Regular Meeting Agenda

Board of Governors
Date: **March 30, 2016**
Time: **3:00 pm – 4:26 pm**
Location: **Richmond Campus, Melville Centre**

Attending: Doug Beaton, Steven Button, Sandra Case, Alan Davis, Marc Kampschuur, Jamie Kokoska, Jessica Lar-Son, Hanne Madsen, Suzanne Pearce, Lisa Skakun, Praveen Vohora, Kim Rose

Excused: Tanya Corbet, George Melville

University Community: Salvador Ferreras, Marlyn Graziano, Harry Gray, Jon Harding, Kathy Lylyk, Maggie MacKenzie, Lori McElroy, Joe Sass, Keri van Gerven

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

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

Agenda Item	*Resource*	*Action*	*Time*	*Page*
1. Call to Order & Introductory Remarks	**Lisa Skakun**		**3:00- 3:02**	
2. Approval of Agenda	**Lisa Skakun**	**M**	**3:02-3:03**	
3. Consent Agenda **3.1. Minutes of January 27, 2016** **3.2. Program Concept and Full Program Proposal: Post Baccalaureate Diploma, Operations and Supply Chain Management Specialist** **3.3. Program Concept and Full Program Proposal: Post Baccalaureate Diploma, Technical Management & Services** **3.4. Full Program Proposal: Diploma in Acupuncture** **3.5. Full Program Proposal: Certificate in Education Assistant** **3.6. KSA Student Fees for 2016-17** **3.7. Nominations Board Election**	**Lisa Skakun**	**M**	**3:03-3:06**	**4**
4. Audit Committee **4.1. Committee Chair Report**	**Hanna Madsen**	**I**	**3:06-3:08**	

5.	**Finance Committee**				
	5.1. Committee Chair's Report	**Hanne Madsen**	**I**	**3:08-3:10**	
	5.2. Third Quarter Financial Report of Operating Fund Only – Quarter Ending December 31, 2015	**Jon Harding/ Kathy Lylyk**	**I**	**3:10-3:15**	**30**
	5.3. Revision to Bylaw No. 4, *Fees*	**Jon Harding/ Kathy Lylyk**	**M**	**3:15-3:18**	**39**
	5.4. Draft FY 2016/17 University Budget	**Jon Harding**	**M**	**3:18-3:28**	**48**
6.	**Governance Committee**				
	6.1. Committee Chair's Report	**Lisa Skakun**	**I**	**3:28-3:30**	
	6.2. Bylaw 3 – Meetings of the University Board of Governors	**Lisa Skakun**	**M**	**3:30-3:32**	**69**
	6.3. GV10: Mission, Vision & Values Development & Amendment Policy and Procedures	**Alan Davis**	**M**	**3:32-3:35**	**71**
	6.4. Election of Representatives to the University Board and Senate Rules and Regulations	**Lisa Skakun**	**I**	**3:35-3:37**	**78**
	6.5. Skills Gap Plan for 2016/17	**Lori McElroy**	**I**	**3:37-3:42**	**88**
	6.6. Notice of Election for the positions of Chair & Vice Chair of the Kwantlen Polytechnic University Board of Governors	**Lisa Skakun**	**I**	**3:42-3:44**	**97**
	6.7. Board Governance Manual Task Force	**Lisa Skakun**	**I**	**3:44-3:46**	
7.	**Human Resources Committee**				
	7.1. Committee Chair's Report	**Hanne Madsen**	**I**	**3:46-3:48**	
	7.2. Presidential Search/Reappointment Advisory Committee	**Hanne Madsen**	**I**	**3:48-3:50**	
	7.3. Accountability and Disclosure Information Session– April 21, 2016	**Hanne Madsen**	**I/D**	**3:50-3:53**	
8.	**Board / Senate Task Force on Bi-cameral Governance**				
	8.1. Recommendation from the Board / Senate Task Force on Bi-Cameral Governance that it be Disbanded	**Marc Kampschuur**	**M**	**3:53-3:56**	**100**

9. President's Report **9.1. Report to the Board**	**Alan Davis**	**I**	**3:56-4:01**	
10. Provost's Report **10.1. Report to the Board**	**Salvador Ferreras**	**I**	**4:01-4:06**	
11. Vice President, Finance & Administration **11.1. Report to the Board**	**Jon Harding**	**I**	**4:06-4:11**	
12. Senate Report: January 25, 2016, February 22, 2016 and March 21, 2016	**Alan Davis**	**I**	**4:11-4:14**	**102**
13. Issues and Concerns	**Lisa Skakun**	**D**	**4:14-4:16**	
14. Next Meeting Agenda Contribution	**Lisa Skakun**	**D**	**4:16-4:18**	
15. For the Good of the Order	**All**	**D**	**4:18-4:20**	
16. Feedback on the Meeting	**All**	**D**	**4:20-4:22**	
17. Appendix: **17.1. Report to the Board of Governors**	**Alan Davis**	**I**	**4:22-4:25**	
18. Next Meeting **Regular Board Meeting** **Wednesday May 25, 2015** **Surrey Campus, Cedar Boardroom 2110** **3:00 – 7:00 pm**			**4:25-4:26**	
19. Adjournment	**Lisa Skakun**		**4:26**	

Board of Governors	**Regular Meeting**
Agenda Item:	**#3**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Lisa Skakun**

Agenda Item: **Consent Agenda**

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

Recommended Resolution:	**THAT the Board of Governors approve the following items on the Consent Agenda:** **3.1 Minutes of January 27, 2016** **3.2 Program Concept and Full Program Proposal: Post Baccalaureate Diploma, Operations and Supply Chain Management Specialist** **3.3 Program Concept and Full Program Proposal: Post Baccalaureate Diploma, Technical Management & Services** **3.4 Full Program Proposal: Diploma in Acupuncture** **3.5 Full Program Proposal: Certificate in Education Assistant** **AND** **THAT the Board of Governors receive the following for information:** **3.6 KSA Student Fees for 2016-17** **3.7 Nominations Board Election**

Attachments:

1. Minutes of January 27, 2016
2. Program Concept and Full Program Proposal: Post Baccalaureate Diploma, Operations and Supply Chain Management Specialist
3. Program Concept and Full Program Proposal: Post Baccalaureate Diploma, Technical Management & Services
4. Full Program Proposal: Diploma in Acupuncture
5. Full Program Proposal: Certificate in Education Assistant
6. KSA Student Fees for 2016-17
7. Nominations Board Election

Submitted by: Keri van Gerven, University Secretary

Date submitted: March 18, 2016

REGULAR MEETING MINUTES
Board of Governors
January 27, 2016
Langley Campus, Meeting Room 1030

Present	**Board**	**University Vice Presidents**
	Lisa Skakun / Chair	Salvador Ferreras / Provost & VP Academic
	Douglas Beaton	Jon Harding / VP, Finance & Administration
	Steven Button	
	Sandra Case	**University Community Members**
	Tanya Corbet	Harry Gray / AVP, Administration
	Alan Davis / President & Vice Chancellor	Marlyn Graziano / Executive Director, External & Government Affairs
	Marc Kampschuur	Jon Harding / VP, Finance & Administration
	Jamie Kokoska	Kathy Lylyk / Executive Director, Finance
	Jessica Lar-Son	Maggie MacKenzie / Confidential Assistant, Board of Governors
	Hanne Madsen / Vice Chair	
	George Melville / Chancellor	Lori McElroy / Executive Director, Institutional Analysis & Planning
	Suzanne Pearce	
	Kim Rose	Keri van Gerven / University Secretary
	Praveen Vohora	Shelley Wrean /General Counsel

Regrets

1. Call to Order

The Chair called the meeting to order at 3:10 pm and welcomed new Board members Douglas Beaton, Sandra Case and Praveen Vohora.

2. Approval of Agenda

Motion #14-15/16
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the agenda.

3. Oath of Office

The Chair confirmed that Sandra Case took the Oath of Office at the January 12, 2016 Human Resources Committee meeting and Douglas Beaton and Praveen Vohora took the Oath of Office at the January 14, 2014 Audit Committee meeting.

4. Consent Agenda

Motion #15-15/16
MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the following item on the Consent Agenda:
4.1 Minutes November 18, 2015
4.2 Program Concept and Full Program Proposal: Bachelor of Arts Minor in Indigenous Community Justice
4.3 Full Program Proposal: Certificate in Health Foundations
4.4 Full Program Proposal: Bachelor of Science in Nursing
4.5 Full Program Proposal: Bachelor of Psychiatric Nursing
4.6 Full Program Proposal: Horticulture Technology Diploma
4.7 Employee Code of Conduct
AND

DRAFT

THAT the Board of Governors receive the following for information:
4.8 2015/16 Interim FTE Report
4.9 AVED Forecast for Q3

Alan Davis expressed his appreciation to Dean Tru Freeman, Dean Diane Purvey and Dean Elizabeth Worobec, their respective Faculty staff and to the Senate Committees and Senate for the work done in developing, reviewing and recommending the programs proposals.

5. Audit Committee Report

5.1 Chair's Report

Committee Chair, Hanne Madsen advised that the committee report is covered by the item on the Agenda.

5.2 Request for Proposal (RFP) for External Audit Services

Hanne Madsen advised that the committee reviewed and concurred with the Request for Proposal (RFP) for External Audit Services noting a revision to the Period of Appointment to state a three year term with an option for an additional two years.

6. Finance Committee Report

6.1 Chair's Report

Hanne Madsen advised that the committee approved four Full Program Proposals for recommendation to the Board and reviewed the 2015/16 Interim FTE Report and AVED Forecast for Q3. These items were included on the Consent Agenda.

7. Governance Committee Report

7.1 Chair's Report

Committee Chair, Lisa Skakun advised that the committee approved five Full Program Proposals for recommendation to the Board, four of which were also approved and recommended by the Finance Committee and included on the consent agenda. The committee were also advised that the Alumni Association has issued a call for nominations for a position on the KPU Board and that the remainder of the committee report is covered by the items included on the Agenda.

Alan Davis was excused from the meeting and left the Boardroom.

7.2 Appointment of the Presidential Search/Reappointment Committee

<u>Motion #16-15/16</u>
MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Board members Jamie Kokoska, Tanya Corbet and Doug Beaton and KPU students Allison Gonzalez, Natasha Lopes and Manpreet Bassi to the Presidential Reappointment Committee.

Alan Davis rejoined the meeting.

7.3 Appointment of the Board Representative on the KPU Foundation Board of Directors

Motion #17-15/16
MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Praveen Vohora to the KPU Foundation for a one-year term beginning January 27, 2016.

7.4 Appointment of Board Representative to Senate

Motion #18-15/16
MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Tanya Corbet as the Board representative on Senate for a one-year term beginning January 23, 2016.

7.5 Appointment of the Board Governance Manual Task Force

Motion #19-15/16
MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Hanne Madsen, Suzanne Pearce and Steven Button to the Board Governance Manual Task Force.

7.6 Board Planning Seminar

Alan Davis reviewed the draft Agenda for the February 20, 2016 Board Planning Seminar.

7.7 Policy AC10, Establishment, Revision, Suspension and/or Discontinuance of Programs Policy

Motion #20-15/16
MOVED AND SECONDED THAT the Board of Governors approve Policy AC10, Establishment, Revision, Suspension and/or Discontinuance of Programs Policy.

> **MOVED AND SECONDED THAT the motion be amended by deleting the reference to "Policy" before AC10 and adding the words "and Procedure" to the end of the motion.**
>
> **The amendment to the main motion was approved.**

The main motion as amended was approved, with the final wording being as follows:

THAT the Board of Governors approve AC10, Establishment, Revision, Suspension and/or Discontinuance of Programs Policy and Procedure.

DRAFT

7.8 Policy GV9, Establishment and/or Discontinuance of Faculties and Departments Policy and Procedure

Motion #21-15/16
MOVED and SECONDED THAT the Board of Governors approve Policy GV9, Establishment and/or Discontinuance of Faculties and Departments Policy.

> **MOVED AND SECONDED THAT the motion be amended by deleting the reference to "Policy" before GV9 and adding the words, "and Procedure" to the end of the motion.**
>
> **The amendment to the main motion was approved.**

The main motion as amended was approved, with the final wording being as follows:

THAT the Board of Governors approve GV9, Establishment and/or Discontinuance of Faculties and Departments Policy and Procedure.

8. Human Resources Committee Report

8.1 Chair's Report

Committee Chair, Hanne Madsen advised that the committee report is covered by the items on the Agenda.

8.2 KPU Listens

Alan Davis provided an overview of KPU Listens, a confidential and anonymous online reporting system for suspected misconduct or wrongdoing in support of KPU's Protected Disclosure Policy previously approved by the Board of Governors. KPU Listens launched on January 15, 2016 and the communication plan included announcements, FAQs and an open forum to be held at each campus.

Dr. Davis also advised that the Protected Disclosure Policy has been in place for over a year and to date there have been no complaints filed under the policy.

8.3 Presidential Search / Reappointment Advisory Committee

Hanne Madsen confirmed that committee membership is now complete and meetings scheduled with the intent of presenting a recommendation to the Board of Governors in May.

9. Board / Senate Task Force on Bi cameral Governance

Marc Kampschuur confirmed that the Board will be asked to consider, by way of an electronic vote, the Board/Senate Task Forces' recommendation that the Task Force be disbanded. This recommendation is being made following confirmation by the Task Force that its mandate has been fulfilled.

DRAFT

10. President's Report

10.1 Report to the Board

Alan Davis presented highlights of the President's Report which is included as an Appendix and linked to the Agenda. Dr. Davis noted that the report has been condensed and feedback from the Board on the new format is welcomed.

10.2 Quality Assurance Framework for KPU

Alan Davis presented highlights of the Quality Assurance (QA) Framework for KPU which has been reviewed by the Board Governance Committee and endorsed by Senate. The framework has been designed to assess the quality of our programs, the services we provide to students and align with the VISION 2018 and the Academic Plan. This process will identify areas that can be improved, those that can be celebrated and provide a better understanding of strengths and weaknesses.

Higher education institutions, locally and globally, have adopted quality assurance processes and frameworks. The criteria is standard and may be adapted to meet our needs. Additionally, KPU is actively involved in the QA process being developed by the BC Government.

11. Provost's Report

11.1 Report to the Board

Salvador Ferreras noted that the Provost Report is also included in the Appendix and linked to the Agenda.

11.2 Academic Plan 2018 – Performance Report

Salvador Ferreras reviewed and highlighted the Academic Plan 2018 Performance Report noting the significant level of activity underway and advised that, at the one-third mark of the plan, all indications point to achievement of goals.

12. Vice President, Finance and Administration

12.1 Report to the Board

Jon Harding advised that recruitment for the Director, Business Performance & Advisory Services is expected to conclude in early February.

13. Senate Report: November 30 and December 14, 2015

The Senate Reports of November 30, 2015 and December 14, 2015 were received.

14. Issues and Concerns

No issues or concerns were identified.

15. Next Meeting Agenda Contribution

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

DRAFT

16. For the Good of the Order	▪ BRB Co (Be Right Back Brewing) located in Richmond recently hosted a cask event to raise money for a Scholarship fund for the Kwantlen Polytechnic University brewing program. ▪ Events and networking opportunities with people in the Richmond community are in the planning stage. ▪ Minister of Advanced Education, Andrew Wilkinson; Minister of Environment, Mary Polak and Minister of Agriculture, Norn Letnick recently toured the Langley campus and met with students. ▪ Congratulations to Marlyn Graziano for her nomination for the South Surrey Chamber of Commerce Businessperson of the Year Award.
17. Feedback on the Meeting	The Pre Board meeting tour demonstrated the diversity of the Langley Campus Board members are invited to participate in program or facility tours that are arranged prior to most Board meetings.
18. Appendix: Information Package	The information package was received including the Report to the Board and a link to the Board of Governors webpage featuring Board member biographies. Keri van Gerven asked that any changes to these biographies be forwarded to her.
19. Next Meeting	Wednesday, March 30, 2016 at the Langley Campus, Meeting Room 1030
20. Adjournment	The meeting adjourned at 3:54 p.m.

Electronic Poll Results – November 27, 2015	**Motion #12-15/16** **MOVED, SECONDED AND CARRIED THAT the Board of Governors appoint Jessica Lar-Son as the student Board representative on the Search Advisory Committee for the Vice Provost, Teaching & Learning.**
Electronic Poll Results – November 27, 2015	**Motion #13-15/16** **MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the revisions to Bylaw No. 4, Fees.**

_____

Board Chair

DRAFT

Board of Governors	**Regular Meeting**
Consent Agenda Item:	**3.2**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Wayne Tebb**

Agenda Item:	**Program Concept and Full Program Proposal: Post Baccalaureate Diploma:, Operations and Supply Chain Management (OSCM) Specialist**

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

Recommended Resolution:	N/A

Board Committee Report:	The Board Governance and Board Finance Committees reviewed the Program Concept and Full Program Proposal for the Post Baccalaureate Diploma, Operations and Supply Chain Management (OSCM) Specialist at meetings held on February 17, 2016 and March 23, 2016 respectively and recommend the program to the Board of Governors for approval.
Context & Background:	Launch of a new program for a Post Baccalaureate Diploma, Operations and Supply Chain Management Specialist.
Key Messages: *[maximum of three]*	**1. Self-Funded new program that:** **a. Supports the 5% FTE annual growth target of the School of Business,** **b. Is aligned to industry and labour market demand and need in supporting the development of emerging professionals,** **c. Is designed to meet the time availability requirements of emerging professionals and aligns with the utilization of new KPU infrastructure,** **d. Will allow the School of Business to expand and leverage industry partnerships and relationship for experiential learning and applied projects / research.** **2. With tuition set at $350 per credit for domestic students and maintaining the current $561 per credit for international students, the program tuition is competitive with other program being offered:** **a. Program Tuition: Full-time domestic student: $11,550; Full-time international student: $18,513; Part-time domestic: YR 1- $6, 300, YR 2- $5,250,** **b. A mixed intake of 25 full-times students and 10 part-time students will generate revenue to fully cover the programs instructional, program operational and KPU overhead charge,** **c. Program curriculum is designed to build strong international student interest, which is critical in supporting the required revenue generation and international educational office goals. The international educational**

office has provided the international student recruitment target number, which aligns with the historical HRMT Post Baccalaureate international student admission numbers,

d. The program delivery structure has been designed to attract work emerging professionals, as this opens the path for employer tuition support for participants. This supports the ability to realize the $335 per credit for domestic students.

3. The program instructional and operational costs and KPU overhead charges are fully covered while still providing additional program contribution:

a. Instructional costs align with current instructional costs for SoB degree programs,

b. Operational costs: Program coordinator time release $12.5%, additional administration support, and direct marketing/recruitment budgets have been included. Administration support costs are increased with the offering of a second cohort intake in the Spring term,

c. Co-op instructional costs: If the decision is made to offer Co-op as an option for the program: 50% Co-op Instructor = $58,437.00. The program margin level will support the funding of this option. Co-op work term revenues will help to reduce the additional instructor costs along with students enrolling in the prep 1-cr COOP 1101 course.

Resource Requirements: Self-Funded program design to be eventually offered out of Civic Center 3.

Implications / Risks: Current brand recognition is a risk to the recruitment, management of international enrollment – right international student being recruited.

Consultations: See concept document
Approved by Senate on January 26, 2015

Attachments:
1. OSCM Executive Summary
2. OSCM FFP document
3. OSCM Concept document
4. IAP program viability assessment document

Submitted by: Wayne Tebb, Dean, School of Business

Date submitted: March 24, 2016

KPU | KWANTLEN POLYTECHNIC UNIVERSITY
School of Business

Full Program Proposal, Post Baccalaureate, Operations and Supply Chain Management Specialist

Executive Summary

(Abridged and adapted from attached Full Program Proposal, January 4, 2016)

The Operations and Supply Chain Management Specialist ("OSCM") program is designed for students that have either completed a Bachelor's degree or completed a technical or sciences diploma, together with significant relevant industry experience. This program is designed to attract students who wish to further advance their managerial acumen and professional competence while gaining an understanding, knowledge and fluency in appraising company-wide resources and implementing effective change within their organization. Students engaged in studies will be able to complete the program full-time in twelve months, sixteen months with a co-op option or twenty-four months part-time.

Upon completion of the OSCM program, students will attain a strong applied management acumen base, having developed critical thinking, analytical and communication skills in addition to effective project management abilities, teamwork and interpersonal skills. Graduates of the program will also succeed in achieving a solid understanding of how to interpret and synthesize core business, financial and performance data to competently support informed decision-making. Moreover, they will be able to demonstrate their ability to apply business, operations and supply chain management processes, tools and strategies, in order to successfully identify and assess performance improvement opportunities in a variety of industries.

The program's curriculum has been designed to align with and meet several critical outcomes of the B.C. government's Skills Blueprint[1] and 2022/2024 Labour Market Outlook studies. The learning outcomes are directly aligned to six occupational categories that the B.C 2022 Labour Market Outlook has determined as development priorities for the expansion of the B.C. economy, and five occupational categories that are linked to the development of the Liquefied Natural Gas (LNG) industry in B.C. A total of an estimated minimum of 10,680 job openings within the six occupational groups is expected to be created between 2015 and 2024 in B.C. (of which 7,850 openings are expected in the Mainland/Southwest region). Three of the occupational groups related to the proposed program account for 74% of the 10,680 job openings in B.C. (7,900 jobs) and 71% of the 7,850 job openings in the Mainland/Southwest region (5,570 jobs). Over a ten-year period to 2024, demand for workers is expected to increase, in both B.C. and the Mainland/Southwest region, for all of the five occupational groups above.

While this program will be attractive to domestic students wishing to pursue a career in operation, supply chain or logistics management, it will also allow international students an opportunity to supplement their undergraduate education with a Canadian credential. The design of the OSCM program is to provide a delivery option for working and emerging professionals who desire to enhance their education and credentials while maintaining an active work-life balance.

Aligning with KPU's Vision 2018 and Academic Plan, the program's curriculum continues to enhance KPU's industry standing as it will leverage industry partnerships and relationships for experiential learning and applied projects / research. It will enable the School of Business to

[1] https://www.workbc.ca/Job-Seekers/Skills-and-Training/B-C-%E2%80%99s-Skills-for-Jobs-Blueprint.aspx

expand its support of applied project partnerships with the region's economic development bodies and agencies including but not limited to City Governments, Boards of Trade, Industry Associations, and Professional Associations.

