning, design, renovations and new construction)	
Brewing Instructional Lab	Achieved temporary occupancy on Feb 18, 2015. Contractors completing connections to owner supplied equipment and deficiencies.

Surrey – Sciences renovation	Geography/Geology project is under construction with anticipated completion date of March 20th. Biology upper level labs project tender issued.
CSWSOD	Prepared information needed to advance approval process.
Space Administration	Developed space layouts and construction estimates for projects proposed by the Office of Space Administration including Langley Deans suite, Cloverdale Deans suite, Birch Building, ACA Deans /International suite, Bee Lab and IET Surrey.

KSA Funded Projects

Richmond Kitchenette	Design development and budgeting completed. Implementation is in progress.
Richmond Showers	Design development in progress.
Langley South Lockers	Lockers ordered and area prepared, awaiting delivery and installation.
Langley Kitchenette	Design development and budgeting completed. Implementation is in progress.
Langley KSA Office Renovation	Design development in progress.
Cloverdale KSA Office & Lounge Renovation	Design development complete. Budget being prepared.
Surrey & Cloverdale Sidewalks "Desire Paths"	Design development and budgeting completed. Implementation is in progress.
Surrey Compost & Garden	Demo plan complete and budget being prepared. Design Development in progress.
Surrey KSA Office Renovation	Design development in progress.
Surrey Community Gardens	Site analysis prepared and product review complete.
Surrey Grassroots Patio	New solar patio table delivered and installed.
Bike Repair Stations	Design development and budgeting completed. Implementation is in progress.

Shuttle Shelters	Design development and budgeting completed. Implementation is in progress.
Water Bottle Fill Stations	Product, location and budget proposal prepared and presented to the KSA. Awaiting approval.
Environmental Activities	
Energy Consumption Records	**The Fiscal 2014 energy consumption records for the university were compiled. With a 1.85% reduction in 2014 from the previous year. Using 9% less electricity and 3% less natural gas than in 1994 with 36% increase in space.**
Fortis Rebate	**Participated in the Fortis Efficient Commercial Water Heater Program.**
Langley West Wing	Renovation project received LEED Silver certification designation. 29% reduction in lighting power density.
Horticulture Green Team	**Green Team partnership of Horticulture and Facilities resulted in actions that reduced energy by 11.25 % compared to 2013. Saving enough energy to power 4 homes for a year.**
Westerman Property Phase I Environmental Assessment	**Phase I environmental assessment completed for the Westerman property. This audit was to identify all hazardous materials in the older home as an assessment of the home's overall condition.**
ECO days Participation	**Facilities participated in the annual ECO Days hosted by the KSA at each campus. The Facilities booth highlights some of the successes that KPU has achieved in its energy efficiency initiatives, including recognition as a BC Hydro Power Smart Leader.**
Science Labs Green Team	**Inaugural meeting of the Science Labs Green Team who will work to identify energy conservation opportunities in the Science Labs.**
Langley converting to Instantaneous heaters	**Converting remainder of Langley campus from hot water to instantaneous heaters** ➤ **50% of funding provided by the province** ➤ **Projected to save 39,222 kWh/year** ➤ **Reduces 12 tons of Co_2e/year** ➤ **Projected annual savings of $5,434/year**
Campus Renewal and Safety	
Workplace Violence Risk Assessment, FSG position.	**Recent concerning interactions with members of the public led to a Workplace Violence Risk Assessment for the Facilities Support Generalist Position (FSG). Priority training components have been identified as part of an overall long term training approach's development.**

Indoor Air Quality Investigation, Surrey Library	**Following concerns raised by employees in the ground level work area, professional air quality sampling was conducted to measure the potential effects of leaf blower and other gasoline powered equipment in the exterior areas directly adjacent to the interior work zone.**
Langley roofing	Re-roofing the complete campus with matching provincial funds of $1.18M. Project schedule expected to advance rapidly as weather improves.
KPU Surrey sidewalk replacement	Two large sections of asphalt (approx. 100 m) have been replaced with new concrete sidewalks located to the south and east of Spruce building eliminating tripping hazards.
DDC Controls Upgrades	1990's building controls systems were replaced in portions of the Langley campus and Surrey campus, Fir Building. Upgrades enhance the ability to monitor and control the building environment, providing greater energy efficiency.
Millwright Lighting	**Concerns about poor lighting levels within a portion of the Millwright shop were addressed with upgrades that improved the energy efficiency of the lighting while also providing improved lighting levels.**
Facilities Operations / General	
Preparation for Prime Minister visit	**Extra cleaning and landscaping was completed at the Cloverdale campus for the Prime Minister's visit.**
Kitchen Equipment Condition Audit	**Kitchen Equipment Condition audit has been completed for all campuses café's. To benchmark recent audit information and develop recommendations towards the ongoing service and capital replacement plan for kitchen equipment; in collaboration with Director, Ancillary Services**
Janitorial Services Tender	**Working with Langara College to jointly tender for janitorial services.**
Sewage Back up, Langley West Wing	**Back up of the plumbing system in Langley required a quick response and notification to occupants to isolate the areas, shut off the water supply, and redirect washroom activity to the east wing. Repairs and restoration of service was completed same day.**

