



REMINDER

Board Meeting is at the

Langley Campus
20901 Langley By-Pass

Room 1030

Directions to Board Room:

Enter building on right (East) through main doors
Room 1030 is on your right

Directions to Campus:



- Langley Campus
20901 Langley Bypass, Langley
- B.C. Horticulture Centre



Regular Meeting Agenda

Board of Governors

Date: February 3, 2015

Time: 3:30-7:00 pm

Location: Langley Campus Room 1030

Teleconference Numbers:

Vancouver: 604-899-2339

Toll-free: 1-877-385-4099

Access Code: 6404574#

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

**3:00 pm In camera Board Meeting
3:30 pm Regular Board Meeting
In camera Board Meeting to follow
In camera Debriefing Session to follow**

Agenda Item	Resource	Action	Time	Page
1. Call to Order	Kristan Ash		3:10-3:11	
2. Oath of Office – Chris McCue	Kristan Ash		3:11-3:15	
3. Approval of Agenda	Kristan Ash	M	3:15-3:20	2
4. Consent Agenda	Kristan Ash	M	3:20-3:25	3
4.1. Minutes of November 19, 2014				
4.2. Third Quarter Financial Report Ending December 31, 2014 – Operating Fund Only		I		
4.3. Fall Interim FTE Report		I		
4.4. KPU Network Infrastructure Upgrade Report		I		
5. Human Resources Committee				
5.1. Presidential Search Advisory, Appointment and Re-appointment Policy	Lisa Skakun	M	3:25-3:35	17
6. Governance Committee Report				
6.1. Vision 2018 – Proposed Targets	Lori McIlroy	M	3:35-3:55	26
6.2. Notice of Position	Kristan Ash	M	3:55-4:05	38
6.3. Board Retreat Update	Alan Davis	I	4:05-4:10	51
6.4. Board Evaluation Process	Kristan Ash	M	4:10-4:20	55
7. Board/Senate Task Force Report	Alan Davis	I	4:20-4:30	74



Regular Meeting Agenda

Board of Governors

Date: February 3, 2015

Time: 3:30-7:00 pm

Location: Langley Campus Room 1030

8. Provost's Report	Salvador Ferreras	I	4:30-35	78
8.1. Academic Plan Update	Salvador Ferreras	I	4:35-4:40	83
8.2. KPU Research Plan	Salvador Ferreras	M	4:40-4:55	88
8.3. Funding for Squamish First Nation Funding	Salvador Ferreras	I	4:55-5:05	99
9. President's Report	Alan Davis	I	5:05-5:15	103
10. Senate Report November 24, December 15, 2014 and January 26, 2015	Alan Davis	I	5:15-5:20	106
11. Issues and Concerns	Kristan Ash		5:20-5:25	
12. Next Meeting Agenda Contribution	Kristan Ash	D	5:25-5:30	
13. For the Good of the Order	Kristan Ash	D	5:30-5:35	
14. Evaluation of the Board as a Group	Hanne Madsen	E	5:35-5:40	110
15. Information Package		I		112
16. Next Meeting Regular Board Meeting Wednesday, April 1, 2015 Cloverdale Campus, Board Room 1853 3:00-7:00 pm				
17. Adjournment	Kristan Ash		5:40 pm	



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

Regular Meeting
4
February 3, 2015
Kristan Ash

Agenda Item: ***Consent Agenda***

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the following items on the Consent Agenda: 4.1 Minutes November 19, 2014 AND THAT the Board of Governors receive the following for information: 4.2 Third Quarter Financial Report Ending December 31, 2014 – Operating Fund Only 4.3 Fall Interim FTE Report 4.4 KPU IT Infrastructure Report
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Key Messages: **1. The item received for information were reviewed by the Finance & Audit Committee.**
[maximum of three]

Attachments: 4.1 Minutes of November 19, 2014
 4.2 Third Quarter Financial Report
 4.3 KPU IT Infrastructure Report

Submitted by: *Sandi Klassen*

Date submitted: *January 27, 2015*



REGULAR MEETING MINUTES
Board of Governors
Wednesday, November 19, 2014
Surrey Campus, Cedar Boardroom 2110

Present Board

Kristan Ash
Harpreet Bhatti
Upinder Chahal
Alan Davis / President
Geoff Dean
Sandra Hoffman
Marc Kampschuur
Shane King / Chair
Hanne Madsen
Shira Standfield
Ken Tung

University Vice Presidents

Sal Ferreras / Provost & VP Academic

University Community Members

Jennifer Au / Vice Chair, Senate
Tru Freeman / Dean, Faculty of Health
Harry Gray / AVP, Administration
Sandi Klassen / University Secretary
Kathy Lylyk / Executive Director, Finance
Maggie MacKenzie / Office of University Secretary
Louella Mathias / Director, Organizational Risk

Guests:

Dr. Jairo Clopatofsky / Consul General of Colombia in Vancouver
Lucie Gagné / Wilson School of Design
Connell Green / Student, Faculty of Arts
Ross Laird / Faculty of Arts
Stuart McIlmoyle / AVP, International
Diego Samper / Founder, Calanoa Project

Regrets

Richard Hosein
Lisa Skakun
George Melville / Chancellor
Bruce Wendel

Tour of the Coast Capital Library

Board members toured the Coast Capital Library prior to the Board meeting. Lisa Hubick, Librarian, conducted the tour.

Presentation: Amazon Field School

Lucie Gagné, Ross Laird, Diego Samper and Connell Green presented an overview of the Amazon Interdisciplinary Field School sponsored by the Faculty of Design in partnership with a number of other organizations including the Calanoa Project. The field school offers students the opportunity to travel to the Amazon Rainforest of Colombia and engage in an intensive interdisciplinary field study for a period of two weeks.

1. Call to Order

The Chair called the meeting to order at 3:39 p.m.

2. Approval of Agenda

The agenda was approved by consensus as amended.

3. Consent Agenda

MOVED, SECONDED AND CARRIED:

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

3.1 Minutes of September 17, 2014

AND

THAT the Board of Governors receive the following for information:

3.2 Second Quarter Financial Report

3.3 Business & Travel Expense Policy and Procedures

4. Government Letter of Expectations Update

Alan Davis confirmed that all Board Members have signed the addendum to the Government Letter of Expectations and that the signed document is now posted on the Board of Governors' website as required by the Provincial Government.

Marc Kampschuur and Dr. Jairo Clopatofsky joined the meeting.

Shane King welcomed Dr. Jairo Clopatofsky, the Consul General of Colombia in Vancouver.

Dr. Clopatofsky addressed the Board and expressed great interest in building relationships with Canadian universities and in particular expanding the relationship and opportunities with Kwantlen Polytechnic University.

5. Human Resources Committee Report

5.1 Employee Code of Conduct

MOVED, SECONDED AND CARRIED:

THAT the Board of Governors approve the Employee Code of Conduct.

5.2 Respectful Workplace Policy and Procedures

MOVED, SECONDED AND CARRIED:

THAT the Board of Governors approve the Respectful Workplace Policy and Procedures.

5.3 Protected Disclosure Policy and Procedures

MOVED, SECONDED AND CARRIED:

THAT the Board of Governors approve the Protected Disclosure Policy and Procedures.

6. Government Committee Report

6.1 Program Discontinuance: Graduate Nurse Re-entry Program

MOVED, SECONDED AND CARRIED:

THAT the Board of Governors approve the discontinuance of the Graduate Nurse Re-Entry Program as endorsed by Senate.

6.2 Board / Senate Task Force – Student Membership

MOVED, SECONDED AND CARRIED:

THAT the Board of Governors appoint Upinder Chahal as the student Board Member on the Board / Senate Task Force on Bi-cameral Governance.

Upinder Chahal abstained

6.3 Committee Membership Updates

MOVED, SECONDED AND CARRIED:

THAT the Board of Governors approve the revised Board Committee Membership effective January 1, 2015.

6.4 Board Retreat

Shane King and Alan Davis reviewed the format and agenda options for the February Board Retreat as discussed by the Governance Committee. Discussion followed and it was agreed that the Board Retreat would be developed in line with Option 2. It will be a one-day session held off-campus on Saturday, February 21, 2015 with a focus on issues facing KPU and the governance role of the Board of Governors.

6.5 Association of Governing Boards Conference Options

Shane King reviewed the Association of Governing Boards (AGB) Conference options and highlighted the potential opportunity for a one-day AGB session at Langara College for Colleges and Universities. It was noted that this session could be tailored for Canadian content and that the local venue provides a chance for all available Board members to attend.

Board members were asked to let Sandi Klassen know if they are interested in attending the session. Further details will be provided when available, including the ability to expand the attendee restriction beyond the current 25 people.

Kristan Ash was excused from the meeting and left the Boardroom.

6.6 Election of Board Chair

MOVED, SECONDED AND CARRIED:

THAT the Board of Governors elect Kristan Ash as Board Chair effective December 31, 2014 to July 31, 2015.

Kristan Ash rejoined the meeting.

**7. Finance & Audit
Committee Report**

7.1 Board of Governors Budget 2015/16

Shane King reviewed the Board of Governors Budget 2015/16 and confirmed that external and internal audits form part of the Board budget. Mr. King noted that there is no change to the budget; however, monies have been reallocated as required.

MOVED, SECONDED AND CARRIED:

THAT the Board of Governors approve the Board 2015/16 Budget.

7.2 Finance Risk Management Report

Shane King summarized the Finance Risk Management Report and thanked Louella Mathias for developing the reports and addressing feedback from the Board.

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

No report.

9. Provost's Report

Sal Ferreras reviewed the Provost's Report and highlighted his participation and outcomes/opportunities from the College and Institutes Canada educational trade mission to China as well as the World Federation of Colleges and Polytechnics (WFCP) World Congress in Beijing. Dr. Ferreras noted that he gave a presentation to congress attendees outlining strategies and tactics for successful bilateral credential development using KPU's Traditional Chinese Medicine program as an example.

10. President's Report

Alan Davis reviewed the report and the attached copy of the submission to the Provincial Select Standing Committee on Finance and Government Services dated October 17, 2014.

Discussion followed regarding commentary and recommendations in the Committee's Report on the Budget 2015 Consultations pertaining to Post-Secondary Education including operating grants, funding formula and English as a second language (ESL).

Discussion also ensued regarding the importance of comprehensive data in support of representations made to Government.

In response to a comment, Alan Davis advised that he would speak with the Kwantlen Student Association (KSA) to discuss an option for students to participate in the Annual United Way Campaign.

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

The Board received the Notice of Motion: Bylaw No. 4 Fees, Revision and reviewed the draft motion that will be submitted to the Board by way of an email motion on December 4, 2014.

Kathy Lylyk advised that the revisions align with the Admission Policy and Procedures and standardize international and domestic tuition effective Fall 2015. Mrs. Lylyk confirmed that the Industry Training Authority sets fees for Trade programming, Continuing and Professional Studies programming is a registration process not an admission process and that work is underway to streamline registration for Academic and Career Advancement programming.

**11. Senate Report
September 29 and
October 27, 2014**

14.1 President's Senate Update

The Senate Reports of September 29 and October 27, 2014 were received.

12. Issues and Concerns

The recently published report by the Conference Board of Canada, 'Skills – Where are We Today? – The State of Skills in PSE in Canada' suggests that there are signs of deficits in key skills needed to sustain and enhance economic performance and social well-being.

**13. Next Meeting Agenda
Contribution**

The next Board of Governors meeting is scheduled for January 28, 2015.

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

- Kristan Ash retired from the Board of the Alumni Association at its recent Annual General Meeting.
- The KPU Annual Scholarships & Awards Dinner held November 18, 2014 was an excellent event and well attended.
- The Alumni Association is looking for qualified candidates for the Board of Governors to fill Kristan Ash's position following the end of her term in July 2015.
- Kristan Ash thanked Shane King for his contributions to KPU, acknowledged his six years of service on the Foundation Board, as a founding member of the Alumni Association and his six years of service on the Board of Governors and presented him with the Gavel he used during his service as Board Chair.
- Shane King expressed his thanks and stated that it was his honour to serve KPU.

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

Harpreet Bhatti evaluated the Board's performance.
Noted:

- Good meeting.

16. Information Package

An information package was received.

17. Next Meeting

Wednesday, January 28, 2015 Langley Campus, Boardroom 1030, 3:00 p.m.

18. Adjournment

The meeting adjourned at 4:57 pm.

Board Chair



Third Quarter Financial Report For Quarter Ending December 31, 2014

Narrative

1. Revenue:

- FY15 Ministry Grant funding is on target to what has been communicated by the Ministry in the preliminary budget letter. The Ministry has communicated a 3.10% decrease in funding (\$1,355K decrease related to ESL, \$726K related to Base Operating Grant and a small reduction of ~\$50K related to change in ITA funding). Recent provincial policy changes related to ESL, Adult Basic Education, Career Choices and Life Success, and Developmental will not impact tuition revenue expectations until Fiscal 2015/16
- Cumulatively, domestic and international tuition are tracking on budget; however as a result of enrollment trends, budget has been reallocated between these two areas to reflect current expectations:
 - Domestic tuition is below original target due to reduced enrolments in both fall and spring semesters. Domestic tuition fee revenue is stable over prior year as a result of the 2% increase in tuition fees.
 - International tuition is tracking above original target as the early indicators are that enrollments are up for the period.

2. Expenses:

- Salaries and benefits are on target as the projected budget factored in the progression through salary increments, across the Board increases, and increase to benefits costs.
 - Salary expense as a percentage of budget has increased compared to prior year as a result of including accruals that were not previously included in quarterly reporting.
 - Benefit costs have increased by 4.25 %. This is primarily a result of an increase in related salaries expense and annual inflationary increases, the latter which is expected.
- Non-salary expenses are tracking higher as a total \$ value, but in line with % of total budget compared to prior year at this time. KPU continues to encourage all faculties and units to tighten controls over non-salary spending and to spend wisely.
 - Effective January 13th, 2015 the President issued a discretionary spending freeze. The communication requested that all divisions curtail spending to only essential items required to continue operations. Any discretionary spending will require approval from the Polytechnic University Executive.

3. At this time, with the reduction in domestic enrollment from prior fiscal year and other inflationary factors being largely offset by the growth in international enrollments, the expectation is that KPU will achieve an Operating surplus similar to FY 14.

Kwantlen Polytechnic University
Quarterly Projection of Operating Funds *
For Quarter Ending December 31, 2014

(in thousands)	Adjusted Annual Budget FY14/15	Quarter ending December 31, 2014	Actual % of Budget FY14/15	FY13/14 Q3 Actual % of Budget FY13/14	Projection to March 31, 2015	Annual Budget FY13/14	Quarter ending December 31, 2013	Actual % of Budget FY13/14
Revenue:								
Grants	69,241	52,316	76%		69,200	70,014	53,137	76%
Domestic tuition	36,191	24,964	69%		35,200	37,531	24,896	66%
International tuition	20,358	15,504	76%		20,900	13,009	12,425	96%
Access and other fees	4,827	3,809	79%		5,200	4,732	3,542	75%
Interest, shop earnings and other income	3,640	2,392	66%		2,700	3,640	1,845	51%
	134,256	98,985	74%	74%	133,200	128,926	95,846	74%
Expenses:								
Salaries	88,508	66,417	75%		88,600	87,186	61,958	71%
Benefits	21,583	14,214	66%		20,000	20,292	13,304	66%
Salaries and benefits	110,091	80,630	73%	70%	108,600	107,478	75,262	70%
Travel and professional development	2,324	1,577	68%		2,300	2,214	1,086	49%
Supplies	6,033	1,948	32%		3,500	4,375	2,755	63%
Fees and services	4,209	4,514	107%		6,300	4,192	3,542	84%
Facilities	6,355	4,389	69%		6,400	5,920	4,115	70%
Leases, property taxes and insurance	358	502	140%		1,000	352	375	107%
Contributions to Kwantlen Polytechnic Univers	1,000	1,010	101%		1,000	1,000	1,008	101%
Transfers to/from other funds	4,935	5,202	105%		5,200	4,435	4,648	105%
Non-salary expenses	25,214	19,143	76%	78%	25,700	22,488	17,529	78%
	135,305	99,773	74%	71%	134,300	129,967	92,791	71%
Excess of revenue over expenses	(1,048)	(788)	75%	-294%	(1,100)	(1,041)	3,055	-294%

* includes Revenue Generating activities

Reconciliation of Board Approved Budget Appendix C to Appendix A

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

2014/15 Interim FTE Report

Background

Every fall we submit an interim FTE report to AVED. The purpose is to determine whether we are on track to achieve our FTE targets. The report shows the FTE targets and the FTE estimates for the various programs that AVED is tracking. The targets are set as follows:

- 14/15 Skills Gap Plan Targets are set by KPU
- Skills Gap Plan Baseline targets are set by AVED
- Base-Funded Targets are set by AVED

The FTE estimates cover the period from April 1 2014 to March 31 2015. Basically this covers summer, fall and spring enrolments. Because the report is normally generated in October, spring enrolments are estimated. This year, AVED delayed the report to give them time to change the template to capture the FTE estimates for the programs we targeted in our skills gap plan, which was submitted in the fall. (The new format of the Interim Report has changed considerably.) The Interim FTE report is still an estimate, but with the delay we now have almost complete information on spring FTEs. Enrolments for continuous entry programs (these are common in Developmental programs) are not yet final, but the estimate takes into this into account.

Achievement of FTE Targets

Table 1 provides a summary of the results for all AVED set targets, including the utilization rate (% of target that we have delivered). The utilization rate is very good except for Developmental programs, which is only 57%. Table 2 shows the same summary for the final 2013/14 FTE report submitted in May 2014, which shows that although not ideal, at 79% the utilization rate for Developmental Programs was considerably better last year.

Table 3 shows the FTE trends for developmental programs, by category, for the last 5 years, based on our FTE reports to AVED. For 2010-11 to 2013-14, numbers are actuals from the May FTE enrolment reports. For 2014-15, numbers are estimates in the Interim report we submitted this week. The numbers are not stable, with variation from year to year, but the numbers for this year are the lowest. The main source of the decline is ESL programming.

Table 1: Summary of 2014/15 Interim FTE Report			
	Target	Estimate	Utilization
NURS	584	557	95.4%
NHCA	96	96	100.0%
HLTH	68	86	126.8%
DEV	968	555	57.4%
AVED	7,393	7,667	103.7%
TOTAL	9,109	8,961	98.4%
All Health	748	739	98.8%

Table 2: Summary of 2013/14 Final FTE Report			
	Target	Actual	Utilization
NURS	580	559	96.4%
NHCA	64	48	75.3%
HLTH	72	57	79.8%
DEV	968	762	78.7%
TRDI	20	22	108.4%
AVED	7,393	7,861	106.3%
TOTAL	9,097	9,309	102.3%
All Health	716	665	92.9%

Table 3: Trends in FTEs by Development Category					
	2010-11	2011-12	2012-13	2013-14	Estimate 2014-15
ABE/DEV	484	452	423	476	447
ESL	202	160	209	227	56
ASE	73	69	69	58	52
Total	760	681	701	761	555

Note: ABE: Adult Basic Education; DEV: Other Developmental programs;
ESL: English as a Second Language; ASE: Programs for students with disabilities

2014/15 Interim FTE Report
Kwantlen Polytechnic University

Ministry of Advanced Education
Post-Secondary Finance

Institution Contact: Norwinda Binuya-Barros Phone Number: 604-599-3126 Email: norwinda.binuya-barros@kpu.ca

Ministry Code	CIP Code ¹	Program Name	Target Funded FTEs			Base Funded Target	Total Target	Estimated Actual FTEs				Comments
			Skills Gap Plan Baseline	14/15 Skills Gap Plan	Total Target Funded			Skills Gap Plan Baseline Estimate	14/15 Skills Gap Plan Estimate	Base Funded Estimate	Total Estimate	
NURS	51.3801	Bachelor of Science in Nursing	256		256		256	256		0	256	
NURS	51.3801	Bachelor of Science in Nursing - Post Baccalaureate			-	50	50			50	50	
NURS	51.3810	Bachelor of Psychiatric Nursing			-	160	160			123	123	
NURS	51.3801	Graduate Nursing Refresher*	4		4	16	20	4		16	20	
NURS	51.3801	Graduate Nursing Refresher Internationally-Educated			-	98	98			98	98	
NURS-others	51 Multiple	Professional Studies			-		-			10	10	
NHCA	51.3902	Health Care Assistant	11		11	53	64	11		53	64	
HLOT	51.3902	Health Care Assistant (one-time)			-	32	32			32	32	
HLTH	51.0703	Hospital Unit Coordinator			-	48	48			47	47	
HLTH	51.0000	Allied Health*	20		20		20	20		19	39	
		Developmental Programs			-	968	968					
DEV	53.0101	DEV - Developmental Other			-		-			323	323	
ABE	53.0101	ABE			-		-			125	125	
ESL	32.0109	ESL			-		-			56	56	
ASE	32.0101	ASE			-		-			52	52	
AVED	4504	BA - Major in Criminology		35	35		35		35	317	352	
AVED	5207	Bachelor of Bus. Admin. in Entrepreneurial Leadership		20	20		20		20	221	241	
AVED	5203	Bachelor of Bus. Admin. in Accounting		50	50		50		50	723	773	
AVED	5214	Bachelor of Bus. Admin. in Marketing Management		20	20		20		20	278	298	
AVED	5210	Bachelor of Bus. Admin. in Human Resources Mgmt.		35	35		35		35	327	362	
AVED	5210	Post Baccalaureate Diploma in Human Resources Mgmt.		5	5		5		5	9	14	
AVED	5004	Bachelor of Interior Design		5	5		5		5	52	57	
AVED	1401	Certificate in Engineering		10	10		10		10	106	116	
AVED	0301	Diploma of Technology in Environmental Protection		5	5		5		5	32	37	
AVED	1513	Diploma in Computer Aided Design and Drafting		10	10		10		10	62	72	
AVED	5004	Bachelor of Design, Fashion and Technology		15	15		15		15	113	128	
AVED	Multiple	AVED Balance Not Targeted			-	7,183	7,183			5,217	5,217	
		Non-Targeted Programs			-		-					
		Trades Programs Funded by AVED			-		-					
		AVED Sub-Total	291	210	501	8,608	9,109	291	210	8,461	8,962	

ITA Funded Programs

ITEL/ITHS/	Multiple	Foundation
ITOT		
ITAP	Multiple	Apprenticeship Technical Training
ITA Sub-total		

381	
564	
945	

TOTAL

9,907

Supplementary FTE Information

Health Program FTEs

Multiple	Health Programs Funded by AVED
Multiple	Health Programs Funded by Other Sources (please list programs)

1	International Students- BSc in Health Science

International FTEs

Multiple	All programs
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1,309	
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* Baseline adjusted from 14/15 SGP template at the request of Kwantlen.

¹ All CIP 51 programs have been updated to CIP Canada 2011 Codes, where applicable.