The OSCM program is fully self-funded in that the program's instructional and operational costs and KPU overhead charges are fully covered while still providing additional program contribution. With tuition set at $335 per credit for domestic students and maintaining the current $550 per credit for international students, the program tuition is competitive with other programs being offered. The OSCM program tuition for full-time domestic students is $11,055, for full-time international students it is $18,150 and for part-time domestic it is $6,030 in year one and $5,025 in year two.

Board of Governors	**Regular Meeting**
Consent Agenda Item:	**3.3**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Wayne Tebb**

Agenda Item: **Program Concept and Full Program Proposal: Post Baccalaureate Diploma, Technical Management and Services (TMAS)**

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

Recommended Resolution:	N/A

Board Committee Report: The Board Governance and Board Finance Committees reviewed the Program Concept and Full Program Proposal for the Post Baccalaureate Diploma, Technical Management and Services (TMAS) at meetings held on February 17, 2016 and March 23, 2016 respectively and recommend the program to the Board of Governors for approval.

Context & Background: Launch of a new program for a Post Baccalaureate Diploma: Technical Management and Services.

Key Messages: *[maximum of three]*

1. Self-Funded new programming that:
    a. Supports the 5% FTE annual growth target of the School of Business,
    b. Is aligned to industry and labour market demand and need in supporting the development of emerging professionals,
    c. Is designed to meet the time availability requirements of emerging professionals and aligns with the utilization of new KPU infrastructure,
    d. Will allow the School of Business to expand and leverage industry partnerships and relationship for experiential learning and applied projects / research.
2. With tuition set at $350 per credit for domestic students and maintaining the current $561 per credit for international students, the program tuition is competitive with other program being offered:
    a. Program Tuition: Full-time domestic student: $11,550; Full-time international student: $18,513; Part-time domestic: YR 1- $6,300, YR 2- $5,250,
    b. A mixed intake of 25 full-times students and 10 part-time students will generate revenue to fully cover the programs instructional, program operational and KPU overhead charge,
    c. Program curriculum is designed build international student interest, which is critical in supporting the required revenue generation and

international educational office goals. This program allows a foreign technical trained professional to gain a Canadian credential to advance the opportunities of entering the Canadian workforce. The international educational office has provided the international student recruitment target number,

d. The program delivery structure has been designed to attract work emerging professionals, as this opens the path for employer tuition support for participants. This supports the ability to realize the $335 per credit for domestic students.

3. The program instructional and operational costs and KPU overhead charges are fully covered while still providing additional program contribution:

a. Instructional costs align with current instructional costs for SoB degree programs,

b. Operational costs: Program coordinator time release $12.5%, additional administration support, and direct marketing/recruitment budgets have been included. Administration support costs are increased with the offering of a second cohort intake in the Spring term.

Resource Requirements: Self-Funded program design to be eventually offered out of Civic Center 3.

Implications / Risks: Current brand recognition is a risk to the recruitment, management of international enrollment – right international student being recruited.

Consultations: See concept document. Approved by Senate on January 26, 2015

Attachments:

1. Executive Summary
2. TMAS FFP document
3. TMAS Concept document
4. IAP program viability assessment document

Submitted by: Wayne Tebb, Dean, School of Business

Date submitted: March 24, 2016

KWANTLEN POLYTECHNIC UNIVERSITY
School of Business

Full Program Proposal, Post Baccalaureate, Technical Management and Services

Executive Summary

(Abridged and adapted from attached Full Program Proposal, January 4, 2016)

The Technical Management and Services ("TMAS") program is designed for students that have either completed a Bachelor's degree or completed a technical or sciences diploma, together with significant relevant industry experience. This program is designed to attract emerging technical managers and leaders who wish to further advance their managerial knowledge, competence and entrepreneurial acumen while encouraging a context-sensitive approach to understanding individuals, systems and technical based organizations. The TMAS program is designed to allow student the ability to complete the program in twelve or twenty-four months.

The role of the technical manager is viewed as the link between business management and technical expertise, and involves the allocation of resources to projects and activities that are both complex and unique. They are expected to lead and manage teams with advanced technical specializations, and to make and implement strategic and operational decisions based on general principles and tools of management, skilfully tailored to specific technical product and services industries.

The program's curriculum has been designed to align and meet several critical outcomes of the B.C. government's *Skills Blueprint*[1] and *2022*[2] */ 2024*[3] *Labour Market Outlook* studies. The learning outcomes are directly aligned to six occupational categories, which have been identified as high labour market competitiveness in 2024 in the B.C Government's labour market data[4]. A total of 14,390 job openings within the six occupational groups are expected to be created between 2015 and 2024 in BC (of which 9,595 openings are expected in the Mainland/Southwest region). Three of the occupational groups related to KPU's proposed program account for 82% of the 14,390 job openings in BC (11,860 jobs) and 86% of the 9,595 job openings in the Mainland/Southwest region (8,205 jobs). Over a ten-year period to 2024, demand for workers is expected to increase, in both BC and the Mainland/Southwest region, for all of these six occupational groups.

While this program will be attractive to domestic students both working as and preparing for careers as technical managers and services professionals, it will allow international students with a technical education background an opportunity to supplement their undergraduate degree with a Canadian business management credential. The design of the TMAS program is to provide a delivery option for working and emerging professionals who desire to enhance their education and credentials while maintaining an active work-life balance.

Aligning with KPU's Vision 2018 and Academic Plan, the program's curriculum will continue to enhance KPU's industry standing as it will leverage industry partnerships and relationships for experiential learning and applied projects / research. It will also enable the School of Business

[1] https://www.workbc.ca/Job-Seekers/Skills-and-Training/B-C-%E2%80%99s-Skills-for-Jobs-Blueprint.aspx
[2] http://www.workbc.ca/WorkBC/files/5f/5fc26f16-3c0f-4884-ab99-b475ca7448b7.pdf
[3] https://www.workbc.ca/getmedia/6c371a90-baaa-4011-90f4-1830c56b5d29/BC-LM-Outlook-2014-2024_C.pdf.aspx
4 https://www.workbc.ca/Navigator/

to expand its support of applied project partnerships with the region's economic development bodies and agencies including but not limited to City Governments, Boards of Trade, Industry Associations and Professional Associations.

The TMAS program is fully self-funded in that the program's instructional and operational costs and KPU overhead charges are fully covered while still providing additional program contribution. With tuition set at $335 per credit for domestic students and maintaining the current $550 per credit for international students, the program tuition is competitive with other programs being offered. The OSCM program tuition for full-time domestic students is $11,055, for full-time international students it is $18,150 and for part-time domestic it is $6,030 in year one and $5,025 in year two.

Board of Governors	**Regular Meeting**
Consent Agenda Item:	**3.4**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Tru Freeman**

Agenda Item: **Full Program Proposal: Diploma in Acupuncture**

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

Recommended Resolution:	N/A

Board Committee Report:

The Board Governance and Board Finance Committees reviewed the Full Program Proposal for the Diploma in Acupuncture at meetings held on March 16, 2016 and March 23, 2016 respectively and recommend the program to the Board of Governors for approval.

Context & Background:

The February 12th, 2013 the Government of British Columbia Speech from the Throne (pg. 21-22) commits that "government will begin work to create the environment for a school of Traditional Chinese Medicine (TCM) at a British Columbian post-secondary institution."

As a polytechnic university with a mandate for diverse educational initiatives that combine the application of theory and experiential learning, KPU believes a TCM program is a very appropriate fit for the institution and the local community it serves.

In consultation with the Ministry of Advanced Education (AVED), KPU will offer an Acupuncture Diploma as the first phase of program development of a full TCM program.

KPU is in a strong competitive position to offer an Acupuncture Diploma program as the first phase of TCM education. KPU's reputation as an innovative post-secondary institution and its strong relationship with key stakeholders in both the regional community and local health care authorities will provide the additional and essential support to launch a successful new program

Key Messages: *[maximum of three]*

1. **Engagement with new learners, the local Asian community and existing users of TCM through partnerships with TCM practitioners across the province.**

2. **Fulfillment of our AVED letter of mandate.**

3. **A growing awareness and adoption of alternative medical practices in BC and a proven market for acupuncture within both the TCM and Western medical community support the introduction of a provincially recognized diploma into KPU's polytechnic offering**

Board of Governors	**Regular Meeting**
Consent Agenda Item:	**3.4**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Tru Freeman**

Resource Requirements:	Capital renovations and equipment will be needed to create innovative and engaging learning environments. Further instructional staffing by subject matter experts.
Implications / Risks:	The appendix supporting this Full Program Proposal includes a Safety and Risk Register (Appendix L).
Consultations:	These documents were reviewed and approved by the Faculty of Health (FoH) Curriculum Committee and Faculty Council at a joint meeting on October 16, 2015. On January 12, 2016, the FoH Curriculum Committee agreed to support a revised Full Program Proposal based on consultation with the Faculty of Arts and Faculty of Science and Horticulture. Endorsed by Senate for recommendation to the Board at its February 22, 2016 meeting. A consultation list of various stakeholder inputs has been itemized in Appendix J - Consultation List.
Attachments:	Executive Summary Non-Degree Full Program Proposal and Appendices
Submitted by:	Tru Freeman, Dean, Faculty of Health
Date submitted:	March 24, 2016

KWANTLEN POLYTECHNIC UNIVERSITY
Faculty of Health

TO: Board of Governors
FROM: Dr. Tru Freeman, Dean (FoH)
DATE: March 30th, 2015
SUBJECT: **Executive Summary, Acupuncture Diploma**

In 2013 the Government of British Columbia Speech from the Throne commits that the *"government will begin work to create the environment for a school of Traditional Chinese Medicine (TCM) at a British Columbian post-secondary institution."* On January 24, 2014 the Ministry of Advanced Education (AVED) announced that Kwantlen Polytechnic University (KPU) will host the province's first public school of Traditional Chinese Medicine (TCM).

In Canada, Traditional Chinese Medicine and Acupuncture (TCM-A) is recognized as a legitimate and credible medical profession. In 1999, the Government of British Columbia (BC) became the first jurisdiction to fully recognize the Doctor of TCM as a professional designation. Subsequently, the BC Government approved and established the College of Traditional Chinese Medicine Practitioners and Acupuncturists of British Columbia (CTCMA) as the regulatory body for TCM.

The proposed acupuncture program, as the first phase of the TCM program, will be offered as a diploma credential. Students will take a total of three academic years, condensed into two calendar years, to complete the acupuncture diploma program. Phase two would include the *herbology* component which would then fulfill the requirements for a TCM diploma.

The entry requirement of the proposed acupuncture program is 60 undergraduate credits. The proposed Acupuncture diploma program includes 86 credits, 460 hours of clinical practice and will be delivered in six semesters that include the following components: 1) essential TCM foundations, 2) acupuncture foundations, 3) Western biomedical science, 4) acupuncture therapeutics, 5) clinical practicum, 6) other. The courses cover the contexts of TCM-Acupuncture fundamental theory, diagnosis, treatment, and clinical practice as well as Western biomedical sciences, English, Mandarin language, communication and practice management.

The target students for the proposed program are individuals who are interested in holistic health practices. Recruitment will occur through KPU marketing, the Future Students' Office (FSO), word of mouth, the Office of International Students and Scholars (OISS), professional TCM organizations, conferences, post-secondary educational institutions, and public advertising.

According to the information available, there is an increasing acceptance by health authorities and healthcare insurance providers to recognize complementary/alternative solutions. The proposed acupuncture program will provide a suitable credential and a growing number of employment opportunities for graduates. KPU would become the first public university in BC to offer an acupuncture program, and puts KPU in a leading position with regards to TCM education and research.

Tru Freeman
Dean, FoH

Board of Governors	**Regular Meeting**
Consent Agenda Item:	**3.5**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Diane Purvey**

Agenda Item: **Full Program Proposal: Certificate in Education Assistant**

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

Recommended Resolution:	N/A

Board Committee Report:

The Board Governance and Board Finance Committees reviewed the Full Program Proposal for the Diploma in Acupuncture at meetings held on March 16, 2016 and March 23, 2016 respectively and recommend the program to the Board of Governors for approval.

Context & Background:

The Full Program Proposal (FPP) for a Certificate in Education Assistant was endorsed by the Senate Standing Committee on Curriculum on February 3, 2016 and by the Senate Standing Committee on University Budget on February 12, 2016.

The proposed Education Assistant (EDAS) Program is a revision of the Special Education Teacher Assistant (SETA) program following a full program review.

Key Messages: *[maximum of three]*

1. **These program revisions address repetition across courses by revising three courses and deleting one.**
2. **The proposed program revisions maintain the quality of the SETA program.**
3. **The name of the certificate has been updated to reflect the vernacular in the field.**

Resource Requirements:

The proposed revisions will bring the program expenses into alignment with approved operating budget.

Implications / Risks:

There are no health, environmental, legal, or other implications attendant to this proposal.

Consultations:

Faculty discussed changes to the current program with the Chair Assistant, past chair, and current chair of the SETA program at Langara College. The Dean's Office of the KPU School of Business was consulted regarding the proposed change to writing course requirements.

This proposal was approved by the Arts Faculty Council on January 29, 2016.

Following feedback from SSCC, the Faculty of Arts will work with the Office of the Registrar to identify and enact provisions to allow the 2016 cohort intake to be accepted under the current, less rigorous requirements in the current Calendar.

Board of Governors	**Regular Meeting**
Consent Agenda Item:	**3.5**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Diane Purvey**

Attachments: Non-Degree Program Proposal – Education Assistant Program and Appendices:

- Appendix 1 – Education Assistant Program Changes
- Appendix 2 – EDAP Program Review Action Plan
- Appendix 3 – CASS Content Categories
- Appendix 4 – EDAP Learning Objectives Developed from CASS Overview
- Appendix 5 - Cost and Revenue

Submitted by: Diane Purvey / Dean, Faculty of Arts

Date submitted: March 24, 2016

Non-Degree Program Proposal: Education Assistant Program

Executive Summary

The Special Education Teacher Assistant (SETA) program went through a full program review in 2011. The faculty have taken the recommendations from that review and implemented them over the past four years and now into a revised program proposal for Education Assistant Program (EDAS).

The SETA program became a part of the Faculty of Arts in 2014. At that time our admission requirements for English became the standard for the university (C+ in English 12). We are now proposing to remove the additional statement "or the GED".

This revised program is 34 credits. Several course outlines were revised in the past three years and approved (see complete list of all courses in Appendix 1).

The only changes to this revised program proposal are:

Revised course outlines SETA 1101, SETA 1105 and SETA 1305 to include learning outcomes from the discontinued ECHS 1135. These courses along with the remainder of the active SETA course outlines were revised to update the course rubric (subject code and course numbers) from SETA to EDAS (Education Assistant) as approved by the Office of the Registrar.

In addition, a new course, EDAS 1120 (3 credits) was created to replace the discontinued ECHS 1135.

The above changes were the result of the recommendations from our full program review in 2011(see Appendix 2 for summary from full program review). This resulted in a decrease of 3 credits to the certificate. SETA 1280 was also reviewed and was determined to be a 2 credit course (not 2.5 credits).

Both practicum courses (SETA 1270 and 1370) were reduced from 3.5 credits to 3 credits. Each practicum now has one seminar at the second week of practicum instead of one a week.

These revisions constitute very little change to the current SETA program. Our faculty have been active members of the Community and School Support (CASS) and implement the outcomes identified by CASS in the revised EDAS program (see Appendix 3). The key objectives for our revision were to:

1. Address repetition across courses by revising three courses and deleting one course.
2. Maintain the quality of the program.
3. Update the name from Special Education Teaching Assistant to Education Assistant to reflect the vernacular in the field.

Program Rationale:

The rationale for this credential has not changed in the past 10 years:

When the SETA program began in 1990, the role of a "teacher assistant" was just that: often viewed as a general helper to the teacher, there to help with *tasks* related to the integrated students. In the last 20+ years, the role has evolved to far more complex role, one in which they are an integral part of the education of all students. They are expected to work with students from

K-12, in all subjects. KPU graduates are part of the school-based team involved in adapting and modifying K-12 curriculum, developing behavioural supports and implementing specific technological, health care, social-emotional, and rehabilitative interventions. Philosophically, the term “special” is outdated in relationship to the role since our graduates work with all students.

Despite an absence of a regulatory body, the trend province-wide is toward adopting the title, “Education Assistant” (EA). The provincial Classroom and School Support subcommittee of the BC Human Service Articulation Committee supports use of the title Education Assistant. Likewise, the provincial committee to examine Standards of Practice for EA’s supports the title, as is evident in the title of the committee. School districts continue to be responsible for ‘naming’ the role for their particular workplace, but there are trends toward changing the name, the most significant of which is Surrey (the largest district) moving from Special Education Assistant” to “Education Assistant.” The Canadian Union of Public Employees (CUPE), the union to which most EA’s belong in this province, also uses the term.

The concern over the possible confusion over the change in the “SETA brand” in the community has been discussed among our committee members. For over two decades the program has enjoyed the pithy and identifiable name that distinguishes it among community stakeholders and the KPU community. It will, undoubtedly, take time to change mindsets around the name. However, the currency of the title is now at issue given the reasons stated above. It should be noted that the SETA Advisory committee also largely supports the name change.

In Spring 2015, KPU President Alan Davis approved the SETA department and program taking on the name of Education Assistant Program (EDAS).

The EDAS department contends that it is time to change the name of the credential we offer to be consistent with current professional practice. We thus propose renaming the credential we offer from “Certificate in Special Education Teacher Assistant” to “Certificate in Education Assistant." KPU has a reputation in the field as offering one of the most current, thorough training programs in the province, and the name change is the next natural step.

The EDAS Certificate program prepares students for a variety of paraprofessional duties in schools. Special Education Teacher Assistants work in Kindergarten through Grade 12 and assist teachers in providing personal care, behavioural and learning support to students with diverse needs.

Graduates of the SETA program find employment in elementary and secondary schools throughout BC as teacher assistants.

Our Certificate is recognized by all of the school districts in the Lower Mainland.

KWANTLEN
STUDENT
ASSOCIATION

12666 72nd Avenue
Surrey, BC V3W 2M8

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

18 March 2016

Dr. Jane Fee
Vice Provost – Students

Dear Dr. Fee,

Pursuant to Section 21 (1) of the *University Act* of British Columbia, please consider this letter as formal notice of the changes to fees of the Kwantlen Student Association for the **2016-2017 academic year** for consideration at the **30 March 2016** KPU Board of Governors Meeting:

1. **Intramurals Fund**:
    a. Beginning **1 September 2016**;
    b. For academic students, $0.30 per credit;
    c. For continuous intake students, $0.27 per week.
2. **Lobby Fund**:
    a. Beginning **1 September 2016**;
    b. For academic students, $0.35 per credit;
    c. For continuous intake students, $0.31 per week.
3. **Canadian Federation of Students Fee**:
    a. Beginning **1 September 2016**;
    b. For academic students, $0.98 per credit to a maximum of $8.86 per semester;
    c. For continuous intake students, $0.88 per week.
4. **MultiPass Fee**:
    a. Beginning **1 May 2016** - $49.50 per month for all eligible students.
    b. Beginning **1 May 2017** - $51.00 per month for all eligible students.
5. All other fees remain at current collection rates.

Additionally, the KSA would like to request that the "**Intramurals**" fee be renamed the "**Intramurals (ActiveKSA) Fund**" and that the "**Peer Counselling**" be renamed the "**Peer Support Program**" to better reflect the nature and use of these funds.

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

Allison Gonzalez
President
Kwantlen Student Association

Jeremy McElroy
General Manager
Kwantlen Student Association

cc: Lisa Skakun, Chair KPU Board of Governors
Keri van Gerven, University Secretary
Rolando Navarro, KSA Financial Controller

KPU | KWANTLEN POLYTECHNIC UNIVERSITY

Current KSA Fees for 2015-16 Academic Year

KSA Fee Description	Amount in Calendar	Code	Per Credit Charge	Max Charge	Flat Amount
Canadian Federation of Students	$ 0.97 per credit ‡	CFS	$0.97	$8.76	
Student Association Dental Plan	$ 110.00 per year	DNTL	$0.00	$110.00	$110.00
Student Association Extended Health Plan	$ 80.00 per year	MEDI	$0.00	$80.00	$80.00
Lobby Fund	$ 0.29 per credit	LOBB	$0.29		
Bursary Fund	$ 1.00 per semester	BURS	$0.00	$1.00	$1.00
Student Publication Fee (The Runner)	$ 0.75 per credit	SPUB	$0.75		
SUB Capital Fee	$ 2.90 per credit	KSUB	$2.90		
START Volunteer Program	$ 0.37 per credit	KSTR	$0.37		
Reboot Computer Service	$ 0.30 per credit	KCOM	$0.30		
Clubs and Events Fund	$ 0.65 per credit	KCLB	$0.65		
Intramurals Fund	$ 0.25 per credit	KINR	$0.25		
Operating Fund	$ 9.00 plus $ 3.00 per credit†	KOPR	$3.00	$41.00	
Operating Fund	$ 9.00 plus $ 3.00 per credit†	KOPR	$0.00	$9.00	$9.00
Peer Support Program	$ 0.15 per credit	KCOU	$0.15		
Student Advocacy Service	$ 0.10 per credit	KADV	$0.10		
Social Justice Fund	$ 0.20 per credit	KSJU	$0.20		
Kwantlen Public Interest Research Group	$ 0.80 per credit	KPIR	$0.80		
Multi-Pass	$ 48.00 per month	varies by month	$0.00	$48.00	$48.00
† to a maximum of $ 50.00 per semester					
‡ to a maximum of $ 8.76 per semester					

KPU | KWANTLEN POLYTECHNIC UNIVERSITY

KSA Fees for 2016-17 Academic Year

KSA Fee Description	Amount in Calendar	Code	Per Credit Charge	Max Charge	Flat Amount
Canadian Federation of Students	$ 0.98 per credit ‡	CFS	$0.98	$8.86	
Student Association Dental Plan	$ 110.00 per year	DNTL	$0.00	$110.00	$110.00
Student Association Extended Health Plan	$ 80.00 per year	MEDI	$0.00	$80.00	$80.00
Lobby Fund	$ 0.35 per credit	LOBB	$0.35		
Bursary Fund	$ 1.00 per semester	BURS	$0.00	$1.00	$1.00
Student Publication Fee (The Runner)	$ 0.75 per credit	SPUB	$0.75		
SUB Capital Fee	$ 2.90 per credit	KSUB	$2.90		
START Volunteer Program	$ 0.37 per credit	KSTR	$0.37		
Reboot Computer Service	$ 0.30 per credit	KCOM	$0.30		
Clubs and Events Fund	$ 0.65 per credit	KCLB	$0.65		
Intramurals (ActiveKSA) Fund	$ 0.30 per credit	KINR	$0.30		
Operating Fund	$ 9.00 plus $ 3.00 per credit†	KOPR	$3.00	$41.00	
Operating Fund	$ 9.00 plus $ 3.00 per credit†	KOPR	$0.00	$9.00	$9.00
Peer Support Program	$ 0.15 per credit	KCOU	$0.15		
Student Advocacy Service	$ 0.10 per credit	KADV	$0.10		
Social Justice Fund	$ 0.20 per credit	KSJU	$0.20		
Kwantlen Public Interest Research Group	$ 0.80 per credit	KPIR	$0.80		
Multi-Pass	$ 49.50 per month	varies by month	$0.00	$49.50	$49.50
† to a maximum of $ 50.00 per semester					
‡ to a maximum of $ 8.86 per semester					

Board of Governors	**Regular Meeting**
Consent Agenda Item:	**#3.7**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Lisa Skakun**

Agenda Item: **Nominations for Board Elections**

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

Recommended Resolution:	**N/A**

Key Messages: *[maximum of three]*

The following people are nominated for upcoming Student vacancies on the Board of Governors:

1. **Allison Gonzalez Biagi**
2. **Clinton Cheung**
3. **Murdoch de Mooy**
4. **Kim McMartin**
5. **Eric Wirsching**

1. **On-line elections occur April 5-8, 2015.**
2. **Results of the election will be posted on April 11, 2015.**

Attachments: N/A

Submitted by: Maggie MacKenzie

Date submitted: March 11, 2016

Board of Governors	**Regular Meeting**
Agenda Item:	**#5.2**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Jon Harding / Kathy Lylyk**

Agenda Item: **Third Quarter Financial Report of Operating Fund Only – Quarter Ending December 31, 2015**

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

Recommended Resolution:	***N/A***

Board Committee Report: The Board Finance Committee reviewed the Third Quarter Financial Report of Operating Fund Only – Quarter Ending December 31, 2015 at its meeting held on March 23, 2016.