Richmond West Wing Flood	**The Richmond campus second floor, west wing washrooms flooded causing damage to a couple of offices and classrooms on the floor below. The Facilities team responded immediately to contain the area, reschedule classes, and bring in a professional restoration company to complete clean up and repairs.**
Roof Leak disrupting Welding Shop classes	**Roof leak flooded an exhaust fan for the welding shop disrupting the program as smoke from the shop activity could not be effectively exhausted. Repairs were completed.**

FINANCIAL SERVICES UPDATE
MARCH 2015

Financial Services has been actively involved in fiscal year-end for the past quarter, as well as maintaining ongoing operations for KPU. It's "all hands on deck" time for the team. All business transactions up to and including March 31 must be included in the 2014/15 fiscal year for compliance with generally-accepted accounting principles and to meet government-imposed reporting deadlines.

The Purchasing unit is now reporting through to Stefan Durston.

Since our last update, Financial Services has welcomed the following employees to our department:

- Accounting Analyst, Charles Crête, has joined the Financial Reporting team
- Accounts Payable Clerk, Bette Blaschek, has rounded out the A/P team
- Accounts Receivable has lost Jennifer O'Brien but is happy to welcome back Ana Silva to its team
- Accounting Services Co-ordinator, Debra Moffatt, has joined Financial Operations, reporting to Rada McVicker
- Senior Buyer, Alixe Best, has joined the Purchasing team

Payroll Services is short-staffed by two people, one of them being the Operations Manager. The area is extremely busy; however, the staff is managing to keep their heads above water and continuing to pay our employees.

With all the staffing changes and other projects/reports, Financial Services is confident that year-end will run smoothly, with the auditors expected to arrive April 20.

The Office of Advancement

Development Office

A new Executive Director, Advancement/CEO, KPU Foundation has been hired. Steve Lewarne will join KPU on April 13.

Steve comes to KPU with a proven track record, with 15 years of experience in the areas of fundraising, business development and relationship management, specifically in cultivating and stewarding corporate sponsorship and individual philanthropy. He has successfully created partnerships in the non-profit and private sector for education, the arts and in professional and amateur sport with regional, provincial and national partners.

For the past six years, Steve has been the Director of Advancement, Athletics and Recreation at Simon Fraser University. During this time he has successfully increased annual fundraising for SFU Athletics and oversaw a major naming rights gift.

New Major Gifts Confirmed or Received

$5,000.00	- Cloverdale Flea Market Award for Entrepreneurs (5 years x $1,000 per year)
	- Kwantlen Student Association Single Parents Bursary (ongoing x $2,000 per year)
	- Kwantlen Student Association Women in Business Bursary (ongoing x $2,000 per year)
$25,000.00	Received final pledge payment from Aldergrove Credit Union for CAP 968600 (CAHS Observation Room Equipment)
$45,000.00	1x gift from Heritage Educational Foundation. Funds from terminated RESPs and went to Greatest Need
$14,200.00	Donor Gary Williamson contributed this amount towards his Endowment bringing his endowment total to $76,200.00
$40,000.00	Received second pledge payment of three from R. Howard Webster Foundation for SPF 267514 (Bio-regional Food System Design & Implementation Plan for SW BC)
$10,000.00	Donor Syd Blezberg contributed this amount through the ZLC Foundation

External and Government Affairs

We continue to leverage opportunities to increase exposure and promotion among key influencers. These include politicians, news media, business/industry and the non-profit sector. Key activities:

Events attended

Taking Care of Business fundraiser for Richmond's Pathways Clubhouse. Attended by more than 300 local businesses, organizations and individuals, including Mayor Malcolm Brodie, councillors Derek Dang and Alexa Loo and trustees Donna Sargent and Debbie Tablotney.

Richmond School District Science Jam at Aberdeen Centre. KPU was a sponsor and "celebrity scientist," engaging with student students from elementary to intermediate grades during this special event held at the start of Education Week.