SUMMARY

	FTEs		Utilization
	Target	Estimate	
NURS	584	557	95.4%
NHCA	96	96	100.0%
HLTH	68	86	126.5%
DEV	968	556	57.4%
AVED	7,393	7,667	103.7%
TOTAL	9,109	8,962	98.4%
All Health	748	739	98.8%

	FTEs		Utilization
	Target	Estimate	
Base Funded	8,608	8,461	98.3%
Target Funded	501	501	100.0%
Total	9,109	8,962	98.4%



Agenda Item: **KPU's Network Infrastructure Upgrade**

Key Messages:

- 1) *The value of the original project was estimated at \$3-5 million. We now know that the total value of the network upgrade project is \$4.78 million and funding sources are as follows:*
 - a) *\$2.08 million approved at the Board meeting on June 4, 2014 comprised of FY1314 interest income and the FY1415 IET infrastructure allocation;*
 - b) *\$0.7 million from the FY1415 approved budget allocation of \$0.8 million;*
 - c) *\$1.0 million of the FY1516 approved budget allocation of \$1.0 million;*
 - d) *\$1.0 million from previous years IET equipment and infrastructure carryover.*
- 2) *The Project timeline and completion of work is now a two to three year period (2014/15, 2015/16 and 2016/17) and not as originally planned (2014/15 and 2015/16).*
- 3) *All procurements steps were adhered to as outlined in original motion.*

Context & Background: ***Excerpt from the approved minutes of June 4, 2014 Board Meeting:***

5.5 KPU's Network Infrastructure Upgrade

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

Moved by Sandra Hoffman; seconded by Shira Standfield:

THAT the Board of Governors approve a capital budget expenditure for KPU's network infrastructure upgrade over a two year period (2014/15 and 2015/16) for \$3.5 million. MOTION CARRIED June 4, 2014

Resource Requirements: *Along with a capital investment noted above, staff from IET will be involved in this project over the next two to three fiscal years.*

Implications / Risks: *Risk is in not moving forward with the network upgrade. Should the network fail this will cause major interruption in all services provided by the university for students.*

Consultations: *During the 2014-15 budget exercise, KPU Deans met with the Executive and advised that this was a major priority for the university and fully supported the proposed network upgrade. Administration consulted with the Senate Standing*



Committee on the University Budget (SSCUB) on May 9. Project continues to be endorsed.



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

Regular Meeting
5.1
February 3, 2015
Lisa Skakun

Agenda Item: **Presidential Search Advisory, Appointment and Re-appointment Policy**

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the Presidential Search Advisory, Appointment and Re-appointment Policy.
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Board Committee Report: The Board Human Resources Committee reviewed the attached policy at its January 15, 2015 meeting and recommended it to the Board of Governors for approval.

Key Messages:
[maximum of three]

1. Senate approved the Procedures on December 16, 2014, as required in the University Act, Section 27 (2)(f).
2. The Policy is to be approved by the Board of Governors.
3. Development of the Policy and Procedures followed the approved procedures for the development of policies and procedures, including a public commenting period of six weeks. Those comments were considered in subsequent revisions.

Consultations

Attachments:

1. Presidential Search Advisory, Appointment and Re-appointment Policy
2. Presidential Search Advisory, Appointment and Re-appointment Procedures

Submitted by: Board Human Resources Committee

Date submitted: February 3, 2015



Policy No. HR22	Original Effective Date	
Approving Jurisdiction Board of Governors	Reviewed:	
Signed By Chair, Board of Governors	Revised:	
Administrative Responsibility Board of Governors		

Presidential Search Advisory, Appointment and Re-appointment Policy

A. CONTEXT AND PURPOSE

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

Section 27 (2) (f) “with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate;”

Section 27 (2) (g) ...”subject to section 28, to appoint the president of the university, deans of all faculties, the librarian, the registrar, the bursar, the professors, associate professors, assistant professors, lecturers, instructors and other members of the teaching staff of the university, and the officers and employees the board considers necessary”...

Section (f) addresses procedures for selection of a candidate while section (g) addresses the actual appointment of an individual to a position.

The Board has delegated its powers to the President under Section 27 (2)(g) with the exception of the appointment of the President and Vice Presidents. (see Board Governance Manual, Appendix H)

This Policy and its related Procedures are intended to outline the principles and processes which will be used by the Board of Governors in the selection, appointment and re-appointment of the President of the University.

B. SCOPE AND LIMITS

This Policy governs the procedures for the recommendation and selection of candidates for the President of the University and aligns with Board policy as found in the Board Governance Manual, section 22.

C. STATEMENT OF POLICY PRINCIPLES

1. The Board of Governors will appoint a Presidential Search Advisory Committee (PSAC) to interview and recommend appropriate candidates for the President.
2. The composition of a PSAC, will be broad-based and representative of the University community (see Appendix to Procedures).
3. The proceedings of the PSAC and all communication to and from the Committee will be held in strict confidence, both during the term of the Committee and thereafter.
4. The Position Description and the Candidate Profile will be developed in consultation with the PSAC.
5. The search process for the position will be designed to elicit an appropriate level of interest and response.
6. The recommendation of acceptable candidates by the PSAC will be forwarded to the Board of Governors, which is responsible for making the appointment.

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

Board Governance Manual, Section 22, *President Succession Planning*

F. RELATED PROCEDURES

Refer to Presidential Search Advisory, Appointment and Re-appointment Procedures (HR22)

G. POLICY HISTORY

Review Date	Revision Date



Policy No. HR22	Original Effective Date	November 24, 2014
Approving Jurisdiction Senate	Reviewed	
Signed By Alan Davis Chair, Senate	Revised	
Administrative Responsibility Board of Governors		

Presidential Search Advisory, Appointment and Re- appointment

Procedures

A. DEFINITIONS

1. **President:** means the president of a university who is to be the chief executive officer and must generally supervise and direct the academic work of the university.
2. **Presidential Position Description:** describes the duties, responsibilities, contributions, outcomes and reporting relationships of the President.
3. **Presidential Candidate Profile:** outlines the major attributes, such as education, knowledge, experience, abilities and traits that the presidential candidate should possess.
4. **Pro Tem:** acting positions; in a position temporarily.

B. PROCEDURES

1. Presidential Search Advisory Committee (PSAC)

Details of the composition of the PSAC for the presidential search are listed in the Appendix – Composition of the Presidential Search Advisory Committee.

- a. The Board of Governors (the “Board”) will develop and approve the Terms of Reference for the PSAC.
- b. All members of the PSAC will sign a Code of Conduct.

- c. The PSAC will be bound by the following regulations:
- i. In advance of the posting of a new appointment, the members of the PSAC will be appointed according to the Appendix to this procedure. The Collective Agreement between Kwantlen Polytechnic University (KPU) and the Kwantlen Faculty Association (KFA) will be followed for the appointment of KFA representatives to the PSAC.
 - ii. Before the PSAC is announced, potential members of the Committee must agree, as a condition of membership, that they will not be candidates for the position under consideration.
 - iii. The Board has the authority to substitute members of the PSAC if one of them should declare their candidacy for President.
- d. Faculty appointed by Senate will be based on recommendations from the Senate Nominating Committee in consultation with each Faculty Council to ensure appropriate representation, taking into account Faculty representatives appointed by the KFA. Other appointments are made according to the Appendix.
- e. The membership of the PSAC, once established, will be made public to the university community by the PSAC Chair.
- f. If a PSAC member must resign their position, where possible, replacements will come from a similar constituency.
- Replacements may not be made after the start of long list interviews.
- g. Absenteeism after the interviews begin will constitute forfeiture of that position on the PSAC.
- h. All proceedings of the PSAC and all communication to and from the committee shall be held in strictest confidence, both during the term of the Committee and thereafter. Only the Chair is authorized to release information about the proceedings of the PSAC. The Board Chair shall have the right to discharge from the Committee any member who fails to comply with this requirement.

2. Term Limits

The President will normally be appointed for a five (5) year term. Normally, the position can be renewed for an additional five year term after a review undertaken according to Section 3 below.

3. Renewal of Appointments

- a. When the presidential position is being considered for renewal, the Board will establish a PSAC with a composition determined by the Appendix to recommend on her/his re-appointment.
- b. The PSAC will inform the University community that a review of the incumbent will be conducted and invite submissions, as the Committee shall deem appropriate.
- c. After it reviews the incumbent, the PSAC will determine whether it will recommend reappointment of the incumbent.
- d. The PSAC will make a recommendation to the Board.
- e. The Board will inform the PSAC if its recommendations are not accepted or followed.
- f. If the incumbent is not re-appointed a full search (as outlined in this policy/procedures) shall be followed.

4. The Search Process

- a. Normally, a general (internal and external) search will be conducted.
- b. The Board will determine if an external search firm will be used.
- c. The Board, in consultation with the PSAC, as well as through public consultations, will develop the Presidential Position Description.
- d. Senate will review the Presidential Position Description, providing advice and a recommendation to the Board.
- e. The Board will give final approval to the Presidential Position Description.
- f. The Board, along with the external search firm, if used, will develop the Presidential Candidate Profile based on the consultation with the PSAC and the public against which candidates will be assessed by the PSAC and ultimately, the Board, in reaching a decision about the appointment of the next President of Kwantlen Polytechnic University.
- g. The Board and Senate will agree on the Presidential Candidate Profile.
- h. The position will be advertised as determined by the Board.
- i. Applications will be made in confidence to the PSAC. The PSAC will determine early in its process if the names of shortlisted candidates will be made public. Decisions will be communicated to the shortlisted candidates.

- j. The PSAC will:
 - i. Receive and assess applications and nominations;
 - ii. Establish the long list of candidates followed by the further assessment of candidates on the long list;
 - iii. Establish the short list of candidates (four to six candidates) who will be invited for interviews;
 - iv. Assess the interviewed candidates relative to the Presidential Candidate Profile and it can make a decision to determine if more interviews are necessary;
 - v. Advise the Board if the PSAC determines that no candidates meet the Presidential Candidate Profile when identifying the final short list of candidates for Board consideration.
 - vi. Identify a final short list of not more than three candidates and return these to the Board. The PSAC will be discharged of its responsibilities at this point;
- k. In the event that the PSAC feels that it must refine the Presidential Candidate Profile it will return this question to the Board for consultation, guidance and approval.
- l. The PSAC may invite the short-listed candidates to campus to meet with various university groups to be determined by the PSAC, with a mechanism in place to provide feedback on candidates.
- m. The Board will:
 - i. Consider/interview the candidates on the final list and ensure reference checks are conducted;
 - ii. Upon receipt of the reference check report, determine its final choice for President;
 - iii. Re-constitute a search if the Board determines that none of the candidates on the final short list are suitable for the position.
- n. The Board's final decision, offer of appointment, contract negotiations, acceptance, determination of a start date, identification of transitional time period and steps will represent the concluding step in the Presidential search/appointment process.
- o. Public announcements will follow the decision of the Board and will be determined by the Governors.
- p. The University's Conflict of Interest Policy shall apply to the search.

5. Appointment to a Pro Tem Position

- a. The Board will, in consultation with the Senate, identify one or more qualified personnel who may be asked to assume the role of President Pro Tem.
- b. The Board will appoint a President Pro Tem when a sitting president, for whatever reason, is unable to fulfill his/her duties, and/or to fulfill these duties during a Presidential search.
- c. Those appointed in a pro tem capacity will not be eligible to apply for the position they are temporarily filling without the express permission of the Board.
- d. The Board may choose to make a pro tem appointment using procedures under “Section 3, Renewal of Appointments”.

C. RELATED POLICY

Refer to Presidential Search Advisory, Appointment and Re-appointment Policy (HR22)

D. PROCEDURES HISTORY

Reviewed	Revised

	Appendix: Composition of Presidential Search Advisory Committee
President	<p>The Advisory Committee shall be chaired by the Chair, Board of Governors and shall consist of:</p> <ul style="list-style-type: none"> i) Chair, Board of Governors Human Resources Committee ii) Three government-appointed Board Members, one of whom shall be an Alumni representative iii) Senate Vice Chair iv) Five regular faculty members appointed by the Kwantlen Faculty Association and three regular faculty members-at-large appointed by Senate. To the greatest extent possible by these 8 appointees, all Faculties should be represented. v) Two regular BCGEU staff members, appointed by the BCGEU vi) Two Deans, appointed by the President vii) Provost & Vice President, Academic viii) Three students, appointed by the Board ix) Chair, Kwantlen Foundation <p><i>Staff Resources to the PSAC:</i> University Secretary Associate Vice President responsible for Human Resource Services Director responsible for Communications President</p>



Board of Governors

Agenda Item: #

Meeting Date:

Presenter(s):

Regular Meeting

6.1

February 3, 2015

Lori McElroy

Agenda Item: ***VISION 2018 - Proposed Targets and 2015 Interim Report***

Action Requested:	<input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	THAT the Board of Governors approve the performance targets for VISION 2018.
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Board Committee Report: *The Board Governance Committee recommended the performance targets to the Board of Governors for approval at its January 14, 2015 meeting.*

Key Messages: *[maximum of three]*

1. Over the course of three Governance Committee meetings, performance targets were reviewed, discussed, changed, and developed for each of the 45 performance measures in the *VISION 2018 Annual Performance Report*, where possible. For some measures a target cannot be developed until the measure has been developed, or baseline data is collected.

Context & Background: *In order to report progress in achieving VISION 2018, we have developed a performance report with 41 measures. Over a series of meetings the Board Governance Committee (October, December and January) discussed the targets and arrived at a final set of targets to recommend to the Board. During the discussions some additional measures were also identified and added to the report for a total of 45.*

Resource Requirements: *N/A*

Implications / Risks: *Progress towards achieving VISION 2018 cannot be properly assessed without agreed upon targets.*

Attachments: *VISION 2018 Annual Performance Report: 2015 Interim*

Submitted by: *Lori McElroy, Executive Director, Institutional Analysis and Planning*

Date submitted: *January 27, 2015*

VISION 2018

Annual Performance Report: 2015 Interim



January 2015 Update

FOREWORD

This report presents the performance measures for KPU's Strategic Plan VISION 2018. There are 45 measures described in this report. We have current and historical data as well as performance targets for assessing 29 of these measures. The remaining 16 measures are not currently assessable.


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






Where comparable data on similar institutions is available, we have used these. The targets for **1, 2, 3, 4, 5, 31, and 32** are based on the performance of the teaching intensive universities (referred to as TIU throughout the document) in British Columbia. Teaching Intensive Universities include Capilano, Vancouver Island, Fraser Valley, Emily Carr, and Thompson Rivers. The data used for these measures are collected by BC Stats and cover: certificate, diploma, associate degree, baccalaureate and trades students/programs data. Developmental data are not included, because the comparable data are not available. The targets for **6 and 12** are based on the performance of Canadian Teaching Institutions who participated in the National Survey of Student Engagement 2014 survey. This includes Algoma, Cape Breton, Grant MacEwan, Mount Royal, Nipissing, Saint Mary's, Sheridan College, St. Thomas, Willing, Thompson Rivers, Fraser Valley, and Vancouver Island. The target for **7** is based on the performance of Canadian Institutions who participated in the optional 'Development of Transferable Skills' module in the NSSE 2014 Survey. This includes: Brock, Carleton, Sheridan College, Simon Fraser, Prince Edward Island, and Wildfrid Laurier.

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

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

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

	Target achieved		Indicates current rating
	Within 90% of target		Indicates previous rating
	Between 50% and 90% of target		Indicates no assessment available
	Less than 50% of target		
	No progress		

Performance to Date	
	8
	13
	5
	1
	1
N/A	18

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

NOTES on Specific Measures:

1, 2, 3, 4, 5, 31, 32: These are lag indicators based on surveying former students. The year indicates the year the survey was conducted. The cohort indicates when the student left KPU.

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

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

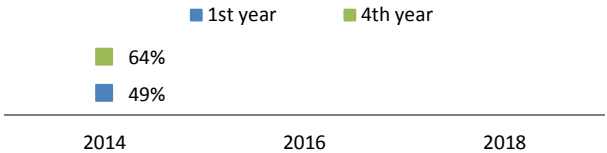
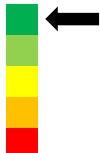
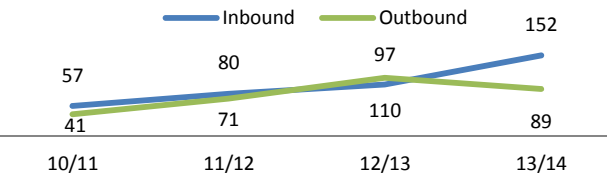


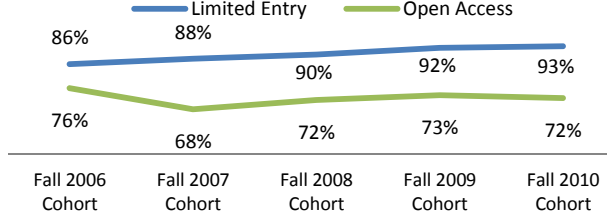

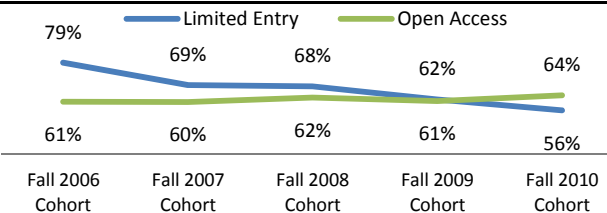

12: The concept of **High Impact Practices** has been developed by NSSE. HIPs are characterized by several traits: "They demand considerable time and effort, facilitate learning outside of the classroom, require meaningful interactions with faculty and students, encourage collaboration with diverse others,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

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

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

Quality: Successful Global Citizens

Measures of Post-Study Employment	Performance	Target	Progress
1. Proportion of former students who are employed	<div><div></div><div>75%76%77%77%</div><div>2010 (08/09 Cohort)2011 (09/10 Cohort)2012 (10/11 Cohort)2013 (11/12 Cohort)</div></div>	≥ TIU 3 year average (80%)	<div><div></div><div></div><div></div><div></div><div></div></div>
2. Proportion of former students employed in a related field of study	<div><div></div><div>59%61%63%62%</div><div>2010 (08/09 Cohort)2011 (09/10 Cohort)2012 (10/11 Cohort)2013 (11/12 Cohort)</div></div>	≥ TIU 3 year average (69%)	<div><div></div><div></div><div></div><div></div><div></div></div>
3. Proportion of former students who reported satisfaction in the usefulness of their knowledge and skills in performing their jobs	<div><div></div><div>70%75%76%74%</div><div>2010 (08/09 Cohort)2011 (09/10 Cohort)2012 (10/11 Cohort)2013 (11/12 Cohort)</div></div>	≥ TIU 3 year average (81%)	<div><div></div><div></div><div></div><div></div><div></div></div>
Measures of Citizenship and Internationalization	Performance	Target	Progress
4. Proportion of former students who developed ability to work effectively with others	<div><div></div><div>81%79%83%81%</div><div>2010 (08/09 Cohort)2011 (09/10 Cohort)2012 (10/11 Cohort)2013 (11/12 Cohort)</div></div>	≥ TIU 3 year average (83%)	<div><div></div><div></div><div></div><div></div><div></div></div>
5. Proportion of former students who reported their program provided opportunities for developing ability to analyze and think critically	<div><div></div><div>82%81%82%82%</div><div>2010 (08/09 Cohort)2011 (09/10 Cohort)2012 (10/11 Cohort)2013 (11/12 Cohort)</div></div>	≥ TIU 3 year average (84%)	<div><div></div><div></div><div></div><div></div><div></div></div>
6. Proportion of students who reported having discussions with diverse others during their educational experiences at KPU	<div><div><div>1st year4th year</div><div>79%67%</div></div><div>201420162018</div></div>	≥ Canadian Teaching Institutions' ratings (65% for 1st year students and 69% for 4th year students)	<div><div></div><div></div><div></div><div></div><div></div></div>

Measures of Citizenship and Internationalization	Performance	Target	Progress
7. Proportion of students who reported exposure to societal problems during their educational experiences at KPU	 <p>■ 1st year ■ 4th year</p> <p>■ 64% ■ 49%</p> <p>2014 2016 2018</p>	≥ Canadian 'Transferable Skills' Institutions' ratings (47% for 1st years and 57% for 4th years)	
8. Number of students taking part in formal exchanges or international learning experiences	 <p>— Inbound — Outbound</p> <p>152</p> <p>57 80 97 41 71 110 89</p> <p>10/11 11/12 12/13 13/14</p>	> growth over previous year	
9. Proportion of students eligible for the Global Competency Certificate	The Global Competency Certificate, which will allow students to receive recognition on their transcript for their intercultural and international experience, is under development. Completion is expected by Fall 2015.	TBD when baseline measures are available	
Quality: Engaged Learners			
Measures of Retention	Performance	Target	Progress
10. Percent retained or graduated from year 1 to year 2 for open and limited entry baccalaureate programs	 <p>— Limited Entry — Open Access</p> <p>86% 88% 90% 92% 93% 76% 68% 72% 73% 72%</p> <p>Fall 2006 Cohort Fall 2007 Cohort Fall 2008 Cohort Fall 2009 Cohort Fall 2010 Cohort</p>	> average previous 2 years (91% for limited entry and 72% for open access)	
11. Percent retained or graduated from year 1 to year 2 for open and limited entry non-baccalaureate programs	 <p>— Limited Entry — Open Access</p> <p>79% 69% 68% 62% 56% 61% 60% 62% 61% 64%</p> <p>Fall 2006 Cohort Fall 2007 Cohort Fall 2008 Cohort Fall 2009 Cohort Fall 2010 Cohort</p>	> average previous 2 years (65% for limited entry and 62% for open access)	

Measures of Learner Engagement	Performance		Target	Progress	
12. Proportion of students who participated in High Impact Practices (such as participation in a learning community, service-learning, research with faculty, participation in an internship or field experience, study abroad, or culminating senior experience) while at KPU	2014	1st yr	34%	6%	<div><div></div><div></div><div></div><div></div><div></div></div> <div>←</div>
		4th yr	30%	48%	
	2016	1st yr			
		4th yr			
	2018	1st yr			
		4th yr			
	■ 1 HIP ■ 2+ HIPs				
	≥ Canadian Teaching Institutions' ratings (38% (1 HIP) and 6% (2+ HIPs) for 1st year students and 28% (1 HIP) and 52% (2+ HIPs) for 4th year students)				

Quality: Effective Organization

Measures of Management Effectiveness and Quality Assurance	Performance	Target	Progress
13. Number of program reviews completed *one review completed in 2010/11, but 8 programs began review process	<div><div>5</div><div>1*</div><div>6</div><div>6</div><div>5</div></div> <div><div>09/10</div><div>10/11</div><div>11/12</div><div>12/13</div><div>13/14</div></div>	Target under review	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>
14. Development of plans identified in VISION 2018	<div>> The Academic Plan was completed in Spring 2014. The implementation plan is now under development.</div> <div>> The Research and Scholarship Plan is under development and will be completed by September 30, 2014.</div> <div>> The Teaching and Learning Plan is being developed over phases. First an extensive series of small and large-scale activities were carried out that aimed at supporting educational delivery and other strategic objectives such as student success, and experiential learning, as well as scholarship and research. The outcome of these multiple sessions laid the foundation for the Teaching and Learning Plan. Then the Vice Provost hosted discussion groups, forums, lectures, webinars and other group activities on a range of topics. Between October and November 2014, a series of forums will be convened to shape the next phase of a comprehensive Teaching and Learning Plan for KPU. A summary report will be available for Senate and the Board of Governors by December 2014.</div> <div>> The Strategic Enrolment Management Plan is under development and will be completed by mid-December, 2014.</div>	Completion of all plans by Spring 2015	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>
15. Successful development of service unit plans that align with VISION 2018	<div>> The IET strategic plan is under development, to be published Spring 2015.</div> <div>> The Facilities strategic plan is under development, with completion expected by December 2014.</div> <div>> The IAP strategic plan is in the planning phase, with completion expected by Spring 2015.</div>	Completion of all plans by end of 2015	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>