Key Messages: *[maximum of three]*

1. Domestic enrolment continues to be lower than expected in the Spring Semester. This pressure along with inflationary increases and foreign exchange are being offset through growth in international enrolments, and strategic university staffing efficiencies. The expectation is that KPU will achieve a small surplus.

2. Revenues:

- **AVED and ITA funding are on target as communicated earlier in the year**
- **Enrolment growth is:**
  - **Tracking slightly lower than expected for domestic tuition.**
  - **International tuition is on target with budget.**

3. Expenses:

- **Salaries and benefits are on target.**
- **Non-salary expenses are on target.**
- **KPU is continuing to encourage all faculties and units to tighten controls over non-salary spending and to spend wisely.**

Attachments:

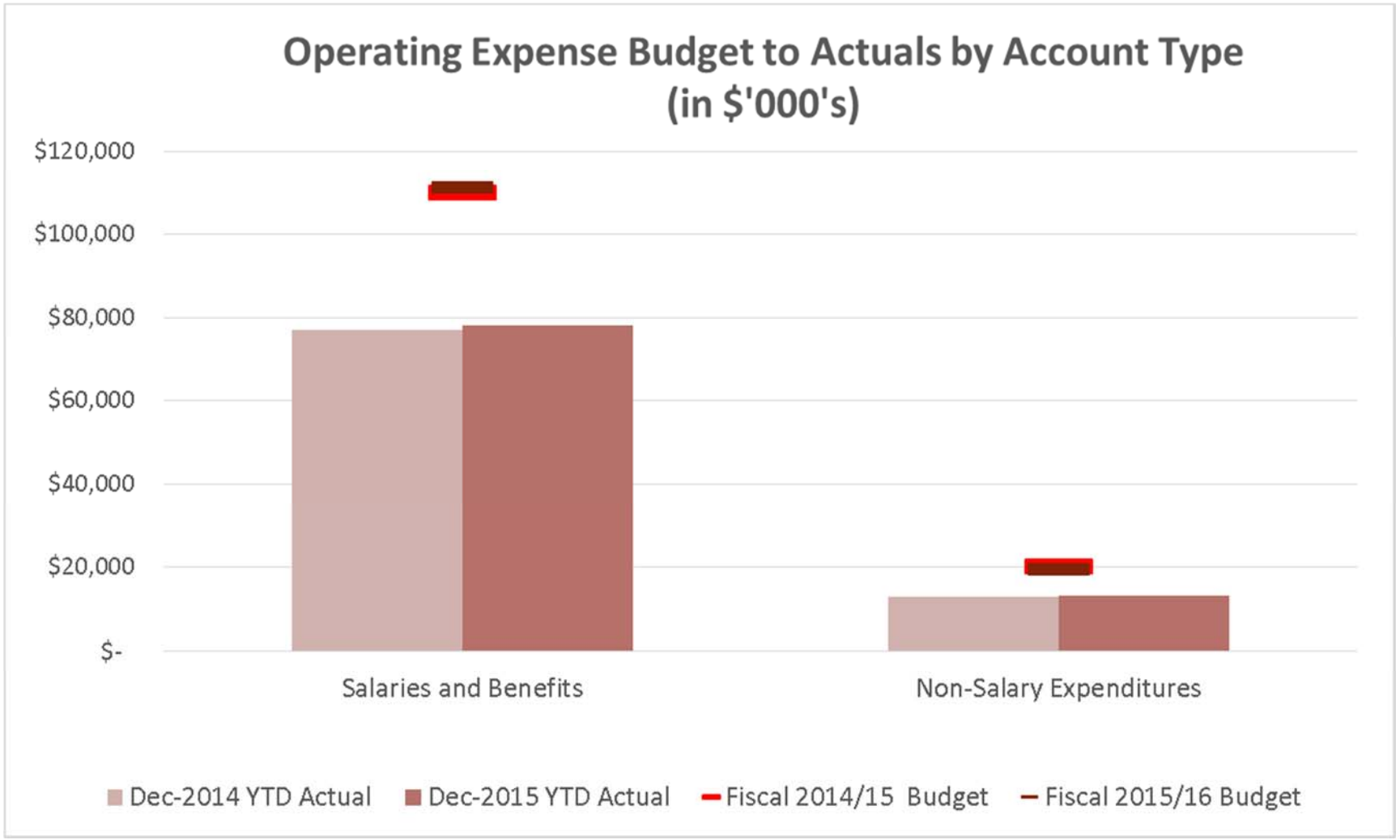
1. Q3 Consolidated Financial Results and Forecast
2. Q3 Operating Fund Financial Results

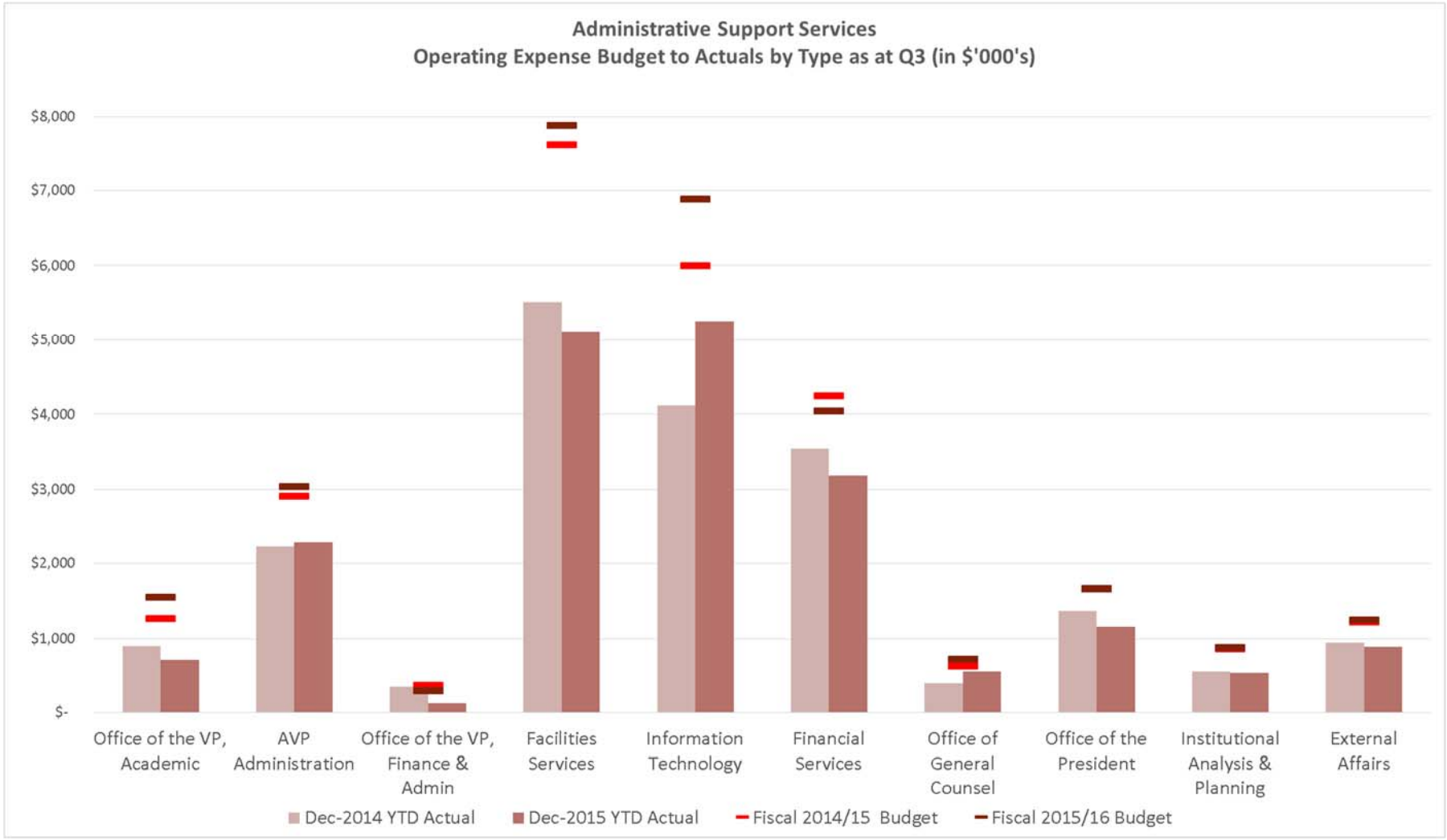
Submitted by: Jon Harding, VP, Finance & Administration

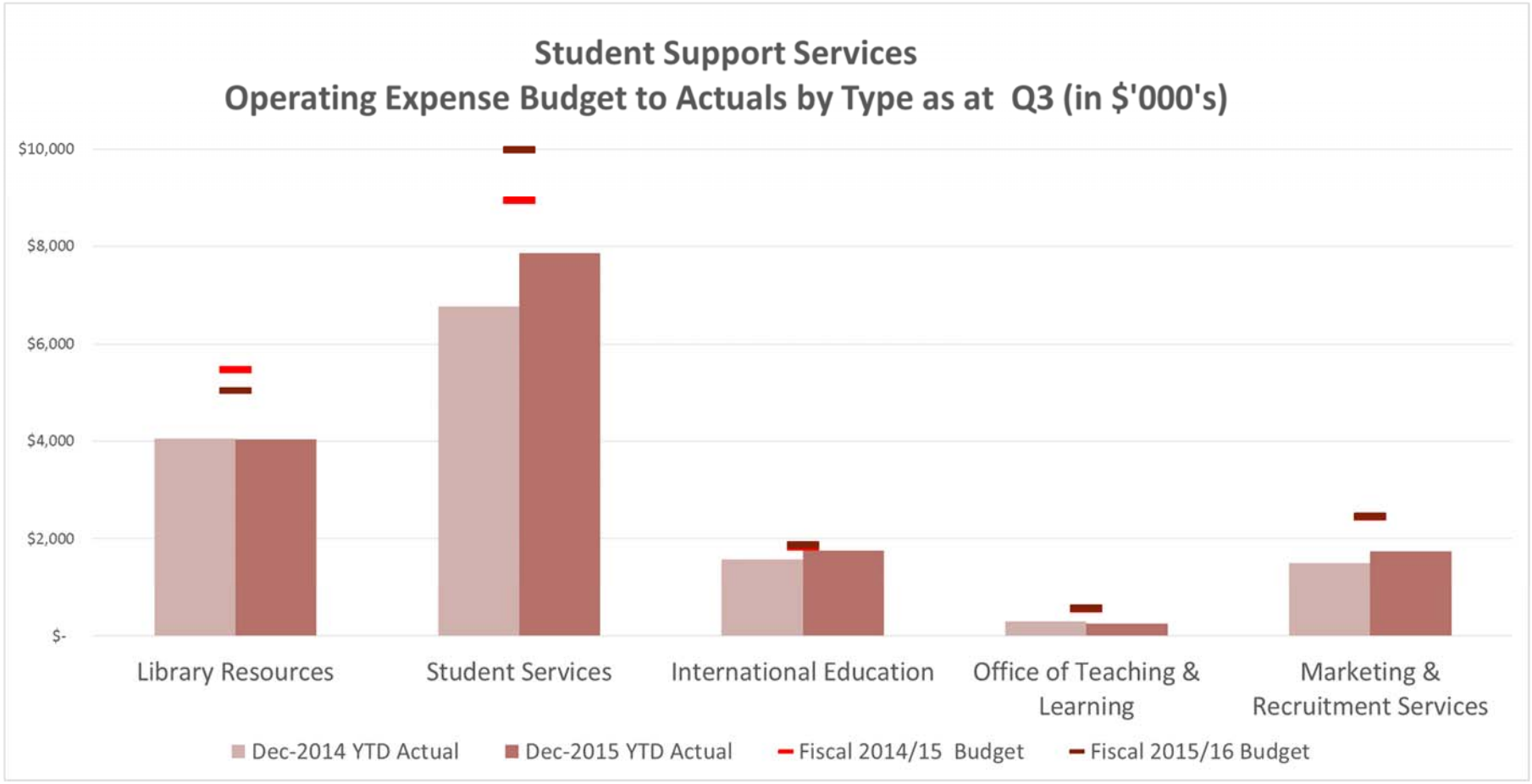
Date submitted: March 16, 2016

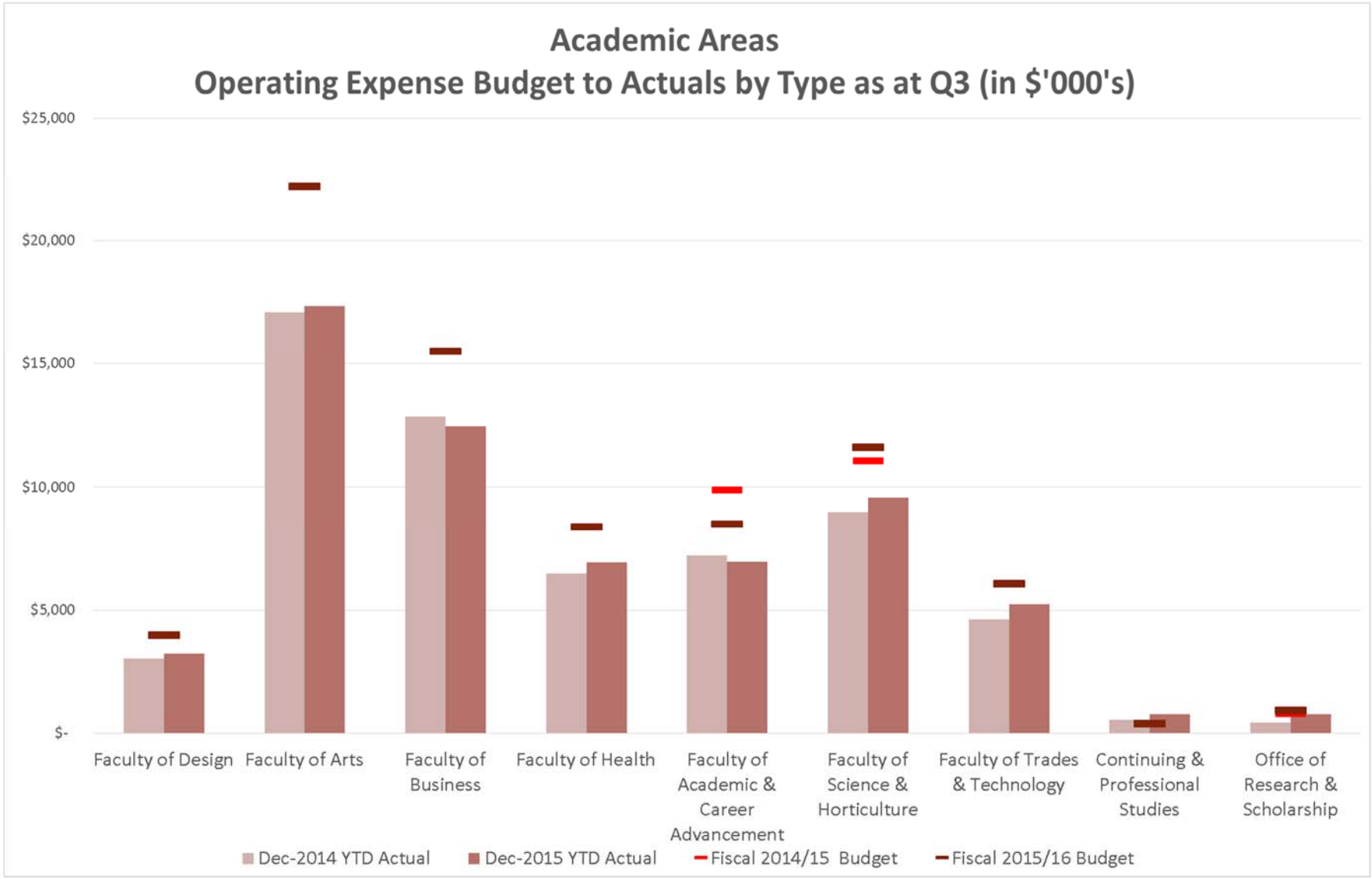
Kwantlen Polytechnic University
Quarterly Projection of Consolidated Funds
For the Quarter Ending December 31, 2015

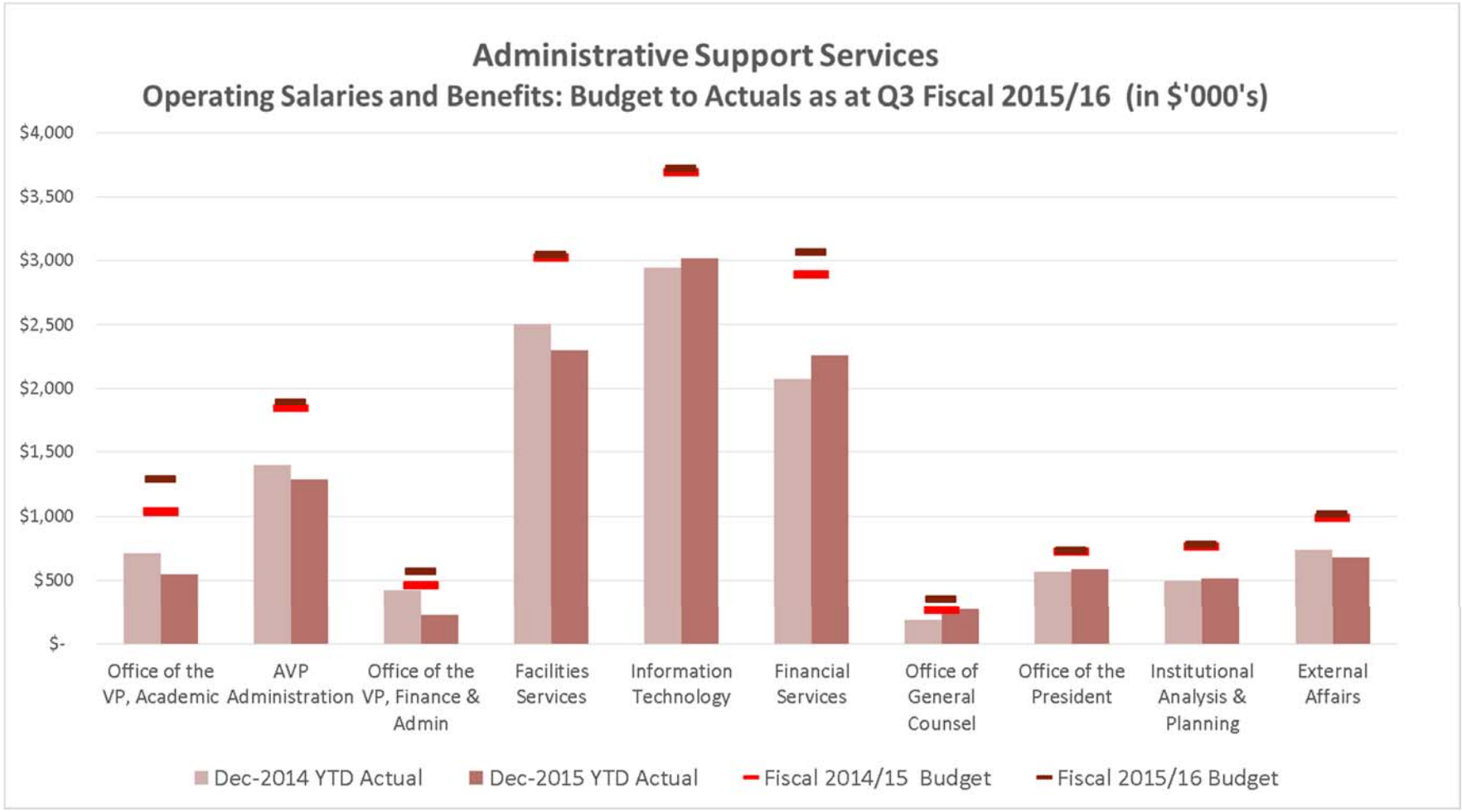
(in thousands)	Annual Budget FY15/16	Quarter ending December 31, 2015	Actual % of Budget FY15/16	FY14/15 Q3 Actual % of Budget FY14/15	Projection to March 31, 2016	Annual Budget FY14/15	Quarter ending December 31, 2014	Actuals at March 31, 2015
Revenues								
Grants								
Grants	65,823	49,948	75.88%		66,555	67,880	50,364	65,216
Other Grants & Contributions	1,721	2,751	159.85%		5,914	3,552	2,841	8,222
Tuition and Student Fees								
Domestic Tuition	37,650	26,437	70.22%		36,846	39,289	24,856	35,281
International Tuition	23,330	16,227	69.55%		22,969	17,960	15,083	20,751
Access and Other Fees	5,132	3,400	66.25%		5,547	4,927	2,994	5,234
Ancillary Services	8,663	4,945	57.08%		7,242	9,105	4,906	7,622
Investment Earnings	2,280	733	32.14%		1,092	2,125	971	2,568
Miscellaneous /Other revenues	6,020	2,547	42.31%		2,526	3,605	3,103	2,718
Amortization of Deferred Capital Contributions	5,326	3,818	71.69%		5,314	5,105	3,823	5,021
Total Revenue	**155,945**	**110,806**	**71.05%**	**70.95%**	**154,006**	**153,548**	**108,941**	**152,635**
Expenses								
Salaries and Benefits	114,987	83,693	72.78%		114,567	113,311	82,373	112,267
Cost of Goods Sold	4,626	2,821	60.99%		4,200	4,975	2,779	4,496
Capital Asset Amortization	11,595	8,270	71.33%		11,584	11,541	7,825	10,895
Grants to Third Parties (Scholarships)	1,056	938	88.83%		1,524	1,000	1,141	1,040
Operating Expense	23,558	16,664	70.74%		21,276	22,704	15,643	22,054
Total Expenses	**155,821**	**112,386**	**72.13%**	**71.49%**	**153,151**	**153,531**	**109,761**	**150,753**
Net Income/(Loss)	**$ 124**	**$ (1,580)**			**$ 855**	**$ 17**	**$ (820)**	**$ 1,882**