Annual state-of-the-city address by Mayor Malcolm Brodie at the Richmond Chamber of Commerce luncheon. KPU representatives from external relations, president's office, KPU Foundation and faculties of business, design and co-op & career services.

Volunteer Richmond Thank You breakfast at the River Rock attended by more than 150 local businesses, organizations, media and civic politicians. KPU Richmond was invited as a new supporter of the Richmond Christmas Fund.

Surrey Board of Trade New Year's Reception, attended by SBOT members to network and celebrate the start of a new business year.

Richmond Multicultural Society focus group. Helped to facilitate workshop on new immigrants for the society's Community Collaboration Team. Part of KPU's ongoing participation with RMSC also includes hosting an upcoming workshop at KPU Richmond, which is being spearheaded by KPU's Larissa Petrillo.

2015 BC Provincial Budget Lunch with Premier Christy Clark, hosted by the Surrey Board of Trade. KPU had a table.

Events hosted

Project Bloom, organized by the Advancement team at the Harris Barn in Delta. Attended by national Revenue Minister Kerri-Lynne Findlay, Delta South MLA Vicki Huntington, Delta School Board Chair Laura Dixon and Richmond city councillor Linda McPhail, along with members of the Tsawwassen First Nation council and administration. Ticket sales from the event went toward the establishment of a $20,000 endowment for women facing barriers to post-secondary education.

International Women's Day breakfast at KPU Tech. Hosted by MLA Stephanie Cadieux's office and attended by a wide swath of local and regional representatives in business, politics, non-profit and government.

Elder in Residence installation at KPU Surrey Jan. 29.

Visit by Advanced Education Minister Andrew Wilkinson Jan. 28 at KPU Surrey.

LNG announcement made by Prime Minister Stephen Harper at KPU Tech.

University initiatives supported

2015 Fashion Show

University Transitions Project

Student Health 101

Compass Card rollout

Printer strategy rollout

KPU media coverage – Jan. 10 –March 11, 2015

KPU was covered by all local community papers in Richmond, Surrey and Langley multiple times, and positive news stories featured prominently in *The Vancouver Sun*, *The Province, Metro Vancouver* and *The Georgia Straight*.

For the second year in a row, the communications team launched a fashion blog with *The Georgia Straight,* which publishes five posts by KPU's fashion marketing students per week leading up to the 2015 Fashion Show. The initiative promotes fashion design students, gives fashion marketing students clips for their portfolio and strengthens the university's relationship with the *Straight*. A new video web series partnership with *The Vancouver Sun* will also give prominent coverage to this year's fashion event.

New working relationships were formed with the *CBC, The Vancouver Sun* and *Delta TV*.

KPU distributed a total of 25 news releases and media advisories:

January 9-31: 11 news releases

February: 15 news releases

March 1-11: 4 news releases

Coverage was received on more than 525 occasions:

January 9-31: 85 mentions

February: 350 mentions

March 1-11: 65 mentions

The following is a list of KPU news releases that generated media coverage. This does not represent the number of times each story was picked up, as many were picked up several times:

KPU expert pioneers open textbook access

KPU PR students host enchanting charity event this Thursday

Prime Minister Stephen Harper visits KPU Tech

KPU Surrey Open House is educational and entertaining

Former prisoners share stories of life after life

Project Bloom artisan gives new life to old furniture

Annual Fraser Valley Acoustic Guitar Festival is back Feb. 28

New series tackles racial discrimination, remembers black history

Inaugural Schellenberg award presented to appliance servicing student

A bloomin' great cause for International Women's Day

Farm school grows from partnership between KPU and Tsawwassen First Nation

KPU releases reports on executive compensation and senior administrator compensation

KPU welcomes first Elder in Residence: Lekeyton of Kwantlen First Nation

Product design students, faculty create sustainable trophy

Vancouver Giants team up with KPU

Visual Media Workshop launched at KPU

Additionally, KPU's communications team handled multiple media requests regarding MNP LLP and Harris LLP's audit reports.