Measures of Management Effectiveness and Quality Assurance	Performance	Target	Progress
16. Survey of governance effectiveness at KPU (Board and Senate)	The survey of governance effectiveness is in the planning phase, with the goal of conducting the survey during the 2014/15 academic year.	TBD when baseline measures are available	<div><div></div><div></div><div></div><div></div><div></div></div>
Measures of Efficiency	Performance	Target	Progress
17. Proportion of educational activity taking place between May and August	<div><div>15.2%15.6%15.9%16.6%16.2%</div><div>09/1010/1111/1212/1313/14</div></div>	comparable to average for all TIUs; Note SFU has varied around 20% over this time period; need to obtain data from other TIUs	<div><div></div><div></div><div></div><div></div><div></div></div>
18. Credentials awarded by learner FTE	<div><div>0.210.220.200.200.23</div><div>09/1010/1111/1212/1313/14</div></div>	≥ average of all TIUs for 12/13 (.30)	<div><div></div><div></div><div></div><div></div><div></div></div>
19. Overall seat utilization rates	<div><div>80.1%80.0%80.9%79.4%78.1%</div><div>09/1010/1111/1212/1313/14</div></div>	≥ average previous 2 years (80.2%)	<div><div></div><div></div><div></div><div></div><div></div></div>
Measures of Sustainability	Performance	#NAME?	Progress
20. Score on how well KPU promotes campus life that reflects sustainability and the informal engagement of students	Available July 2015	TBD when baseline measures are available	<div><div></div><div></div><div></div><div></div><div></div></div>
21. Score on how well KPU diverts waste and conserves resources through recycling, resue, and composting	Available July 2015	TBD when baseline measures are available	<div><div></div><div></div><div></div><div></div><div></div></div>
22. Score on how well KPU is institutionalizing sustainability by dedicating resources, planning for future projects and engaging the whole community in these processes	Available July 2015	TBD when baseline measures are available	<div><div></div><div></div><div></div><div></div><div></div></div>

Measures of Financial Health	Performance	Target	Progress
23. Government grant per AVED targeted FTE, as per funding letter	<div><div>\$7,751</div><div>\$7,766</div><div>\$7,766</div><div>\$7,731</div></div> <div><div>\$7,380</div><div>\$7,410</div><div>\$7,389</div><div>\$7,361</div></div> <div><div>FY2011</div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div>	≥ average for all TIUs as per funding letter (shown by red line)	<div><div></div><div></div><div></div><div></div><div></div></div>
24. Operating expenses per overall learner FTE	<div><div>\$12,322</div><div>\$12,496</div><div>\$12,898</div></div> <div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div>	rate of increase in expenses within inflation rate (1.95% for 2014)	<div><div></div><div></div><div></div><div></div><div></div></div>
25. Revenue from non-government sources	<div><div>\$72,313</div><div>\$71,261</div><div>\$76,619</div></div> <div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div>	rate of increase in non-government funds should exceed rate of increase in operating expenses, above	<div><div></div><div></div><div></div><div></div><div></div></div>
26. Deferred maintenance: the Facility Condition Index (ratio of total cost of building deficiencies divided by current replacement value, presented as a percentage)	<div><div>16.0%</div><div>18.0%</div><div>21.7%</div></div> <div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div>	Facilities to develop target in consultation with the Board Finance Committee	<div><div></div><div></div><div></div><div></div><div></div></div>
27. Ratio of Contingency reserve to operations	<div><div>4.0%</div><div>4.0%</div><div>5.0%</div><div>6.1%</div><div>6.4%</div></div> <div><div>FY2010</div><div>FY2011</div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div>	Facilities to develop target in consultation with the Board Finance Committee	<div><div></div><div></div><div></div><div></div><div></div></div>
28. Cash donations for capital expansions, special projects and student awards (in '000s)--investigating the possibility of reporting donations for student awards only	<div><div>\$1,459</div><div>\$1,697</div><div>\$2,014</div><div>\$2,724</div><div>\$3,726</div></div> <div><div>FY2010</div><div>FY2011</div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div>	> previous year	<div><div></div><div></div><div></div><div></div><div></div></div>

Measures of Employee Engagement	Performance	Target	Progress
29. Proportion of employees who reported satisfaction with their jobs (intrinsic job satisfaction includes: skills and abilities well used, strong feelings of accomplishment, creativity encouraged, and opinions seem to count)	<div><div>Overall</div><div>Intrinsic*</div><div><div>78%</div><div>71%</div><div>70%</div></div><div><div>70%</div><div>66%</div><div>64%</div></div><div><div>2009</div><div>2011</div><div>2013</div></div></div>	> last survey's ratings (71% for overall and 66% for intrinsic)	<div><div></div><div></div><div></div><div></div><div></div></div>
30. Proportion of employees' who reported a sense of commitment to KPU (would recommend KPU as a good place to work; feel that KPU is committed to its employees; and would continue working at KPU even if there was a favourable alternative)	<div><div>KPU committed</div><div>Recommend KPU</div><div>Continue at KPU</div><div><div>74%</div><div>68%</div><div>69%</div></div><div><div>54%</div><div>53%</div><div>54%</div></div><div><div>51%</div><div>44%</div><div>44%</div></div><div><div>2009</div><div>2011</div><div>2013</div></div></div>	> last survey's ratings (68% for recommend KPU, 53% for KPU committed, and 44% for continue at KPU)	<div><div></div><div></div><div></div><div></div><div></div></div>
Reputation: Recognized Teaching and Scholarship			
Measures of Teaching Quality	Performance	Target	Progress
31. Proportion of former students' who reported satisfaction with their education	<div><div>93%</div><div>92%</div><div>92%</div><div>92%</div></div> <div><div>2010</div><div>2011</div><div>2012</div><div>2013</div></div> <div><div>(08/09 Cohort)</div><div>(09/10 Cohort)</div><div>(10/11 Cohort)</div><div>(11/12 Cohort)</div></div>	≥ TIU 3 year average (93%)	<div><div></div><div></div><div></div><div></div><div></div></div>
32. Proportion of former students' who assessed their quality of instruction as high or very high	<div><div>84%</div><div>82%</div><div>80%</div><div>80%</div></div> <div><div>2010</div><div>2011</div><div>2012</div><div>2013</div></div> <div><div>(08/09 Cohort)</div><div>(09/10 Cohort)</div><div>(10/11 Cohort)</div><div>(11/12 Cohort)</div></div>	≥ TIU 3 year average (84%)	<div><div></div><div></div><div></div><div></div><div></div></div>
Measures of Scholarly Activity	Performance	#NAME?	Progress
33. Dollars received for sponsored research (in '000s)	<div><div>\$109</div><div>\$579</div><div>\$942</div><div>\$991</div><div>\$957</div></div> <div><div>FY2010</div><div>FY2011</div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div>	≥ average previous 2 years (\$966,601)	<div><div></div><div></div><div></div><div></div><div></div></div>
34. Other measures of scholarly activity (e.g. Scholarship of Teaching and Learning) will be developed	To be developed by ORS and IAP once the Research and Scholarship Plan is finalized	TBD once the metrics have been developed	<div><div></div><div></div><div></div><div></div><div></div></div>


Reputation: Unique Identity

Measures of Unique Identity	Performance	Target	Progress
35. Proportion of employees who agree that KPU has a good reputation in its community	<div><div>58%</div><div>50%</div><div>47%</div></div> <div><div>2009</div><div>2011</div><div>2013</div></div>	> last survey's rating (50%)	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>
36. Proportion of employees who agree that there is a clear vision for KPU's future	<div><div>48%</div><div>42%</div><div>46%</div></div> <div><div>2009</div><div>2011</div><div>2013</div></div>	> last survey's rating (42%)	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>
Measures of Unique Identity	Performance	Target	Progress
37. Proportion of the community who agree or strongly agree that KPU: > offers a hands-on approach to education; > provides career-focused learning; > offers students opportunities to be involved in the community	<div><div>■ 95%</div></div> <div><div>2014</div><div>2016</div><div>2018</div></div>	≥ 2014 survey's rating (95%)	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>

Reputation: Continuing and Professional Education

Measures of Continuing Education	Performance	Target	Progress												
38. Headcount in continuing education and professional studies	<table><tr><th>Year</th><th>Headcount</th></tr><tr><td>09/10</td><td>854</td></tr><tr><td>10/11</td><td>1,172</td></tr><tr><td>11/12</td><td>1,321</td></tr><tr><td>12/13</td><td>1,842</td></tr><tr><td>13/14</td><td>1,952</td></tr></table>	Year	Headcount	09/10	854	10/11	1,172	11/12	1,321	12/13	1,842	13/14	1,952	≥ 10% increase year over year	
	Year	Headcount													
09/10	854														
10/11	1,172														
11/12	1,321														
12/13	1,842														
13/14	1,952														
09/10 10/11 11/12 12/13 13/14															

Relevance: Community Engagement

Measures of Community Engagement	Performance	Target	Progress
39. Awareness: Proportion of the community who identified KPU (by current or former name) first when asked to name universities and colleges in their area	 17% <div>2014 2016 2018</div>	% double 2014 survey's rating by 2018 (34%)	
40. Awareness: Proportion of the community who are "very familiar" with KPU	 11% <div>2014 2016 2018</div>	% double 2014 survey's rating by 2018 (22%)	
41. Reputation: Proportion of the community who identify the quality and breadth of KPU's programs among its strengths	 18% <div>2014 2016 2018</div>	% double 2014 survey's rating by 2018 (36%)	
42. Reputation: Proportion of the community who would consider attending KPU, or would consider KPU for their children	 <div>2014 2016 2018</div>	% double 2014 survey's rating (86% for attend themselves and 72% for their children)	
43. Number of people/organizations* donating to KPU *includes employee payroll giving, student fundraising and fundraising event sponsorship and ticket sales	 <div>FY2010 FY2011 FY2012 FY2013 FY2014</div>	TBD	
44. Proportion of programs with active external advisory committees	TBD	TBD when baseline measures are available	

Relevance: Expanded Educational Access

Measures of Learner Growth	Performance	Target	Progress
45. Percent of FTE growth from previous years	<div><div><div>7.2%</div><div>4.1%</div><div>3.4%</div><div>0.4%</div><div>2.1%</div></div><div><div>FY2010</div><div>FY2011</div><div>FY2012</div><div>FY2013</div><div>FY2014</div></div></div>	5% annual growth; may need to revisit target given funding levels	<div><div></div><div></div><div></div><div></div><div></div></div> <div></div>

Relevance: Blending Theory and Practice

Measures of Experiential Learning	Performance	Target	Progress
46. Number of work integrated learning experiences	<div><div><div>3,866</div><div>4,239</div><div>4,855</div><div>6,315</div><div>6,429</div></div><div><div>09/10</div><div>10/11</div><div>11/12</div><div>12/13</div><div>13/14</div></div></div>	> than previous year	<div><div></div><div></div><div></div><div></div><div></div></div>



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

Regular Meeting
6.2
February 3, 2015
Kristan Ash

Agenda Item: ***Notice of Position***

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

Recommended Resolution:	THAT the Board of Governors approve the Notice of Position dated February 2015.
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Board Committee Report: *The Board Governance Committee reviewed and recommended the Notice of Position to the Board of Governors at its January 14, 2015 meeting.*

Key Messages: **1. When a vacancy is upcoming on the Board of Governors, the Board Resourcing and Development Office requires the Board to submit a Notice of Position to be used in advertising the position.**
[maximum of three] **2. The section on Business and Structure was revised considerably.**
 3. The section on Vacant Positions read:
 “Currently there are two (2) vacancies on the Board and two (2) Board Members eligible for re-appointment (submitted December 2014). The following are the attributes sought for the vacant positions currently under consideration:
 People with senior leadership experience in complex organizations and with representation from Richmond, the Langleys or Delta.

Context & Background: N/A

Resource Requirements:
Implications / Risks:
Consultations:

Attachments: Draft Notice of Position February 2015

Submitted by: *Sandi Klassen*

Date submitted: *January 27, 2015*

DRAFT

Business and Structure

Kwantlen Polytechnic University is B.C.'s largest teaching university and only polytechnic university. KPU prides itself on providing an exceptional learning environment reinforced by small classes, engaged faculty, and hands-on interdisciplinary learning opportunities for all students.

Located in Metro Vancouver, KPU has campuses in Richmond, Surrey, Cloverdale and Langley that collectively offer over 145 programs in business, arts, science, design, health, trades, technology, horticulture, and academic and career advancement. Most programs have multiple exit points, allowing students the ability to graduate with a certificate, diploma or degree.

KPU currently serves over 19,000 students annually in a wide range of programs, including bachelor's degrees, associate degrees, diplomas, certificates citations and apprenticeships.

The KPU experience consists of flexible learning options, supportive educational environments, and opportunities to work closely with peers and faculty that are committed to teaching as well as research. Students have the opportunity to engage in hands-on education through cooperative learning, community action research, practicum placements, international field schools, undergraduate research, and much more. Our programs are relevant locally, nationally and globally.

KPU offers top-notch programming in all disciplines. KPU is home to the largest undergraduate business school in Western Canada, and its business students compete in, and excel at, international case competitions.

Other unique offerings at KPU include:

- Two community-centred research institutes that pioneer sustainable food systems and horticulture practices that are applicable to the needs of the South Fraser region and B.C.
- A new two-year diploma in Brewing & Brewery Operations – the first of its kind in British Columbia. With the craft brewery and brew pub industries experiencing unprecedented growth in the province, the program is expected to help meet industry demands.
- The Chip and Shannon Wilson School of Design, which runs rigorous, studio-based design programs that are unparalleled in quality and scope, and attracts students from across Canada and around the world.
- KPU Tech, one of the most technologically advanced trades and technology training facilities in Canada.

- Opportunities to directly achieve industry accreditation in business, design, nursing and health.
- A growing roster of over 65 continuing and professional studies courses for professionals, journeymen and lifelong learners.

The university's dynamic and evolving research capacity not only responds to the needs of the region, but includes communities in the process. KPU has a 30-year history of building partnerships with community, industry, and other academic institutions that benefit students, faculty, and the public.

KPU's tradition of combining practical hands-on learning with undergraduate research prepares students for success in graduate school and in their careers. The university's research institutes and faculty receive a growing amount of support from both private and public funders.

For further information, visit www.kpu.ca

Strategic Direction

KPU is a special purpose teaching university under the *University Act*

Recently the University engaged in a broadly consultative process resulting in the University's Vision 2018, found at

<http://www.kwantlen.ca/president/strategicplanning.html>

Governance Structure

Kwantlen Polytechnic University is governed by the *University Act* of British Columbia which provides for two governing bodies: the Board of Governors and the Senate.

The Board of Governors' primary responsibility is to oversee the strategic direction and management of the University and ensure that it carries out its mission. The Board of Governors consists of eight government appointed members, two elected faculty members, one elected professional support staff member and two elected student members along with the Chancellor and President. Other than the President, all Board Members are subject to a maximum of six years service.

The Senate has responsibility for the academic programming of the University. In particular, it sets curricula, qualifications for admissions, criteria for awarding certificates, diplomas, and degrees, including honorary degrees, criteria for academic standing, academic standards and the grading system, and policies and procedures for appeals by students on academic matters.

Board Governance Policies are located at:

<http://www.kpu.ca/policies>

Section A

Board Governance Manual

Board Responsibilities and Accountabilities

Role and Responsibilities

4. BOARD TERMS OF REFERENCE (excerpt from Board Governance Manual)

4.1. ROLE

As set out in the *University Act*, the Board is responsible to manage, administer and control KPU's property, revenue, business and affairs.¹

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

4.2. RESPONSIBILITIES

The Board's powers are set out in section 27(2) of the *University Act*. Further to the roles and responsibilities set out by statute, the Board establishes a governance framework to guide its work.

The key responsibilities of the Board are set out below. The President and the three Board Committees that provide in-depth concentration in key areas of Board responsibility support the Board's work.

4.2.1. Human Resources

The Board:

- a) appoints the President as the chief executive officer of KPU, sets the President's salary or remuneration, and defines the President's duties and tenure of office;²
- b) monitors and evaluates the President's performance;
- c) oversees President succession planning and ensures plans are in place to deal with a planned or emergency departure of the President;

¹ *University Act*, s. 27(1).

² *University Act*, s. 27(2)(g).

- d) provides advice and counsel to the President in the execution of the President's duties;
- e) with approval of the Senate, establishes procedures for the recommendation and selection of candidates for President, deans, librarians, registrar and other senior academic administrators as the Board may designate;¹
- f) delegates to the President or those individuals or committees outlined in Appendix H responsibility to appoint, promote and remove senior academic administrators, faculty and other members of the teaching staff, and the officers and employees of KPU and set their salaries or remuneration, define their duties and their tenure of office or employment, all as set out in Appendix H;
- g) upon nomination by the alumni association and after consultation with the Senate, appoints the Chancellor in accordance with the *University Act*;² and
- h) ensures that KPU human resources strategies provide for the development of key personnel consistent with the future leadership needs of KPU.

4.2.2. Strategy

KPU's senior leadership, in consultation with internal and external stakeholders and in accordance with KPU's fiscal accountability to the Government (i.e. the "budget letter") formulates a strategic plan and supporting operating and capital plans and budgets and the Board assesses and ultimately approves them.

The Board:

- a) reviews and approves KPU's mission, mandate, vision and commitment statements;
- b) participates in the development of and approves KPU's strategic plan;
- c) oversees the ongoing implementation of KPU's strategic plan;
- d) reviews and approves KPU's business plan (including key financial, facilities and human resources plans), and establishes key performance measures;
- e) reviews and approves KPU's annual capital and operating budgets;³
- f) seeks the advice of the Senate on the development of educational policy for those matters outlined in the *University Act*;⁴

¹ *University Act*, s. 27(2)(f).

² *University Act*, s. 11(1).

³ *University Act*, s. 27(2)(l).

⁴ *University Act* s. 35.2(6).

- g) considers recommendations from the Senate for the establishment and discontinuance of Faculties and Departments;¹
- h) establishes the elements that comprise the academic and overall KPU student experience and processes to obtain student feedback; and
- i) monitors KPU's performance against the various plans and budgets, and agreed-upon key performance measures and approves revisions to the plans and budgets as required.

4.2.3. Risk

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

The Board:

- a) with the advice of senior leadership, identifies KPU's key risks;
- b) ensures, through regular reviews and assessments, that senior leadership has established appropriate systems to identify and manage these risks; and
- c) receives regular reports on the management of these risks.

4.2.4. Financial Information, Systems and Controls

The Board:

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

4.2.5. Monitoring and Reporting

The Board:

- a) publishes the Board's governance framework;
- b) monitors KPU's performance against the objectives set out in the strategic plan and agreed-upon key performance measures;
- c) identifies and monitors quantifiable measures and benchmarks relating to the academic and overall experience of KPU students;

¹ *University Act*, s. 27(2)(i) and 35.2(6)(e).

- d) ensures financial results are reported fairly and in accordance with generally accepted financial reporting standards;
- e) reports quarterly to the Government on the annual capital and operating budget;
- f) annually, submits to the Government a copy of KPU's audited financials, the Accountability Plan and Report and the FTE Enrollment Report; and
- g) at the request of the Minister, prepares and submits, an annual report together with financial statements, and other information that the Minister considers necessary to carry out the Minister's responsibilities under the *University Act*.¹

4.2.6. Code of Conduct and Ethics

The Board:

- a) establishes, and updates from time to time as required, a Code of Conduct for Board Members which includes the duties of Members of the Board or Committees in conflict of interest situations;
- b) approves a Code of Conduct for KPU senior leadership approves and monitors through senior leadership, compliance with all significant policies that govern KPU's operations; and
- c) ensures that systems are in place to provide equality of opportunities for faculty, staff and students.

4.2.7. Appeal

The Board:

- a) conducts appeal hearings for any member of the teaching and administrative staffs and any officer or employee of KPU suspended by the President;²
- b) conducts appeal hearings on matters of non-academic student discipline.

4.2.8. Communications

The Board:

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

The President is the primary spokesperson for KPU and the Board Chair is the primary spokesperson for the Board.

4.2.9. Government Relations

¹ *University Act*, s. 32(1) and s. 49(1). See for example the Ministry of Advanced Education's reporting requirements for BC's public post-secondary institutions due in fiscal year 2012/13 at <http://www.aved.gov.bc.ca/budget/welcome.htm>

² *University Act*, s. 60(3).

The Board:

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

4.2.10. Governance Effectiveness

The Board:

- a) establishes the framework for the governance of KPU;
- b) appoints non-program advisory boards, consisting, either wholly or partly of persons unconnected with KPU ("Advisory Board");¹
- c) refers matters to an Advisory Board for advice and report, such advice and report which must be considered and weighed by any body in KPU which the Board so directs;²
- d) reviews and updates the Board's governance policies at least every two years or more frequently as required;
- e) develops a plan for long term Board composition and maintains the Board Matrix;³
- f) provides comprehensive orientation and professional development sessions for Board Members; and
- g) annually examines the effectiveness of the Board, its committees and the Board Chair and its relationship with senior leadership, the Senate and Government.

¹ *University Act*, s. 34(1).

² *University Act*, s. 34(1).

³ Refer to Appendix "D" and Section 18 (Board Composition and Succession Planning) of the Board Manual for more information.

Accountabilities

In carrying out its work, the board operates within the broad policy direction and budget set by the Ministry of Advanced Education. For this purpose, the Ministry has established an Accountability Framework for Post Secondary Education setting out goals for the post-secondary system, performance measures to assess the achievement of goals, and reporting requirements for the institutions. Institutional accountabilities are set out in the Government Letter of Expectation (GLE) from the Ministry on the basis of which each institution develops an annual service plan and service report. For more information on the Ministry visit their web site at: www.gov.bc.ca/su.

Board Composition

The individuals who make up the Board of Governors should, collectively, have the necessary personal attributes and competencies required to:

- add value and provide support for management in establishing strategy and reviewing risks and opportunities; and
- effectively monitor the performance of management and the organization.

Personal Attributes

All governors should possess the following personal attributes:

- High integrity
- Team Player – respect for other ideas/opinions
- Strong reasoning skills
- Ability to think and act independently
- Time and willingness to devote the equivalent of approximately 20 days per year on board-related activities and to travel as required
- No direct or indirect conflict of interest with the Governor's responsibility to the university
- Able and willing to fulfill time commitment required to carry out responsibilities

Competencies

Collectively, the Board should comprise the following core competencies:

- A proven track record of success in a significant business or equivalent organization or entity with knowledge in such areas as strategic management, finance, operations,

- control and accounting, law, communications and/or human resources
- Knowledge of current and emerging higher education issues
- Previous experience in significant community-based organization
- Successful experience in understanding complex labour relations issues
- Successful experience with significant organizational change
- Successful experience with risk management
- Successful experience dealing with complex legal issues

Governance Experience

While previous experience as a governor is not required, it is important that candidates for positions understand the roles and responsibilities of a member of a governing board and have the necessary experience and demonstrated skills to enable them to contribute to board decision-making and oversight.

Part of the organization's commitment to good governance includes the provision of a comprehensive orientation for new board members and ongoing professional development for members.

Board Members sign a Code of Conduct annually as well as take an Oath of Office at their initial Board meeting.

Other Considerations

Within the context of the required board skills requirements, consideration is given to diversity of gender, cultural heritage and knowledge of the communities served by the organization.

Vacant Position(s)

Currently there are two (2) vacancies on the Board and two (2) Board Members eligible for re-appointment (submitted December 2014). The following are the attributes sought for the vacant positions currently under consideration:

People with senior leadership experience in complex organizations and with representation from Richmond, the Langleys or Delta.

Time Commitment

KPU's Board meets 5 times each year, meeting on various campuses for approximately four hours (3:00-7:00 pm).

In addition, Board Members are expected to serve on two Board committees generally on the Cloverdale Campus (5500 – 180th Street) and attend one annual two-day retreat somewhere in North America. Board committees typically meet from 4:00 to 6:00 pm, four or five times a year, except for the Governance Committee which meets monthly.