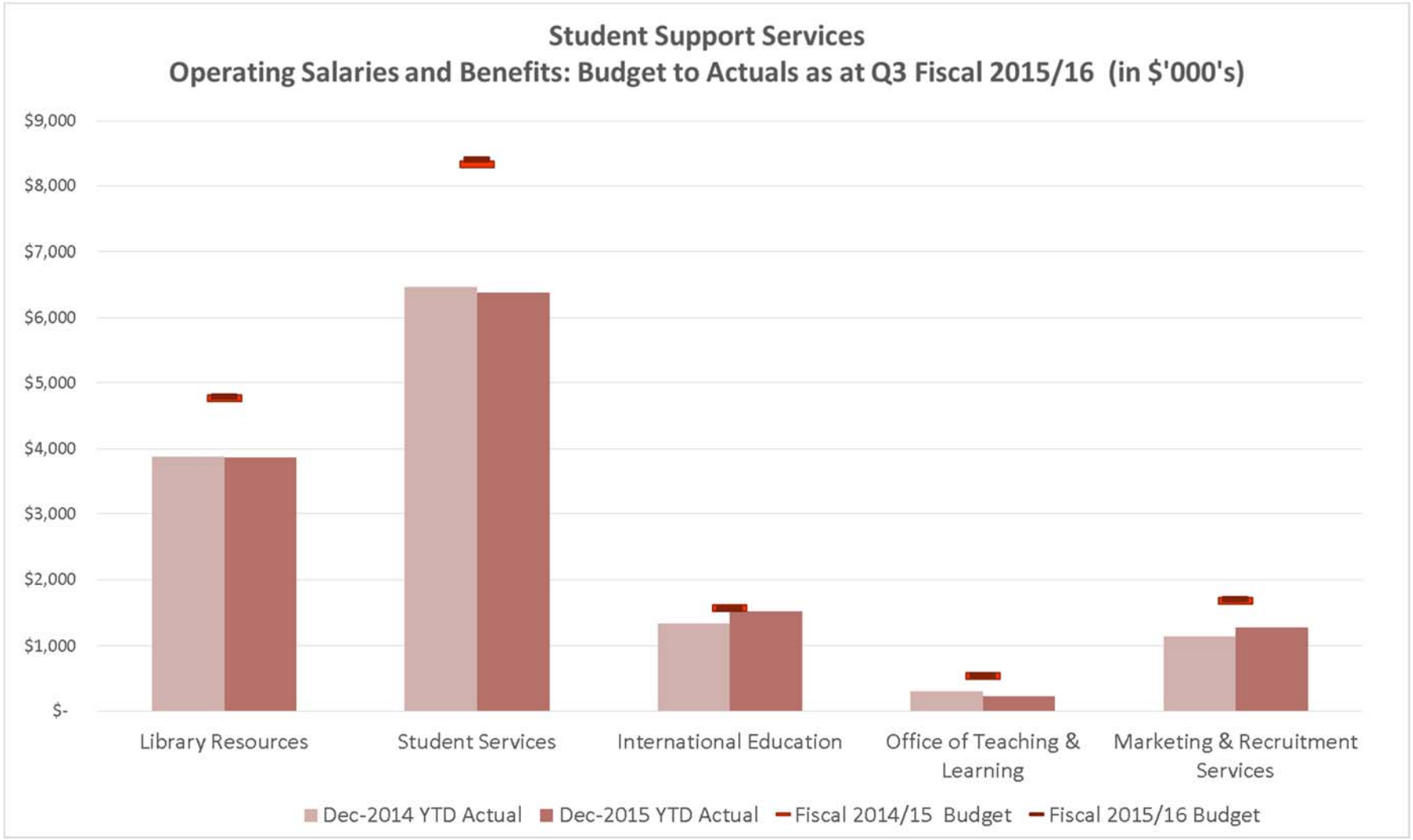

Operating Expense Budget to Actuals by Account Type
(in $'000's)
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$-
Salaries and Benefits
Non-Salary Expenditures
Dec-2014 YTD Actual
Dec-2015 YTD Actual
Fiscal 2014/15 Budget
Fiscal 2015/16 Budget

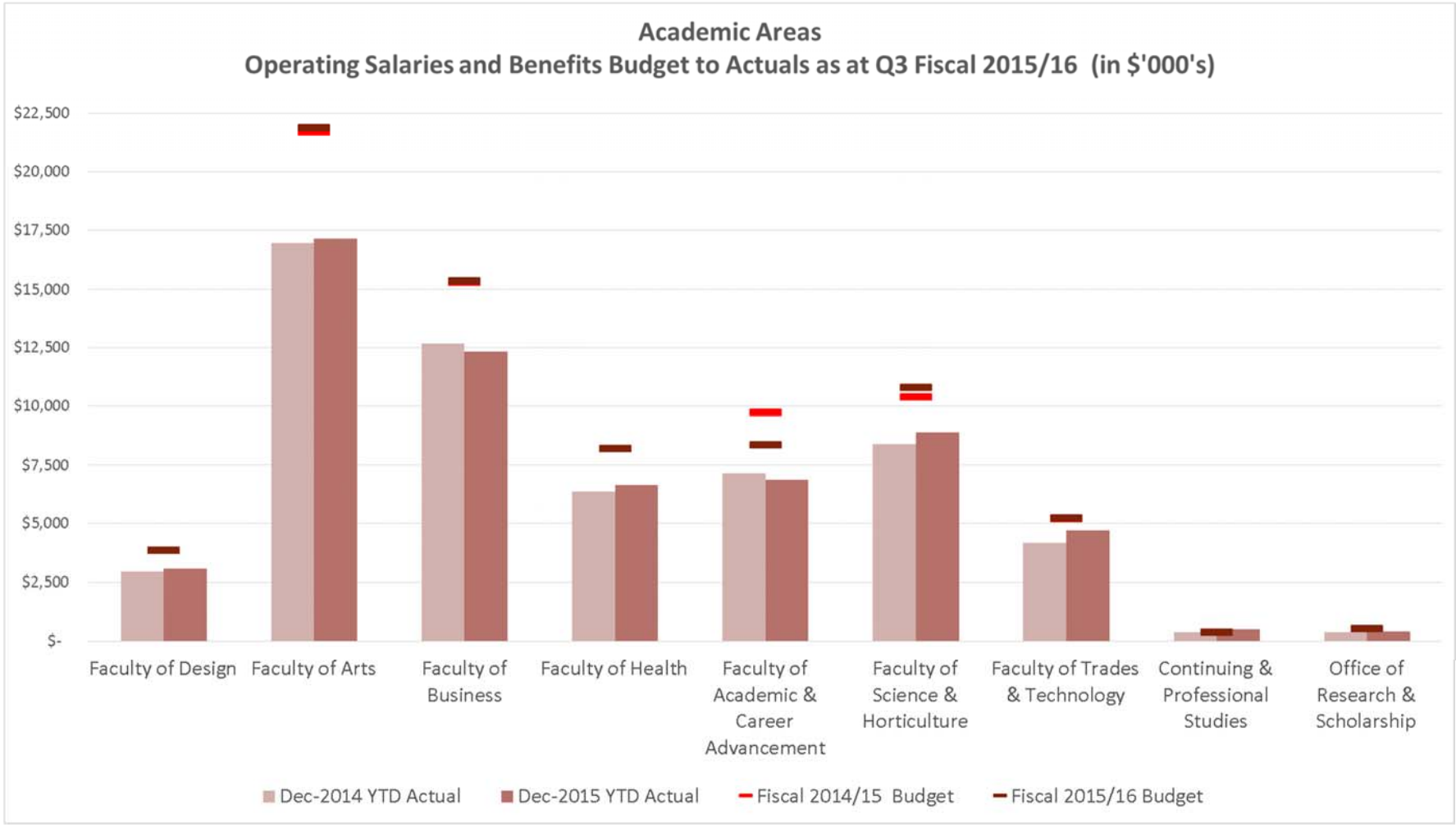

Administrative Support Services
Operating Expense Budget to Actuals by Type as at Q3 (in $'000's)
$8,000
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$-
Office of the VP, Academic
AVP Administration
Office of the VP, Finance & Admin
Facilities Services
Information Technology
Financial Services
Office of General Counsel
Office of the President
Institutional Analysis & Planning
External Affairs
Dec-2014 YTD Actual
Dec-2015 YTD Actual
Fiscal 2014/15 Budget
Fiscal 2015/16 Budget


Student Support Services
Operating Expense Budget to Actuals by Type as at Q3 (in $'000's)
$10,000
$8,000
$6,000
$4,000
$2,000
$-
Library Resources
Student Services
International Education
Office of Teaching & Learning
Marketing & Recruitment Services
Dec-2014 YTD Actual
Dec-2015 YTD Actual
Fiscal 2014/15 Budget
Fiscal 2015/16 Budget


Academic Areas
Operating Expense Budget to Actuals by Type as at Q3 (in $'000's)
$25,000
$20,000
$15,000
$10,000
$5,000
$-
Faculty of Design
Faculty of Arts
Faculty of Business
Faculty of Health
Faculty of Academic & Career Advancement
Faculty of Science & Horticulture
Faculty of Trades & Technology
Continuing & Professional Studies
Office of Research & Scholarship
Dec-2014 YTD Actual
Dec-2015 YTD Actual
Fiscal 2014/15 Budget
Fiscal 2015/16 Budget


Administrative Support Services
Operating Salaries and Benefits: Budget to Actuals as at Q3 Fiscal 2015/16 (in $'000's)
$4,000
$3,500
$3,000
$2,500
$2,000
$1,500
$1,000
$500
$-
Office of the VP, Academic
AVP Administration
Office of the VP, Finance & Admin
Facilities Services
Information Technology
Financial Services
Office of General Counsel
Office of the President
Institutional Analysis & Planning
External Affairs
Dec-2014 YTD Actual
Dec-2015 YTD Actual
Fiscal 2014/15 Budget
Fiscal 2015/16 Budget


Student Support Services
Operating Salaries and Benefits: Budget to Actuals as at Q3 Fiscal 2015/16 (in $'000's)
$9,000
$8,000
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$-
Library Resources
Student Services
International Education
Office of Teaching & Learning
Marketing & Recruitment Services
Dec-2014 YTD Actual
Dec-2015 YTD Actual
Fiscal 2014/15 Budget
Fiscal 2015/16 Budget


Academic Areas
Operating Salaries and Benefits Budget to Actuals as at Q3 Fiscal 2015/16 (in $'000's)
$22,500
$20,000
$17,500
$15,000
$12,500
$10,000
$7,500
$5,000
$2,500
$-
Faculty of Design
Faculty of Arts
Faculty of Business
Faculty of Health
Faculty of Academic & Career Advancement
Faculty of Science & Horticulture
Faculty of Trades & Technology
Continuing & Professional Studies
Office of Research & Scholarship
Dec-2014 YTD Actual
Dec-2015 YTD Actual
Fiscal 2014/15 Budget
Fiscal 2015/16 Budget

Board of Governors	**Regular Meeting**
Agenda Item:	**#5.3**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Jon Harding / Kathy Lylyk**

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

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

Recommended Resolution:	**THAT the Board of Governors approve the revisions to Bylaw No. 4, *Fees* as recommended by the Board Finance Committee.**

Board Committee Report: At its March 23, 2016 meeting, the Board Finance Committee approved the revisions to Bylaw No. 4, *Fees* for recommendation to the Board.

Context & Background: Bylaw 4 is revised on an annual basis to reflect annual increases and changes to fees.

Key Messages: *[maximum of three]*

1. **Domestic tuition has been raised by 2%, the maximum allowed by the provincial government. For information purposes only, International tuition will be raised at the same percentage rate (2 %) as domestic.**
2. **Change of Category 2.a.2 from Special Education Teacher Assistant Program to Education Assistant Program to align with the curricular changes made to the program.**
3. **Addition of Category 6 under 2. a. for Post Baccalaureate in Technical Apparel Design. This program was introduced in 2014 however was not previously included in Bylaw 4.**
4. **Addition of Category 7 under 2. a. for Post Baccalaureate program tuition fees commencing September 1, 2016. The decision was to have a range ($350 - $850) which the Post-Bac fees would fit within as the type of programming is tailored to meet the pubic and industry needs.**
5. **Addition of 2. b. f. Career Choices and Life Success tuition fees.**
6. **Expanded explanation for Prior Learning Assessment fees under 4. Other Programs.**
7. **Addition of category 6 for Co-operative Education Work Terms (currently part of 4. Other Programs) to define tuition and other mandatory fees per work term for both Domestic and International students.**

Resource Requirements: International Education, Registrar's Office and Financial Services are involved in the development and research of these fees.

Implications / Risks: If Bylaw 4 is not recommended for approval the FY1617 would have to be revised significantly, as the increase in tuition fees has been built into the assumptions in the development of the budget.

Board of Governors	**Regular Meeting**
Agenda Item:	**#5.3**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Jon Harding / Kathy Lylyk**

Consultations:	Consulted with International Education, Registrar's Office as well as communicated the 2% increase at the February University forums, Senate Standing Committee on University Budget, Kwantlen Student Association, KFA and BCGEU.
Attachments:	Bylaw No. 4, Fees – revisions shown in track changes.
Submitted by:	Jon Harding, VP, Finance & Administration
Date submitted:	March 24, 2016

	BYLAW NO. 4
Approved by	**Board of Governors**
Original Effective Date	**16 November 1982**
Revised	**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, December 12, 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 September ~~2015~~ 2016 shall be:

a. Credit Based Programs:

Category	$ / credit	
1	$~~133.65~~136.30	• Existing courses[1] as at September 1, 2011 will remain in Category 1
2	$~~161.50~~164.70	• Courses in the ~~Special~~ Education ~~Teacher~~ Assistant program • New courses developed for degrees/programs in Faculties such as Business and Arts
3	$~~180.35~~183.95	• New courses developed for degrees/programs that incorporate smaller classes, labs, and or studios, e.g. Design, Science, Horticulture, and Health
4	$~~206.40~~210.50	• Courses in the Health Unit Coordinator program • New online courses developed for degrees/programs and other specialized programs
5	$~~255.00~~260.10	• New courses developed for industry specific technical programs.

6	$545.70	Post-Baccalaureate in Technical Apparel Design
7	$350.00 to $850.00	Post-Baccalaureate 1-2 year diplomas commencing September 1, 2016.

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

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

Category	$ / week	Applies to the following
1	$~~116.45~~118.75	• Existing courses as at September 1, 2011
2	$~~238.75~~243.50	• 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 01 ~~April~~ September ~~1,~~ ~~2015~~2016

c.	**Adult Upgrading**	$~~133.65~~136.30 / credit
d.	**English Language Studies**	$~~133.65~~136.30 / credit
e.	**Adult Special Education**	No Charge / credit
f.	**Career Choices and Life Success**	$100.00 / credit

3. Other fees and charges for domestic students effective 01 September ~~2015~~ 2016 are as follows:

a.	Student fees for libraries, Technologies and student life	7 % of tuition
b.	Application Fee	$40
c.	Transcript Fee	$10 per transcript
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 is assessed by credit per the specified tuition category for the course.
- ~~Prior Learning Assessment~~
- 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. Co-operative Education Work Term

Canadian Citizens or Permanent Residents	**Tuition**	**Student Fees (LTSD)**
Full-Time Work Terms	$ 613.35 per work term	$ 42.90 per work term
Part-Time Work Terms	$ 306.65 per work term	$ 21.45 per work term

International	**Tuition**	**Student Fees (LTSD)**
Full-Time Work Terms	$ 613.35 per work term	$ 42.90 per work term
Part-Time Work Terms	$ 306.65 per work term	$ 21.45 per work term

~~6~~7. International student fees are as follows (for information only) effective 01 September 2016~~)~~:

~~a. International Student Tuition Fees~~
~~Effective 01 September 20152016~~

~~$550561.00 / credit~~

a. International Student Tuition Fees	$561.00 / credit
~~b.~~ ~~Effective 01 September 20152016~~	~~$550136.30.00 / credit~~

Other fees and charges for International students are as follows:

~~a.~~b. Student fees for libraries, technologies and student life	$35.00 / credit
~~i. Effective 01 September 20152016~~	~~$3035.00 / credit~~

~~Other fees and charges for International students effective 01 September 2015~~ 2016 ~~are as follows:~~

c~~b~~. Application Fee	$120.00
d~~c~~. Transcript Fee	$10.00 per transcript
e~~d~~. Grade Appeal Fee	$25.00
f~~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.
g~~f~~. Graduation Fee	No Charge

Original signed by ~~Kristan Ash~~Lisa Skakun

CHAIR
Board of Governors
Kwantlen Polytechnic University

~~April 1, 2015~~ March 30, 2016

Approval Date

Original signed by Dr. Alan Davis

PRESIDENT
Kwantlen Polytechnic University

Date Bylaw to be effective
if different from Approval Date

Board of Governors	**Regular Meeting**
Agenda Item:	**#5.4**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Jon Harding**

Agenda Item: **Draft FY 2016/17 University Budget**

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

Recommended Resolution:	**THAT the Board of Governors approve the FY 2016/17 University Budget as recommended by the Board Finance Committee.**

Board Committee Report: At its meeting held on March 23, 2016, the Board Finance committee approved the FY 2016/17 University Budget for recommendation to the Board of Governors.

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.

Key Messages: *[maximum of three]*

1. **After consultation, 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 Committee'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.**

3. **The current year budget includes allocations of approx. $1.0M for prior year commitments, $0.7M for non-salary contractual obligations, and, largely through reallocation of funds, $2.2M for new initiatives.**

Consultations: Administration consulted with the Senate Standing Committee on the University Budget (SSCUB) on four separate occasions and brought a finalized draft of the 2016-17 budget to Senate on March 21, 2016 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 2016-17 Budget to the Board.

Board of Governors	**Regular Meeting**
Agenda Item:	**#5.4**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Jon Harding**

Attachments:

1. KPU Memo to SSCUB re FY16-17 Draft Budget
2. Appendix 1 – FY16-17 Pro-Forma Budget by Divisional Area
3. Appendix 2 – Consolidated FY16-17 Draft Budget - Details
4. Appendix 3 - Proposed FY16-17 Consolidated Multi-Year Budget
5. Appendix 4 - Summary of Allocations FY16-17 Draft Budget
6. SSCUB Comments for Senate FY16-17 Draft Budget
7. Senate Motion from March 21, 2016 Meeting

Submitted by: Jon Harding, VP, Finance & Administration

Date submitted: March 24, 2016

KWANTLEN POLYTECHNIC UNIVERSITY

TO: Senate Standing Committee on the University Budget

FROM: Jon Harding, Vice President Finance and Administration and
Salvador Ferreras, Provost & Vice President Academic

DATE: Friday, February 5, 2016 (updated March 2016)

SUBJECT: KPU Draft Fiscal 2016/17 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)]

On behalf of the President and Vice Chancellor, we are pleased to submit KPU's Fiscal Year 2016/17 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 March 30th, 2016.

Appendix 1 – Prior Year Approved Budget Allocations added in Fiscal 2016/17

Appendix 2 – Committed Non-Salary Contractual Increases

Appendix 3 – Proposed Budget Requests and Reallocations

Appendix 4 –New Supplementary Fee Allocations

Appendix 5 - FY 15/16 Pro-forma Consolidated Budget

Appendix 6 - FY 2016/17 Pro-forma Budget by Divisional Area

The Finance area has been tracking enrolments as well as expenditures closely this year. Similar to Fiscal 2014/15, Domestic enrolments were down in the fall and have continued the downward trend into the spring semester. International tuition revenue has increased at a rate similar to last year; however this rate may not be sustainable for the continued future.

Looking forward at the budget picture for Fiscal Year 2016/17, the recommendation is that KPU move forward with a very conservative budget. The impact on domestic and international enrolments is subject to a number of unknown factors such as:

1. currency fluctuations;
2. a continuation of prior year changes:
    a. in admissions process as a result in KPU transitions project.
    b. to tuition bearing for ESL andABE.
    c. in the English requirement.

Below are the factors that have been taken into account for the development of the attached Draft Fiscal Year 2016/17 Consolidated Budget:

Ministry Grant factors:

- no identified decreases in Operating grant funding;
- increase in Operating funding to cover Collective Agreements.

Domestic Tuition factors:

- Fiscal 2015/16 projected actuals as a domestic enrolment base along with a 2% increase in domestic tuition fees.

International Tuition factors:

- early indicators show that Fiscal Year 2015/16 International enrolment has grown ~10% over Fiscal Year 2014/15 levels; the Fiscal Year 2015/16 budget was based on a 5% increase;
- continued International enrolment growth at 5% growth along with an increase in international fees of 2% consistent with domestic tuition increase.