Alumni Relations

Events

Planning, promotion and execution of the following:

- KPU Surrey Open House – alumni station activity – Feb 28
- KPU Alumni Association's Vancouver Sun Run Team – April 19
- KPU Alumni Association's – Speak like a leader workshop – June 11
- Convocation activity for Alumni Relations and Alumni Association – May 2015
- Distinguished alumni awards presentation coordination – May 2015

Coordinated alumni speakers for the following events:

- KPU Surrey Open House – February 28 (4 alumni)
- An Enchanted Evening – March 5 (event sponsored by KPUAA) (1 alumna)
- Pecha Kucha – March 26 (event sponsored by KPUAA) (2 alumni)
- KPU Speaker Series alumni panel - English/Journalism – April [h] (5 alumni – 2 are confirmed)

Alumni Chapters

- Initiated communication with two existing alumni chapters to get an update on the progress of chapter (KPU alumni Business Chapter and Kwantlen Alumni Symphonic Wind Ensemble)
- One new chapter application has been submitted since the last report (KPU Marketing Alumni Chapter)

Alumni Relations Council

An Alumni Relations Council which includes Alumni Relations staff/mangers from similar size institutions was initiated by KPU. The council had its first meeting in February 2015 and representatives from Douglas College, Langara, UFV, and KPU participated. The group discussed best practices for alumni engagement and alumni relations.

Alumni Metrics

We are in the early stages of setting up metrics for measuring alumni activity and engagement for KPU alumni. This process requires (1) data entry, (2) metrics set-up, (3) measurement, and (4) analysis. Step one and two have been completed. Next steps are to measure and analyse data.

Marketing collateral update

The KPUAA/AR marketing materials have been updated. This includes banners, post cards and greeting cards.

KPU Alumni Association

- KPUAA hosted their annual planning session on January 24 to begin execution on its priorities for the year and incorporated Board training and development. A presentation from UFV Alumni Relations and the Association. gave an overview of its Association's governance model and the structure and relationship between the Association and the Institution.

- The KPUAA board has recommended three shortlisted candidates for the alumni representative position on the KPU Board of Governors. The position was promoted to the alumni body at large and twelve applicants had expressed interest in the position.

Marketing and Recruitment

The marketing and recruitment departments are working towards another busy year of marketing, recruitment, brand awareness and community engagement.

Recruitment

Our Future Students' Office (FSO) team is responsible for local and national student recruitment. They focus on key regions and audiences identified through a combination of enrolment reports and research in an effort to maximize the exposure of KPU in our local communities and across Canada.

A wide range of student recruitment initiatives and activities is underway, including:

- School Visits, Fairs & Community Events – Each year we conduct extensive visits of secondary schools and attend education and career fairs across BC and Canada to connect with students about all that we have to offer at KPU. FSO also participates in select community and business events to raise our institutional profile.

- Drop-in Advising – Student Recruitment Coordinators conduct one-on-one appointments with prospective students and applicants during weekly drop-in hours to provide guidance on KPU programs, admission and application procedures.

- Dual Credit Pathways – High school students can get a head start on university studies by participating in a dual credit pathway - this is a great recruitment tool for KPU. Tuition is covered by the Ministry of Education. Students earn both high school graduation and university credits and get a glimpse into the post-secondary world. KPU offers dual credit pathways in the Faculties of Arts and Business with Surrey High School On-Campus and Langley XCEL as well as in Trades & Technology with ACE-IT.

Our Student Recruitment Coordinators (SRCs) provide information and advice to future students, parents, counselors, teachers, aboriginal support workers and community agencies about the diverse KPU programs, services, admission requirements and more. Goals for Student Recruitment Coordinators include raising awareness of KPU, providing a personal and interactive experience and, ultimately, recruiting new students!

Note: As of March 5, 2015, new domestic student applicants for fall 2015 are up by 9%

Internally, FSO supports KPU's Faculties and service areas by sharing information and key updates with prospective students and external contacts, offering assistance with events and assisting with recruitment materials, presentation development and any other recruitment related activities.

The FSO communications team develops and implements a wide range of communications to prospective students, parents, teachers and counsellors. At all stages of contact with external stakeholders, our communications team works collaboratively with our recruitment team to provide the most dynamic information possible through a variety of platforms including direct email campaigns, e-newsletters, advertising, print materials, website, social media, event invitations and live chat.

KPU Open House

Our annual KPU Open House took place on Surrey campus on February 28th. The event was a rousing success, with perfect blue skies and sunshine, with nearly 1200 guests attending!

The campus was abuzz all day, and the event was a lively, engaging and dynamic display of KPU stories and community engagement that fostered many positive connections. Visitors were able to take a campus tour, visit displays from all faculties to learn about KPU programs, attend a mini lecture, take part in hands on demos like making slime bombs, testing water samples, visiting selfie stations, enjoying entertainment and entering to win an array of prizes, including a $500 tuition waiver.

We received positive feedback from high school students, parents, community members and other guests who thoroughly enjoyed the day. (see below) The record attendance for the past 2 years reinforces the fact that people are interested in KPU and what we have to offer. As we grow our brand awareness and presence in the community, enrolments will grow also.