Board Members also attend various KPU functions such as Convocation, Scholarships & Awards Ceremony, and Community Events, as their schedules permit.

The Board holds a recognition dinner for retiring Board Members annually and supports the Kwantlen Foundation fund raising events.

Term

Under the *University Act*, a board member is appointed by the Lieutenant Governor in Council and holds office for a term up to three years. Appointed members of the board may be eligible for reappointment but must not hold office for more than six (6) consecutive years.

Compensation

No compensation is paid to Order in Council members of the Board; however, approved expenses are reimbursed according to University policy.

List of Current Governors and Senior Executives

	First Appointed	Term Ends	Occupation
Appointed:			
Kristan D. Ash / Chair	16 September 2009	31 July 2015	Alumni, MBA(c), Lean Blackbelt
Harpreet Bhatti	2 August 2013	31 July 2016	CGA
Hanne Madsen	31 July 2014	31 July 2015	Executive
Chris McCue	31 December 2014	31 December 2015	Alumni, ASCT
Kenneth Tung	16 September 2009	31 July 2015	Executive, IT
Lisa Skakun / Vice Chair	31 July 2012	31 July 2016	Legal Counsel, Coast Capital Savings
Shira Standfield	29 October 2013	31 July 2015	Master of Natural Resources & Master of Landscape Architecture
Bruce Wendel	31 July 2014	31 July 2015	CFA, B Commerce

Elected:			
Marc Kampschuur	01 September 2014	31 August 2017	Faculty
Geoff Dean	01 September 2012	31 August 2015	Faculty
Upinder Chahal	01 September 2014	31 August 2015	Student
Sandra Hoffman	01 September 2012	31 August 2015	Staff
Richard Hosein	01 September 2013	31 August 2015	Student

Appointed by Position:			
George Melville	01 October 2014	01 October 2017	Chancellor
Alan Davis	01 September 2012	31 August 2017	President

Senior Executives:

President & Vice-Chancellor
Provost & Vice President, Academic
Vice President, Finance & Administration

Dr. Alan Davis
Dr. Sal Ferreras
Vacant

Process for Submitting Expressions of Interest

You may submit an Expression of Interest in serving as a governor of *Kwantlen Polytechnic University* online by going to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and linking to the page “How to Apply”.

Expressions of Interest for vacant positions should be submitted by *end date for posting (please discuss with BRDO)*.

If you have any questions about registering your Expression of Interest, please contact Natalya Brodie, Director at the Board Resourcing and Development Office at (604) 775-1683.

British Columbia Appointment Guidelines

Appointments to British Columbia’s public sector organizations are governed by written appointment guidelines. For more information about the appointment process, and to view a copy of the guidelines, refer to the Board Resourcing and Development Office website (www.gov.bc.ca/brdo) and link to the page “The Appointment Process”.



Board of Governors Regular Meeting

Agenda Item #6.3

Meeting Date: February 3, 2015

Presenter(s): Alan Davis

Agenda Item: ***Board Retreat Update***

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report: *The Board Governance Committee reviewed the attached draft Board Retreat Agenda at its January 14, 2015 meeting.*

Key Messages: *[maximum of three]*

- 1. Logistical Details:** Saturday February 21, 2015; 7:30 am – 4:30 pm; River Rock Conference Centre, Thompson Room
- 2. DfYgYbHfS:** Dr. Ross Paul, Andreas Abele, Dr. Alan Davis and Marc Kampschuur
- 3. Major topics:** Top Five Challenges Facing KPU; KPU's Culture; The Role of the Board in KPU's Future.

Attachments: *Draft Retreat Agenda with bios of speakers and map of River Rock Complex.*

Submitted by: *Alan Davis*

Date submitted: *January 27, 2015*

Agenda

7:30-8:30 am	Breakfast	
8:30-9:00 am	Member and Guest Introductions (the best, worst, or most interesting job held as a student)	
9:00- 10:00 am	Top Five Challenges Facing KPU in Achieving Vision 2018 and Beyond	Alan Davis, President and Vice Chancellor KPU
10:00-10:30 am	Stretch Break	
10:30 – 12 noon	KPU's Culture	Andreas Abele, The Coaching Studio Vancouver
12:00 – 1:00 pm	Lunch	
1:00-3:30 pm	The Role of the Board in the future of KPU	Ross Paul Marc Kampschuur
3:30-4:30 pm	Appetizers and No-host Bar	Opportunity to socialize

Speakers



Andreas Abele, The Coaching Studio, Vancouver

Andreas is President of The Coaching Studio, and a world-class coach and leadership development expert.

Andreas has a passion for people and their projects, and has effectively applied his knowledge with great success in start-ups, international business, multi-billion dollar corporations and non-profit organizations alike.

In addition to his coaching and leadership development work, Andreas served as COO and CEO of an international technology company for close to a decade with the company being named one of

Canada's fastest growing companies by Profit magazine. In 2007, Andreas was presented the Top 40-under-40 award by Business in Vancouver magazine.

Andreas holds a Masters in Liberal Studies and a Bachelor of Arts, both from SFU, and is a certified practitioner in a variety of current coaching and assessment tools.



Ross Paul

Ross Paul, CM was the fifth President and Vice-Chancellor of the University of Windsor. He completed his term of office as President in 2008.

A bilingual native of Montreal, Dr. Paul came to the University of Windsor as President early in 1998 immediately after serving almost seven years as President of Laurentian University in Sudbury, Ontario.

Dr. Paul holds a B.A. in Mathematics and Economics from Bishops University (1964), an M.A. in Educational Administration from McGill University (1968). He also graduated from the University of London (Post-Graduate Certificate in Education, 1965 and Ph.D., 1973).

Dr. Paul's research interests include the sociology of organizations and the management of higher education. He is the author of the 1990 book, *Open Learning and Open Management: Leadership and Integrity in Distance Education* and the 2012 book, *Leadership Under Fire: The Challenging Role of the Canadian University President*.

He is a past Chair of the Board of World University Service of Canada (WUSC) and was founding Chair of both the Optical Research Advanced Network of Ontario (ORANO) and CREAD, the distance education network for all of the Americas.



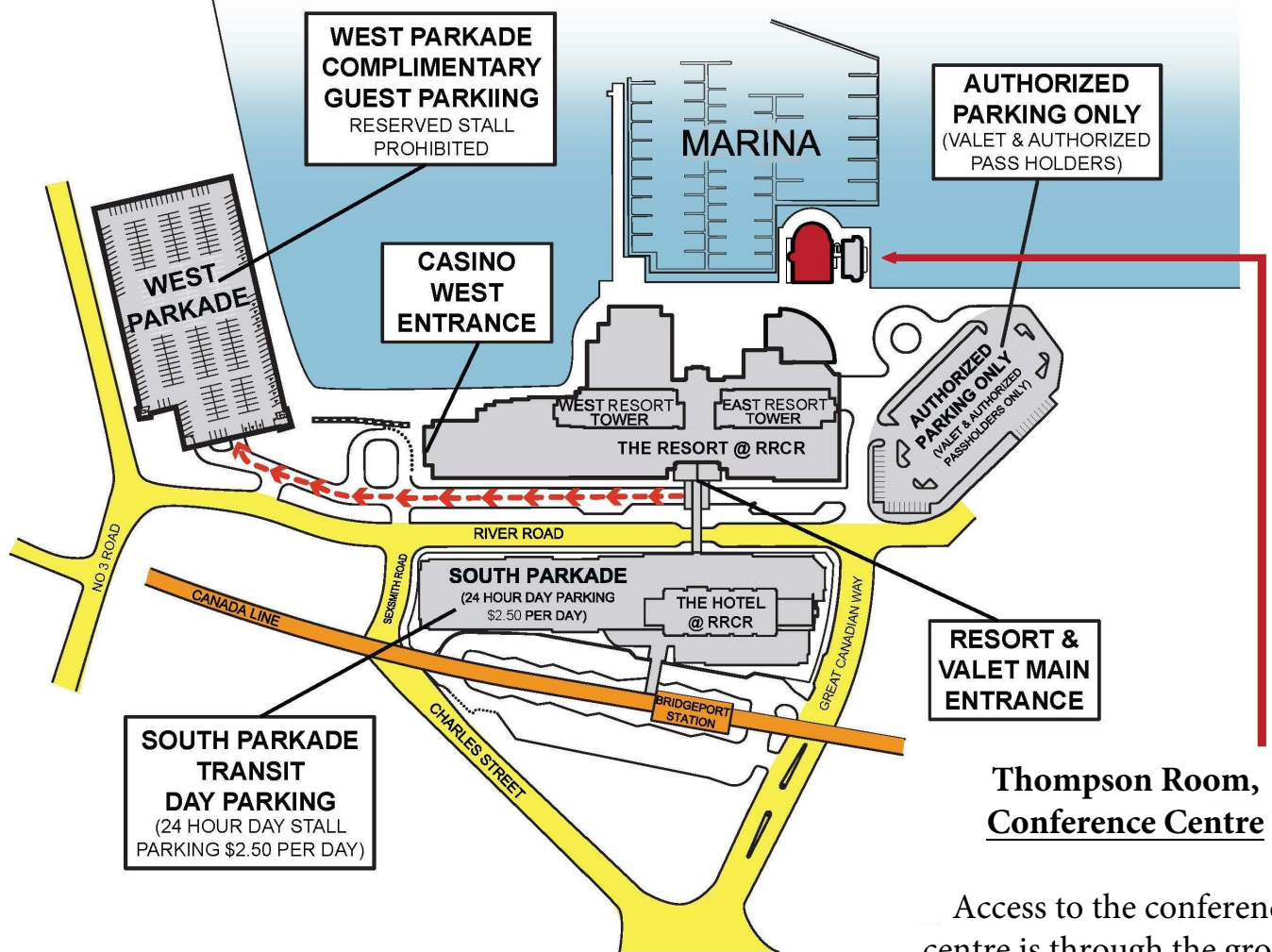
Marc Kampschuur, School of Business Instructor, KPU

Mr. Kampschuur is a Chartered Accountant, Lawyer (BC Bar) and Certified Fraud Examiner. He is faculty at KPU in Tax, Audit and Financial Accounting and formerly worked with K.P.M.G. in Vancouver where he was responsible for conducting external, internal, and forensic audits. His experience extends as a Internal Auditor for Crystal Decisions Corporation and the Vancouver Port Authority. Mr. Kampschuur develops and delivers training for the Certified Professional Accountants of B.C. and previously for all three legacy organizations in

accreditation and professional programs.

He is a graduate of Dalhousie University with a Bachelor of Law degree and University of British Columbia with a Bachelor of Commerce (Honours), and a Master of Educational Technology and completed the CICA In-Depth tax course in 2013. He brings excellent corporate governance and audit skills along with significant financial and legal experience to the Board.

Marc is currently taking the Chartered Director Program offered at the Sauder School of Business



Thompson Room, Conference Centre

Access to the conference centre is through the ground floor of the casino or via the boardwalk from the west parking garage

Complimentary Resort Self Parking

From the Resort & Valet Main Entrance:

- Drive straight alongside the resort building
- Go straight through the Stop Sign
- Proceed right to the entrance of the West Parkade

****Restrictions****

Complimentary resort self-parking is located in the West Parkade beyond the **RESERVED** stalls; please note **ALL RESERVED** stalls on P1 are strictly prohibited

South Parkade attached to the Canada Line is **ONLY** for Translink Users (24 HOUR DAY STALL PARKING \$2.50 PER DAY)

All areas are govern by Impark and parking violations are subject to parking tickets and fines

RiverRock
CASINO RESORT





Board of Governors

Agenda Item: #

Meeting Date:

Presenter(s):

Regular Meeting

6.4

February 3, 2015

Kristan Ash

Agenda Item: *Board Evaluation Process*

Action Requested:

- ☒ Motion to Approve
- ☐ Discussion
- ☐ Information
- ☐ Education

Recommended Resolution:

THAT the Board of Governors approve the Board Evaluation Process for 2015 as follows:

- 1. Evaluation Surveys for the “Board as a Whole” and “Individual Board Members are distributed to Board Members in March 2015.**
- 2. Evaluations Surveys are returned to University Secretary for compilation in late April 2015.**
- 3. Governance Committee reviews results in May 2015.**
- 4. Board of Governors reviews results in June 2015.**

Board Committee Report:

The Board Governance Committee reviewed the Board Evaluation Process at its January 14, 2015 meeting and recommended the process to the Board for approval.

Key Messages:
[maximum of three]

- 1. The following evaluation surveys were completed by the Board in March 2014:**
 - Board as a Whole
 - Board Chair
 - Committees
 - Committee Chairs
 - Individual Board Member
- 2. Since the Chair will only have been in this position for three months at the time of the surveys, it is suggested that this evaluation not be conducted this year, recommencing in 2016.**
- 3. Since evaluations of the committees and their chairs were satisfactory last year, it is suggested that evaluation of committees occur again in 2016.**

Context & Background:

N/A

**Resource Requirements:
Implications /
Risks:
Consultations:**



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

Regular Meeting
6.4
February 3, 2015
Kristan Ash

- Attachments:**
1. Board Governance Manual Section 20, "Board and Board Member Evaluation
 2. Evaluation Surveys for:
 - Board as a Whole
 - Individual Board Member
 - Board Chair
 - Board Committees & Chairs

Submitted by: *Sandi Klassen*

Date submitted: *January 28, 2015*

20. BOARD AND BOARD MEMBER EVALUATION

20.1. INTRODUCTION

The Board is committed to Board evaluation, the purpose of which is to provide Board Members with an opportunity each year to examine how the Board, the Board Chair, the Board's Committees, Committee Chairs and individual Board Members are performing, and to identify opportunities for improvement.

20.2. PROCESS

The process used varies from year to year. Each year, the Governance Committee recommends to the Board the specific evaluation process to be undertaken. The process is appropriate to the Board's stage of development, and takes into account past Board evaluation processes and results.

20.3. BOARD EVALUATION

20.3.1. Objective

The objective of the Board evaluation process is to assist the Board to:

- a) assess the overall performance of the Board and measure the contributions made by the Board to KPU in keeping with stakeholder expectations;
- b) evaluate the mechanisms in place for the Board to operate effectively and make decisions in the best interests of KPU;
- c) add value to KPU; and
- d) achieve and maintain excellent governance practices.

20.3.2. Areas to be Evaluated

Board evaluation is designed to review the effectiveness of the Board. Typical assessments evaluate the following areas:

- a) the quality of Board meetings including appropriateness, effectiveness and sufficiency of topics, time allocation, pre-meeting information packages and presentations;
- b) Board dynamics, including the quality of the discussion;
- c) the appropriateness and sufficiency of financial and operational reporting;
- d) the quality of the relationships between the Board and senior leadership and the Board and the Senate;
- e) KPU's practices with respect to business conduct and ethical behaviour;
- f) Board Member training and education;

- g) Board processes with respect to strategic planning, risk management, President evaluation, succession and compliance; and
- h) the Board's relationship with the Government, key stakeholders and the public.

20.4. BOARD CHAIR EVALUATION

20.4.1. Objective

The objective of the Board Chair evaluation process is to provide feedback to the Board Chair to improve the overall performance of the Board Chair and, in turn, the Board.

20.4.2. Areas to be Evaluated

Board Chair evaluation is based on the expectations of the Board Chair set out in the Board Chair Position Description and covers such areas as:

- a) integrity and ethics;
- b) management of Board meetings;
- c) management of information flow between the Board and senior leadership;
- d) management of the Board's decision-making processes;
- e) relationship with the President;
- f) relationship with Board Members; and
- g) relationship with Government, key stakeholders and the public on behalf of the Board.

20.5. COMMITTEE EVALUATION

20.5.1. Objective

The objective of Committee evaluation is to improve the functioning of the Committee and thus contribute to the Board's overall performance.

20.5.2. Areas to be Evaluated

Committee evaluation covers such areas as:

- a) the appropriateness of the Committee's mandate;
- b) the composition of the Committee;
- c) the contributions of the Committee to the Board's work; and
- d) the quality of reporting to the Board.

20.6. COMMITTEE CHAIR EVALUATION

Committee Chair evaluation covers such areas as:

- a) integrity and ethics;
- b) management of Committee meetings;

- c) management of information flow between the Committee and the Board;
- d) management of the Committee's decision-making processes;
- e) relationship with the Board Chair; and
- f) relationship with Committee members.

20.7. INDIVIDUAL BOARD MEMBER EVALUATION

20.7.1. Objective

The objective of individual Board Member evaluation is to provide feedback to each Board Member on his or her performance so the Board Member may develop his or her effectiveness and, in turn, the Board's effectiveness.

20.7.2. Areas to be Evaluated

Individual Board Member evaluation is based on the expectations of individual Board Members set out in the Individual Board Member Position Description and covers such areas as:

- a) key areas of contribution;
- b) level of engagement;
- c) communications style; and
- d) advice on how Board Member's contributions could be greater.

BOARD EVALUATION

Name: _____

NOTE: No evaluation will be attributed personally. For tracking purposes only.

20.1 Introduction

The Board is committed to Board evaluation, the purpose of which is to provide Board Members with an opportunity each year to examine how the Board, the Board Chair, the Boards, Committees, Committee Chairs and individual Board Members are performing, and to identify opportunities for improvement.

20.3.1. Objective

The objective of the Board evaluation process is to assist the Board to:

- assess the overall performance of the board and measure the contributions made by the Board to KPU in keeping with stakeholder expectations;
- evaluate the mechanisms in place for the Board to operate effectively and make decision in the best interest of KPU;
- add value to KPU; and
- achieve and maintain excellent governance practices.

SECTION A – QUALITY OF MEETINGS	No	Yes	Sometimes	Don't Know
1. Meetings are focused on matters of importance to KPU, such as strategic planning, policy, and financial issues.				
2. Meeting business is dealt with effectively, appropriately and in a timely manner.				
3. The amount of meeting time available for discussion / debate is adequate.				
4. Meetings are of adequate length and frequency.				
5. Presentations at meetings are of an appropriate length and content is relevant.				
6. Meeting materials are germane and provide adequate information for the Board to make informed decisions.				
7. Meeting materials are distributed in sufficient time to allow for adequate preparation.				
8. Meeting minutes accurately reflect discussions and decisions.				

Comments on Section A – QUALITY OF MEETINGS

SECTION B – DYNAMICS	No	Yes	Sometimes	Don't Know
1. Discussions are collaborative, productive and all members have the opportunity to contribute.				
2. Participation is encouraged and members have appropriate time to put forward individual perspectives.				
3. Members are respectful of each other's opinions and ideas.				
4. The Board functions as a team, and understands its common goal.				
5. Board membership is diverse and has sufficient expertise and knowledge to ask key questions, challenge assumptions and make decisions.				

Comments on Section B – DYNAMICS

SECTION C – REPORTING	No	Yes	Sometimes	Don't Know
1. The Board reports accurately and on schedule to the Ministry regarding audited financials, accountability planning and FTE enrollment reports				
2. The Board ensures financial reports are in accordance with Ministry requirements and generally accepted standards.				
3. The Board receives appropriate and sufficient operational reports.				



Comments on Section C – REPORTING

SECTION D – QUALITY OF RELATIONSHIPS	No	Yes	Sometimes	Don't Know
1. The Board effectively communicates its mandate and role to the University community.				
2. The Board understands the bi-cameral governance system and the role of the KPU Senate.				
3. The relationship with the KPU President is positive, productive and supportive.				
4. Relationships with KPU senior administration are positive, productive and supportive.				
5. The Board understands the role of the KPU Foundation and builds positive relationships with its members.				
6. The Board is involved in and present at KPU events, as appropriate.				

Comments on Section D – QUALITY OF RELATIONSHIPS

SECTION E – KPU EXTERNAL PRACTICES	No	Yes	Sometimes	Don't Know
1. Board influence and leadership set clear expectations that KPU business and professional dealings are ethical and positive.				

Comments on Section E – KPU EXTERNAL PRACTICES

SECTION F – BOARD EDUCATION	No	Yes	Sometimes	Don't Know
1. The Board Governance Manual is useful and contains sufficient information on the role of the Board at KPU, the governance model, strategic planning, financial management, risk management, processes, and the responsibilities of the Board in general.				
2. Board orientation provides new members with a clear understanding of their role and the Board's role at KPU.				
3. Board orientation provides new members with a clear understanding of KPU as an organization.				
4. Opportunities for development are relevant to the work of the Board, and are clearly identified to members.				

Comments on Section F – BOARD EDUCATION

SECTION G – LEADERSHIP AND PLANNING	No	Yes	Sometimes	Don't Know
1. The Board's decisions are in alignment with, and in consideration of, the University's mission, vision, strategic and academic plans.				
2. The Board is familiar with institutional practices, governance systems, and operating procedures.				
3. The Board understands and effectively carries out its responsibilities in overseeing the operations of the institution.				
4. The Board actively consults with, and receives recommendations from, Senate, as required in the <i>University Act</i> .				
5. The Board understands the financial framework of the institution.				
6. The Board has established clear and appropriate benchmarks against which the strategic, academic, operating and capital plans can be measured.				
7. Appropriate and considered processes are in place with respect to risk management.				
8. Appropriate and considered processes are in place with respect to the President's evaluation, succession and compliance.				
9. Appropriate and considered processes are in place with respect to strategic planning.				

Comments on Section G – LEADERSHIP AND PLANNING

SECTION H – BOARD EXTERNAL RELATIONS	No	Yes	Sometimes	Don't Know
1. The Board maintains effective communication and relationships with government.				
2. The Board maintains effective communication and relationships with key stakeholders and the public generally.				
3. Members act as ambassadors on behalf of KPU in a positive manner, and identify potential partnerships and relationships of benefit to KPU.				

Name:

NOTE: No evaluation will be attributed personally. This is solely for tracking purposes.



INDIVIDUAL BOARD MEMBER EVALUATION

Name: _____

NOTE: No evaluation will be attributed personally. For tracking purposes only.

20.1 Introduction

The Board is committed to Board evaluation, the purpose of which is to provide Board Members with an opportunity each year to examine how the Board, the Board Chair, the Boards, Committees, Committee Chairs and individual Board Members are performing, and to identify opportunities for improvement.

20.7.1. Objective

The objective of individual Board Member evaluation is to provide feedback to each Board Member on his or her performance so the Board Member may develop his or her effectiveness and, in turn, the Board's effectiveness.

INDIVIDUAL BOARD MEMBER EVALUATION	No	Yes	Sometimes	Don't Know
1. I have adequate expertise and knowledge to fully participate in discussions, and can identify issues, concerns and potential areas of risk, based on that knowledge.				
2. I am engaged and actively participate in meeting business.				
3. I am informed on the issues relevant to meeting discussions, and on key issues affecting KPU as a whole.				
4. I promote and support KPU in the community, as appropriate.				
5. I effectively communicate my thoughts and ideas to other members.				
6. I listen and provide constructive feedback on other member's ideas and thoughts on issues.				
7. I could better contribute as a member of the KPU Board by:				
<hr/>				
Comments				
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<hr/>				



BOARD CHAIR EVALUATION

Name: _____

fs

NOTE: No evaluation will be attributed personally. For tracking purposes only.

20.1 Introduction

The Board is committed to Board evaluation, the purpose of which is to provide Board Members with an opportunity each year to examine how the Board, the Board Chair, the Boards, Committees, Committee Chairs and individual Board Members are performing, and to identify opportunities for improvement.

20.4.1. Objective

The objective of the Board Chair evaluation process is to provide feedback to the Board Chair to improve the overall performance of the Board Chair and, in turn, the Board.