Application and Other Fee factors:

- based on an average of domestic and international FTE's;

Expenditure factors:

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

An amount of ~$2.2M has been incorporated to reflect the commitment to fund new programsand initiatives that were identified as priorities by the University community; however, in order to fund these activities over the next fiscal year (Fiscal Year 2016/17) savings of ~$2.2M need to be achieved through budgetary reallocations.

Kwantlen Polytechnic University
Draft Consolidated 2016/17 Budget
Pro-forma Budget by Divisional Area -Operating Fund Only
Appendix 1

Division	Fiscal 2015/16 Approved Budget	Reverse Prior Year One-time Only Allocations	Proposed Ongoing Allocations			Proposed One-time Only Allocations	Fiscal 2016/17 Pro-Forma Budget
			Prior Year Approvals	Non-Salary Contractual Increases	Current Year Allocations		
Provost & VP, Academic	1,555,500						1,555,500
Faculty of Academic & Career Advancement	8,478,200						8,478,200
Faculty of Business	15,524,700				131,300		15,656,000
Faculty of Health	8,398,100						8,398,100
Faculty of Design	4,138,700						4,138,700
Faculty of Arts	22,159,300						22,159,300
Faculty of Science & Horticulture	11,811,900		500,000		400,000		12,711,900
Faculty of Trades and Technology	5,951,000						5,951,000
Office of Teaching & Learning	566,300						566,300
Library Resources	5,001,700			40,000	23,000		5,064,700
Office of Research and Scholarship	874,800	(67,700)					807,100
Continuing & Professional Studies	399,200						399,200
Student Services **(5)**	10,141,200		(1,000,000)		150,000		9,291,200
International Education	1,880,000		400,000		500,000		2,780,000
Human Resources	3,039,300		106,300		400,000		3,545,600
Office of the President	761,700						761,700
Marketing & Recruitment **(4)**	2,466,400				62,900	100,000	2,629,300
External Affairs	1,245,600			10,700	122,600		1,378,900
VP, Finance & Administration	288,500			6,000	90,000		384,500
Facilities Services	7,880,600			150,000			8,030,600
Financial Services **(6)**	3,839,200		(83,500)				3,755,700
Information Technology **(6)**	6,714,900		(329,900)	511,700	105,000		7,001,700
Institutional Analysis & Planning	875,100						875,100
Governance & Policy	739,800		35,000				774,800
Office of General Counsel	728,100				125,000		853,100
Non-Divisional Expenditures **(1 & 3)**	2,464,100				4,323,400		6,787,500
Professional Development & Ed Leave **(2)**	1,802,700						1,802,700
RG Clearing	1,193,300						1,193,300
Non-Divisional Revenues	200,000						200,000
University Savings Required in Fiscal 2016/17					(1,917,500)		(1,917,500)
Total Divisional Areas	**131,119,900**	**(67,700)**	**(372,100)**	**718,400**	**4,515,700**	**100,000**	**136,014,200**

Reconciling Items to Board Approved Operating Budget	
Divisional Revenues included above:	558,000
Interfund Transfers **(6)**	(413,400)
2015/16 Board Approved Operating Budget	**131,264,500**

Reconciling Items to Board Approved Operating Budget	
Divisional Revenues included above:	558,000
Interfund Transfers **(6)**	
Contingency	500,000
2016/17 Proposed Operating Budget	137,072,200

(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 Fiscal 2016/17.
(3) Funding required to meet obligations for Fiscal 2016/17 contractual and benefits increases for ongoing positions.
(4) Although this is identified as an 'one-time only' allocation, the expectation is that $100,000 will be allocated in both fiscal 2016/17 and 2017/18.
(5) In Fiscal 2015/16 Student Services was provided $1,000,000 in Operating budget for Student Awards. This budget will be transferred from the Operating Fund to the Special Purpose Fund to better reflect the nature of the expense.
(6) In Fiscal 2015/16 Information Technology and Financial Services were provided Operating budget for printers. This budget will be transferred from the Operating fund to the Capital Fund to better reflect the nature of the expense.

Draft Consolidated Budget FTE Growth: 0% Domestic & 5%International	Operating Fiscal 2015/16	Operating		Ancillary	Special Purpose	Endowment	Capital	Consolidated 2016/17
		Additions & Reductions	2016/17 Proposed Budget	2016/17 Proposed Budget	2016/17 Proposed Budget	2016/17 Proposed Budget	2016/17 Proposed Budget	2016/17 Proposed Budget
Revenue Source								
Grant Revenues (AVED & ITA)								
AVED	63,322,600	1,406,600	64,729,200	-	-	-	-	64,729,200
ITA	2,500,000	-	2,500,000	-	-	-	-	2,500,000
Total Grant Revenues (AVED & ITA)	**65,822,600**	**1,406,600**	**67,229,200**	**-**	**-**	**-**	**-**	**67,229,200**
Tuition Fees								
Domestic Tuition Fees	37,649,900	(156,500)	37,493,400	-	-	-	-	37,493,400
International Tuition Fees	23,330,300	2,919,400	26,249,700	-	-	-	-	26,249,700
Access and Other Fees	5,131,800	484,400	5,616,200	-	15,000	-	-	5,631,200
Tuition Non-Credit	663,600	1,175,000	1,838,600	-	-	-	-	1,838,600
Contract Services	1,073,100	500,000	1,573,100	-	155,000	-	-	1,728,100
Shop Income	408,000	20,000	428,000	-	-	-	-	428,000
Other Income	273,900	720,000	993,900	-	146,800	75,000	-	1,215,700
Interest Income	1,033,400	-	1,033,400	-	-	-	1,246,900	2,280,300
Ancillary Goods & Services	88,000	-	88,000	6,955,600	-	-	-	7,043,600
Amortization of Deferred Capital Contributions	-	-	-	-	-	-	5,588,000	5,588,000
Amortization of Deferred Contributions	1,296,700	200,000	1,496,700	-	5,670,000	-	200,000	7,366,700
Total Revenues	**$ 136,771,300**	**$ 7,268,900**	**$ 144,040,200**	**$ 6,955,600**	**$ 5,986,800**	**$ 75,000**	**$ 7,034,900**	**$ 164,092,500**

DRAFT

Draft Consolidated Budget FTE Growth: 0% Domestic & 5%International	Operating Fiscal 2015/16	Operating		Ancillary	Special Purpose	Endowment	Capital	Consolidated 2016/17
		Additions & Reductions	2016/17 Proposed Budget	2016/17 Proposed Budget	2016/17 Proposed Budget	2016/17 Proposed Budget	2016/17 Proposed Budget	2016/17 Proposed Budget
Total Revenues * from previous side	**136,771,300**	**7,268,900**	**144,040,200**	**6,955,600**	**5,986,800**	**75,000**	**7,034,900**	**164,092,500**
Expenditure Plan								
Salaries & Benefits								
Administration	12,685,100	213,000	12,898,100	89,100	281,000	-	-	13,268,200
Faculty	56,104,000	750,700	56,854,700	-	500,000	-	-	57,354,700
Casual Service Contract	375,600	822,200	1,197,800	-	407,400	-	-	1,605,200
Staff & Students	20,714,800	396,200	21,111,000	788,800	185,600	-	-	22,085,400
Other	365,800	-	365,800	-	100,000	-	-	465,800
Step increases & Change in Faculty due to Student FTE		186,100	186,100					186,100
Ongoing Reallocations Required		**(1,917,500)**	**(1,917,500)**					(1,917,500)
Total Salaries	90,245,300	450,700	90,696,000	877,900	1,474,000	-	-	93,047,900
Benefits	21,281,400	982,700	22,264,100	217,600	264,100	-	-	22,745,800
Total Salaries and Benefits	**111,526,700**	**1,433,400**	**112,960,100**	**1,095,500**	**1,738,100**	**-**	**-**	**115,793,700**
Non Salary Expenses								
Supplies	4,439,000	(472,600)	3,966,400	70,100	539,600	-	1,902,600	6,478,700
Repairs and Maintenance	4,422,500	-	4,422,500	95,700	6,000	-	-	4,524,200
Leases and Rentals	125,200	-	125,200	-	9,900	-	-	135,100
Travel and PD	2,339,700	124,400	2,464,100	10,000	720,300	-	-	3,194,400
Utilities	2,008,200	-	2,008,200	-	500	-	-	2,008,700
Communications	728,400	-	728,400	6,400	4,900	-	-	739,700
Fees and Services	4,327,400	1,450,000	5,777,400	436,100	2,813,000	-	-	9,026,500
Student Awards	1,055,900	(1,000,000)	55,900	-	1,147,500	-	-	1,203,400
Cost of Sales	-	-	-	3,758,800	(700)	-	-	3,758,100
Capital - Depreciation	94,500	-	94,500	60,000	-	-	12,550,000	12,704,500
Transfers to Third Parties	-	-	-	-	22,500	-	-	22,500
Prior Year Approvals (App 1)		1,041,300	1,041,300					1,041,300
Non-Salary Contractual Increases (App 2)		718,400	718,400					718,400
Future Commitments -Newly Established Programs & Initiatives (App 3)		2,209,800	2,209,800					2,209,800
Contingency		500,000	500,000					500,000
Total Non Salary Expenses	**19,540,800**	**4,571,300**	**24,112,100**	**4,437,100**	**5,263,500**	**-**	**14,452,600**	**48,265,300**
Total Expenses	**$ 131,067,500**	**$ 6,004,700**	**$ 137,072,200**	**$ 5,532,600**	**$ 7,001,600**	**$ -**	**$ 14,452,600**	**$ 164,059,000**
Other Allocations								
Interfund Transfers	(1,025,000)	1,167,100	142,100	950,000	(1,167,100)	75,000	-	-
Contingency Reserve			-	-	-	-	-	-
Capital -Library Materials	980,700		980,700	-	-	-	(980,700)	-
Capital -Technology Equipment	800,000		800,000	-	-	-	(800,000)	-
Capital - Technology Infrastructure	1,000,000		1,000,000	-	-	-	(1,000,000)	-
Capital - Furniture, Fixtures & Equipment	625,000		625,000	-	-	-	(625,000)	-
Capital - Facility Renewal	1,000,000		1,000,000	-	-	-	(1,000,000)	-
Capital - Major Capital	2,000,000	450,000	2,450,000	-	-	-	(2,450,000)	-
Other Allocations	**5,380,700**	**1,617,100**	**6,997,800**	**950,000**	**(1,167,100)**	**75,000**	**(6,855,700)**	**-**
Total Expenses and Allocations	**$ 136,448,200**	**$ 7,621,800**	**$ 144,070,000**	**$ 6,482,600**	**$ 5,834,500**	**$ 75,000**	**$ 7,596,900**	**$ 164,059,000**
Excess of Revenues over Expenses & Allocations	**$ 323,100**	**$ (352,900)**	**$ (29,800)**	**$ 473,000**	**$ 152,300**	**$ -**	**$ (562,000)**	**$ 33,500**

Kwantlen Polytechnic University
University Consolidated Multi-Year Budget
2016/17 and Future Years

Appendix 3

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2016/17
Revenue Source						
Ministry grant	67,229,200					67,229,200
One time only Funding for Adult Upgrading						-
Tuition fees:						-
Domestic	39,332,000					39,332,000
International	26,249,700					26,249,700
Application & Other Fees	5,616,200					5,616,200
	71,197,900	-	-	-	-	71,197,900
Contracts and Other Revenues	4,063,700		5,986,800	75,000	200,000	10,325,500
Interest Income, Recoveries and Transfers	1,549,400				1,246,900	2,796,300
Ancillary Revenue		6,955,600				6,955,600
Amortization of Deferred Capital Contributions	-				5,588,000	5,588,000
Total Revenues	**144,040,200**	**6,955,600**	**5,986,800**	**75,000**	**7,034,900**	**164,092,500**
Expenditure Plan						
Expenditure Plan (operations) - Prior Year	131,264,500	6,884,300	4,269,300	-	1,902,600	144,320,700
Student Awards & Assistance	(1,000,000)		1,147,500			147,500
Capital Asset Amortization Expense					12,550,000	12,550,000
	130,264,500	6,884,300	5,416,800	-	14,452,600	157,018,200
Ongoing and One-time-only Changes to Expenditure Plan:						
Ongoing Operating Reallocations Required	(1,917,500)					(1,917,500)
Expenditure Recalibration Required		(1,351,700)				(1,351,700)
Ongoing Increases:						-
Collective Agreement, Step Increments & Benefits Increases	3,337,800		27,500			3,365,300
Non-salary Inflation and Other Costs	1,623,200		197,100			1,820,300
Academic	631,300					631,300
Other Academic			1,360,200			1,360,200
Support Services	1,219,800					1,219,800
International Support	900,000					900,000
Instructional Costs to Support Growth	13,100					13,100
Future Commitments for newly established Programs	400,000					400,000
Ongoing increases	6,207,700	(1,351,700)	1,584,800	-	-	6,440,800
One-time Only Academic and Other Additions	100,000	-	-	-	-	100,000
Expenditure Allocation	**136,572,200**	**5,532,600**	**7,001,600**	**-**	**14,452,600**	**163,559,000**
Budget Contingency	500,000					500,000
Total Expenditure Budget	**137,072,200**	**5,532,600**	**7,001,600**	**-**	**14,452,600**	**164,059,000**
Other Allocations						
Interfund Transfers	142,100	950,000	(1,167,100)	75,000	-	-
Contingency Reserve	-	-	-	-	-	-
Capital - Library Materials	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)	-
Other allocations	6,997,800	950,000	(1,167,100)	75,000	(6,855,700)	-
Total expenses and allocations	**144,070,000**	**6,482,600**	**5,834,500**	**75,000**	**7,596,900**	**164,059,000**
Excess of Revenues over Expenses and Allocations	**(29,800)**	**473,000**	**152,300**	**-**	**(562,000)**	**33,500**

Kwantlen Polytechnic University
University Consolidated Multi-Year Budget
2016/17 and Future Years

Appendix 3

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2017/18
Revenue Source						
Ministry grant	68,575,600					68,575,600
One time only Funding for Adult Upgrading						-
Tuition fees:						
Domestic	40,043,600					40,043,600
International	27,791,200					27,791,200
Application & Other Fees	5,794,700					5,794,700
	73,629,500	-	-	-	-	73,629,500
Contracts and Other Revenues	4,063,700		5,986,800	75,000	200,000	10,325,500
Interest Income, Recoveries and Transfers	1,549,400				1,246,900	2,796,300
Ancillary Revenue		6,955,600				6,955,600
Amortization of Deferred Capital Contributions					5,938,500	5,938,500
Total Revenues	**147,818,200**	**6,955,600**	**5,986,800**	**75,000**	**7,385,400**	**168,221,000**
Expenditure Plan						
Expenditure Plan (operations) - Prior Year	136,472,200	5,532,600	7,001,600	-	1,902,600	150,909,000
Student Awards & Assistance						-
Capital Asset Amortization Expense					13,350,000	13,350,000
	136,472,200	5,532,600	7,001,600	-	15,252,600	164,259,000
Ongoing and One-time-only Changes to Expenditure Plan:						
Ongoing Operating Reallocations Required						-
Expenditure Recalibration Required						-
Ongoing Increases:						-
Collective Agreement, Step Increments & Benefits Increases	1,939,500	-	-			1,939,500
Non-salary Inflation and Other Costs	729,700	87,500	82,400		38,100	937,700
Academic						-
Other Academic						-
Support Services						-
International Support						-
Instructional Costs to Support Growth	44,700					44,700
Future Commitments for newly established Programs	290,100					290,100
Ongoing increases	3,004,000	87,500	82,400	-	38,100	3,212,000
One-time Only Academic and Other Additions	-	-	-	-	-	-
Expenditure Allocation	**139,476,200**	**5,620,100**	**7,084,000**	**-**	**15,290,700**	**167,471,000**
Budget Contingency	750,000					750,000
Total Expenditure Budget	**140,226,200**	**5,620,100**	**7,084,000**	**-**	**15,290,700**	**168,221,000**
Other Allocations						
Interfund Transfers	142,100	950,000	(1,167,100)	75,000	-	-
Contingency Reserve	-	-	-	-	-	-
Capital - Library Materials	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	3,450,000	-	-	-	(3,450,000)	-
Other allocations	7,997,800	950,000	(1,167,100)	75,000	(7,855,700)	-
Total expenses and allocations	**148,224,000**	**6,570,100**	**5,916,900**	**75,000**	**7,435,000**	**168,221,000**
Excess of Revenues over Expenses and Allocations	**(405,800)**	**385,500**	**69,900**	**-**	**(49,600)**	**-**

Kwantlen Polytechnic University
University Consolidated Multi-Year Budget
2016/17 and Future Years

Appendix 3

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2018/19
Revenue Source						
Ministry grant	69,947,700					69,947,700
One time only Funding for Adult Upgrading						-
Tuition fees:						
Domestic	40,768,300					40,768,300
International	29,762,100					29,762,100
Application & Other Fees	6,002,500					6,002,500
	76,532,900	-	-	-	-	76,532,900
Contracts and Other Revenues	4,063,700		5,986,800	75,000	200,000	10,325,500
Interest Income, Recoveries and Transfers	1,549,400				1,246,900	2,796,300
Ancillary Revenue		6,955,600				6,955,600
Amortization of Deferred Capital Contributions					6,267,000	6,267,000
Total Revenues	**152,093,700**	**6,955,600**	**5,986,800**	**75,000**	**7,713,900**	**172,825,000**
Expenditure Plan						
Expenditure Plan (operations) - Prior Year	139,476,200	5,620,100	7,084,000	-	1,940,700	154,121,000
Student Awards & Assistance						-
Capital Asset Amortization Expense					13,850,000	13,850,000
	139,476,200	5,620,100	7,084,000	-	15,790,700	167,971,000
Ongoing and One-time-only Changes to Expenditure Plan:						
Ongoing Operating Reallocations Required						-
Expenditure Recalibration Required						-
Ongoing Increases:						-
Collective Agreement, Step Increments & Benefits Increases	1,933,800					1,933,800
Non-salary Inflation and Other Costs	1,516,800	89,300	84,000	-	38,800	1,728,900
Academic						-
Other Academic						-
Support Services						-
International Support						-
Instructional Costs to Support Growth	47,300					47,300
Future Commitments for newly established Programs	144,000					144,000
Ongoing increases	3,641,900	89,300	84,000	-	38,800	3,854,000
One-time Only Academic and Other Additions	-	-	-	-	-	-
Expenditure Allocation	**143,118,100**	**5,709,400**	**7,168,000**	**-**	**15,829,500**	**171,825,000**
Budget Contingency	1,000,000					1,000,000
Total Expenditure Budget	**144,118,100**	**5,709,400**	**7,168,000**	**-**	**15,829,500**	**172,825,000**
Other Allocations						
Interfund Transfers	142,100	950,000	(1,167,100)	75,000	-	-
Contingency Reserve	-	-	-	-	-	-
Capital - Library Materials	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	3,700,000	-	-	-	(3,700,000)	-
Other allocations	8,247,800	950,000	(1,167,100)	75,000	(8,105,700)	-
Total expenses and allocations	**152,365,900**	**6,659,400**	**6,000,900**	**75,000**	**7,723,800**	**172,825,000**
Excess of Revenues over Expenses and Allocations	**(272,200)**	**296,200**	**(14,100)**	**-**	**(9,900)**	**-**

Kwantlen Polytechnic University
University Consolidated Multi-Year Budget
2016/17 and Future Years

Appendix 3

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2019/20
Revenue Source						
Ministry grant	70,777,000					70,777,000
One time only Funding for Adult Upgrading						-
Tuition fees:						
Domestic	41,506,200					41,506,200
International	31,874,000					31,874,000
Application & Other Fees	6,220,900					6,220,900
	79,601,100	-	-	-	-	79,601,100
Contracts and Other Revenues	4,063,700		5,986,800	75,000	200,000	10,325,500
Interest Income, Recoveries and Transfers	1,549,400				1,246,900	2,796,300
Ancillary Revenue		6,955,600				6,955,600
Amortization of Deferred Capital Contributions					6,295,000	6,295,000
Total Revenues	**155,991,200**	**6,955,600**	**5,986,800**	**75,000**	**7,741,900**	**176,750,500**
Expenditure Plan						
Expenditure Plan (operations) - Prior Year	143,118,100	5,709,400	7,168,000	-	1,979,500	157,975,000
Student Awards & Assistance						-
Capital Asset Amortization Expense					13,850,000	13,850,000
	143,118,100	5,709,400	7,168,000	-	15,829,500	171,825,000
Ongoing and One-time-only Changes to Expenditure Plan:						
Ongoing Operating Reallocations Required						-
Expenditure Recalibration Required						-
Ongoing Increases:						-
Collective Agreement, Step Increments & Benefits Increases	1,435,300					1,435,300
Non-salary Inflation and Other Costs	1,796,800	91,100	85,600		39,600	2,013,100
Academic						-
Other Academic						-
Support Services						-
International Support						-
Instructional Costs to Support Growth	50,100					50,100
Future Commitments for newly established Programs	177,000					177,000
Ongoing increases	3,459,200	91,100	85,600	-	39,600	3,675,500
One-time Only Academic and Other Additions	-	-	-	-	-	-
Expenditure Allocation	**146,577,300**	**5,800,500**	**7,253,600**	**-**	**15,869,100**	**175,500,500**
Budget Contingency	1,250,000					1,250,000
Total Expenditure Budget	**147,827,300**	**5,800,500**	**7,253,600**	**-**	**15,869,100**	**176,750,500**
Other Allocations						
Interfund Transfers	142,100	950,000	(1,167,100)	75,000	-	-
Contingency Reserve	-	-	-	-	-	-
Capital - Library Materials	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	3,725,000	-	-	-	(3,725,000)	-
Other allocations	8,272,800	950,000	(1,167,100)	75,000	(8,130,700)	-
Total expenses and allocations	**156,100,100**	**6,750,500**	**6,086,500**	**75,000**	**7,738,400**	**176,750,500**
Excess of Revenues over Expenses and Allocations	**(108,900)**	**205,100**	**(99,700)**	**-**	**3,500**	**-**

Kwantlen Polytechnic University
University Consolidated Multi-Year Budget
2016/17 and Future Years

Appendix 3

	Operating	Ancillary	Special Purpose	Endowment	Capital	Consolidated 2015/16
Revenue Source						
Ministry grant	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
Application & Other Fees	5,031,800	-	-		-	5,031,800
	66,012,000	-	-	-	-	66,012,000
Contracts and Other Revenues	2,100,000	-	-		-	2,100,000
Interest Income, Recoveries and Transfers	1,540,000		3,526,800	75,000	1,246,900	6,388,700
Ancillary Revenue		8,575,100				8,575,100
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
Ongoing and One-time-only Changes to Expenditure Plan:						
Ongoing Operating Reallocations Required	(1,321,300)					(1,321,300)
Expenditure Recalibration Required						-
Ongoing Increases:						-
Collective Agreement, Step Increments & 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
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
One-time Only Academic and Other Additions	-	-	-	-	-	-
Expenditure Allocation	**131,264,500**	**6,884,300**	**4,269,300**	**-**	**13,402,600**	**155,820,700**
Budget Contingency						
Total Expenditure Budget	**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	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)	-
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**

Kwantlen Polytechnic University
Draft Consolidated 2016/17 Budget
Budget Allocations - Prior Year Approvals
Appendix 4

This list represents Budget Transfers that are required to support legislated activity or had been approved in prior years. Budget transfers approved in prior years may be outstanding because of recent adopted practices to release incremental budget on a 'demonstrated need' basis. Where divisions are unable to staff approved positions at the beginning of the year prorated amounts would be released in the approved year and then at 100% on an ongoing basis.