Open House Guest Comments

" Loved the energy of this open house. Really well done & lots of great information"

"Very well organized, professional and informative. Thank you."

"Great job! I can't wait to enroll in KPU "

Open House Recommendations:

"Nothing, everything was well organized and well planned"

"Needs to be a bit longer, didn't get to see as much as I would have liked to"

"Increased student demonstrations. Great work!"

Marketing Services

The marketing services team is undertaking a number of surveys to measure awareness of KPU and our advertising campaigns. One recent survey had team members approach 152 individuals in Guildford Mall to ask them specific questions.

Survey results are very positive so far:

92% - have heard of KPU

79% - know that KPU offers degree programs

58% - have seen or heard recent advertising for KPU (mall, transit, radio, online)

We will continue surveys in our other campus communities and compile the information once all areas are completed. This information gathering will be combined with the valuable information from IAP to help guide our decisions for marketing campaigns in the coming year.

Our newest initiatives for online advertising are YouTube video ads and Google remarketing ads. Campaigns were developed for Open House and Continuing Professional Studies.

CPS video ads ran from Dec 1 to Jan 21 and saw over 24,000 paid views and 675 clicks. Remarketing Ads for CPS yielded almost 1 million impressions and 859 additional clicks and visits to our website.

Open House video ads ran for the month of Feb and resulted in over 10,000 paid views and 301 clicks. Remarketing Open House ads yielded over 123,000 impressions and 204 additional clicks and visits to our website.

Currently, we are running video campaigns and remarketing ads for Journalism, Product Design, Policy Studies, History, Brewing, and Urban Ecosystems & Plant Health.

Recent website updates include a redesign of a number faculty and program pages – including the School of Business, journalism, history and policy studies.

Heat mapping was also recently introduced on our website – a tool to discover user's online behavioral patterns. The library used it to conduct a usability focus group session resulting in capturing feedback for their upcoming newly designed site.

Social media is an area that marketing services has focused on in the recent months. We track followers on Facebook, Twitter and Instagram and the numbers continue to increase daily. Instagram has been active for just 4 months and we have over 400 followers to date. Facebook has 4150 likes and Twitter has 4040 followers to date.

We are currently developing a plan to track and add analytics to social media that will enable us to track who mentions KPU, what they are saying and what other social media channels we are trending in. This will enable us to reach out to and have access to engage a much broader audience such as bloggers who might write about education.

KPU Showcase at Guildford

As part of the Guildford Town Centre marketing campaign running this year, KPU held a "KPU Showcase" event at Guildford on February 19th. All faculties took part in the evening event to showcase program offerings and to give mall visitors information on KPU.

The major KPU marketing initiatives running currently include Radio, TV, Transit shelters, Skytrain murals and the Guildford Town Centre promotional campaign. These are general branding and awareness campaigns running up to the end of summer 2015.

Student Services

VISION 2018 Strategic Plan

Aboriginal Student Services

In partnership with the KSA, KPIRG and the Faculty of Arts, Aboriginal Student Services hosted a speaker and video series event called "Learning Together for Justice and Co-existence" at the Aboriginal Gathering Place. The event opened with an Elder's welcome to Kwantlen First Nations territories by Cheryl Gabriel.

Co-operative Education

Co-op placements for Spring 2015 continued an upward trend finishing at an all-time high for that semester, an increase of 17% over the same semester last year.

KPU Co-op continued building relationships through student work terms with existing employers who hired more than one student for the Spring semester, including: Aboriginal Affairs and Northern Development Canada, Canada Revenue Agency, Fraser Health Authority, The Ledcor Group of Companies, RCMP, KNV Chartered Accountants LLP, WorkSafeBC, and KPU.

Student Awards and Financial Assistance

SAFA has engaged in an internal review of the annual funds allocated by the University to support scholarships, bursaries and awards ($1 million annually). The commitment going forward is to ensure that all monies within that funding envelope are fully allocated to students each year, and targeted appropriately; supporting learner engagement and effective organization and expanded educational access and the SEM goals.

Student Enrolment Services

To support the reputational goal of expanding initiatives to improve KPU's recognition and reputation in our communities, the Admissions office has re-engineered the way we communicate with prospective students throughout the application and admission process. This new suite of communications provides timely and relevant information in a friendly way to encourage and support applicants through the process, working to remove administrative obstacles and support positive experiences at this early and critical stage of our interaction with prospective students.