BOARD CHAIR EVALUATION	No	Yes	Sometimes	Don't Know
1. The Board Chair leads with demonstrated integrity and ethical behavior.				
2. The Board Chair is well prepared for and actively manages meeting business.				
3. The Board Chair ensures that all members are provided with an opportunity to be heard and are engaged.				
4. The Board Chair manages meetings effectively and ensures that agenda items and issues that arise are dealt with appropriately.				
5. Decisions are made at meetings, and timely follow-up occurs.				
6. The Board Chair ensures that information is communicated to the President, senior administration and key stakeholders where appropriate.				
7. The Board Chair maintains a positive, collaborative and focused relationship with the President.				
8. The Board Chair maintains positive, collaboration and focused relationships with senior administration, government, and key stakeholders, as appropriate.				
9. The Board Chair maintains positive, collaborative and engaged relationships with all Board Members.				



Comments



BOARD CHAIR EVALUATION

Name: _____

fs

NOTE: No evaluation will be attributed personally. For tracking purposes only.

20.1 Introduction

The Board is committed to Board evaluation, the purpose of which is to provide Board Members with an opportunity each year to examine how the Board, the Board Chair, the Boards, Committees, Committee Chairs and individual Board Members are performing, and to identify opportunities for improvement.

20.4.1. Objective

The objective of the Board Chair evaluation process is to provide feedback to the Board Chair to improve the overall performance of the Board Chair and, in turn, the Board.

BOARD CHAIR EVALUATION	No	Yes	Sometimes	Don't Know
1. The Board Chair leads with demonstrated integrity and ethical behavior.				
2. The Board Chair is well prepared for and actively manages meeting business.				
3. The Board Chair ensures that all members are provided with an opportunity to be heard and are engaged.				
4. The Board Chair manages meetings effectively and ensures that agenda items and issues that arise are dealt with appropriately.				
5. Decisions are made at meetings, and timely follow-up occurs.				
6. The Board Chair ensures that information is communicated to the President, senior administration and key stakeholders where appropriate.				
7. The Board Chair maintains a positive, collaborative and focused relationship with the President.				
8. The Board Chair maintains positive, collaboration and focused relationships with senior administration, government, and key stakeholders, as appropriate.				
9. The Board Chair maintains positive, collaborative and engaged relationships with all Board Members.				



Comments

BOARD COMMITTEE AND COMMITTEE CHAIR EVALUATION

Name: _____

NOTE: No evaluation will be attributed personally. For tracking purposes only.

20.1 Introduction

The Board is committed to Board evaluation, the purpose of which is to provide Board Members with an opportunity each year to examine how the Board, the Board Chair, the Boards, Committees, Committee Chairs and individual Board Members are performing, and to identify opportunities for improvement.

20.5.1. Objective

The objective of Committee evaluation is to improve the functioning of the Committee and thus contribute to the Board's overall performance.

BOARD COMMITTEE EVALUATION	No	Yes	Sometimes	Don't Know
1. The mandate of the Committee is relevant and reflective of the issues dealt with at meetings.				
2. Membership experience and expertise is sufficient enough to ask key questions, challenge assumptions and make decisions.				
3. The number of members assigned to the Committee is adequate.				
4. The Committee contributes effectively to the Board's work and is confident in its recommendations.				
5. The Board is kept apprised of the work being done at the Committee level.				

Comments



COMMITTEE CHAIR EVALUATION	No	Yes	Sometimes	Don't Know
1. The Committee Chair leads with integrity and ethical behavior.				
2. The Committee Chair is well prepared for and actively and effectively manages meeting business.				
3. The Committee Chair ensures that all members are provided with an opportunity to be heard and are engaged.				
4. The Committee Chair ensures that information is communicated in a timely manner to the Board.				
5. The Committee Chair maintains a positive, collaborative and focused relationship with the Board Chair.				
6. The Committee Chair maintains positive, collaborative and engaged relationships with all Committee Members.				

Comments



Board of Governors Regular Meeting

Agenda Item

#7

Meeting Date:

February 3, 2015

Presenter(s):

Alan Davis

Agenda Item: *Board/Senate Task Force Report*

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

Key Messages: *[maximum of three]*

1. The Work Plan was reviewed with status of each policy noted.
2. Strategic Enrolment Management (SEM) Planning Update was discussed.
3. The role of observers at the meetings was defined.

Attachments: *Report on the Board/Senate Task Force Meeting*

Submitted by: *Marc Kampschuur / Jennifer Au*

Date submitted: *January 27, 2015*



**Board/Senate Task Force on Bi-cameral Governance Report
Submitted to Senate by Jennifer Au on December 16, 2014**

The Board / Senate Task Force on Bi-cameral Governance met on November 27, 2014.

The Task Force discussed the Mission, Vision and Values Policy and Procedures and suggested revisions.

The results of a scan of teaching universities in BC show that while some institutions have a policy regarding Library and Resource Centre, others do not. The Provost and the University Librarian agree that in light of the KPU library practices, a policy is not required. Sal Ferreras will confirm that the library practices are posted on the website.

The Provost noted that the Program Approval Procedures outlines 27 steps from idea through to implementation. Work is underway to streamline the process, and a working draft will be presented to SSCAPP and SSCC.

Strategic Enrolment Management (SEM) Planning Update

The Provost presented a document entitled “Strategic Enrolment Management Planning at KPU: An Update”, noting that work is underway in many areas and that the critical path outlines the steps leading to commencement of the approval process in May. A formal SEM plan is scheduled to launch by July 2015.

The Task Force discussed the SEM update and noted the following highlights:

- The SEM will be a driver in budget development as well as other areas such as workforce planning.
- The SEM Planning Group will disband once the Enrolment Plan is approved. Activities will be driven by Vision 2018 and the KPU Academic Plan.
- Plans are in place for organization-wide consultations with Faculties and Administrative departments. The first step is to provide the conceptual context which can be achieved through a SharePoint site.
- Each Faculty must be involved in the KPU SEM Plan and follow a coherent process for the creation of a SEM specific to their own Faculty, i.e., What is the Faculty’s Vision for the next 5-10 years? How will the Faculty contribute to Vision 2018? How does the Faculty’s programming differentiate KPU from other institutions? What are the opportunities?

Development of Educational Policy on report on new non-credit programs offered under service contract [University Act 35.2(6)(c)]

The Provost provided an update, noting that discussions continue in areas such as strategy, reporting, and jurisdiction. It was noted that the Continuing Education calendar did not come to Senate and that under the University Act 32.2(6)(c), the Board seeks advice on the development of educational policy on non-credit courses. Sal Ferreras will update Senate on these activities. Sandi Klassen will send a copy of



a previously developed draft Continuing Education and Contract Services Policy and Procedures to Dr. Ferreras to inform future policy development.

An updated work plan for the Task Force was reviewed.

35.2(6)(h) – setting of the academic schedule / AR17 – Academic Schedule

- In process

35.2(6)(c) – new non-credit programs or programs offered under service contract / AD4 - Continuing Education & Contract Services

- In process

35.2(6)(f) Evaluation of Programs / AC3 Program Review

- Discussed at Academic Council. The co-lead Lori McElroy.

35.2(6)(k) – the terms for affiliation with other post-secondary bodies / AR12 Transfer Credit and Advanced Standing Policy

- Completed

27(2)(d) in consultation with Senate, maintain and keep in order real property, maintain buildings / BD020 Asset Naming Opportunities

- Completed

35.2(6)(b) establishment, review or discontinuance of course and programs/35.2(6)(d) priorities for implementation of new programs and courses /

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

- Will be on the Senate Standing Committee on Policy Review agenda in January

27(2)(f) with approval of senate, establish procedures for the recommendation, selection of candidates for president... / HR22 Presidential Search Advisory, Appointment and Re-appointment

- Senate approved the Procedures on November 24, 2014.
- The Board of Governors will consider the Policy at its January 28, 2015 meeting.

27(2)(r) with approval of Senate, to determine the number of students that can be accommodated at KPU or any faculty, with regard to resources and to make rules to limit admission or accommodation of students

- Will be addressed by the Strategic Enrolment Plan

Discussion ensued regarding the role of observers at Task Force meetings, and it was agreed that

- Guests may be invited to attend a meeting to speak to an item on the agenda.



- The Chair, at his/her discretion, can recognize an observer to express their views on an agenda item but not engage in discussions.



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

Regular Meeting
8
February 3, 2015
Sal Ferreras

Agenda Item: *Provost Report to the Board*

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

Key Messages: 1. Please see the attached Provost Report.
[maximum of three]

Context & Background:

Resource Requirements: N/A

Implications / Risks:

Attachments: *Provost Report to the Board*

Submitted by: *Sal Ferreras*

Date submitted: *January 28, 2015*

OFFICE OF THE PROVOST

Academic Plan – The Academic Plan Implementation Task Force has now met and begun working sessions to address key areas of work that were already underway and determine strategies to address remaining areas. As a part of the progress towards achieving the goals of the Academic Plan, a draft Strategic Enrolment Plan and Research Plan will begin a process through the various governance committees. Planning for the Internationalization and Teaching & Learning Plans has begun with discussions, working sessions and further consultations. We anticipate the four previously mentioned plans will come to Senate and the Board in successive presentation by June 2015.

A copy of the Academic Plan report that was delivered to Senate on January 26th is included at the conclusion of this report.

Senior Administration Search Update – The search for the Vice Provost, Students was successful with the appointment of Dr. Jane Fee. We are currently in the short list interview stage for the role of Associate Vice President, Research and the KPU-School District Network Liaison.

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

- BC Business Summit 2014 - Building BC for the 21st Century: Innovation in Infrastructure
- KPU Annual Scholarships & Awards Dinner
- Presented at the KPU Administrative Forum on November 28, 2014
- Meeting with Nader Dhillon, Principal from Princess Margaret, our Surrey campus neighbouring high school
- Dean's Leadership Retreat with facilitator Malcolm Weinstein
- Meeting with Mr. Maghar Dhaliwal, President of South Asian Business Association (SABA) and former KPU Chancellor, Arvinder Bubber regarding an at-risk youth legacy project
- Discussions with Lee Lockwood, of One Oak Audio regarding networking in Langley area to support a fundraising proposal around a School of Music Steinway piano purchase
- TALK Panel Discussion - The Future of Education on November 28th, 2014, KPU Surrey
- BC Association of Institutes and Universities Vice Presidents regular meeting
- Meeting with Samudra Dissanayake, Director, Strategic Initiatives & Business Development for Health Tech Connex (Innovation Boulevard) and Arthur Fallick, Interim AVP Research
- Meeting and tour of KPU Richmond campus with Executive Director, Deborah Hull, Teaching Universities and Institutes. Ministry of Advanced Education
- Appointed Chair of the BC Senior Academic Administrators Forum (SAAF)
- KPU Holiday celebrations
- Meeting with Anita Patil Huberman, CEO, Surrey Board of Trade
- Vancouver Giants Partnership Celebration
- Greater Vancouver Clean Technology Expo and Championship
- Adjudicated the Science World Speaker Series with KPU Deans and Science World staff

University Transitions Project –

Application for Admission - November 1st marked the start of the Fall 2015 admission cycle and the debut of KPU's new streamlined online application service; supported by BC Campus and co-developed with ApplyBC.

Communications - This was followed up by a number of demonstrations of the new application throughout the University campus: the November Administration Forum, a Surrey Campus lunch and learn, the High School Counsellors' Breakfast on each campus, and meetings with Faculties and departments.

The Transitions communications audit commenced in December and all short term goals, including revisions to all application/admission websites were completed by year-end. The Medium term goals, including audit of all letters related to Fall application cycle have begun.

Policy - The University Transitions Project includes the close review and revision of policies that are affected by or affect the new admissions framework. Policy C30 received approval at December Senate and Policy C20 is posted for comment.

Going Forward

- Established new timelines for the Fall 2015 admissions and registration cycles.
- Received approval from the Board to streamline the deposit fee structure associated with Admissions for Fall 2015.
- Guiding discussions around proposed changes to KPU's advising model.

Update on Academic Policies –

Policy C.30/AR10 – Priority and Scheduling of Registration

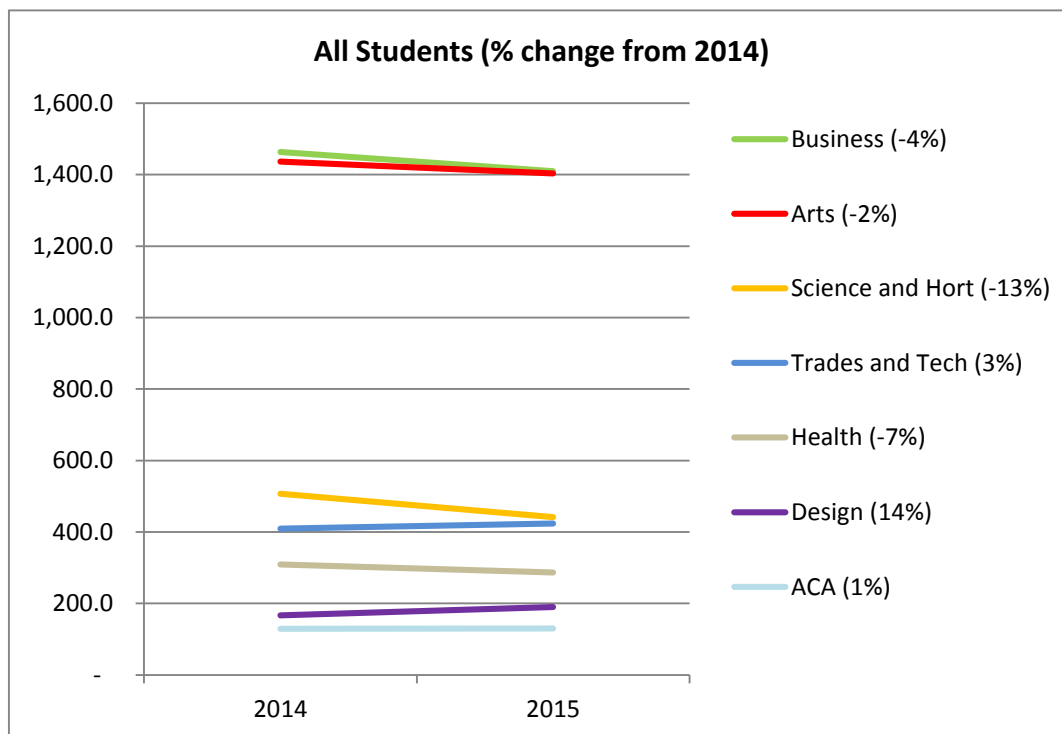
The policy and procedures were approved by Senate on December 15, 2014. In support of the University Transitions Project, the Office of the Registrar and IET are currently examining all relevant operational and procedural revisions that are required as a result of the approval of the policy. One of the major revisions that needs to be revamped is the time-ticketing process as it relates to registration. The testing and implementation of the new time-ticketing process will be completed by May 2015.

Policy C.20/AC4 – Student Evaluation and Grading

As part of KPU's Policy Protocol, the proposed policy and related procedures were posted on KPU's policy weblog for a six (6) week public commenting period from November 25, 2014 to January 14, 2015. The proposed policy received significant feedback on the policy weblog during the public commenting period, with a majority of the comments focusing on the issue relating to the proposed change in prerequisite grade. Moving forward, the policy developer will remove the references relating to the prerequisite grade, consult with Faculty Councils, revise the draft policy and procedures based on the feedback received to date, and repost the policy and procedures on the weblog for a six (6) week public commenting period in February 2015.

Enrolment – The following chart and table represent student enrolment FTEs for Spring 2015 (January – March 2015). These numbers are comprised of the programs currently in session. There remain a small number of FTE yet to be accounted for. Overall enrolment for the Spring 2015 is down by 3%. %. In order to address this drop in enrolment we are increasing our efforts in admissions, marketing and recruitment activities to comprehensively address the full spectrum of enrolment factors, namely, profile, recruitment, admissions, student support and retention. As we activate the strategies that are part of our enrolment management we anticipate other factors may also affect enrolment in the short term. Chief among these factors is the uncertainty surrounding the student market reaction to the establishment of tuition in ESL and Adult Upgrading Programs.

The Strategic Enrolment Management advisory group and the Vice Provost, Student Office continue to implement the University Transitions Project as well as the research on enrolment data that will allow us to make evidence based decisions on how to improve and increase selected enrolment targets. First Year experience is a parallel project to the University Transitions Project that will launch in Fall 2015 to address issues of retention that we anticipate will mitigate attrition across programs and courses.



Faculty	Status	All Students		
		2014	2015	% Change
ACA	All students	128.9	130.2	1%
	Domestic students	60.2	74.0	23%
	International students	68.7	56.2	-18%
Arts	All students	1,436.7	1,403.4	-2%
	Domestic students	1,394.6	1,347.4	-3%
	International students	42.1	56.0	33%
Business	All students	1,463.1	1,409.7	-4%
	Domestic students	1,184.8	1,104.3	-7%
	International students	278.3	305.4	10%
Design	All students	166.8	189.9	14%
	Domestic students	162.1	182.4	13%
	International students	4.7	7.5	60%
Health	All students	308.6	286.4	-7%
	Domestic students	308.1	286.4	-7%
	International students	0.5	-	-100%
Science and Hort	All students	506.9	441.9	-13%
	Domestic students	485.5	412.1	-15%
	International students	21.4	29.8	39%
Trades and Tech	All students	409.3	423.6	3%
	Domestic students	407.0	421.3	4%
	International students	2.3	2.3	0%
CPS	All students	2.3	16.3	609%
	Domestic students	2.3	16.3	609%
	International students	-	-	
Non Faculty	All students	49.4	22.0	-55%
	Domestic students	21.3	10.6	-50%
	International students	28.1	11.9	-58%
Total	All students	4,472.0	4,323.4	-3%
	Domestic students	4,025.9	3,854.8	-4%
	International students	446.1	469.1	5%



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

Regular Meeting
8.1
February 3, 2015
Sal Ferreras

Agenda Item: *Academic Plan Update*

Action Requested:

- ☐ Motion to Approve
- ☐ Discussion
- ☒ Information
- ☐ Education

**Recommended
Resolution:**

N/A

**Board Committee
Report:**

Key Messages:
*[maximum of
three]*

1. Please see the attached Academic Plan Update..

**Context &
Background:**

**Resource
Requirements:**

N/A

**Implications /
Risks:**

Attachments: *Academic Plan Update*

Submitted by: *Sal Ferreras*

Date submitted: *January 27, 2015*

Provost Report on the Academic Plan 2018

January 19, 2015

I am pleased to offer this update on developments related to the implementation of Academic Plan 2018 approved last June 2014.

An Academic Plan Implementation Task Force was established in Fall 2014. Members expressed interest in participating as a full group and in more intensive small group discussions around one of the four academic goals of the plan. The Task Force subcommittees have now begun to meet and will do so regularly, interspersed with meetings of the full group.

The committee is made up of diverse individuals whose collective expertise and experience will inform all discussions with a rich educational perspective and with a representative range of programmes and campuses so as to maintain a KPU-wide view and focus.

The Academic Plan Implementation Task Force membership consists of:

Ariana Arguello, Aimee Begalka, Anita Braaksma, Josephine Chan, Robert Dearle, Mark Diotte,

Shawn Erikson, Meg Goodine, Janine Hadfield, Shannon Kloet, Evelyn May, Joel Murray,

Jean Nicolson-Church, Catherine Parlee, Sven Rohde, Duane Radcliffe, Larissa Petrillo and Tak Sato

The following points serve to indicate the present strategies and actions underway in support of the Goals of Academic Plan 2018:

Goal #1

- To offer exceptional learning environments attuned to learners
 - Creative Capital – KPU's 15/16 budget will introduce this new fund available for the exploration of new ideas and innovative models for educational delivery. Details will be released in the spring outlining the precise definition of this fund and the process by which interested faculty and staff may apply.
 - Collaborative Classrooms – funding is now in place to equip three collaborative classrooms (two in Surrey, one in Richmond). The Interim Vice Provost of Teaching and Learning is coordinating discussions that will help the University identify precise needs as regard workable, logical and manageable collaborative spaces for classes, workshops, networking and student study sessions.
 - Science World – KPU has received funding from the SSHRC to offer a pilot season of guest speakers at Science World in Vancouver. A selection committee consisting of faculty and Science World representatives will be selecting guest speakers from a list of

interested applicants this January, 2015. Selected speakers will be announced in collaboration with Science World soon thereafter.

Goal #2

- To increase experiential learning opportunities
 - Health Tech Connex and Foresight CleanTech – These two organizations are both based in north Surrey and are intricately connected to the city's ambitious development of incubator and catalytic spaces centered on specific initiatives in Health, Sustainability, Clean Technology and Design. Health Tech Connex (HTC) is a facility located across the street from Surrey Memorial Hospital. HTC will provide a space for researchers and students to engage in community-based projects and products in a working environment that shares space with fellow researchers, developers, scholars and practitioners in the field of Health. Foresight Clean Tech Accelerator Centre is a provincially funded, not-for-profit, structured venture acceleration program designed to help early stage CleanTech companies with guidance, networks, and experience. KPU is collaborating with Clean Tech and will have access and use of its accelerator centre to develop mutually beneficial projects and experiential learning activities for students and faculty.
 - Community engagement – KPU and the five neighbouring school districts of Richmond, Delta, Surrey, Langley and Maple Ridge have joined forces and co-funded a full time KPU-School Districts Network Liaison to be based at the Surrey campus. This individual, selected by the consortium, will work with the six partners in advancing our educational and community engagement initiatives.
 - Experiential Learning – Three KPU field Schools are being planned and recruited at this point. The first, hosted by the Anthropology department will take place at an archaeological site near Boston Bar, BC., the second, will be held in both New York and Venice hosted by the Fine Arts department and thirdly, the Amazon field school will run once again under the joint sponsorship of The Chip and Shannon Wilson School of Design and the Faculty of Arts.
 - The Faculty of Health has joined forces with UBC Faculty of Health in a Community Practice Experience taking place in the Philippines and Thailand. The Institute for Sustainable Food Systems is in the final stages of an arrangement with the Tsawwassen First Nation wherein the nation will be providing KPU with 20 acres for the establishment of a farm school.

Goal #3

- To define learning outcomes and methods of demonstrating student capability
 - Prof. Thomas Carey has been in consultation with Todd Mundle, in his role as Interim Vice Provost Teaching and Learning and with select Deans and administrators to develop KPU-specific approaches to the application and assessment of learning outcomes. In

addition he will be working with the Deans to engage faculty in the exploration of new and emerging models to enrich teaching and learning practices at KPU.

- KPU is working with former BC Campus Executive Director David Porter to lead discussions and to conceive and devise a comprehensive and innovative approach to Open Studies, Prior Learning Assessment and Recognition as well as Open Textbook initiatives.
- This goal is intricately tied to developments emerging from several consultations presently underway through the Interim Vice Provost Teaching and Learning. Specific goals, approaches and activities will be outlined in the Teaching and Learning Plan due out in late May.

Goal #4

- To ensure student success and well-being
 - Elder in Residence – KPU will install its first Elder in Residence in a ceremony to take place at the Surrey Conference Centre on January 29th, 2015.
 - We have begun training HR and Student Services facilitators that will help KPU lead Mental Health Strategy Workshops for interested individuals during Reading Break in February.
 - The Faculty of Arts has been developing a minor in Indigenous Studies that will begin its round of governance consultations in early 2015.
 - Funding has been provided for the installation of adaptive software to assist students with disabilities.
 - Discussions are being held with civic leaders, sponsors and local/national amateur sports organizations regarding the hosting of national competitions at KPU.

Status of subsidiary plans

KPU's VISION 2018 Strategic Plan and Academic Plan 2018 outline a strategic direction that will require the development and launch of parallel and concurrent plans. The list below describes those plans and their present status.