Prior Year Approvals * from Consolidated Budget worksheet		**1,041,300**
Breakdown of value above		
1 **Protected Disclosure**		
Public post-secondary institutions in BC are required by legislation to provide Ombudsman services to the University community.	35,000	
2 **Human Resources Consultant**		
Approved Budget Transfer in prior fiscal years that was not made due to the vacancy rate in HR. Now that HR is beginning to fill vacant positions previously approved budget will be required.	106,300	
3 **International Education- Multiple Positions**	400,000	
Conditional approval to hire additional ongoing positions provided International growth targets were met or exceeded.		
4 **Faculty of Science and Horticulture**		
Expected release pertaining to multiple asks that were 'frozen' in Fiscal 2014/15	500,000	
Total Prior Year Approvals		**1,041,300**

Kwantlen Polytechnic University
Draft Consolidated 2016/17 Budget
Budget Allocations - Non-Salary Contractual Increases Built In
Appendix 4

Non-Salary Contractual Increases -Built In		**718,400**
1	**Facilities**	150,000
2	**Information Technology**	511,700
3	**Vehicle Insurance -University wide**	6,000
4	**Library**	40,000
5	**Raisers Edge Subscription Budget top-up**	7,500
6	**External Affairs**	3,200
Total Non-Salary Contractual Increases -Built In		**718,400**

DRAFT

Kwantlen Polytechnic University
Draft Consolidated 2016/17 Budget
Proposed Budget Requests and Reallocations
Appendix 4

Current Proposed Budget Bottom Line before Budget Allocations			**150,800**
	Proposed Budget Requests	**Ongoing**	**One-time Only**
High Priority Organizational Needs	1 **Continuation of Existing New Programs** Salary and Non-salary costs associated with the delivery of new programs	400,000	
	2 Security -To increase security guard coverage per shift per campus - 1 supervisor at each campus - Security Director	400,000	
	3 Website Redesign $100K in the first year and $100k in 17/18		100,000
	University Wide Initiative - Consultancy to Banner Revitalization 4 Projects	105,000	
	5 Strategic Enrolment Management Initiatives	150,000	
	6 Auxiliary Coverage for Current Library Hours	23,000	
Revenue Generating Focus	**7 International Increases** Various positions and non-salary expenses	500,000	
	8 Faculty of Business - Associate Dean Approved increase with the assumption that this is self-funded through RG activities.	131,300	
	9 Office of Advancement Initiatives	50,000	
Organizational Efficiency and Reputation	**10 Additional Support for External Affairs**	72,600	
	11 Legal Counsel Ongoing legal counsel position which is expected to reduce legal fees and consulting costs.	125,000	
	12 Business Performance and Advisory Services Support	75,000	
	13 Media Support Approved provided that existing budget can be reallocated from over marketing budget -use contractor payments instead	62,900	
	14 VP Finance and Administration - Admin Asst. Top up Through budget reallocations within the VP Finance and Administration's own budget savings have been self-identified to fund a significant portion of the current year budget ask. Top-up is requested to make the admin asst. position whole	15,000	
Total Proposed Budget Requests funded by Reallocations		**2,109,800**	**100,000** **2,209,800**
		Total Reallocations Required	(2,059,000)

Potential Areas for Reallocation - Discussion

Additional Revenue Generating Opportunities

Various Faculties	175,000	

Other Areas for Reallocation

Savings from vacancies in academic areas	257,500	
Reduction of External Contractors	400,000	
Reduction of Travel, Conferences and Miscellaneous	150,000	
Administration and Support - vacancies, retirements and other savings	450,000	
Academic program efficiencies and workload planning	460,000	
Review of maintenance contracts	200,000	
	Total Reallocations Identified	2,092,500
	Net Impact (Pressure)/Net Savings After Budget Requests and Reallocations	33,500

KWANTLEN POLYTECHNIC UNIVERSITY

12666 – 72ND Ave.
Surrey, BC Canada V3W 2M8

MEMORANDUM

TO: SENATE

FROM: Senate Standing Committee on University Budget (SSCUB)

DATE: March 4, 2016

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

This report summarizes the discussions at several meetings of the SSCUB from September 18, 2015 until March 4, 2016. Before continuing with the detailed observations and recommendations the committee would like to communicate certain overarching beliefs and recommendations:

1. This year's budget cycle has continued the positive and collaborative process initiated last year and SSCUB looks forward to this continuing;
2. In response to continued fiscal uncertainty in post secondary education, SSCUB recognizes that a strategic approach to budgeting is essential. SSCUB looks forward to working collaboratively with University Administration and the Board towards this end;
3. As the University is in the second year of a planned five-year new budget process, SSCUB recognizes the importance of introducing new revenue streams. SSCUB looks forward to ongoing dialogue about test definitions, formulae, and metrics that will be necessary to inform future budgeting processes.

The remainder of this communication presents SSCUB's observations of the 2016/2017 budget development process with the intent to assist the Board of Governors and the Finance and Audit Committee in their budget approval deliberations.

1) Observation: 2016/2017 Budget Development Process and Consultations

SSCUB is encouraged that the 2016/2017 budget development process continued to be open and transparent. University Administration presented a Financial Update in September 2015 at campus forums. A further update and presentation of the draft FY2016/17 budget occurred in Feburary 2016 followed by presentations at regularly scheduled faculty council meetings, campus forums, and other stakeholder group meetings. For those unable to attend, access to the FY 2016/17 budget information was available on the Financial Services SharePoint site.

Recommendation: SSCUB recommends that KPU continues to enhance the transparency, level of detail and timeliness related to the draft budget development process and consultations with stakeholder groups.

2) Observation: New Budget Model

KPU is now in the second year of its budget model transition. SSCUB appreciates the recognition of ongoing commitments arising from prior year approvals, high priority organizational needs, the commitment to a revenue generating focus and an investment in organizational efficiency and reputation.

SSCUB endorses the use of internally controlled and generated resources as opportunities for reallocation and savings to fund the above priorities.

Update on the Task Force Budget Allocation Sub-Committee Plan

The budget development process timeline identified the current fiscal year as a data gathering year. SSCUB looks forward to ongoing dialogue about test definitions, formulae, and metrics that will be necessary to inform the FY2017/18 shadow budget.

Recommendation: SSCUB recommends that the timelines and tasks established by the Budget Allocation Subcommittee's report and recommendations of 2014 be followed, and that SSCUB receives regular progress updates. SSCUB appreciates that timelines are tight given that all operating divisions are likely to begin the preparation of their FY2017/18 by June 2016.

3) Observation: Balancing the Budget

By legislation, the proposed FY2016/17 budget is balanced with the $2.2M new allocations coming from $2.2M of reallocations achieved through additional revenue generating opportunities from various Faculties and savings from vacancies in academic and administrative areas.

SSCUB endorses the inclusion of a contingency in the FY2016/17 operating budget. We recognize that this initial commitment of $500K is insufficient for the size of the budget. We support this amount with the expectation that the contingency amount gradually, over time, increase to represent 1.5 – 2% of the budget.

SSCUB endorses increasing KPU's investment portfolio through the development of a prosperity fund similar to the new government model with the expectation that the investment returns may be used for operating purposes.

SSCUB strongly supports the continued development of 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.

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

4) Observation: FY15/16 and FY16/17 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 requires post-secondary institutions to align a percentage of their program FTEs with high demand career areas as represented in the National Occupation Classification's (NOCs) top sixty occupations.

Recommendation: SSCUB recommends that regular updates of KPU's Skills Gap Plans and the ongoing development of enrolment targets and budgetary reporting implications continue to be provided to the University community. SSCUB also recommends that all new program development initiatives consider the Skills Gap Plan.

KPU Draft Fiscal 2016/17 Budget

Moved by Jennifer Au; seconded by Tru Freeman:
THAT Senate endorse the Fiscal Year 2016/17 University Budget and recommend approval to the Board of Governors, and that Senate request SSCUB's recommendations be transmitted to the Board of Governors.

MOTION CARRIED

Board of Governors	**Regular Meeting**
Agenda Item:	**#6.2**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Lisa Skakun**

Agenda Item: **Bylaw 3 – Meetings of the University Board of Governors**

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

Recommended Resolution:	**THAT the Board of Governors affirm Bylaw 3 without revision as recommended by the Board Governance Committee.**

Board Committee Report: At its meeting held on February 17, 2016, the Board Governance Committee reviewed and affirmed Bylaw 4 without revision.

Context & Background: Bylaw 3 was established in 1982 and was last revised in November, 2012.

The Board Governance Committee is required to review Bylaw 3 every 2 years.

Key Messages:

1. **Bylaw 3 provides a high-level overview of regulations regarding meetings of the KPU Board of Governors in compliance with the University Act.**
2. **The Board Governance Committee reviews Bylaw 3 for currency, including legislative changes and advancements in technology.**

Attachments: Bylaw 3 – Meetings of the University Board of Governors

Submitted by: Keri van Gerven, University Secretary

Date submitted: March 18, 2016

KWANTLEN POLYTECHNIC UNIVERSITY

	BYLAW NO. 3
Approved by	**Board of Governors**
Original Effective Date	**16 November 1982**
Revised	**19 February 2003, September 2008, May 2009, November 2012**

B Y L A W No. 3

MEETINGS OF THE UNIVERSITY BOARD OF GOVERNORS

1. **Meetings**
   All Meetings of the University Board of Governors will be run according to the University Act, the Bylaws, the Board Manual and Robert's Rules of Order (current edition).

2. **Public Attendance**
   All Board meetings shall be considered open to the public unless the Board determines otherwise in accordance with Section 15 of the Board Manual.

3. **Minutes**
   The Minutes of the University Board Meetings shall contain a record of the formal actions undertaken at the meeting.

4. **Actions of the Board**
   Except for matters requiring a bylaw, any action of the Board upon any matter coming before it shall be evidenced by resolution and the entry thereof in the Minutes of the Board shall be prima facie evidence of the action taken.

5. **Electronic Media Response**
   Whenever there is a matter of urgency which requires the immediate attention of the Board, the Chair may instruct the President or designate to canvass the Board Members by any electronic media on the resolution and record each member's vote. The resolution shall be valid and effective if affirmed by a majority of the Board and shall be recorded in the minutes of the Board at its next meeting.

____21 November 2012_____
Approval Date

_____
BOARD CHAIR

_____
Date Bylaw to be effective
if different from Approval Date

_____
PRESIDENT

Board of Governors	**Regular Meeting**
Agenda Item:	**#6.3**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Alan Davis**

Agenda Item: **GV10: Mission, Vision and Values Development Policy and Procedures**

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

Recommended Resolution:	**THAT the Board of Governors approve GV10: Mission, Vision and Values Development Policy and Procedure as recommended by the Board Governance Committee.**

Board Committee Report: At its meeting held on February 17, 2016 meeting, the Board Governance Committee approved GV10: Mission, Vision and Values Development Policy and Procedure for recommendation to the Board of Governors.

Context & Background: Kwantlen Polytechnic University (KPU) received its charter from the BC provincial government in 2008, and receives an annual mandate letter from the Government of British Columbia which provides specific expectations for that year. KPU periodically interprets its charter and mandate in the context of its mission, vision and values and through a process of stakeholder engagement so as to align with the changing needs of society, especially in the region it serves, and with the evolution of higher education, the nature of work, and emerging social, economic and cultural issues. The Mission, Vision and Values Development and Amendment Policy and Procedures (GV10) were developed by the President, in consultation with the Board Senate Task Force on Bicameral Governance, as per Section 35.2(6) of the University Act which states:

Section 35.2 (6) (a)
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:
(a) *The mission statement and the educational goals, objectives, strategies and priorities of the special purpose teaching university*.

Key Messages: *[maximum of three]*

1. **This policy will fulfil the Section 35.2(6) of the University Act.**
2. **The policy and procedure clarifies the process by which the periodic reviews of its charter and mandate are undertaken, to ensure alignment with the changing mandate from the government and the current and future needs of students and communities in the region it serves.**
3. **There is alignment with the Principles to Guide Bicameral Governance at Kwantlen Polytechnic University.**

Consultations: The Mission, Vision and Values Development and Amendment Policy and Procedures (GV10) were developed by the President, in consultation with the

Board of Governors	**Regular Meeting**
Agenda Item:	**#6.3**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Alan Davis**

Board Senate Task Force on Bicameral Governance.

This policy has been through the six-week posting period for University comment and consultation from September 4, 2015 to October 16, 2015.

On January 18, 2016 the Senate Standing Committee on Policy Reviw endorsed GV10 and recommended it to Senate. GV10 was also endorsed by the Senate Standing Committee on Academic Planning and Priorities on January 15, 2016.

At its January 25, 2016 meeting Senate endorsed and recommended GV10: Mission, Vision and Values Development Policy and Procedures to the Board of Governors for approval.

Attachments:

1. GV10 Mission Vision and Values Development and Amendment Policy- draft
2. GV10 Mission Vision and Values Development and Amendment Procedures- draft

Submitted by: Dr. Alan Davis, President and Vice Chancellor

Date submitted: March 18, 2016

Policy No. **GV10**	Original Effective Date	
Approving Jurisdiction Board of Governors	Reviewed:	
Signed By Chair, Board of Governors	Revised:	
Administrative Responsibility Office of the President		

Mission, Vision and Values Development and Amendment Policy

A. CONTEXT AND PURPOSE

1. Kwantlen Polytechnic University (KPU) received its charter from the BC provincial government in 2008, and receives an annual mandate letter from the Government of British Columbia which provides specific expectations for that year.

2. Each public post-secondary institution periodically interprets its charter and mandate in the context of its mission, vision and values and through a process of stakeholder engagement so as to align with the changing needs of society, especially in the region it serves, and with the evolution of higher education, the nature of work, and emerging social, economic and cultural issues.

3. This policy clarifies the process by which these periodic reviews are undertaken. Normally this would occur about every five years in the context of strategic planning, but other pressures or opportunities may prompt such a review at any time.

4. The University Act, Section 47(1) states that the University mandate from the Government of British Columbia includes the following statutory provisions:

   "A special purpose, teaching university must do all of the following:

   (a) … provide adult basic education, career, technical, trade and academic programs leading to certificates, diplomas and baccalaureate and masters degrees, subject to and in accordance with regulations under section 71 (3) (c) (i);
   (b) … provide applied and professional programs leading to baccalaureate and masters degrees, subject to and in accordance with regulations under section 71 (3) (c) (ii);
   (c) provide, in addition to post-secondary programs referred to in paragraph (a) or (b), post-secondary programs specified in regulations under section 71 (3) (c) (iii);

(d) so far as and to the extent that its resources from time to time permit, undertake and maintain applied research and scholarly activities to support the programs of the special purpose, teaching university".

5. Section 35.2(6) of the University Act states that "the senate ……must advise the board, and board must seek advice from the senate, on the development of educational policy for the following matters:

(e) the mission statement and the educational goals, objectives, strategies and priorities of the special purpose, teaching university".

6. The University Act, Section 62(2), also informs the accomplishment of the University's mission and the achievement of its vision through the process of setting the annual budget.

B. SCOPE AND LIMITS

1. This policy applies to all members of the KPU community – including, but not limited to students, faculty, staff, administrators, Board of Governors' representatives, and members of the communities we serve who are asked to contribute to the discussion of KPU's mission, vision and values and to the setting of annual priorities and the University's budget.

C. STATEMENT OF POLICY PRINCIPLES

1. Kwantlen Polytechnic University will periodically undertake a review of its mission, vision and values statements in order to reflect its changing mandate from government and the current and future needs of students and communities in the region it serves.

2. Furthermore, within the terms of the mission, vision and values statements in effect, the annual process of setting priorities and establishing the university budget is guided by KPU's PRINCIPLES TO GUIDE BICAMERAL GOVERNANCE AT KWANTLEN POLYTECHNIC UNIVERSITY.

3. This Policy will be reviewed in conjunction with the University's strategic plan.

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
VISION 2018 Strategic Plan
Academic Plan 2018
Board Governance Manual
Senate Standing Committee on University Budget Mandate

F. RELATED PROCEDURES

Please see the Mission, Vision and Values Procedures GV10.

G. POLICY HISTORY

Review Date	Revision Date

Policy No. **GV10**		Original Effective Date	
Approving Jurisdiction Board of Governors		Reviewed	
Signed By Chair, Board of Governors		Revised	
Administrative Responsibility Office of the President			

Mission, Vision and Values Development and Amendment Procedures

A. DEFINITIONS

1. **Mandate:** "An official order or commission to do something" (Oxford Dictionaries online).

2. **Mission**: A clear statement of KPU's core purpose: what it strives to achieve, for whom, and how.

3. **Values:** The statement of KPU's values guides all decision making and activities of the university, both individually and collectively.

4. **Vision**: The vision describes a future for KPU within a specified time frame. It thus sets a direction for the University that informs planning at all levels, and includes explicit strategic goals. Planning is then organized around these goals: the academic plan and resource allocation, as well as plans developed by each faculty and department.

B. PROCEDURES

1. The need for a review of the mission, vision and values can originate from anyone internal or external to KPU through communication to the Board Chair, the Chancellor or the President, along with sufficient documentation that supports the proposal.

2. The request will be shared with the Board and the Senate, and each governance body will use its own processes to determine if the request should or should not be accepted.

3. The Senate will provide advice to the Board on the need for such a review. The Board will consider that advice and instruct the President accordingly.

4. If a review is approved, the President will provide to the Board and to the Senate a detailed plan for undertaking the review, including stakeholder involvement.

5. If a review is not approved, the President will report this to the Senate.

6. Senate will provide advice to the Board on the mission statement and the educational goals, objectives, strategies and priorities of the special purpose, teaching university (University Act Sec 35.2(6)(a)).

7. The annual processes of setting priorities and the university budget that align with the approved Mission, Vision and Values will be undertaken in full consultation with the relevant senate standing committees.

8. The President must prepare and submit to the Board an annual budget in consultation with the appropriate standing committee of the Senate (University Act, Section 62(2)).

C. RELATED POLICY

Refer to the Mission, Vision and Values Policy GV10

D. POLICY HISTORY

Review Date	Revision Date

Board of Governors	**Regular Meeting**
Agenda Item:	**#6.4**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Lisa Skakun**

Agenda Item: **Election of Representatives to the University Board and Senate Rules and Regulations**

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

Recommended Resolution:	**N/A**

Board Committee Report: The Board Governance Committee received the revised Election of Representatives to the University Board and Senate Rules and Regulations at its February 17, 2016 meeting.

Context & Background: Extract from the *University Act*

Part 9 – Nominations, Elections and Voting

Rules for elections
43 (1) The Senate must make and publish all rules necessary and consistent with this Act in respect of nominations, elections and voting. (2) the registrar must conduct all elections that are required.

Key Messages: **KPU's current election rules require amendments in order to:**

1. **include current language from the *University Act* and Senate Bylaws,**
2. **include all current KPU Faculties,**
3. **update language and clarify ambiguity where necessary to better facilitate consistent application of the election rules, and**
4. **the effective date of February 1, 2016 will ensure the rules and regulations are up to date for the Spring 2016 election.**

Consultations: Proposed revisions were reviewed by the Office of the Registrar elections support staff with consultation and endorsement by the Senate Standing Committee on Governance.

Senate approved the amendments to Election of Representatives to the University Board and Senate Rules and Regulations at its January 25, 2016 meeting.

Attachments:

1. Election of Representatives to the University Board and Senate Rules and Regulations approved January 25, 2016 – for information
2. Tracked changes version of the approved Election of Representatives to the University Board and Senate Rules and Regulations — for reference

Board of Governors	**Regular Meeting**
Agenda Item:	**#6.4**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Lisa Skakun**

Submitted by: Zena Mitchell, University Registrar and Chief Returning Officer.

Date submitted: March 18, 2016

KPU | KWANTLEN POLYTECHNIC UNIVERSITY

Election of Representatives to the University Board and Senate
Rules and Regulations

REPRESENTATION

BOARD OF GOVERNORS

The *University Act* provides for the election or appointment of representatives to the Board of Governors as follows:

Member Category	Number	Term (Years)	Membership by
Chancellor	1	3	First Chancellor appointed by Board 2008
President	1	Indefinite	
Community representatives	6	up to 3	Appointed by the Lieutenant Governor in Council
Students	2	1	Election
Professional Support Staff	1	3	Election
Faculty Members	2	3	Election
Alumni Association Nominees	2	up to 3	Appointed by the Lieutenant Governor in Council

SENATE

The *University Act* provides for the establishment of a Senate, comprised of the following voting members:

Member Category	Number	Term (Years)	Membership by
Chancellor	1	3	Legislated
President	1	Indefinite	Chair of Senate, Legislated
Academic Vice President	1	Indefinite	Legislated
Deans of Faculties	8	Indefinite	Legislated
Chief Librarian	1	Indefinite	Legislated
Registrar	1	Indefinite	Legislated (non-voting)
Faculty Members	16	3	Election
Students	4	1	Election
Professional Support Staff	2	3	Election
Alumni Member	1	3	Appointed by President on nomination by the alumni association
Board Appointee	1	1	Appointed by the Board (non-voting)

Senate approved Jan 26, 2009
Revised January 20, 2010; June 25, 2012; September 24, 2012; January 27, 2013; June 3, 2015

DEFINITIONS

"Professional Support staff" means employees of the University who are not officers of the University, deans, chief librarian or faculty members (from the *University Act*).