Transitions

Through the University Transitions Project we continue to:

Work toward educational delivery options that provide learners with enhanced support. Namely, the KPU pathway to undergraduate studies is under development, aimed at providing increased access to undergraduate-bound learners.

Improve the first year experience by streamlining the admission process. Students who are entering KPU under our new admission model have started receiving offers of admission to the fall semester, supported by an improved communication flow to support their transition to university. The Transitions team has embarked on a communications audit to enhance our messaging and the way in which we reach out to applicants.

ACADEMIC PLAN 2018	
Athletics	The "Eagles Soar" peer mentoring program was offered through the Learning Centre for first year and need-based student-athletes; the Eagles achieved a 95% success rate in their fall classes.
Counselling	The fourth Mental Health First Aid series was offered to KPU staff, faculty and students across4 half-day sessions, co-facilitated by the Fraser Health Authority. The Counselling Department offers many group programs across the campuses: • Positive Psychology - Mindfulness Mindful Self-Compassion group for students • Career 3 part series • Weekly "Tea and Treats" support for International students • Weekly "Take 30" mindfulness sessions to reduce stress • Mindfulness workshops offered for health sciences classes
Student Enrolment Services	New communications more directly address diverse academic backgrounds of applicants. This is in support of the academic goal of ensuring student success and well-being by encouraging diversity among the student body; and by providing student support services that improve rates of retention, progression and completion…starting with better rates of yield.
Transitions	Through engagement with Faculties, efforts are being made to increase communication between Faculties and the Registrar's office so as to discuss strategies for program and course revisions with an eye toward opening up access, and streamlining progression. A large part of this includes the establishment of new degree declaration requirements with the Faculties are currently in the process of approving for Fall 2015.

STUDENTS	
Educational Advising	13% more students attended drop-in advising and email advising increased by 49% over the same semester last year.

Student Life   A total of 304 students attended Orientation across the Langley, Richmond, and Surrey Campuses, which is another record-breaking Spring Semester Orientation, exceeding attendance over the same event last year by an impressive 60.8%.

Transitions   The Transitions Advisory Group (TAG) convened a working group to look at the impact some of our changing business process will have on current students. Our goal is to proactively reach out to current students in open enrolment programs (i.e. in Arts, Science and Business) to let them know about some of the changes afoot so they are aware of what is (and is not) required of them as we approach the fall semester.

NEW PROGRAMS, POLICIES AND INITIATIVES

Counselling   Specialized training for counsellors on Mindful Self-Compassion and 4 months' intensive training in Emotion Focused Couples Therapy has expanded the services offered to students.

The Peer Support Program recruited 15 student peer support volunteers and developed an 18-hour training program and manual. A partnership with the KSA, this service will start in Richmond and Surrey.

A counsellor is now embedded in the International Education office one day a week in Surrey, providing individual counselling, drop ins and a weekly support group.

Through a partnership between counselling and the PsychD program at Adler University, students who could benefit from a psychoeducational or psychovocational assessment were referred in order to help them understand their difficulties with learning and develop strategies based on the finding of the assessments.

Educational Advising   The additional support of the newly minted Peer Advisors program helped Educational Advising at the Surrey Campus greatly improve the triaging of drop-in students.

Student Enrolment Services   Acquisition and configuration of QLess, a queue management system to support effective service delivery to students waiting to speak with SES.

Transitions   We are actively working on revisions to policies *C20: Student Evaluation and Grading* and *C39: Refunds of Tuition and Other Fees*.

Operationalizing the new business practices resulting from revisions made to the following policies:

- *AR2: Admission Policy.* For example, we now have students applying under our new aboriginal applicant category
- *AR10: Priority and Scheduling of Registration Policy*. For example, we will be providing new students the opportunity to register first, when the registration cycle for falls opens in July.
- *AR12: Transfer Credit and Advanced Standing*. For example, we have created new avenues that provide greater recognition of prior credit to applicants in a timelier manner.

MANAGING RISK

Counselling

Working to mitigate the risks related to student mental health issues remains a demanding role. Counselling participates in student success efforts, such as:

- Early alert
- Peer support program
- Program for students in recovery
- Program for parents who are students
- Active participation with BIT and conduct issues
- Informing medical coverage for international students who need medical intervention for mental health issues
- IET records management audit for counselling files

Student Enrolment Services

New approaches to applicant communication will assist in yielding prospective students into registered students, and helps to mitigate risk of declining enrolment numbers in terms of new headcount, and thus FTE.