Strategic Enrolment Plan

Over the past two years enrolment planning activity has intersected all academic and administrative support areas. The focus to date has been in the areas of branding, recruitment, and the establishment of a comprehensive, data-driven approach to enrolment management. The most significant achievements to date are the launch of the University Transitions Project, the adoption of the sentinel strategic documents that guide the planning (VISION 2018 Strategic Plan and Academic Plan 2018) and the important policy framework that enables and supports enrolment success. The Vice Provost, Students has led a team of highly skilled employees through a major consultation process that has laid the ground for a successful launch of the University Transitions Project. There now exists a solid

foundation in practice and policy to ensure the successful launch of a KPU Strategic Enrolment Management (SEM) plan that will support our regional mandate and ensure our operational sustainability.

Research Plan

KPU's Research Plan lays out a path where research/scholarship intersects with teaching/learning and ensures a well-crafted alignment with the core institutional priorities of VISION 2018 Strategic Plan. Supporting the strategic goals of Academic Plan 2018, the Research Plan will

- link experiential learning with discovery and innovation, in practical and relevant ways
- encourage scholarly activity of research-active faculty and students
- explore ways to build infrastructure and expand institutional capacity
- advance economic opportunities in the region through the promotion of industry-engaged applied research partnerships

Under the leadership of the Office of Research and Scholarship (ORS), the Research Plan will feature a series of linked strategies through which experiential learning (teaching and learning) and discovery and innovation (research and scholarship) can come together in applied ways that are an integral part of KPU's culture of teaching and learning, community engagement, and social innovation.

Internationalization Plan

The AVP International, Director, Partnerships & Pathways, and Special Assistant to the Provost met with the Provost in early January to continue the development of an Internationalization Plan for KPU. This plan will address international recruitment initiatives, international experiences, the continued development of a Global Competencies certificate, visiting scholars and target markets. We anticipate the plan will be widely discussed among Faculties and other educational groups before being brought to diverse governance committees in the late spring. The plan will be submitted to Senate for consideration in May or June 2015.

Teaching and Learning Plan

Consultations are taking place around all aspects of Teaching and Learning under the leadership of Todd Mundle and with the assistance of former BC Campus Executive Director David Porter and Guelph University Prof. Thomas Carey. This work will relate directly to Academic Plan 2018 Goals #1 and #3 as it will address diverse issues around teaching, learning outcomes, educational technology and the most current field work on teaching and learning methodologies.

Dr. Sal Ferreras



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

Regular Meeting
8.2
February 3, 2015
Sal Ferreras

Agenda Item: *KPU Research Plan*

Action Requested:

- ☐ Motion to Approve
- ☐ Discussion
- ☒ Information
- ☐ Education

**Recommended
Resolution:**

N/A

**Board Committee
Report:**

Key Messages:
*[maximum of
three]*

1. Please see the attached Memo and draft Research Plan.

**Context &
Background:**

**Resource
Requirements:**

N/A

**Implications /
Risks:**

Attachments:

1. *Memo from Dr. Ferreras*
2. *Draft Research Plan*

Submitted by:

Sal Ferreras

Date submitted:

January 27, 2015



MEMORANDUM

TO: Board of Governors

CC:

FROM: Salvador Ferreras, Provost & Vice President, Academic

DATE: January 19, 2015

SUBJECT: KPU Research Plan

Dear members of the Board:

KPU is presenting working with the City of Surrey's Economic Development Office. As part of that dialogue, KPU participated in the Clean Technology Expo & Championship on January 28th. At that time, we took the opportunity to share our general concepts around applied research at KPU. At my request, Interim AVP, Research Arthur Fallick, prepared a draft Research Plan to be aligned with the Academic Plan 2018. I am sending this version of the draft Research Plan for your information.

I will bring the final version of the Research Plan to any relevant Senate Standing Committee's that may wish to provide commentary beginning with the regular cycle of subcommittee meetings in February.

Many thanks to all of those individuals that assisted in the development of the Research Plan thus far, especially to Arthur and the Marketing team.

Regards,

Sal



RESEARCH PLAN



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- 14 Knowledge Mobilization and Knowledge Transfer
- 15 At the Confluence of Teaching & Learning and Research & Scholarship



Kwantlen Polytechnic University's (KPU) Research Plan is a bold new adventure that brings together applied research, experiential learning, and socio-economic innovation as central elements of KPU's polytechnic mandate. The Research Plan integrates our core elements of teaching and scholarship with industry-supported applied research, innovative design and creative community partnerships. As a vibrant community of teachers, scholars, learners, and researchers we seek, through this Research Plan, to exercise the research-focused element of our mandate.

The Research Plan proposes four areas of concentration: Purposeful Innovation, Sustainable Futures, Clean Technology, and Healthy Communities. These themes respond to some of the most compelling issues of our time and signal a clear commitment by KPU to seek solutions through focused collaboration. The four areas propose innovative economic and social ventures that are action oriented and designed to catalyze new thinking, and new ways to solve problems by creating sustainable solutions. They support a series of strategies that link KPU to a range of industry and community partners in ways that provide further opportunities that support enriched learning experiences for KPU students.

KPU's community of teachers, scholars, learners and researchers is committed to working with our regional, provincial, and national governments and with industry partners to promote discovery, to cultivate innovation and to mobilize and share knowledge for the benefit of our collective communities.

KPU's Research Plan aligns with the strategic goals outlined in the VISION 2018 Strategic Plan and Academic Plan 2018, and in doing so will direct our collective energies towards the fulfillment of our remarkable potential.

Salvador Ferreras, Ph.D.

A stylized, handwritten signature in black ink, representing Salvador Ferreras.

Provost & Vice President, Academic
Kwantlen Polytechnic University



Promoting and supporting a culture of discovery and innovation

Since its formation in 2003, the Office of Research and Scholarship (ORS) has supported a broad range of research, scholarship, and creative artistry as an integral part of KPU's culture of teaching and learning, community engagement, and social innovation. The ORS has also advanced economic opportunities in the region through the promotion of industry-engaged applied research partnerships. These commitments remain core elements of this research plan, supporting a series of linked strategies through which experiential learning (teaching and learning) and discovery and innovation (research and scholarship) can come together in applied ways that are relevant to KPU's diverse communities of interest.

The focus of the Research Plan is on enhancing support to research-active faculty and students, and finding ways to build infrastructure and expand institutional capacity. In the past year, under new management, the ORS has submitted proposals to federal funding agencies, local governments, and to industry and community sources in excess of \$4 million of potential direct benefit to KPU. We view this as a strong beginning, with capacity to grow.

As a regional polytechnic university driven by teaching and learning, KPU is inspired by solving problems through research and engagement with communities of interest south of the Fraser River and beyond. The university is paying close attention to priorities being set by the rapidly growing municipalities in the region, to emergent labour market demands, and to the challenge of creating communities that are healthy, safe, prosperous, and sustainable. Our program priorities are intended to increase post-secondary participation, credential attainment, and career preparation and advancement to support economic and social development in our region. Our graduates have the skills, knowledge and attributes needed for success in a 21st century economy.

KPU's VISION 2018 Strategic Plan, identifies *Quality, Relevance and Reputation* as the institution-wide goals that inform how research and scholarly activity will shape the characteristics of our polytechnic university mandate. Positioning this Research Plan where research and scholarship intersects with teaching and learning ensures alignment with the core institutional priorities of the VISION 2018 Strategic Plan. Linking experiential learning with discovery and innovation, in practical and relevant ways, supports the strategic goals of Academic Plan 2018:

1. To offer exceptional learning environments attuned to learners
2. To increase experiential learning opportunities
3. To define learning outcomes and methods demonstrating student capability
4. To ensure student success and well-being

KPU has always had a core of research-engaged scholars, reflecting strong community engagement in departments such as Psychology, Criminology and Sociology in the Faculty of Arts, as well as in the Faculties of Academic and Career Advancement, Health, Science and Horticulture, Trades and Technology, and in the Schools of Business and Design. A positive by-product of being a multi-campus institution is the opportunity to offer program concentrations and opportunities for experiential learning that are tailored to the strengths and interests of the communities we serve, which connects faculty and students directly with economic and cultural leadership. The university's reputation as an active and committed community partner encompasses both curiosity-driven scholarship and applied research initiatives, and is celebrated through recognition by the Leading Edge Endowment Fund (LEEF), Canada Research Chair Program, and Royal Society of Canada recognition (kpu.ca/research).

This Research Plan identifies four strategic directions that align with VISION 2018 Strategic Plan and the Academic Plan 2018, and connects key communities of interest with KPU scholars and students:

1. Build intellectual and resource capacity around a mosaic of themes that transcend traditional faculty, departmental, and disciplinary boundaries.
2. Align with the strategic and academic priorities of the institution, and define a research culture that is responsive to our communities of interest.
3. Support the cornerstones of VISION 2018 Strategic Plan and the Academic Plan 2018 by promoting a culture of academic scholarship at KPU that aligns experiential learning with discovery and innovation.
4. Develop and support strategic partnerships that enable research clusters to collaborate with industry and community groups in developing innovative inter-disciplinary approaches to problem solving and community building in our region and beyond.



Across KPU, program concentrations and research clusters are being built to explore *sustainable futures*, *purposeful innovation*, and how innovations in technology and design can contribute to solving complex human problems. In response to overtures from industry and community partners in the region, there is a growing focus on two key economic sectors - *Clean Technology* and building *Healthy Communities*. The program focus is both disciplinary and inter-disciplinary (including Sustainable Agriculture and Horticulture, Environmental Protection Technology, Urban Ecology, and Public Policy). The research clusters share common organizational characteristics: they have faculty champions and mentors, participation is open to current students and alumni, and there is representation from a broad range of community and industry partners. While most of these initiatives involve one or more aspects of teaching + learning, research + scholarship or community engagement, they tend to operate without much overlap. This Research Plan calls for a more structured approach to transforming research and scholarship into action by integrating experiential learning directly with discovery and innovation.

The applied research focus is a response to the economic diversification that is shaping the KPU region, fuelled by advanced manufacturing, clean energy and related high tech industries, agri-foods and horticulture, health, FIRE (finance, insurance, and real estate), industries related to liquefied natural gas (LNG), hospitality services, and value chain support for the mining/resource extraction sectors. Engaging with these economic sectors allows KPU to build and strengthen industry and community partners and be responsive to the factors influencing economic growth, while providing students and faculty with opportunities for experiential learning and applied research in real world contexts.



The diagram following has been designed to highlight:

- Four major sectors of research and knowledge development (the inner quadrants)
- How research will be conducted (the darker grey segments around the outside)

The lighter grey segments around the outside of the diagram can be interpreted two different ways.

1. From the perspective of faculty/mentors, they highlight the learning outcomes that emerge from the intersection of experiential learning and discovery/innovation with industry or community partners in real-world settings.
2. For students, the light grey section highlights the skills and outcomes they will develop when engaging in applied research, which they will take with them as they enter the work force.

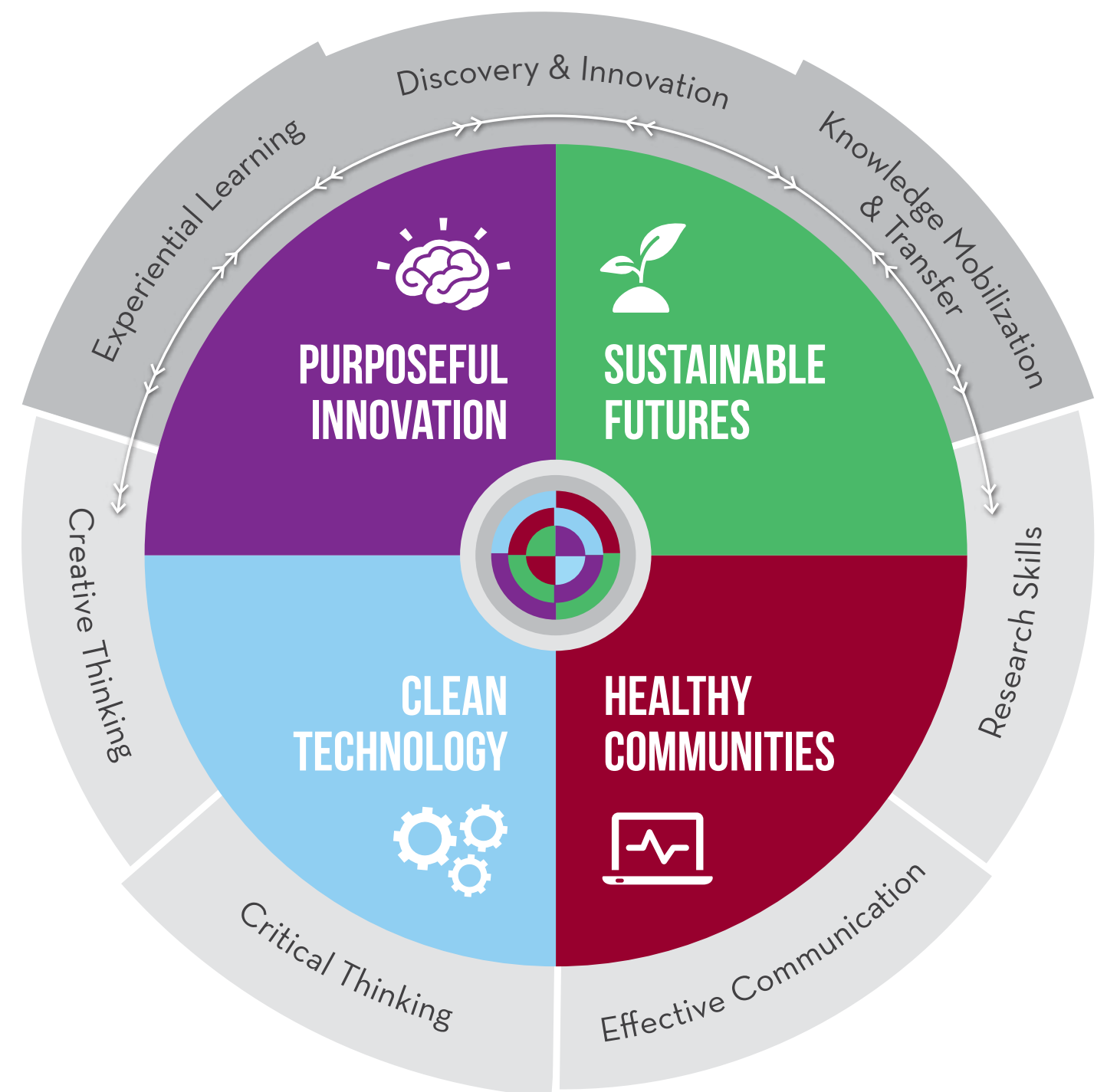
The diagram also identifies two areas of focus that advance this Research Plan beyond previous objectives:

- A vision for research and scholarship at KPU that is fully aligned with the core teaching and learning priorities of the institution;
- A commitment to using knowledge mobilization and knowledge transfer to promote KPU's contributions to social innovation and transformation.

Taken together, the diagram and the descriptions that follow illustrate how research and scholarship contributes to the full realization of KPU's vision for teaching, learning, discovery and scholarship. While much is being done, there is considerably more to explore.



BUILDING KPU THROUGH APPLIED RESEARCH





Translating Research and Scholarship into Action

The ORS is working with the Deans, Faculties and senior leadership to advance opportunities for promoting applied research with key industry and community partners, and on ways for students to get experiential learning beyond the classroom. The overarching aim is to bring together the players, actions, and the mechanisms needed to connect discovery and innovation with economic and social development. In response to external interest, KPU is working closely with industry and business to promote actions, events, and projects that will make the culture of research and scholarship more dynamic, and in the process, enhance the university's presence in the community.

Exciting opportunities are emerging through which KPU students will gain access to industry leaders in real-world contexts. This type of experiential learning immerses students in real-world environments where they develop key skills required to understand and contribute to designing solutions to complex problems. Acquiring knowledge and skills thus becomes both an input to their learning experience and an outcome of the learning process. As the following sections reveal, the industry partners get to engage with and mentor the next generation of employees and potential industry leaders.

Sustainable Futures

KPU is emerging as a leader in British Columbia in promoting a range of sustainability initiatives in agriculture, horticulture, food systems, environmental protection technology, and public policies aimed at reducing unsustainable practices. In 2012 for example, the Faculty of Science and Horticulture launched a unique degree in sustainable agriculture, adding to the growing suite of long-standing programs offered by the School of Horticulture.

KPU's focus on sustainable futures involves interaction with, and is relevant to, municipalities, school districts, community NGO's, local small and medium-sized enterprises (SMEs), and the public at large. The university has two well established applied research clusters - The Institute for Sustainable Horticulture (*ISH*) and the Institute for Sustainable Food Systems (*ISFS*) – that are making ground-breaking

contributions to our understanding of how to advance sustainable agriculture and food systems in BC and beyond. An additional research institute focusing on Wetlands Systems (*IWS*) is being proposed, and several program areas in the Faculties of Arts, Business, Wilson School of Design, Health, Trades and Technology, and in Academic and Career Advancement have perspectives on sustainability embedded in their courses and reflected in the interest of faculty and students. Additionally, the highly regarded Environmental Protection Technology (*EPT*) program has been graduating students for several years into various "green" sectors of the economy.

Communities of interest who interact with faculty and students around issues of sustainability have access to a considerable and growing concentration of intellectual expertise and research capability. Through these interactions,

students are gaining valuable real-world experience and potential pathways to careers during and after their KPU program. This strategic relationship between the academy and the community is significantly reinforced through these opportunities for authentic co-creative collaboration.

As part of its long-term vision for the effective contribution of research and scholarship to the mandate of the university, the ORS is a catalyst for bringing together the various players who are developing courses, programs, research, scholarship and community-engagement initiatives on sustainability. The aim is to explore commonalities and the distinctive characteristics of our approach to the issues and themes embedded in the concept of sustainability and to articulate principles and concepts that define "sustainable thinking" at KPU.



Purposeful Innovation

KPU has an established reputation for scholarly contributions to the social and cultural fabric of our communities through creative, fine, and performing arts. Faculty, students, staff, and administrators on each of the campuses are regularly showcased and recognized for their artistic expression and contributions to their field of inquiry. The Chip and Shannon Wilson School of Design is committed to educating design leaders who can ethically transform diverse ideas, produce technology for innovation, and engage with design communities locally and globally. Scholars and creative artists within the Faculty of Arts (Fine Arts, Music, Creative Writing, Journalism, and Interdisciplinary Expressive Arts) and among other Faculties are being recognized well beyond KPU for their work and dedicated contributions to the community.

What might be broadly described as *The Design Challenge* is being addressed at KPU in several disciplines and from a number of interdisciplinary perspectives. It is reflected to varying degrees in courses and programs on campus, as well as through experiential learning and in applied research projects in the community. It encompasses a variety of methodologies and allows for the acquisition of a range of critical and creative skills.

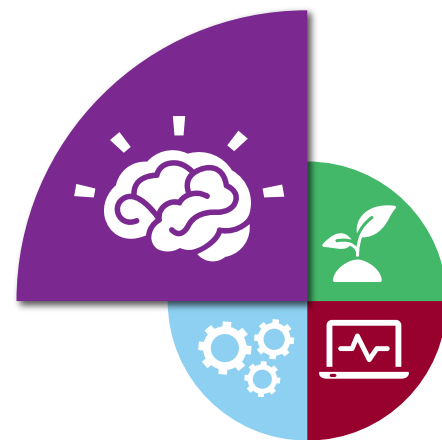
The Research Plan broadens the conventional definition of design thinking to accommodate perspectives that are being developed at KPU where the goal is learning to design and the focus is placed on the value of the design process and skill development rather than just on an end product. In an age where information is readily available but quickly becomes obsolete, design education at KPU

encompasses processes that allow for analyzing and synthesizing information in innovative and creative ways to empower life-changing ideas. Designers are encouraged and supported to seek solutions to complex human problems through a blend of theory and praxis that enables them to explore how technology and innovation can be used to challenge the limitations of current reality, and how design thinking can help make new realities possible.

A growing number of potential industry and institutional partners are approaching KPU with requests to collaborate on initiatives that require innovative design solutions. The ORS is working with the interested parties to identify how spaces on and off campus can become catalysts to support experiential learning for students and opportunities for faculty and students to undertake applied research with industry or community partners.

At KPU, Design holds a unique position. Its intrinsic characteristic (design thinking) has the potential to move us beyond the realm of physical objects. It provides a way of thinking and methodologies for understanding problems and investigating solutions in different ways. This is made possible through adequate access and administration of knowledge, and an enabling context. The Chip and Shannon Wilson School of Design's proposed *+Design, Centre for Creative Innovation (+D)* provides such a context (working title).

+D is an extension of the exciting changes being made to make the The Chip and Shannon Wilson School of Design one of the top Design schools in the world by 2024. A centre of excellence for innovation, applied research, and product development, *+D*'s infrastructure,



space, and place will provide faculty, students, and industry the opportunity to engage in the process of disruptive design thinking, creative exploration, idea transformation, strategic discovery, interdisciplinary co-investigation, and transformative enterprise that is outside of educational programming yet intrinsically integrated with it. Its reciprocal and reflexive relationship with educational programming ensures that students, faculty, and industry engage in activities that extends foundational learning beyond the classroom and studio. It provides the freedom to innovate.

+D will be a powerful learning enhancement tool and an incubator for discovery and innovation projects that align market needs with KPU knowledge and expertise. Through collaboration, mentoring and partnerships with industry and end users, students will gain exposure to real-world design challenges, in both virtual and physical spaces with supporting technical infrastructure and become effective humanistic designers whose experiences of *learning to design* will yield projects and products with deeper and broader positive sustainability impacts. It also enhances opportunities for collaboration with other Faculties and program areas.

Healthy Communities

Rapid population expansion and a concomitant growth in critical health care needs in southwest British Columbia has created a pressing demand to bring together medical technologies, independent living technologies, and digital health technologies - with business and market expertise, clinical product development, and patient outcome solutions - to improve the health of individuals, and to build and sustain healthy communities across the region. A significant investment in research and development is being undertaken in the region south of the Fraser River to understand and deploy health technology and to train more people in its use. This research will be a collaborative process involving multiple areas of expertise from the health sector, post-secondary institutions, and the private sector.

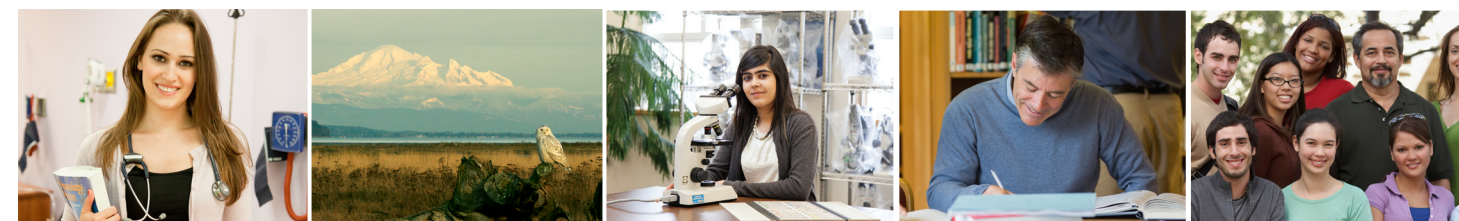
The City of Surrey has embarked on an ambitious strategic initiative - *Innovation Boulevard* - a health-technology oriented research and business corridor that will bring together leading health science practitioners, health service providers, and more than 180 health organizations in one square kilometre of Surrey City Centre. This new initiative will create a world-class hub to enhance patient care and boost economic growth. Health Tech Connex (HTC), a new building directly across from Surrey Memorial Hospital on Innovation Boulevard, brings together hospital, health care development, and

key business services aimed at quickly and effectively bringing health technology solutions and products to market (e.g. medical technology and digital health accelerators) and integrating them fully into Surrey Memorial Hospital's suite of health and community care services.