"Faculty" means an educational administrative division of a university constituted by the board as a Faculty, or the dean and faculty members of a Faculty, as the context requires (from the *University Act*).

"Officers" of Kwantlen Polytechnic University includes the President, Vice Presidents, Associate Vice Presidents, and the University Secretary.

"Faculty Member" means a person employed by the university as an instructor, lecturer, assistant professor, associate professor, professor or in an equivalent position designated by the Senate (from the *University Act*).

ELECTIONS

The Registrar is responsible for conducting all elections, as specified in the *University Act.* Decisions made by the Registrar concerning the enforcement of the election rules and regulations are final. The election of faculty, professional support staff and student representatives shall normally be scheduled in the spring of each year.

The elections shall be conducted by an on-line ballot.

Candidates shall not be present when eligible voters are voting and shall not provide an electronic device to voters for the purpose of voting.

TERMS OF OFFICE

BOARD

The term of office of faculty and professional support staff representatives on the Board shall be three (3) years, normally commencing on September 1 of the year in which they were elected until a successor is elected or appointed. The term of office of student representatives on the Board shall be one (1) year, commencing on September 1 of the year in which they are elected, terminating August 31.

A faculty member elected to the University Board must have an appointment, consistent with the term of office from the faculty. If an elected faculty member's appointment with the University is terminated for any reason, the position will be declared vacant.

A professional support staff member elected to the University Board must be employed continuously for the entire three (3) year term of office. The term of employment must be for at least ten (10) months each year. If an elected professional support staff member's employment with the University is terminated for any reason, the position will be declared vacant.

A student elected to the University Board must be enrolled in good standing for two (2) out of three (3) semesters: a period consistent with the term of office. Good standing is defined as having no outstanding notations on the student's records related to academic standing, student conduct or arrears that would prevent a student from being enrolled. If an elected student's enrolment is terminated for any reason, the position will be declared vacant.

The appointed members of the board are eligible for reappointment and the elected members are eligible for re-election, but those members must not hold office for more than 6 consecutive years

Unless excused by resolution of the board, a member who does not attend at least half of the regular meetings of the board in any year is deemed to have vacated his or her seat

SENATE

The term of office of faculty and professional support staff representatives on the Senate shall be three (3) years, normally commencing on September 1 of the year in which they were elected until a successor is elected or appointed. The term of office of student representatives on the Senate shall be one (1) year, commencing on September 1 of the year in which they were elected, terminating August 31.

A faculty member elected to the Senate must have an appointment, consistent with the term of office, within an educational administrative division of the University constituted by the board as a Faculty. If an elected faculty member's appointment with the University is terminated for any reason, the position will be declared vacant.

A professional support staff member elected to the Senate must be employed continuously for the entire three (3) year term of office. The term of employment must be for at least ten (10) months each year. If an elected professional support staff member's employment with the University is terminated for any reason, the position will be declared vacant.

A student elected to Senate must be enrolled in good standing for a period consistent with the term of office. Good standing is defined as having no outstanding notations on the student's record related to academic standing or student conduct or fees in arrears that would prevent a student from being enrolled. If an elected student's enrolment is terminated for any reason, the position will be declared vacant.

The seat of any elected member who fails to attend three meetings of Senate between September 1 and August 31 may be declared vacant by the Chair.

VOTERS LIST/ELIGIBILITY TO VOTE

BOARD

FACULTY

The voters list shall be comprised of all faculty members. All faculty members with a current appointment during the period of election will be eligible to vote.

The voters list for a faculty election will be provided by Human Resource Services. The voters list will be arranged alphabetically by surname. A copy of the voters list will be available for viewing at Surrey, Richmond and Langley campus Offices of the Registrar, as well as in the Dean's Office on the Cloverdale campus once an election or by-election has been called.

PROFESSIONAL SUPPORT STAFF

The voters list shall be comprised of all professional support staff who are not officers of the University, deans, chief librarian or faculty members. Professional support staff with a current appointment during the period of election will be eligible to vote. The term of employment must be for at least ten (10) months each year.

The voters list for a professional support staff election will be provided by Human Resource Services. The voters list will be arranged alphabetically by surname. A copy of the voters list will be available for viewing at Student Enrolment Services on the Surrey, Richmond and Langley campuses, as well as in the Dean's Office on the Cloverdale campus once an election or by-election has been called.

STUDENTS

The voters list shall be comprised of all students in credit programs who are registered in at least one (1) course and/or enrolled in a recognized program.

The voters list for a student election will be provided by the Registrar. The voters list will be arranged numerically by student number. A copy of the voters list will be available for viewing at Student Enrolment Services on the Surrey, Richmond and Langley campuses, as well as in the Dean's Office on the Cloverdale campus, once an election or by-election has been called.

SENATE

FACULTY

The voters list shall be comprised of all faculty members with appointments within educational administrative divisions of the University constituted by the board as a Faculty. All faculty members with a current appointment during the period of election will be eligible to vote.

The voters list for a faculty election will be provided by Human Resource Services. The voters list will be arranged alphabetically by surname. A copy of the voters list will be available for viewing at Surrey, Richmond and Langley campus Offices of the Registrar, as well as in the Dean's Office on the Cloverdale campus once an election or by-election has been called.

PROFESSIONAL SUPPORT STAFF

The voters list shall be comprised of all professional support staff who are not officers of the University, deans, chief librarian or faculty members. Professional support staff with a current appointment during the period of election will be eligible to vote. The term of employment must be for at least ten (10) months each year.

The voters list for a professional support staff election will be provided by Human Resource Services. The voters list will be arranged alphabetically by surname. A copy of the voters list will be available for viewing at Student Enrolment Services on the Surrey, Richmond and Langley campuses, as well as in the Dean's Office on the Cloverdale campus once an election or by-election has been called.

STUDENTS

The voters list shall be comprised of all students in credit programs who are registered in at least one (1) course and/or enrolled in a recognized program.

The voters list for a student election will be provided by the Registrar. The voters list will be arranged numerically by student number. A copy of the voters list will be available for viewing at Student Enrolment Services on the Surrey, Richmond and Langley campuses, as well as in the Dean's Office on the Cloverdale campus, once an election or by-election has been called.

ELIGIBILITY TO RUN FOR OFFICE

BOARD

The following persons are not eligible to be or to remain members of the board:

(a) Members of Parliament of Canada;
(b) Members of the Executive Council or of the Legislative Assembly,
(c) A member of the public service in the ministry,
(d) A member of the public service designated by the minister,
(e) A person who is an employee of the university and who is a voting member of the executive body of, or an officer of, an academic or non-academic staff association of the university who has the responsibility, or joint responsibility with others, to:
    (i) Negotiate with the board, on behalf of the academic or non-academic staff association of that university, the terms and conditions of service of members of that association, or
    (ii) Adjudicate disputes regarding members of the academic or non-academic staff association of that university.

FACULTY
Two (2) faculty members shall be elected from the faculty at large, with all faculty members who have appointments consistent with the term of office entitled to stand for election.

PROFESSIONAL SUPPORT STAFF
One (1) professional support staff representative shall be elected from the membership at large, with all staff members on the voters list being entitled to stand for election.

A professional support staff member elected to the University Board must be employed continuously for the entire three (3) year term of office. The term of employment must be for at least ten (10) months each year. If an elected professional support staff member's employment with the University is terminated for any reason, the position will be declared vacant.

STUDENTS
Two (2) positions shall be elected to represent the membership at large. A student elected to the Board must be enrolled in good standing for a period consistent with the term of office. Good standing is defined as having no outstanding notations on the student's record related to academic standing or student conduct or outstanding fees that would prevent a student from being enrolled. If an elected student's enrolment is terminated for any reason, the position will be declared vacant.

SENATE

FACULTY
Two (2) faculty members, whose appointment is consistent with the term of office, from each Faculty will be elected by the members of that Faculty. Elections for each representative shall be limited to faculty members in that particular Faculty.

A faculty member whose appointment crosses two (2) or more Faculties may only be nominated to represent one (1) of the Faculties. Faculty members must declare to the Registrar in which Faculty they wish to stand for election and vote.

There are eight Faculties for purposes of these elections:

Faculties
Faculty of Arts
Chip & Shannon Wilson School of Design
Faculty of Business
Faculty of Academic and Career Advancement
Faculty of Health
Faculty of Science and Horticulture
Faculty of Trades and Technology
Faculty of Educational Support and Development

PROFESSIONAL SUPPORT STAFF
Two (2) positions shall be elected to represent the membership at large. Any professional support staff member on the voters list may stand for election.

A professional support staff member elected to the Senate must be employed continuously for the entire three (3) year term of office. The term of employment must be for at least ten (10) months each year. If an elected professional support staff member's employment with the University is terminated for any reason, the position will be declared vacant.

STUDENTS

Four (4) positions shall be elected to represent the membership at large. A student elected to Senate must be enrolled in good standing for a period consistent with the term of office and shall not be an employee of the University except where that employment is dependent upon being a student. Good standing is defined as having no outstanding notations on the student's record related to academic standing or student conduct or outstanding fees that would prevent a student from being enrolled. If an elected student's enrolment is terminated for any reason, the position will be declared vacant.

NOMINATIONS

Nomination papers will be available from the Office of the Registrar on all campuses once a call for election has been made. Instructions and deadlines for the receipt of nominations will be made available at the same time. The nomination period is typically two weeks. The close of nominations shall be four weeks prior to the date of the election. Original copies of the nomination must be in the hands of the Registrar on the Surrey campus by the date and time established for the close of nominations. No exceptions will be made.

If only as many candidates are nominated for the senate as are required to be elected, the candidates are declared to have been acclaimed.

The election will be held no less than four weeks after the close of nominations.

A nomination paper is not valid unless it is received by the Office of the Registrar (Surrey Campus) no later than four weeks before the date of the election. .

FACULTY

Each candidate shall be nominated in writing, the nomination to be signed by three (3) persons from that Faculty entitled to vote in the election of the senate and by the nominee indicating a willingness to run for election. Nominations for persons who are not on the voters list or for whom there are not at least three (3) co-signers who are on the voters list will be disallowed.

PROFESSIONAL SUPPORT STAFF

Each candidate shall be nominated in writing, the nomination to be signed by three (3) professional support staff members on the voters list and by the nominee indicating a willingness to run for election. Nominations for persons who are not on the voters list or for whom there are not at least three (3) co-signers who are on the voters list will be disallowed.

STUDENTS

Each candidate shall be nominated in writing, the nomination to be signed by three (3) students on the voters list and by the nominee indicating a willingness to run for election. Nominations for persons who are not on the voters list or for whom there are not at least three (3) co-signers who are on the voters list will be disallowed.

CANDIDATE LISTS

Candidate lists for each election will be posted on-line where applicable no later than three (3) working days following the close of nominations.

CAMPAIGNING

Candidates may campaign from the day the candidate list is posted until the close of polling. All candidates are required to act with honesty and integrity and conduct themselves in a professional and dignified manner in their campaigns. Fair play rules will apply. Campaigning must be done on the individual's own time and the cost of the campaign materials must be borne by the candidate. The Registrar as Chief Returning Officer has the necessary authority to take action as is deemed appropriate.

Candidates shall not be present when eligible voters are voting nor provide an electronic device to voters for the purpose of voting. Candidates are responsible for the removal of all posters and other campaign material immediately following the close of the elections.

COUNTING OF BALLOTS

For on-line elections, the counting of ballots occurs automatically by the system.

In the event of a tie between two or more candidates for an office, the Senate must cast the deciding vote. Random selection will occur in the event of a tie for the Board of Governors election.

DECLARATION OF ELECTION

BOARD

FACULTY
The successful candidate(s) shall be the candidate(s) with the greatest number of votes. If only as many candidates are nominated as are required to be elected, the candidates are declared to have been acclaimed.

PROFESSIONAL SUPPORT STAFF
The successful candidate shall be the candidate with the greatest number of votes. If only as many candidates are nominated as are required to be elected, the candidates are declared to have been acclaimed.

STUDENTS
The successful candidate(s) shall be the candidate(s) with the greatest number of votes. If only as many candidates are nominated as are required to be elected, the candidates are declared to have been acclaimed.

SENATE

FACULTY
The successful candidate for each position shall be the candidate with the greatest number of votes for their Faculty. If only as many candidates are nominated as are required to be elected, the candidates are declared to have been acclaimed.

PROFESSIONAL SUPPORT STAFF
The successful candidate for each position shall be the candidate with the greatest number of votes. If only as many candidates are nominated as are required to be elected, the candidates are declared to have been acclaimed.

STUDENTS
The successful candidate-for each position shall be the candidate with the greatest number of votes. If only as many candidates are nominated as are required to be elected, the candidates are declared to have been acclaimed.

ANNOUNCEMENT OF RESULTS/REPORT OF ELECTION

The names and voting counts for all candidates will be publicized. The results of each election will be posted on-line through *the KPU portal*. The Registrar will report the results of the Board and Senate election(s) at the first meeting of the Board/Senate following the election.

COMPLAINTS/APPEALS

Any complaint or appeal with respect to election procedures or results must be made to the Registrar within 7 days of the announcement of election results. Complaints and appeals will be considered by a three-member Elections committee of the Senate as to what action, if any, should be taken. In addition to the three members from the Senate, the Registrar will be a non-voting member and act as its Chair. Decisions of the Elections Appeal Committee are final and binding.

VACANCIES DURING A TERM OF OFFICE

BOARD

If a vacancy arises on the board before the end of the term of office for which a member has been appointed or elected, the secretary of the board must enter a declaration of the vacancy in the minutes of the board. A declaration is conclusive evidence of the vacancy.

If a vacancy exists in respect of an appointed member, the Lieutenant Governor in Council must appoint a person to fill the vacancy. If a vacancy exists in respect of an elected member, the appropriate body (Faculty, Professional Support Staff or Students) must elect a replacement. A person appointed or elected to fill a vacancy holds office for the remainder of the term for which the person's predecessor was appointed or elected. A vacancy on the board does not impair the authority of the remaining members of the board to act.

SENATE

If a vacancy arises on the senate, the vacancy will be filled, in the case of an appointed member, by the body possessing the power of appointment, or in the case of an elected member, in the manner specified below.

If a vacancy occurs on senate, in the case of an elected member it shall be filled by the candidate who received the most votes among those who were nominated but not elected in the most recent election. In the event the seat was filled by acclamation, the following steps will occur. If the seat is declared vacant between the months of February and September, a by-election will take place in the fall to find a replacement. If the seat is declared vacant between the months of October and January and the remainder of the term is less than one year in length, a regular election will occur in the spring and the outstanding months remaining on the vacant term will be added to term of office for the seat up for election. If all the seats in a given constituency are acclaimed, a random selection from the acclaimed candidates will occur to assign the remaining term of office. If more than one seat is being elected in this grouping, then the candidate who receives the most votes will be awarded the extended term of office. If the remainder of the term is more than one year, a by-election will occur.

The Secretary of the Senate (the Registrar) must enter a declaration of the vacancy in the minutes of the senate. A declaration under subsection 36(6) is conclusive evidence of the vacancy.

A person appointed or elected to fill a vacancy holds office for the remainder of the term for which the person's predecessor was appointed or elected. A vacancy on the senate does not impair the authority of the remaining members of the senate to act.

Board of Governors	**Regular Meeting**
Agenda Item:	**#6.5**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Lori McElroy**

Agenda Item: **Skills Gap Plan for 2016/17**

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

Recommended Resolution:	**N/A**

Board Committee Report: *The Board Governance Committee received and discussed the Skills Gap Plan for 2016/17 at its meeting on March 16, 2016.*

Context & Background: In the Spring of 2014, the Province released the Skills for Jobs Blueprint, which outlined a plan to re-engineer education and training in BC to allocate more provincial funding to programs related to jobs expected to be in high demand in the future. Implementation began with the 2014/15 fiscal year. Each year, each institution submits an updated Skills Gap Plan. The 2016/17 Skills Gap Plan was due to the Ministry by February 12, 2016.

Key Messages: *[maximum of three]*

1. **The 2016/17 plan will achieve the reallocation amount required by AVED using current KPU programming**
2. **No new programs are proposed in the plan.**
3. **No existing programs are being eliminated in the plan.**

Resource Requirements: None

Implications / Risks: None

Consultations: IAP consulted with the President, Provost and Vice President of Finance and Administration in developing the plan. The plan was then presented to SSCUB, SSCAP and Senate.

Attachments: Skills Gap Plan for 2016-17

Submitted by: Lori McElroy, Executive Director, IAP

Date submitted: March 18, 2016

Skills Gap Plan for 2016/17

In the Spring of 2014, the Province released the Skills for Jobs Blueprint, which outlined a plan to re-engineer education and training in BC to allocate more provincial funding to programs related to jobs expected to be in high demand in the future. Implementation began with the 2014/15 fiscal year. Each year, each institution submits an updated Skills Gap Plan. The 2016/17 Skills Gap Plan is due to the Ministry by February 12, 2016.

Background

In 2013/14, about ten percent of the $1.8 billion in provincial operating grants provided to post-secondary institutions was targeted to specific programs, primarily in health, medicine, and graduate programs. The intent of the *Skills for Jobs Blueprint* is to reallocate funding gradually so that by 2017/18, 25% of funding is allocated to targeted programs. Note, there is no new funding for this Initiative. Each institution is required to re-allocate a portion of their existing funding toward the targeted areas.

Table 1 shows the amount of baseline targeted funding, and the amount of increase institutions are required to make each year. The table provides a breakdown by type of institution, as well as the specific amounts for KPU. Our baseline was 6.1%, which is slightly higher than the average of 4.9% for all teaching universities, but lower than the average of 10.3% for the system. KPU is expected to increase its allocation toward targeted programs to 21.6% by 2017/18, just above the average for teaching universities of 20.3% and below the average of 25.7% for the system.

Table 1: Distribution of Targeted Funding[1]

Institution	Baseline % Target Funded	2014/15 Targeted Funding	2015/16 Targeted Funding	2016/17 Targeted Funding	2017/18 Notional Targeted Funding*	Total Targeted Funding	Final % Targeted Funding
Colleges	6.9%	$8,036,929	$17,979,736	$17,789,535	$9,903,000	$53,709,200	22.7%
Institutes	11.0%	$2,918,492	$6,547,492	$6,547,216	$3,640,000	$19,653,200	24.9%
Research Universities	13.0%	$23,425,200	$50,597,200	$50,101,500	$28,288,000	$152,411,900	28.4%
Teaching Universities	4.9%	$6,612,225	$14,944,050	$14,500,425	$8,169,000	$44,225,700	20.3%
Total	10.3%	$40,992,846	$90,068,478	$88,938,676	$50,000,000	$270,000,000	25.7%
KPU	6.1%	$1,450,000	$3,385,000	$3,034,300	$1,779,000	$9,648,300	21.6%

* Amount subject to change by AVED; amounts based on distribution of funding used for 2016/17.

Each institution develops a Skills Gap Plan demonstrating how it plans to adjust its program mix to meet its funding allocation target for the year. There are five categories that institutions can address in their plan: programs related to high opportunity occupations, health programs, institutional priority programs, as well as programs targeted for Aboriginal learners or for persons with disabilities. Program inclusion guidelines are provided in Appendix A. Appendix B provides the list of the high opportunity occupations.

[1] Source: Ministry of Advanced Education, Re-Engineering Operating Grants: Implementation Guide, 2016/17.

Each Skills Gap Plan must identify the specific programs that the institution will target that year, the funding allocated toward these programs and the FTEs that the institution will deliver for each. The plan should also identify program reductions in non-targeted areas that offset the allocations, if applicable. Failure to meet the FTE targets in the plan will mean that the funding allocated to that program will be removed from the institution's grant in subsequent years.

As required by AVED, KPU submitted our Skills Gap Plans for 2014/15 and 2015/16. Table 2 shows the cumulative program targets in KPU's previous plans.

Developing the 2016/17 Plan

To develop the 2016/17 plan, IAP reviewed the high opportunity occupations and identified any occupations relevant to KPU programs. The number of top opportunity occupations that can be targeted in the plan has expanded from 60 to 100 (see Appendix B). These occupations relate to only a limited number of KPU programs, as follows:

- 36 related to business
- 6 related to other KPU programs in Arts, Design and Science
- 1 technology (CADD)
- 24 trades related (ITA funded so not relevant)
- 29 not related to KPU programs
- 4 related to KPU proposed programs not yet approved

Since the purpose of the plan is to identify how we will reallocate AVED funding, trades related programs are not applicable since they are funded by ITA (Industry Training Authority). Most of the relevant occupations are already in our plan. For many of these we can add additional FTE targets to achieve the goal for this year. We also identified some other KPU programs related to these occupations that can be added to our plan.

For programs already in the plan, we reviewed enrolment history and identified where we could increase the FTE target. Where the FTE target was well below the actual FTEs in recent years, IAP recommended an additional FTE target for the program.

For programs not yet in the plan, IAP reviewed enrolment history and recommended an FTE target for the 2016/17 plan.

To determine the amount of funding allocated to the targeted programs, AVED provides a set of funding bands we can use. These vary by type of program and are shown in the plan. Multiplying the funding amount by the FTE target shows the amount of funding allocated to the program. Summing over all programs in the plan gives the total amount allocated toward targeted programs for the year.

Each plan is cumulative and includes the targets allocated in the prior plans. The proposed 2016/17 skills gap plan is presented in Table 3, below. Note, all programs in the plan are current programs offered at KPU. No new programs are proposed, and no existing programs are being cancelled for this plan.