Transitions

The following excerpt was taken from the BCCampus blogpost about KPU's switch to using XML in sending transcripts to Ontario: (http://bccampus.ca/2015/02/05/kwantlen-polytechnic-university-increases-privacy-and-speed-for-student-transcript-processing/)

Until recently, electronic transcripts for some B.C. post-secondary students were transmitted through an established service based in the United States. For institutions in B.C., this presented a challenge, requiring special equipment and a data standard to transfer transcripts. To ensure the privacy of student information while improving the overall data transfer process, KPU sought alternative methods to transmit transcriptions, and these measures went live on November 25th, 2014.

COMMUNITY ENGAGEMENT

Athletics

The Eagles supported KPU's program for the Vancouver Giants, acting as peer mentors to the new students.

Partnering with the City of Surrey and Women in Sport, the Eagles will recognize 2015 as the "Year of Women in Sport" through several KPU hosted sporting events in the fall.

3rd Annual Break Cancer Awareness home basketball game raised $1350.00 in donations.

Career Services

Career Services coordinated a number of employer and student events this semester. The highlight was KPU's 10th Annual Career Day with 46 employers and approximately 800 students in attendance at the one day Surrey campus career fair. Other on-campus events included:

- YMCA Post-Secondary Youth Paid Internship Program Info Session
- Ministry of Transportation Info & Recruitment Session
- Branching Out 2015 – Horticulture Career Fair
- BENCH Accounting Info Session
- High School Mock Interviews: KPU students facilitated grade 10-12 co-op and exit interviews to gain experience with interviewing and also act as ambassadors in the community.

Student Life

In celebration of UN World Interfaith harmony Week, the Multi Faith Centre, in partnership with the KSA, held its first annual Multimedia Event. The event featured a display of student submissions of art, poetry and selected passages from the Koran highlighting the concepts of cooperation, harmony and multi faith resolutions made by students who attended the Festival. The event concluded with an introduction of the key participants and supporters who promoted the week across all of the campuses and throughout the community. It was highlighted by a visit to the event by three Buddhist monks from local temples that enthusiastically supported the philosophy of the Multi-faith Center for future collaboration and chaplaincy participation.

Service Learning coordinated KPU's first United Way Day of Caring for students and employees at Alexandra Neighbourhood House near Crescent Beach. The volunteers contributed by cleaning, pressure washing, painting and assisting with yard work throughout the complex.

Office of the Registrar

Preparation is underway to host KPU's Spring Convocation for over 900 graduates on the Surrey Campus from May 20-22.

Student Awards and Financial Assistance

Financial planning workshops were facilitated at the Surrey Open House and on the Langley campus.

SAFA is preparing to deliver "Student Financial Success" sessions via financial literacy the Credit Counselling Society's outreach educators. We hope to offer approximately 10 sessions during the 2015-16 academic year targeted at:

- Students carrying high student loan debt ($25,000 +);
- Students with high financial need; and,
- Student loan borrowers from the Faculty of Trades (due to higher student loan default rates).

RECOGNITION

Athletics   Ten student-athletes earned conference all-star awards or medals during the 2014-15 regular and post season. Overall six of the seven programs earned conference playoff spots and Badminton earned the overall conference bronze medal. Four student-athletes represented KPU in the CCAA golf and badminton national championships, and the women's badminton doubles team won a national silver medal.

Institutional Analysis and Planning

VISION 2018 Strategic Plan

Quality:

Goal: Learner engagement and retention at KPU is continuously improving

Strategy: Develop and implement retention strategies:
- Retention data: developing a set of retention measures to inform the issue and to allow KPU to assess progress on improving retention. Analysis complete, now testing the data. Expected release by late March.

Goal: KPU is a well-managed, integrated, and transparent organization that supports learning

Strategy: Implement an integrated system that aligns institutional planning and supports reporting on goals and priorities:
- Planning and reporting system: Exploring Strategy Execution and Management Software. Had demonstration of potential software solution provided to members of Academic and Administrative Council in January 2015. Currently IET is reviewing data security for this cloud-based tool. Expect to have a decision by April 2015.
- Reporting on VISION 2018: expanded Annual Performance Report to cover 46 measures showing progress toward the goals in VISION 2018. Worked with Governance Committee of the Board to develop targets for 35 of these measures. Developed 2015 Interim report to the Board in January. Will deliver 2015 final report in June 2015.