KPU, along with a network of health institutions, universities (UBC, SFU, and BCIT), companies, are coming together in Health Tech Connex in 2015. Involvement in HTC will raise the university's profile in the community and provide access by researchers, students, and alumni to a range of research opportunities around the theme of building healthy communities. Exposure to real-world collaborations where health, academic, industry, technology, and community-living experts creating innovative design solutions is a unique opportunity for KPU faculty and students. Currently, KPU has some expertise in the health and life sciences areas, but the HTC space will give the university an opportunity to expand faculty and student access to hospital-embedded medical technologies, as well as technical and business expertise that can help commercialize research and development. The expansion of experiential learning and applied research opportunities at HTC will reinforce our polytechnic university mandate and strengthen KPU's presence in the health sector in the region.



HTC aligns with KPU's strategic, academic, and research goals by cultivating a supportive, collaborative, and exceptional learning environment that blends relevant community engagement and academic expertise to explore concepts in community health, design thinking, and business concepts/skills. Innovation Boulevard represents a unique opportunity for KPU to blend theory and practice, integrate teaching + learning with research + scholarship, and build institutional capacity for faculty champions and highly motivated students in the Health Sciences, Design, Business, and in the Arts. The thematic focus of HTC will allow KPU to draw faculty and students from across disciplinary boundaries into a systematic, structured, and cumulative approach where experiential learning opportunities can be integrated with applied research opportunities to produce significant contributions to building healthy communities in southwest BC.



Clean Technology

Clean technology is an emerging and dynamic sector of the British Columbia economy that is thriving, particularly in the areas of energy supply and storage, energy infrastructure and green building design, and energy efficient technologies. In 2011, BC's clean technology sector contributed over \$15 billion to the provincial GDP, employing 123,350 full-time equivalent workers.

Clean technology describes products and services that improve process efficiencies, optimize material resources and energy efficiency, reduce environmental pollution, and minimize waste. Research and development in this sector brings together innovations in science and technology with business acumen to address resource challenges, improve environmental conditions, and mitigate the impact of climate change. It typically explores one or more of the following areas:

- **Clean Energy**
- **Clean Water and Air Quality**
- **Clean Transportation**
- **Waste Management and Recycling**
- **Green Buildings**

The City of Surrey accounts for approximately 10% of BC's CleanTech sector, with approximately 40 companies located around the Surrey Fraser Docks, and in industrial zones close to the US border. The region's natural competitive advantage for clean technology

companies includes: its strategic location, low cost of business operations, a growing talent pool, and access to a robust supply chain, including business and academic networks.

Significant opportunities exist to expand BC's capabilities to develop clean technologies designed for water, air, and waste innovation. Water quality, waste management, and emissions reductions are fundamental industry needs that are currently underserved and have significant research and development potential.

KPU has a unique opportunity to position itself as Western Canada's top polytechnic institution with a focus on innovation in environmentally friendly practices and technologies associated with Canada's resource industry. KPU can make a significant contribution to the BC government's focus in the Skills for Jobs Blueprint on promoting clean technology. The university can leverage opportunities in the CleanTech sector based on existing and emerging programs that provide students with critical thinking and problem solving skills sets. A key opportunity exists for KPU to take existing program offerings beyond the campus and to create interdisciplinary learning and research opportunities for students, while preparing graduates for opportunities to work in SMEs in the CleanTech sector locally and regionally. Significant knowledge and research gaps exist in our understanding of how innovations in technology can be used to enhance clean air, clean water, and improve waste management strategies. KPU can substantially strengthen and broaden its program and research focus in these areas.



A partnership established between KPU, the City of Surrey, and Foresight Clean Tech Accelerator Centre in 2014 will help build clean technology innovation in BC and beyond. Foresight is a provincially funded, not-for-profit, structured venture acceleration program designed to help early stage CleanTech companies with guidance, networks, and experience. To date, BC Venture Acceleration programs, like Foresight, have created 850 jobs and generated \$23.6 million in revenue.

The partnership between KPU, Foresight, and the City of Surrey will create opportunities for faculty and students to work directly with BC's top clean technology innovators and business executives and will help accelerate KPU's ability to advance its objectives of:

1. Continuously improving the quality of teaching and research at KPU
2. Increasing KPU's institutional reputation locally, and internationally; and
3. Becoming a locally connected and globally relevant institution

KPU has direct access to Foresight's clean technology incubation space near the Surrey campus, and through this partnership, faculty and students will be able to connect easily and quickly with industry leaders in this high growth sector. Alignment of relevant KPU courses and programs (e.g. initially in business, design, and science and horticulture) to Foresight's *Challenge Dialogue* will

expose students to a range of industries and experiences before graduation, and potentially to employment.

Collaborations developed through this partnership will help KPU Faculties to align learning outcomes with skills sets being sought by industry and will generate and sustain an exchange process that involves both physical and intellectual capacity building. Current industries will have access to the next generation of employees, and through mentorship and funding opportunities, can support research and graduate studies for the next generation of industry leaders.

Working in the clean technology sector requires global systems thinkers who understand the complex relationships between people, the environment, and the economy. Critical understanding (creative/critical/effective communication skills) and real-world immersion (spaces/praxis/experiential learning) will be augmented through interaction with current and ex-C-suite executives. Educators will be connected to communities of professionals where they can test new pedagogies and develop applied research agendas. Students will have direct access to innovators (industry and faculty) who are tackling global issues, and they can build and use their skills to explore next generation solutions. As this sector matures in the region, KPU with its partners will become a champion for innovation in clean technology, and a leader in Western Canada in advancing sustainable technologies and practices for Canada's resource sector.



Knowledge Mobilization and Knowledge Transfer

There is a growing trend among academic institutions to incorporate knowledge mobilization strategies (KMb) into their applied research and community engagement. This includes creating compelling narratives that describe the diverse range of research and scholarship that universities are doing with community and industry partners.

The focus of KMb is on the transformative impact of collaborations between non-commercial research and expertise in the public, private and not-for-profit sectors. The work is often inter-disciplinary, technology-enabled, involves breaking new ground, and is heavily relationship based.

Knowledge Transfer (KT) allows for the results of these collaborations to be broadly exchanged and disseminated in the community as well as being a key source of input for the university to update and enhance teaching and learning.

This research plan proposes the creation of a robust and comprehensive knowledge mobilization strategy for KPU that is multidisciplinary and multi-sectorial, which builds a mosaic of inter-connected themes that transcend traditional faculty, departmental, and disciplinary boundaries. Elevating the profile of research and scholarship through KMb and KT strategies

will help to advance the university's profile with government, industry, and community partners. It supports students by exposing them to real world contexts to enhance their learning and provides real time opportunities for current and future employment.

KPU employs a variety of academic and social media outlets to showcase the curiosity-driven and applied research findings that form a major part of the university's KMb and KT strategies in the design, sustainability, healthy communities and social innovation fields. Over the past year, considerable effort has gone into building partnerships within British Columbia by strengthening KPU's role in the BC Applied Research and Innovation Network (BCARIN), and across Canada through membership in ResearchImpact (a consortium of 14 universities committed to maximizing the impact of academic research for the public good and in support of global communities), as well as an on-going commitment to Colleges and Institutes Canada (formerly ACCC). The ORS is building profiles to highlight the KPU scholars and students, and broadly disseminating their work through our consortia partners.



At the Confluence of Teaching & Learning and Research & Scholarship

The ORS is committed to celebrate and showcase KPU's talented faculty and students, and to support efforts to enhance the university's reputation, increase enrolments, and attract and retain employees of the highest calibre. We are using new and well-established networks to promote partnerships between KPU scholars and external communities of interest. Within the university, we are looking to expand and improve strategies to encourage collaboration among faculty, and between faculty and students.

Our focus on sustainable futures, purposeful innovation, healthy communities and clean technology is an important step in that direction.

Over the past year, under new management, the ORS has refreshed its core mandate. The result is a renewed atmosphere of optimism and collegiality. We have a commitment to achieving positive results and making an impact, through our collaboration with faculty and students. As a service unit of the university, the ORS is well positioned to showcase the talent of the researchers and scholars, as well as to support their efforts to produce creative work at the intersection of teaching/ learning and discovery/innovation. The ORS is a place that encourages, facilitates and supports creativity and action; it is set up to be a catalyst for dialogues, strategic planning and collegial exchange around contemporary issues and research questions. We aspire to be acknowledged as a collaborative hub, portal and network.

Considerable work remains to be done to realize this ambitious Research Plan. We need greater success in securing research funding. Specific issues relating to workload and governance are high priority (policies on intellectual property and commercialization, and on setting up and discontinuing research institutes are in progress). Details on how the Research Plan will intersect with the updated internationalization, teaching and learning, and strategic enrolment management plans have yet to be finalized, and important connections to KPU's strategies for enhancing aboriginal education will be established in this academic year. Discussions are proposed with the key players on the merits of bringing the research institutes into the ORS as a capacity building strategy and a catalyst for peer support and mentoring.

The plan going forward is to attract and support coalitions of the willing who wish to share ideas and discoveries, immerse in creative and critical thinking on a range of society's complex issues, and make a difference.

Our vision for an effective and engaged ORS rests on several cumulative propositions:

- Research and scholarship is critical to KPU's credibility as a legitimate university.
- KPU is unequivocally committed to upholding the principle of academic freedom, and to celebrate the results of this kind of investment in our research and scholarship
- The optimum role of the ORS is to showcase, promote, and support KPU's faculty and students in the pursuit of research, scholarship, and creative artistry.
- While specifics of the university's research endeavor are best determined and implemented through discussion among the community of scholars, the ORS has a strategic role to play in shaping answers to the question: *What is distinctive about KPU's contributions to solving complex human problems?*



KPU Langley
20901 Langley Bypass, Langley

KPU Richmond
8771 Lansdowne Road, Richmond

KPU Surrey
12666 72 Avenue, Surrey

KPU Tech
5500 180 Street, Cloverdale

kpu.ca



Board of Governors Regular Meeting

Agenda Item

#8.3

Meeting Date:

February 3, 2015

Presenter(s):

Sal Ferreras

Agenda Item: **Funding for Squamish First Nation Training**

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

Key Messages:

1. KPU has received a one-time only grant (\$414,287) from AVED to support the Aboriginal Community-Based Delivery Partnership Program with Squamish First Nation to deliver various programming.
2. To facilitate the AVED contract (ACBDPP MOU-15-25), a purchase requisition of \$324,224 for the Squamish Nation Trades Centre has been submitted to cover expenses related to the programming.

Context & Background:

Funding under the MOU will be received in two payments. The first half has already been received. The MOU funding is for offering three training intakes to be offered at Squamish First Nation (SFN) training center. SFN will be directly responsible for hiring instructors, purchasing supplies/equipment, etc. for two of the three intakes. As they incur costs, they will invoice KPU to be reimbursed. KPU is responsible for oversight of the entire budget, as well as the hiring of instruction and purchase of materials for the third intake. The payment to Squamish will be spread over a few installments, and the purchase requisition covers the value of all expected payments.

The President is informing the Board of this expenditure as required in Policy 3.4, *Financial Condition and Activities*, which states that the President shall not:

5. Make a single purchase of greater than \$200,000 not accounted for in the University Budget without informing the Board at the next scheduled Board meeting. Splitting orders to avoid this limit is not acceptable.

Resource Requirements:

Along with the grant from AVED, staff from the Continuing Professional Studies office will be providing oversight and administration of the contract and KPU will also be providing instruction for Introduction to Environmental Monitoring.

Implications / Risks:

Risk is not being able to move forward in meeting the delivery requirements as outlined in the signed MOU and subsequent loss of the related funding.

Attachments: AVED funding letter



Board of Governors Regular Meeting

Agenda Item #8.3

Meeting Date: February 3, 2015

Presenter(s): Sal Ferreras

Submitted by: *Salvador Ferreras and Jim Pelton*

Date submitted: *January 29, 2015*



MOU 15-25

Dr. Alan Davis
President and Vice-Chancellor
Kwantlen Polytechnic University
12666 72nd Ave
Surrey BC V3W 2M8

Dear Dr. Davis:

I am pleased to advise that the Ministry of Advanced Education will be providing Kwantlen Polytechnic University with the initial payment of \$207,144 to support the Aboriginal Community-Based Delivery Partnerships Program partnership with Squamish Nation to deliver the LNG Construction Trades Program: Introduction to Construction Trades, Introduction to Craft Worker and Introduction to Environmental Monitoring.

The stipulations for this funding are identified in the attached Memorandum of Understanding. They include providing training for a total of 45 Labour Market Agreement-eligible participants and 3 participants funded by the Ministry of Advanced Education (the Ministry), to develop and enhance their employability and occupational skills as outlined in Schedule "A" of the Memorandum of Understanding.

The funding will be forwarded in the next available electronic transfer of funds from the Ministry to Kwantlen Polytechnic University. If you have any questions regarding the above, please contact me at (250) 387-1446.

The Ministry requests that public announcements related to this funding are jointly formalized with the Ministry. Please ask staff to contact Stacey McGaghey Jones, Communications Manager, Government Communications and Public Engagement, at (250) 952-6400 to arrange for an opportunity to publicly announce funding for this project.

Sincerely,

Deborah Hull
Executive Director

.../2

Ministry of Advanced Education

Teaching Universities,
Institutions and
Aboriginal Programs
Branch

Mailing Address:
PO Box 9877 Stn Prov Govt
Victoria BC V8W 9B5

Location Address:
2nd Floor - 835 Humboldt Street
Victoria BC V8W 9T6

Telephone: (250) 356-8382
Facsimile: (250) 952-6110

Enclosure: MOU 15-25

pc: Ms. Donna Friedlander, Director, Financial Performance
Post-Secondary and Corporate Finance Branch
Ministry of Advanced Education

Mr. Lee Gordon, Vice-President, Finance and Administration
Kwantlen Polytechnic University



Board of Governors Regular Meeting
Agenda Item: #9
Meeting Date: February 3, 2015
Presenter: Alan Davis

Agenda Item: *President's Report*

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input checked="" type="checkbox"/> Information <input type="checkbox"/> Education
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Recommended Resolution:	N/A
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Board Committee Report:	N/A
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Key Messages: 1. Please see the attached report..
[maximum of three]

Context & Background:

Resource Requirements: N/A

Implications / Risks: N/A

Consultations:

Attachments *President's Report to the Board*

Submitted by: *Alan Davis*

Date submitted: *January 28, 2015*

President's Report to the Board

February 3, 2015

This period has seen a focus on financial matters and the budget for 2015/16. There has been considerable engagement in deliberations for next fiscal, and the proposed budget was presented to the Senate Standing Committee on the University Budget on January 18th.

The Employee Code of Conduct was submitted to the Minister of Finance in time for the November 30th deadline, and it has been posted (along with the underlying policies) on the KPU Web Site: <http://www.kpu.ca/sites/default/files/Policies/Code%20of%20Conduct%2012%2011%2014%20FINAL%20to%20Board.pdf>

On November 27th I attended the Richmond Chamber of Commerce Annual Business Awards and was pleased to present the New Business of the Year award on behalf of KPU.

On November 28th I attended a meeting of the BC Business Council Innovation and Productivity Task Force, which included a long discussion with Minister Andrew Wilkinson (Technology, Innovation and Citizens' Services).

On November 28th I presented to the KPU Administrative Council (about 50+ of the administrative managers and directors), focussing on the Vision 2018 metrics, targets and results, which are being finalised for a first (almost) full report early in 2015.

On November 29th I was pleased to attend the awards for the KPU Richmond Science Challenge: an amazing event hosted by Science and Horticulture faculty and staff, attracting high school students from all over the region, the Fraser Valley and even Vancouver Island.

On November 29th I attended the "100 Year Journey" recognition dinner for the Komagata Maru tragedy, where KPU was a key sponsor and highly profiled, and I was able to meet several pioneering South Asian families.

From November 30th to December 2nd, I was in Ottawa for the Colleges and Institutes Canada Day on the Hill, which included key meetings with Ministers and MPs, including Jinny Sims, MP for Newton and North Delta and Jasbir Sandhu, MP for Surrey North. There were good discussions about the need for infrastructure funding and more for applied research.

On December 4th I met with a group of BC educators who are working on expanding the role of the BC Educational credit bank.

On December 5th I was pleased to help open the KPU Model United Nations event. Later that day, I joined the KFA sponsored National Day of Remembrance and Action on Violence Against Women.

The President's Committee on Diversity and Equity continues its good work and its activities can be seen at <http://www.kpu.ca/pdec>

On December 11th I attended one of the regular meetings of the BC Business Council, and then with the other presidents in the BC Association of Institutes and Universities on December 12th.

On December 14th I attended with other KPU staff the Canada India Business Council lunch where Premier Clark addressed the council members.

After the holiday break, I met, along with Sal Ferreras and Brian Haugen, with leaders from the Industry Training Authority, and briefed them on our vision for KPU Tech.

On January 9th, I dropped the puck at the Vancouver Giants game against Medicine Hat, where we celebrated the partnership with KPU that has their post-secondary age players attend classes provided by KPU at their Ladner training facility. The Giants won the game with 4 of the 5 goals scored by KPU students.

I attended the Premier's LNG Working Group Advisory Council on January 14th and then with the mayors of the city and township of Langley on the 15th to discuss the future of our performing arts centre proposal.

On the 17th, I presented at TedX in Fort Langley, and to the Executive Directors and Registrars of BC's regulatory bodies on January 20th.

On January 23 to 25th I attended the Board meeting of the Council for Adult and Experiential Learning, and was pleased to join the Clean Tech Expo at city hall in Surrey on the 28th January



Board of Governors Regular Meeting

Agenda Item: #10

Meeting Date: February 3, 2015

Presenter: Alan Davis

Agenda Item: Senate Report November 24, and December 15, 2014 and January 26, 2015

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

Recommended Resolution:	N/A
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Board Committee Report:	N/A
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Key Messages: 1. Notes from Senate for November 24 and December 15, 2014 and January 26, 2015 are attached.
[maximum of three]

Context & Background:

Resource Requirements: N/A

Implications / Risks: N/A

Consultations:

Attachments 1. Notes from Senate November 24, 2014
2. Notes from Senate December 15, 2014

Submitted by: Alan Davis

Date submitted: January 28, 2015

The following items were approved at the November 24, 2014 Senate meeting:

- Revisions to the Bachelor of Arts Minor in Geography
- Revisions to the Health Care Assistant Program (HCAP) English Language Admission Requirements
- Revisions to the Faculty of Health Bylaws and Terms of Reference as corrected
- Appointments to Senate Standing Committees
 - Senate Standing Committee on Academic Planning and Priorities
 - Jerry Murphy, Senator, Faculty of Academic and Career Advancement
 - Bruce Ferguson, Student
 - Senate Standing Committee on Library
 - Chris Traynor, Senator, Faculty of Academic and Career Advancement
 - Kimberley McMartin, Student
 - Senate Standing Committee on Program Review
 - Theresa Voorsluys, Division of Student Affairs
 - Chris Traynor, Senator, Faculty of Academic and Career Advancement
 - Senate Standing Committee on University Budget
 - Jerry Murphy, Senator, Faculty of Academic and Career Advancement
- Appointment of the following additional faculty member to the Academic Plan Implementation Task Force
 - Norm Chamberlain, Faculty of Trades and Technology
- Appointment of Kari Michaels as the student Senator on the Board/Senate Task Force on Bi-cameral Governance
- The Presidential Search Advisory, Appointment and Re-appointment Procedures (HR22), with j. v. in Section 4 amended to read "Identify a final short list of not more than three candidates and return these to the Board."
- Graduates to November 24, 2014

The following items were approved at the December 15, 2014 Senate meeting:

- The Full Program Proposal for the Piping Foundation Citation for recommendation to the Board of Governors
- Revisions to the Diploma in Fashion Marketing, as amended
- Revisions to the Foundations in Design Certificate
- Revisions to Senate Bylaws as follows:
 1. Addition of language regarding electronic participation at Senate and Senate Standing Committee meetings (2.15 and 2.05.1 respectively)
 2. Moving the section on Bylaw Revisions (2.15) to a new section 5
- Appointments to Senate Standing Committees
 - Senate Standing Committee on Academic Planning and Priorities
 - Romy Kozak, Senator, Faculty of Arts
 - Senate Standing Committee on University Budget
 - Joyce MacKenzie, faculty member, Faculty of Health
- Appointment of the following additional faculty member to the Academic Plan Implementation Task Force
 - Evelyn May, Chip and Shannon Wilson School of Design
- Revisions to the Priority and Scheduling of Registration Policy and Procedures, AR10 (C30)
- Graduates to December 15, 2014, as amended

The following items were approved at the January 26, 2015 Senate meeting:

- Revisions to the following programs:
 - Diploma in Business Management
 - Diploma in General Business Studies
 - Diploma in Marketing Management and Diploma in Marketing Management Co-op Option
 - Bachelor of Business Administration in Marketing Management and Bachelor of Business Administration in Marketing Management Co-op Option
 - Bachelor of Business Administration in Human Resources Management and Bachelor of Business Administration in Human Resources Management Co-op Option
 - Bachelor of Arts Minor in Counselling
- Appointments to Senate Standing Committees:
 - Senate Standing Committee on Academic Planning and Priorities
 - Gillian Welton, Professional Support Staff
 - Senate Standing Committee on Curriculum
 - Linda Rogers, faculty member, Library
 - Senate Governance Committee
 - Patrick Donahoe, Dean, Faculty of Academic and Career Advancement
 - Senate Standing Committee on Policy Review
 - Joshua Mitchell, Representative, Strategic Enrolment Management
 - Ron Murray, faculty member, Faculty of Trades and Technology
 - Senate Standing Committee on University Budget
 - Michele La Vie, Professional Support Staff
- Bachelor of Design in Fashion & Technology block transfer agreement with the University of the Fraser Valley's Fashion Diploma program
- The Academic Schedule for 2015-16, Option 1 (13-week semester)
- Graduates to January 26, 2015, as amended



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

Regular Meeting
14
February 3, 2015
Hanne Madsen

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

Action Requested:	<input type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input checked="" type="checkbox"/> Education
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Key Messages: Hanne Madsen agreed to evaluate the Board's own performance at the February 3, 2015 Board meeting.
[maximum of three]

Attachments: *Evaluation Form*

Submitted by: *Sandi Klassen*

Date submitted: *January 28, 2015*

Board Meeting Evaluation

Date: April 2, 2014

What went well	What could we do better
To change for next time:	



Board of Governors Regular Meeting
Agenda Item: # 15
Meeting Date: February 3, 2015
Prepared by: Sandi Klassen

Agenda Item: Information package

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

Attachments:

1. Kwantlen "Upcoming Events / Activities 2015 **Note – new events are marked with ++ prior to the date**
2. Report to the Board of Governors / January 2015
3. Correspondence
 - 3.1 Thank you card from Leah Godin re Board Endowed Award
 - 3.2 Surrey School District Trustee Liaison for the Board



KWANTLEN UPCOMING EVENTS / ACTIVITIES 2015

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

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

<i>Date</i>	<i>Time</i>	<i>Event/Activity</i>	<i>Location</i>
<u>2015</u>			
++Tuesday 3 February	10 am to 12 pm	PSEC Accountability & Disclosure Information Session Attendees: Kristan Ash, Hanne Madsen, Geoff Dean, Sandra Hoffman, Shelley Wrean, Harry Gray	UBC Robson Square, 800 Robson St. Room C100
++Tuesday 3 February	3:00-7:00 pm	Board Meeting	Langley Campus Room 1030 20901 Langley By-Pass
Thursday 5 February	5:30-8:00 pm	Faculty of Trades & Technology Awards Ceremony	Cloverdale Campus
Tuesday 10 February	10 am to 12 pm	PSEC Accountability & Disclosure Information Session Attendees: Harpreet Bhatti	UBC Robson Square, 800 Robson St. Room C400
Wednesday 11 February	1-3 pm	PSEC Accountability & Disclosure Information Session Attendees: Lisa Skakun, Richard Hosein, Ken Tung, Alan Davis	UBC Robson Square, 800 Robson St. Room C400
Wednesday 11 February	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
++Friday 13 February	8:15 am to 4:30 pm	BC Colleges and Universities Workshop presented by AGB	Langara College 100 West 49 th Avenue, Vancouver BC
++Saturday, February 21	7:30 am to 4:30 pm	Board Retreat	River Rock Conference Centre Thompson Room 8811 River Road, Richmond BC
Wednesday 11 March	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Thursday 18 March	4:00-6:00 pm	Board Finance & Audit Committee	Cloverdale Campus Room 1853
Thursday 19 March	4:00-6:00 pm	Board Human Resources Committee	Cloverdale Campus Room 1853
Wednesday 1 April	3:00-7:00 pm	Board Meeting	Cloverdale Campus Room 1853

18-22 April		Association of Governing Boards National Conference	Phoenix, Arizona
Wednesday 8 April	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Thursday-Saturday 30 April – 2 May		Canadian University Boards Association (CUBA) – Board Chair and University Secretary attend	Montreal, Quebec
Thursday 7 May	4:00-6:00 pm	Board Human Resources Committee	Cloverdale Campus Room 1853
Wednesday 13 May	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Wednesday-Friday 20-22 May	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
Thursday 27 May	4:00-6:00 pm	Board Finance & Audit Committee	Surrey Campus , Cedar Bldg Rm 2110
Wednesday 3 June	3:00-7:00 pm	Board Meeting	Cloverdale Campus Room 1853
Wednesday 17 June	4:00-6:00 pm	Board Governance Committee	Cloverdale Campus Room 1853
Typically, no meetings in July and August			
Wednesday 23 September	3:00-7:00 pm	Board Meeting	Richmond Campus Melville Centre for Dialogue 8771 Lansdowne Road
October 8-9	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium
Wednesday 18 November	3:00-7:00 pm	Board Meeting	Surrey Campus Cedar Bldg, Room 2110 12666 72 Avenue

2016

June 1-3	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
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October 6-7	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium
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2017

May 31, June 1-2	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
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October 5-6	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium
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2018

May 30-31, June 1	10:00 am 3:00 pm	Convocation	Surrey Campus Gymnasium
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October 4-5	10:00 am 3:00 pm	Fall Convocation	Surrey Campus Gymnasium
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Report to the Board of Governors

January 15, 2015

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Faculty of Arts

With the support of the Foundation, the Faculty of Arts has engaged in a partnership with the Vancouver Giants, Western Hockey League, to offer the hockey players 1-2 courses per year. Beginning in December, 11 of the hockey players started taking EDUC 1100: Introduction to Higher Education. KPU Varsity athletes are supporting the course through peer tutoring. Thus far, the course is going very well and we hope to increase the partnership with the Giants.