Table 2: Cumulative Program Targets from Plans for Prior Years

Details of Baseline Information:

			Program Focus (as applicable)		a	c ÷ a = b	c
Program Name	**National Occupational Classification (NOC)**	**Classification of Instructional Programs (CIP)**	**Aboriginal**	**Persons with disabilities**	**Target Funded FTEs (Baseline)**	**AVED Funding per Target Funded FTE**	**2015/16: Total Targeted Funding**
Allied Health - Multiple	3414: Other assisting occupations in support of health services	51.0000: Health services/allied health/health sciences, general			20	$ 1,467	$ 29,340
Graduate Nurse Refresher	3012: Registered nurses and registered psychiatric nurses	51.3801: Registered nursing/registered nurse (RN, ASN, BSN, BScN, MSN, MScN)			4	$ 1,467	$ 5,868
BSN - Bachelor of Science in Nursing	3012: Registered nurses and registered psychiatric nurses	51.3801: Registered nursing/registered nurse (RN, ASN, BSN, BScN, MSN, MScN)			256	$ 15,493	$ 3,966,081
Health Care Assistant	3413: Nurse aides, orderlies and patient service associates	51.3902: Nursing assistant/aide and patient care assistant/aide			11	$ 5,256	$ 57,818
Brewing and Brewery Operations Diploma	9461: Process Control and Machine Operators, Food and Beverage Processing	0110: Food science and technology			5	$ 10,000	$ 50,000
Diploma of Technology in Environmental Protection	2263: Inspectors in public and environmental health and occupational health and safety	1505: Environmental control technologies/technicians			15	$ 6,000	$ 90,000
Certificate in Engineering	2133: Electrical and electronics engineers	1401: Engineering, general			30	$ 9,000	$ 270,000
Diploma in Computer Aided Design and Drafting	2253: Drafting technologists and technicians	1513: Drafting/design engineering technologies/technicians			30	$ 9,000	$ 270,000
Certificate of Completion in Access Programs for People with Disabilities - Job Preparation		3201: Basic Skills		D	10	$ 11,000	$ 110,000
Bachelor of Arts - Major in Criminology	4311: Police officers (except commissioned)	4504: Criminology			115	$ 6,000	$ 690,000
Bachelor of Interior Design	5242: Interior designers and interior decorators	5004: Design and applied arts			15	$ 6,000	$ 90,000
Bachelor of Design, Fashion and Technology	5243: Theatre, fashion, exhibit and other creative designers	5004: Design and applied arts			45	$ 6,000	$ 270,000
Bachelor of Science in Health Science	4165: Health policy researchers, consultants and program officers	5100: Health services/allied health/health sciences, general			10	$ 9,000	$ 90,000
Bachelor of Business Administration in Accounting	1111: Financial auditors and accountants	5203: Accounting and related services			175	$ 7,000	$ 1,225,000
Bachelor of Business Administration in Entrepreneurial Leadership	1122: Professional occupations in business management consulting	5207: Entrepreneurial and small business operations			60	$ 7,000	$ 420,000
Bachelor of Business Administration in Human Resources Management	1121: Human resources professionals	5210: Human resources management and services			115	$ 7,000	$ 805,000
Post Baccalaureate Diploma in Human Resources Management	1121: Human resources professionals	5210: Human resources management and services			5	$ 7,000	$ 35,000
Bachelor of Business Administration in Marketing Management	1123: Professional occupations in advertising, marketing and public relations	5214: Marketing			60	$ 7,000	$ 420,000
Starting Baseline Targeted Funding					**981**		**$ 8,894,107**

Table 3: Proposed 2016/17 Skills Gap Plan

KPU Program	NOC	CIP	Prior FTE Target	16/17 FTE Target	Funding per Target FTE	16/17 Total Targeted Funding
Bachelor of Arts - Major in Criminology	4311: Police officers (except commissioned)	45.04 Criminology	115	25	$ 6,000	$ 150,000
Bachelor of Business Administration in Accounting	1111: Financial auditors and accountants	52.03 Accounting and related services	175	110	$ 7,000	$ 770,000
Bachelor of Business Administration in Human Resources Management	1121: Human resources professionals	52.10 Human resources management and services	115	30	$ 7,000	$ 210,000
Post Baccalaureate Diploma in Human Resources Management	1121: Human resources professionals	52.10 Human resources management and services	5		$ 7,000	$ -
Bachelor of Business Administration in Marketing Management	1123: Professional occupations in advertising, marketing and public relations	52.14 Marketing	60	50	$ 7,000	$ 350,000
Bachelor of Business Administration in Entrepreneurial Leadership	1122: Professional occupations in business management consulting	52.07 Entrepreneurial and small business operations	60	40	$ 7,000	$ 280,000
Bachelor of Interior Design	5242: Interior designers and interior decorators	50.04 Design and applied arts	15	5	$ 6,000	$ 30,000
Diploma of Technology in Environmental Protection, Cooperative Education Option	2263: Inspectors in public and environmental health and occupational health and safety	15.05 Quality control and safety technologies/technicians	15		$ 6,000	$ -
Bachelor of Science - Major in Health Science	4165: Health policy researchers, consultants and program officers	51.00 Health services/allied health/health sciences, general	10		$ 9,000	$ -
Certificate in Engineering	2133: Electrical and electronics engineers	14.01 Engineering, general	30		$ 9,000	$ -
Bachelor of Design, Fashion and Technology	5243: Theatre, fashion, exhibit and other creative designers	50.04 Design and applied arts	45	5	$ 6,000	$ 30,000
Brewing and Brewery Operations Diploma	9461: Process control and machine operators, food and beverage processing	01.10 Food science and technology	5	5	$ 10,000	$ 50,000
Diploma in Computer Aided Design and Drafting	2253: Drafting technologists and technicians	15.13 Drafting/design engineering technologies/technicians	30	5	$ 9,000	$ 45,000
Certificate of Completion in Access Programs for People with Disabilities - Job Preparation		32.01 Basic Skills	10		$ 11,000	$ -
Bachelor of Arts - Major in Psychology	4153: Family, marriage and other related counsellors	42.01 Psychology, general		60	$ 6,000	$ 360,000
Diploma in Business Management	0621: Retail and wholesale trade managers	52.02 Business administration, management and operations		50	$ 7,000	$ 350,000
Certificate in Legal Administrative Studies	1242: Legal administrative assistants	22.03 Legal support services		10	$ 7,000	$ 70,000
Bachelor of Technology in Information Technology	2171: Information systems analysts and consultants	11.01 Computer and information sciences and support services, general		40	$ 7,000	$ 280,000
Certificate in Health Unit Coordinator	1414: Receptionists	51.07 Health and medical administrative services		10	$ 10,000	$ 100,000
Total Targeted Funding				**445**		**$3,075,000**

Appendix A: Program Inclusion Guidelines for Skills Gap Plans

Top-opportunity occupations	• List of 100 high opportunity occupations as per the BC 2024 Labour Market Outlook, as defined by the Ministry of Jobs, Tourism and Skills Training (JTST). • These programs are expected to comprise the majority of programs included in institutions' Skills Gap Plans, with the balance coming from the other categories. • Trades programs that are delivered using Ministry base-funding (program delivery over and above that funded by the Industry Training Authority [ITA]), and that are identified as high priority occupations within the Top-100 list can be included in this category.
Health human resource programs	• The top 10 health human resource programs are identified as priorities by the Ministry of Health, through the Health Human Resource Forecast. • Institutions remain accountable for maintaining current health program student full-time equivalent targets and will continue to follow the existing approval process for new health programs.
Additional priority programs	• This section is to be used for programs that do not fall within the Top 100 or Priority Health lists, and instead respond to other government priorities or are proposed based on institutional knowledge of local industry and community needs, and specialized provincial priority needs (e.g., mining, public safety). • Institutions will be asked to provide supplemental labour market demand information or other relevant contextual information to support these additional occupations and programs.
Programs targeted for Aboriginal learners	• Institutions are encouraged to demonstrate a shift to increase programs targeted for Aboriginal learners. • First Nations and Aboriginal communities have consistently articulated the need for post-secondary education and training for the broad range of jobs needed to support community capacity and development. • These include but are not limited to those occupations identified as in-demand for the province overall.
Programs targeted for persons with disabilities	• Institutions are encouraged to demonstrate a shift to increase programs targeted for persons with disabilities with training that supports their transition to work.

Appendix B: Top 100 High Opportunity Occupations

The list of the top 100 high opportunity occupations, as per British Columbia 2024 Labour Market Outlook, is provided in the table below. The list includes occupations with skill levels A, B, C and O, which are broadly defined as follows: usually requiring a degree (skill level A); usually requiring a certificate or diploma or apprenticeship training (skill level B); usually requiring high school and/or occupation-specific training (skill level C); and management, usually requiring a degree and/or significant work experience (skill level O). Skill levels are based on Statistics Canada's National Occupational Classification (NOC) system.

Top 100 High Opportunity Occupations, sorted by Related KPU Faculty

Relevant Faculty	NOC Code	Occupation	Job Openings to 2024	Skill Level
Arts	4311	Police officers (except commissioned)	3,800	B
Arts	4214	Early childhood educators and assistants	8,500	B
Arts	4153	Family, marriage and other related counsellors	2,300	A
Business	13	Senior managers - financial, communications and other business services	4,100	O
Business	16	Senior managers - construction, transportation, production and utilities	3,500	O
Business	111	Financial managers	4,500	O
Business	112	Human resources managers	2,900	O
Business	121	Insurance, real estate and financial brokerage managers	9,400	O
Business	122	Banking, credit and other investment managers	4,900	O
Business	124	Advertising, marketing and public relations managers	3,300	O
Business	213	Computer and information systems managers	3,500	O
Business	421	Administrators - post-secondary education & vocational training	2,100	O
Business	601	Corporate sales managers	5,100	O
Business	621	Retail and wholesale trade managers	27,400	O
Business	631	Restaurant and food service managers	7,900	O
Business	632	Accommodation service managers	2,800	O
Business	711	Construction managers	7,200	O
Business	712	Home building and renovation managers	3,600	O
Business	714	Facility operation and maintenance managers	3,900	O
Business	1111	Financial auditors and accountants	11,700	A
Business	1114	Other financial officers	5,400	A
Business	1121	Human resources professionals	2,200	A
Business	1123	Professional occupations in advertising, marketing and public relations	3,200	A
Business	1221	Administrative officers	19,600	B
Business	1222	Executive assistants	2,500	B
Business	1224	Property administrators	6,200	B
Business	1241	Administrative assistants	16,400	B
Business	1242	Legal administrative assistants	2,300	B
Business	1311	Accounting technicians and bookkeepers	11,000	B
Business	1312	Insurance adjusters and claims examiners	1,900	B
Business	1411	General office support workers	13,200	C
Business	1414	Receptionists	11,200	C
Business	1431	Accounting and related clerks	6,700	C
Business	2171	Information systems analysts and consultants	7,600	A
Business	2174	Computer programmers and interactive media developers	6,200	A

Relevant Faculty	NOC Code	Occupation	Job Openings to 2024	Skill Level
Business	2175	Web designers and developers	2,000	A
Business	4163	Business development officers and marketing researchers and consultants	2,400	A
Business	6211	Retail sales supervisors	3,200	B
Business	6222	Retail and wholesale buyers	1,900	B
Design	5242	Interior designers and interior decorators	1,400	B
Science	2263	Inspectors in public and environmental health and occupational health and safety	1,300	B
Science	4165	Health policy researchers, consultants and program officers	1,500	A
Technology	2253	Drafting technologists and technicians	1,900	B
Trades	2264	Construction inspectors	1,100	B
Trades	2281	Computer network technicians	3,400	B
Trades	7204	Contractors and supervisors, carpentry trades	1,200	B
Trades	7205	Contractors and supervisors, other construction trades, installers, repairers and servicers	2,200	B
Trades	7231	Machinists and machining and tooling inspectors	1,500	B
Trades	7233	Sheet metal workers	1,000	B
Trades	7237	Welders and related machine operators	3,300	B
Trades	7241	Electricians (except industrial and power system)	5,400	B
Trades	7242	Industrial electricians	1,400	B
Trades	7251	Plumbers	2,800	B
Trades	7252	Steamfitters, pipefitters and sprinkler system installers	700	B
Trades	7253	Gas fitters	400	B
Trades	7271	Carpenters	11,200	B
Trades	7282	Concrete finishers	600	B
Trades	7284	Plasterers, drywall installers and finishers and lathers	1,900	B
Trades	7294	Painters and decorators (except interior decorators)	3,700	B
Trades	7302	Contractors and supervisors, heavy equipment operator crews	2,700	B
Trades	7311	Construction millwrights and industrial mechanics	3,400	B
Trades	7312	Heavy-duty equipment mechanics	3,100	B
Trades	7371	Crane operators	800	B
Trades	7441	Residential and commercial installers and servicers	2,500	C
Trades	7452	Material handlers	7,500	C
Trades	7511	Transport truck drivers	15,500	C
Trades	9241	Power engineers and power systems operators	1,500	B
Unrelated	4151	Psychologists	1,300	A
Unrelated	4152	Social workers	2,600	A
Unrelated	211	Engineering managers	1,200	O
Unrelated	2131	Civil engineers	3,700	A
Unrelated	2132	Mechanical engineers	2,000	A
Unrelated	2133	Electrical and electronics engineers	2,100	A
Unrelated	2151	Architects	1,800	A
Unrelated	2173	Software engineers and designers	3,500	A
Unrelated	4011	University professors and lecturers	6,600	A
Unrelated	4012	Post-secondary teaching and research assistants	2,800	A
Unrelated	4021	College and other vocational instructors	7,200	A
Unrelated	4112	Lawyers and notaries	3,500	A
Unrelated	4312	Firefighters	1,500	B

Relevant Faculty	NOC Code	Occupation	Job Openings to 2024	Skill Level
Unrelated	5121	Authors and writers	2,300	A
Unrelated	6321	Chefs	4,300	B
Unrelated	6322	Cooks	10,700	B
Unrelated	6332	Bakers	2,700	B
Unrelated	6421	Retail salespersons	33,300	C
Unrelated	6513	Food and beverage servers	7,700	C
Unrelated	6541	Security guards and related security service occupations	5,800	C
Unrelated	7513	Taxi and limousine drivers and chauffeurs	2,400	C
Unrelated	7514	Delivery and courier service drivers	3,700	C
Unrelated	7521	Heavy equipment operators (except crane)	5,000	C
Unrelated	5254	Program leaders and instructors in recreation, sport & fitness	3,500	B
Unrelated	6231	Insurance agents and brokers	3,800	B
Unrelated	6232	Real estate agents and salespersons	3,300	B
Unrelated	4411	Home child care providers	3,400	C
Unrelated	2241	Electrical and electronics engineering technologists & technicians	1,900	B
Unrelated	2242	Electronic service technicians (household & business equipment)	3,300	B
Future	4212	Social and community service workers	10,800	B
Future	731	Managers in transportation	2,300	O
Future	1122	Professional occupations in business management consulting	3,400	A
Future	1225	Purchasing agents and officers	2,200	B

Board of Governors	**Regular Meeting**
Agenda Item:	**#6.6**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Lisa Skakun**

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: Keri van Gerven, University Secretary

Date submitted: March 15, 2016

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.

Board of Governors	**Regular Meeting**
Agenda Item:	**#8.1**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Marc Kampschuur**

Agenda Item: **Recommendation from the Board / Senate Task Force on Bicameral Governance that it be Disbanded**

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

Recommended Resolution:	**THAT the Board of Governors disband the Board / Senate Task Force on Bicameral Governance following confirmation by the Task Force that it has fulfilled its mandate and recommends that it be disbanded.**

Board Committee Report: *For University Secretariat Use Only*

Context & Background:

The Board / Senate Task Force on Bicameral Governance was established on September 29, 2010 following KPU's transition to a University with a view to build the relationship between the Board and Senate under a system of bi-cameral governance and to increase understanding of the requirements under the *University Act*.

At its May 25, 2015 meeting, the Task Force recognized the significant amount of work done to build and strengthen KPU's bicameral governance practices and processes. Accordingly, the "Principles to Guide the Development of a Successful Model of Bi-cameral Governance at KPU" were revised and retitled, "Principles to Guide Bi-Cameral Governance" for consideration by the Board and Senate. It was further agreed that following approval by both the Board and Senate, the revised Principles would be added to the Senate website, updated in the Board Governance Manual and that the Task Force would formalize its intent to recommend to the Board that it be disbanded.

The Board of Governors approved the amended Principles at its September 23, 2015 meeting and Senate approved the amended Principles at its September 28, 2015 meeting. The Principles to Guide Bicameral Governance are now posted on the Senate website and are being added to the Board Governance Manual which is currently under review.

On February 2, 2016 the Task Force approved a resolution confirming to the Board of Governors and Senate that it has fulfilled its mandate and recommends to the Board of Governors and that Task Force be disbanded.

Board of Governors	**Regular Meeting**
Agenda Item:	**#8.1**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Marc Kampschuur**

Key Messages: *[maximum of three]*

1. The Board / Senate Task Force has confirmed that it has fulfilled its mandate.

2. The Principles to Guide Bi-Cameral Governance have been approved by the Board and Senate and posted on the Senate website and updated in the revised Board Governance Manual currently under review.

3. The Board / Senate Task Force on Bi-cameral Governance recommends that it be disbanded.

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

Date submitted: March 18, 2016

Board of Governors	**Regular Meeting**
Agenda Item:	**#12**
Meeting Date:	**March 30, 2016**
Presenter(s):	**Alan Davis**

Agenda Item: **Senate Report: January 25, 2016, February 22, 2016 and March 21, 2016**

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 the Senate Meetings held January 25, 2016, February 22, 2016 and March 21, 2016 are attached.**

Attachments

1. Notes from the Senate Meeting held January 25, 2016.
2. Notes from the Senate Meeting held February 22, 2016
3. Notes from the Senate Meeting held March 21, 2016

Submitted by: Alan Davis

Date submitted: March 22, 2016

Notes from the Senate Meeting of January 25, 2016

The following items were approved at the January 25, 2016 Senate meeting:

- Program concepts and full program proposals for recommendation to the Board of Governors:
  - Post Baccalaureate Diploma, Operations and Supply Chain Management Specialist
  - Post Baccalaureate Diploma, Technical Management and Services
- Policies and procedures for recommendation to the Board of Governors:
  - GV10: Mission, Vision and Values Development and Amendment
- Program revisions:
  - Bachelor of Science, Major in Health Science
  - Certificate in General Business Studies
  - Certificate in Accounting
- Program and credential name change from Diploma in Horticulture Technology, Sustainable Crop Production Specialization, to Diploma in Horticulture Technology, Sustainable Production Horticulture Specialization
- New course outlines: MATH 1216, ASIA 3860, CUST 3860, ASIA 3870, CUST 3870, CRIM 3211, ENGL 1104, EDAS 1120
- Revised course outlines: HORT 1102, 1104, 1105, 1110, 1118, 1155, 1193, 1217, 1240, 1261, 1293, 2302, 2306, 2334, 2375, 2378, 2393, 2442, 2463, 2473, 2477, 2490, 2493, 1230, 2330, 2436, 2437
- Revisions to the Course Outline Template (Phase 2)
- Revisions to the Faculty of Health Bylaws
- Revisions to the rules and regulations governing the election of representatives to the University Board and Senate
- Appointments to Senate Standing Committees:
  - Senate Executive Committee
    - Student Senator - Kimberley McMartin, Student Senator
  - Senate Nominating Committee
    - Senator - Renu Seru, faculty Senator, Faculty of Educational Support and Development
- The following lists of graduates:
  - Graduates to January 25, 2016
  - Graduates to January 25, 2016 - Addendum

Notes from the Senate Meeting of February 22, 2016

The following items were approved at the February 22, 2016 Senate meeting:

- Full program proposals for recommendation to the Board of Governors:
  - Diploma in Acupuncture
  - Certificate in Education Assistant
- Program revisions:
  - Bachelor of Horticulture Science Degree Program Majors
  - Diploma in Horticulture Technology Specializations
  - Diploma in Brewing and Brewery Operations
  - Diploma in Environmental Protection Technology
  - Bachelor of Design in Graphic Design for Marketing
- Program admission revision for the Post-Baccalaureate Diploma in Technical Apparel Design
- New course outlines:
  - CBSY 1110, ARTH 1140, MUSI 1115, HEAL 2110, HEAL 3101
  - PSYN 2110, 2125, 2130, 2145, 2160, 2230, 2245, 3130, 3145, 3146, 3210, 3211, 3225, 3245, 4110, 4145, 4245
- Revised course outlines:
  - MRKT 4201, DEPD 1220, PSYC 4000, POLI 1120, POLI 4145
  - GDMA 1100, 1110, 1140, 1240
- Change of name from Faculty of Business to School of Business, effective September 1, 2016
- Adoption of the revised Bylaws of the School of Business
- Appointments to Senate Standing Committees:
  - Senate Standing Committee on Academic Planning and Priorities
    - Sharon Leitch, faculty member, Faculty of Health
  - Senate Standing Committee on Tributes
    - Wayne Fenske, faculty Senator, Faculty of Arts
- Appointments to the Search Advisory Committee for Associate Dean, Faculty of Arts
  - Regular faculty members
    - Farhad Dastur, Department of Psychology
    - Melinda Hogan, Department of Philosophy
    - Ann-Marie McLellan, Department of Educational Studies
    - Ross Pink, Department of Political Science
    - Ken Stark, Department of Anthropology
    - Nancy Duff, Department of Fine Arts
  - Student
    - Tanvir Singh
- Graduates to February 22, 2016

Notes from the Senate Meeting of March 21, 2016

The following items were approved at the March 21, 2016 Senate meeting:

- Fiscal Year 2016/17 University Budget for recommendation to the Board of Governors, and a request that the Senate Standing Committee on University Budget's recommendations be transmitted to the Board of Governors
- Program concept and full program proposal for a Post-Baccalaureate Diploma in Accounting for recommendation to the Board of Governors
- Program admission revision to the Computer Aided Design & Drafting programs
- Program revisions:
    - Bachelor of Fine Arts in Visual Arts
    - Bachelor of Interior Design
- Revision to the list of KPU general liberal education electives
- A request that the Senate Standing Committee on Curriculum undertake a broad updating of the KPU general liberal education electives list
- Mathematics Alternatives Table (MAT) for admissions and prerequisites
- New course outlines:
    - DESN 3100, ACUP 1210, ACUP 1110, POST 2900, POST 4900
    - NRSG 2121, 2133, 2145, 2175, 2245, 2265, 2266, 2275, 3121, 3145, 3165, 3175, 3245, 3275, 4145, 4165, 4175, 4245
    - HEAL 2150, 2250, 3180
- Revised course outlines:
    - EDUC 3240, GEOG 4501, DEPD 1220, BIOL 1160, HOPS 2405
- Revisions to the membership composition and terms of office for the Senate Standing Committee on Policy Review
- Appointments to Senate Standing Committees
    - Senate Standing Committee on Academic Planning and Priorities
        - Angela Ryan, faculty member, Faculty of Educational Support and Development
    - Senate Standing Committee on the Library
        - Linda Rogers, Librarian, Faculty of Educational Support and Development
- Graduates to March 21, 2016