Strategy: Institutionalize effective quality assurance processes that allow for regular review of all areas of the university:
- Reorganized program review and student appraisal of instruction functions into one unit responsible for quality assurance.
- In the process of hiring a Manager of Strategic Planning and Quality to provide management of quality assurance functions.
- Updating and improving processes for program review and student appraisals. Ongoing. Most recent developments include a complete revision of the guide for Program Review Self-Study, and the development of the process for providing an Institutional Response. These are all done in consultation with the Senate Standing Committee on Program Review.
- Supporting program reviews: Currently supporting 6 programs (or collection of related programs) that are undergoing reviews.
- Student appraisals for Spring session underway

Strategy: Review and Adjust procedures to ensure efficiency and effectiveness
- Working on enhancing IAP reporting to provide more useful information.
- Looking for ways to automate reporting where possible.

Relevance:

Goal: The Impact of KPU's Community engagement has doubled by 2018.

> *Strategy: Ensure KPU is able to measure its impact on the community:*
> - Conducted a community perception survey to assess awareness and reputation in our local communities. Presented the results of this survey to the Board in January 2015.
>
> *Strategy: Establish KPU as a key partner in regional economic development:*
> - Engaged the services of Hanover Research to conduct an economic impact assessment. Report expected in April 2015.

Goal: KPU's operations support purposeful learner FTE growth of at least 5% annually to meet the educational needs of its region's diverse population:

> *Strategy: Develop a comprehensive strategic enrolment management plan:*
> - IAP is providing advice and data to support the development of this plan.

ACADEMIC PLAN 2018
Supporting the achievement of this plan through the activities, identified above, of:
- Identification of implementation of system to allow for alignment of planning activities, and monitoring and reporting on progress.
- Support on the development of strategic enrolment management plan.

ACCOUNTABILITY REPORTING TO GOVERNMENT
- Delivered interim FTE report to the Ministry in January
- Delivered the Skills Gap Plan for 2015-16 to the Ministry in February

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University Secretariat

University Secretariat

During the period covered by this report (January 1, 2015 – March 13, 2015) General Counsel supported the work of each of the units of the University Secretariat (University Governance and Policy Group, Student Risk and Judicial Affairs, and Freedom of Information and Protection of Privacy) and provided legal advice to the Board and senior administration at KPU. Detailed reporting of such legal advice is not included, given the public nature of this report.

A brief outline of the work undertaken by each of the units within the University Secretariat during the reporting period follows.

Shelley Wrean
General Counsel
KWANTLEN POLYTECHNIC UNIVERSITY

University Governance and Policy Group

The University Governance and Policy Group has organized, supported and followed up on at least 51 Board, Senate and their committee meetings during the reporting period, has attended a number of other meetings and has organized a number of events. The Senate Standing Committee on the University Budget held several extra meetings to consider the draft 2015-16 budget, which required additional support from the Group.

Guidelines and Work Plans are being developed for the Board and each of its committees. This documentation provides planning and reporting tools in line with the duties and responsibilities outlined in the respective Terms of Reference in the Board Governance Manual and will be a standard report in all meeting packages.

The project to re-number, fix broken links and re-format all current policies is ongoing. The policy website will be revised once the underlying work has been concluded.

The project to organize the University MOUs is ongoing. Deans can eventually expect to receive a list of all MOUs on file for their area to confirm whether they are current or not and to ensure that all current MOUs for their area have been forwarded to the Secretariat.

Student Risk and Judicial Affairs

This report includes issues the Office of Student Risk and Judicial Affairs (OSRJA) has been working on during the reporting period.

Student Conduct

OSRJA received 10 new cases and reactivated one old case from 2011 during the reporting period.   In addition to these cases OSRJA was consulted on another 21 incidents which did not constitute code violations but required OSRJA's assistance, assessment and/or guidance.

Student Judicial Affairs Administration

Work is continuing with other post-secondary institutions in organizing the annual BC Post-Secondary Administrators Roundtable. Dates for the roundtable have been planned for April 16 & 17, 2015 and will be held at UFV.

Ongoing work continues as members of the following working groups:
- Student in Crisis Protocols; and
- Alcohol Policy Revision.

Behaviour Intervention Team (BIT)

There have been 9 BIT referrals during the reporting period. Of these referrals, 2 resulted in meetings with the student.

Ongoing monthly team meetings, table top exercises and development of the BIT continues.

Student Risk Management

In collaboration with the department of Organizational Risk, work continues on the development of various templates and processes related to student risk. Representatives from the department of OSRJA and Organizational Risk held a training session for staff on contracts and agreements.

Representatives of the department of Organizational Risk and OSRJA are working with University College and Institute Protection Program in planning the 2015 Risk Management Conference to be held on the Richmond campus in October.

Freedom of Information and Protection of Privacy

FOI Access Requests

Work continues on a number of requests from the previous reporting period. Three new requests during the current reporting period were received.