Creative Works and Scholarly Publications:

- **Shelley Boyd** (English): "Shields's Guerrilla Gardeners: Sowing Seeds of Defiance and Care." *The Worlds of Carol Shields*. Ed. David Staines. University of Ottawa Press. 177-196. (December)
- **David Burns** (Educational Studies): Boulay, N., Yeung, B., Leung, C., & Burns, D.P. (2014). "LGBTQ role models and curricular controversy in Canada: A student symposium." *Paideusis: International Journal in Philosophy of Education*, 22(1),
 - Burns, D. P., Leung, C., & Yeung, B. (2014). "Do as we say, not as we do: The nature of environmental education." *Antistasis*, 4(2), 1-4.
- **Ying-Yueh Chuang** (Fine Arts): "Coast to Coast to Coast." Art Gallery of Burlington, Ontario (September 27 – November 9)
 - "Intense & Fragile: Contemporary Porcelain Sculpture." The Russell Hill Rogers Galleries, The Southwest School of Art, Texas (November 22, 2014 – January 25, 2015)
 - "Shades of White." *San Antonio Express News*, J9 & J14 (November 30)
 - "Pure Imagination." *San Antonio Current*, P33 (December 4)
- **Rajiv Jhangiani** (Psychology): Strohmetz, D. B., Dolinsky, B., Jhangiani, R., Posey, D., Harden, E., Shyu, V., & Klein, E. (2014). "Skills matter: Meeting expectations for a 21st century education in psychology." *Report of the presidential task force of the Society for the Teaching of Psychology*.
- **Sam Migliore** (Anthropology): "Aging & Narratives of Loss: A History of Social Suffering." Published with Margaret Dorazio-Migliore. In *Anthropologica*, Volume 56, Number 2, pp. 415-422. (November)
 - Film Review of: El Sito del Plomo (The Site of Lead): Social Poisoning in El Salvador, by Hugo de Burgos In *Anthropologica*, Volume 56, Number 2, p. 477 (November)
- **Charles Quist-Adade** (Sociology): "Homosexuality in the Ghanaian Media." *International Journal of Linguistics, Literature and Culture* (Lingua- IJ LLC) Vol.1 No.2 17 – Article co-written with students, **Faith Bates** and **Nubwa Wathanfa** (October)

Public Presentations:

- **Daniel Bernstein** (Psychology): Aßfalg, A., Currie, D., & Bernstein, D.M. (2014, November). "Adaptation to changing task requirements causes a familiarity bias." Poster presented at the Psychonomic Society, Long Beach, CA.
- **Jane Hayes** (Music): Aldophe Sax Bicentennial Festival, University of Florida, Concert with Julia Nolan (November 8)

- **Paivi Koskinen** (Modern Languages) and **Solveiga Armoskaite** presented “Serializing ideophones across V~N domains in Finnish,” as invited speakers, at the Mellon Humanities Corridor LIN4 Workshop on Theoretical and Experimental Linguistics, Syracuse University, NY (December 6 – 7)
- **Diane Purvey** (Dean): “History in Practice” at After the Asylum? Legacies of Community Mental Health, SFU (November 6-8)

Awards and Appointments:

- **Daniel Bernstein** (Psychology): Inducted into the Royal Society of Canada’s College of New Scholars, Scientists, and Artists, Quebec City (November 20)
- **Katie Warfield** (Journalism): Received \$1500 Grant from the Hamber Foundation for the operation of the VMW (November)

Community Engagement:

- **Daniel Bernstein** (Psychology) with **Nicola Harwood** (Creative Writing) and **Faith Auton-Cuff** (Educational Studies) and students: Engaging students in research, Professional Development workshop, KPU (November 26)
- **Jane Hayes** (Music): Honorary position as Judge for the Pacific International Youth Music Society Competition (November)
- **John Martin** (Geography): “Geology and fossils of NE England” - Geography’s component for the annual Kwantlen Science Challenge (KSC 2014) (November 29)
- **Jake Newton** (History): The Politics of Fear: McCarthyism and the “War on Terror”, TALK Lecture Series (November 4)
 - Unintended Consequences: World War I and Gulf War II, TALK Lecture Series (November 18)
 - Where there’s a will: Human Rights and National Sovereignty, TALK Lecture Series (November 25)

Institution-Wide Initiatives:

- **Frank Abbot** (History): World War I Commemorative Salon (November 13)

Student Success:

- **Andrew Isaak** (Creative Writing): Won the Creative Writing Award for outstanding work within the department (November 18)
- **Colin Kwan** and **Amy Luk** (Modern Languages): Student learning success and profile raising for KPU – Students advanced to the FINAL competition in the 2014 Chinese Bridge Mandarin Singing Contest for University Students held at Frederic Wood Theatre UBC (November 8)
- **Samantha Lego** (Journalism): Won the KPU Endowed Journalism Award for her work in the classroom and in the wider field of Journalism (November 18)
 - Won the Now Newspaper Journalism Award (November 18)
 - Won the Surrey Leader Endowed Scholarship awarded from Canadian-owned Black Press (November 18)
- **Jennifer O’Rourke** (Journalism): Won the Peace Arch News Endowed Scholarship awarded from Canadian-owned Black Press (November 18)
- **Roshini Sakhrani** (Journalism): Won the Mehfil Magazine Endowed Journalism Award, offered to

students enrolled in the Bachelor of Journalism (November 18)

- **Lenee Son** (Journalism): Won the \$1000 Jas & Threaty Dastur Award, offered by Dr. Farhad Dastur (November 18)

➤ **Institution-Wide Initiatives**

Faculty name	Department	Initiative	Title	Date published/occurred	Details
Noemi Gal-Or	Political Science	Creative works and scholarly publications	“Making of the Non-State Actor Responsible: The 21st Century Challenge of Global Cooperation in Security”	Dec. 2014	<i>A Multi-disciplinary Mosaic: Reflections on International Security and Global Cooperation</i> , Global Dialogues 4, Käte Hamburger Kolleg / Centre for Global Cooperation Research (KHK / GCR21), www.gcr21.org
Noemi Gal-Or	Political Science	Creative works and scholarly publications	<i>Canadian International Lawyer</i> , Vol 10 (2)	Dec 2014	Editor-in-Chief, National International Law Section, Canadian Bar Association
Noemi Gal-Or	Political Science	Other	Annual Conference, “International Human Rights and Israel – Politicization or a Complex Reality?” and board meeting Eilat, Israel	November 19-22, 2014	Board member, Canadian Rep.
Noemi Gal-Or	Political Science	Awards and appointments	Vice-President Research, International Association - Canada	Dec 2014	Re-elected for new term
Noemi Gal-Or	Political Science	Community engagement	Board member, Dunbar Residents Association, Vancouver, BC	Nov 2014	Re-elected for new term

Certificate in NGO and Nonprofit Studies, External Advisory Board - meeting Jan 23 9-10:30AM

1. Marilyn Herrmann, Executive Director, Surrey Food Bank + President, Food Banks, BC, + Chair, Member Council Food Banks, Canada + Founding Board Director, Surrey Homeless and Housing Society
2. Jacques Bérubé, National Director, Membership Accountability, United Way Canada + Peer Reviewer, Standards Program, Imagine Canada
3. Elizabeth Specht, Executive Director, Volunteer Richmond
4. Mary Reeves, Executive Director, Big Brothers Big Sisters, Langley
5. Njeri (Jeri) Kontulahti, Community Investment Portfolio Manager, VanCity

Faculty of Health

BACHELOR OF SCIENCE IN NURSING (BSN):

- At the KPU Langley Faculty of Health, Scholar's Stories Series in December, faculty member Amandah Hoogbruin presented on South Asian Women Yoga Education Study: "More than me, [there's] always the family."

BACHELOR OF SCIENCE – POST BACCALAUREATE (BSN-PB):

- The program's first cohort of 28 students graduated in December 2014. A ceremony to celebrate their achievements was held on December 8.
- Graduating student, Danielle Fransen was nominated for and received the CRNBC Student Professional Award for her achievements in the program.

GRADUATE NURSE INTERNATIONALLY EDUCATED (GNIE):

- All August 2014 graduates who wrote the Canadian Registered Nurse Examination in the Fall were successful.

GRADUATE NURSE RE-ENTRY (GNUR):

- The GNUR program continues to be phased out, with approximately 25 students remaining.

HEALTH CARE ASSISTANT PROGRAM (HCAP):

- Change in English admission, compatible with BC Care Aid Registry requirements approved at Senate.
- Exploring options for additional community placements with Revera and Sources Community Resources.

HEALTH UNIT COORDINATOR (HAUC):

- The Warm Zone fundraiser bake sale and pub night in December 2014 raised over \$2,800 and 2 large boxes of toiletries and toys were donated.

LAB AND SIMULATION:

- There continues to be an increase in simulation across programs including open practice sessions.

TRADITIONAL CHINESE MEDICINE (TCM):

- The Traditional Chinese Medicine Concept Paper was approved by the FoH Curriculum Committee and will be reviewed by the FoH Faculty Council and APP/Budget Committee in January 2015.

- The program structure outline and course descriptions have been developed and sent to Beijing University of Chinese Medicine for review.
- Coordinator John Yang attended the World Acupuncture & Integrative Medicine Conference in Houston, Texas, October 31 –November 2, 2014, organized by the World Federation of Acupuncture and Moxibustion Societies.

CURRICULUM:

- Dr. Jean Nicolson Church, Associate Dean, and BSN faculty member, Deb Dunn attended a curriculum conference, *Implementing and Evaluating the Concept-Based Curriculum*, offered by DI Associates in Albuquerque, New Mexico January 5-8, 2015.

Faculty of Trades and Technology

APPLIANCE SERVICE TECHNOLOGY

Refrigeration Trainer is scheduled to arrive this quarter which will benefit the program.

The current April 2014 intake of students is set to graduate on January 16th. Nearly 80% of the students have attained employment before graduating from program.

PUBLIC SAFETY COMMUNICATIONS

Installation and training on a new NICE logging recorder in the PSCM lab was completed in December 2014, and will greatly enhance the learning environment by allowing students to review and critique telephone and radio calls.

The Program is going to update radio consoles in the PSCM lab to incorporate sit/stand desks and multiple monitors. The current 40 year old refurbished consoles are not ergonomically designed, making the viewing of CAD screens difficult.

OFFICE OF THE DEAN

KPU Tech in partnership with the Alliance of Manufacturers and Exporters Canada (CME) and First Nations Employment Society (FNES) is offering a pre-foundation welding service program from January 7 - February 27, 2015. Students will participate in 5 weeks of introductory and hands on-learning activities at KPU Tech Cloverdale followed by a 3 week work experience arranged by CME.

CLOVERDALE CAMPUS

The staff and students of the Cloverdale campus held a food drive in support of the Cloverdale Christmas Hamper program. A number of boxes of food were collected – the largest donation by the Appliance Servicing Program along with their instructor, David Fengstad. The Public Safety Communications Program class spent time sorting food and packing hampers at the Pacific Community Church on December 15, 2014, in aid of the Christmas Hamper program.

Faculty of Academic and Career Advancement

Dean's Office

In early December, ACA received news from the Ministry of Advanced Education that post-secondary institutions would have the option of charging tuition for Adult Basic Education and ESL as of January 1, 2015. This news will result in some changes in ACA since these kinds of courses are integral to ACA's mandate. However, what those changes will look like is still unclear at this point. For now, ACA will continue to provide access to post-secondary education for the most vulnerable students in our region with the hope that the needs of these students will be recognized and supported by government.

The Dean's office welcomed Shelley Strimbolt to the role of Administrative Coordinator in December. Shelley brings a wealth of experience in dealing with CI programs to her new role; she also has worked in the Faculty of Trades at the Cloverdale campus, and we are happy to have her. We are also pleased that Marna Langner-Schulz will continue to work in the administrative offices, undertaking the role of ACA Administrative Assistant.

The Search for an Associate Dean also got underway in December, with the interview process unfolding over the next several months.

Programs – New, Revised, Reviewed

Academic and Career Preparation (ACP)

In light of the government's decision to allow tuition to be charged for the Academic & Career Prep department's courses, the department is considering ways to ensure that both semester-based and continuous-intake courses will still be accessible for students.

Access Programs for People with Disabilities (APPD)

Vocational Skills Training Program

The APPD Department continued to focus on recruitment and registration for 2014-15. With the approval of the ACA Dean for APPD to offer the Vocational Skills Training (VST) Program - Child Care Aide and Clerical Assistant options starting January 2015, recruitment efforts and intake interviews continued until late December however, due to low enrollment, it was not possible for our partner program, the Family Childcare Program, to run in January 2015. As a result, APPD was not able to run the VST Program – Child Care Aide option in January 2015. In addition, APPD did not have qualified applicants for the Clerical Assistant option so that VST option is not running in January 2015 either.

APPD Information Sessions:

APPD Information Sessions are scheduled for February 3rd 2015 on Richmond Campus and on February 4th, 2015 on Surrey and Langley Campuses to start the intake process for Fall 2015 for the following programs:

- Work Exploration Program
- Job Preparation Program

Our Students

A Job Preparation student at Richmond Campus died unexpectedly in the hospital on December 1st, 2014, following a brief illness. KPU Counsellors as well as APPD faculty and staff provided support to the students. Staff and faculty were encouraged to access the supports available through the Employee Assistance Program. This was the first death of a current student in APPD in more than 30 years.

Career Choices and Life Success (CCLS)

CCLS Langley Fall semester started with a strong response; however, recruitment was impacted by the K-12 teacher's strike, because women with children are reliant on school attendance in order to participate in the CCLS program.

CCLS is pleased to report that after consulting with CCLS Faculty, the Dean's office supported the Richmond CCLS Spring 2015 program as a women's only program. This move supports the 2012 CCLS "Needs Assessment and Recommendations" to meet FTE targets.

Program personnel are working with the ACA marketing coordinator to ensure effective marketing initiatives. Marketing the CCLS program has taken on a new flare with trendy web, radio and social media advertising. The rebranding of CCLS is a concerted effort to reach the target audience. It is hoped the new marketing strategy will increase interest and help meet the FTE goal.

English Language Studies (ELST)

As of January 2015 the institution will be able to charge tuition fees to domestic students for ELST classes. It is still unclear how this change in policy will impact the ELST Department enrollments. The demand for ELST courses from International students continues to be high.

Third Age Learning at Kwantlen (TALK)

TALK provides creative and stimulating educational activities for adults over 50. The TALK Spring 2015 course line-up has a host of interesting course offerings. With over 500 members from the KPU region, the TALK courses are well attended and appreciated by an active learning demographic.

Our Faculty & Staff

Faculty Achievements

Congratulations to Moira de Silva, long time faculty member in ELST, who in October was awarded an Ed.D. in TESOL by the University of Exeter, UK.

The ACP/APPD collaborative project Advisory Committee received confirmation of funding from the Irving K. Barber Endowment for Phase Two of their project. The group has hired Judit Gyenes, who has a wealth of experience in adult special education, to develop curriculum and intake processes for LCOM 0101, a literacy course for students with intellectual disabilities. The new funds will cover instruction of the course, starting in September, 2015.

Recent and Upcoming Events

KPU Scholars and Awards Nights

At KPU's Scholarships and Awards Dinner on November 18th, 2014, 13 ACA students received awards totaling \$11,900. Of the 13, 10 recipients are APPD students.

ACA Scholars and Snacks

Faculty of Academic and Career Advancement

The Dean's office hosted a Scholars and Snacks faculty group meeting on November 13th. Nine faculty members participated in a vibrant round table discussion on teaching experiences.

KPU Open House

The annual Surrey Open House will take place on February 28th, 2015. The event provides an opportunity to showcase people, programs, and services. Along with the traditional methods of communicating information, the ACA Faculty are being innovative in their delivery by using Story Boards and Selfie Stations.

The Faculty of Science and Horticulture

Faculty of Science and Horticulture Activity Report

November – December 2014

Faculty-wide Activities:

- **Green Wednesdays** continue to be a great success. The most recent showing, “Just Eat It – A food Waste Story” was a terrific KPU outreach event and community builder. The room was packed with external community members to view the film and to meet the film makers (hot from premiere screenings of their movie at the world-renown Amsterdam and Copenhagen International Film Festivals last week, and even at Hollywood in October).
- Over 350 B.C. high school students competed in the ninth annual **Science Challenge** held at KPU Richmond. The intense competition saw 55 teams of junior and senior students battling it out in biology, chemistry, engineering design, mathematics, physics, and environmental science and geology challenges. The event is organized by **Don Mathewson, Physics instructor**, and involved many faculty, staff and student volunteers plus close to 30 volunteers from APEGBC (Association of Professional Engineers and Geoscientists).
- This Fall the FSH has begun **FISSHING (Faculty Instructional Strategies -Science and Horticulture- Nurturing Group)**! This new group, which meets monthly, was developed by **Don Mathewson (Physics)** with the goal to become better teachers by sharing strategies and experiences, and by reaching out to the broader community of educational practitioners.
- Information session for Horticulture, Brewing and Environmental Protection Technology prospective students were held. All were very well attended, boding well for 2015 recruitment.
- **Dean Betty Worobec** met with representatives from Princess Margaret Secondary School and Douglas College (Brian Chappell, Dean of Science) to discuss possible academic partnerships particularly with our new Physics and Math degree programs.
- Faculty, staff and students showcased new FSH programs at a number of recruitment events including KPU Richmond Open House, Fraser Valley Education and Career Fair, and Vancouver Education and Career Fair.
- **Brewing and Brewery Operations Update:** Inclement weather in November and December resulted in another delay in the opening of the Brewing Instructional Laboratory. Occupancy is scheduled for January 19 whereby the large scale brewing equipment will be installed. This will be followed by BC Liquor Board and CRA inspections required to obtain the liquor manufacturing license and excise tax certificate. Students will then be allowed into the lab during the last week of January and can at that time start their first brewing. To allow students a meaningful learning experience the brew faculty and staff worked tirelessly in late December to arrange for field trips and other activities to cover the first three weeks of January. The group will be going to Victoria for brewery tours and will spend two days in Calgary visiting breweries, two malting facilities and spending a day with their counterparts in the brewing program at Olds

College. Other tours and special training will cover the remaining dates which would have normally been brew days. The official ribbon cutting ceremony for the Brewing Instructional Laboratory will take place on March 31 so please save the date!

Other Brewing News: The Brewing student club KPbrU organized a fund raiser, graciously hosted by Dead Frog Breweries, with donation and proceeds going to a scholarship fund. **Alek Egi** (faculty) and **Nick Fengler** (staff) visited all the breweries in Victoria to raise awareness of the program and arrange for students summer work placements opportunities. **Alek Egi** and **Dominic Bernard** (faculty) attended two days of steam training hosted by the Burket Fluid Control Systems. The brewing program was featured in The Province special insert on the beer industry and in an article in the West Ender weekly newspaper. Renowned beer author **Joe Wiebe** (The Craft Beer Revolution) was a guest speaker in one of the HOPS courses. **Jim Coggles** (Executive Director of the Gateway of Hope) also spoke to the students on the responsible use of alcohol and alcohol addictions.

Alek Egi has developed two CPS courses: **Malting for Craft Brewers** This one day course covers the science of malting, from barley variety to final malt analysis. **BC Liquor Stores Beer 101** This one day program covers the basics of brewing raw materials, processes and finished products. The program aims to give BC Liquor Store employees good general understanding of the brewing and beer.

- The Horticulture community continues to be very generous in providing new student scholarships as follows: **The Windset Farms Aspiring Greenhouse Graduate Award** \$1,000; **The Windset Farms Greenhouse Horticulture Award** \$2,000; **Isidore Landscapes Award** \$1,000.
- We began our first steps in building efficiencies in our Faculty operations by hosting the LEAN 101 Workshop lead by LEAN Green Belts **Maggie Fung (IET)** and **Amy Ditchburn (Trades and Technology)**.

Faculty, Staff and Student Activities:

- **Stan Kazymierchuk (Horticulture)** was recognized by his peers by receiving the **BC Golf Superintendents Association Distinguished Industry Service Award**.
- **Deborah Henderson (Institute for Sustainable Horticulture), Kent Mullinix and Rebecca Harbut (Sustainable Agriculture)** met with Rickey Yada, new Dean of UBC Faculty of Land and Food Systems regarding research and academic partnerships. Deborah is also a member of the UBC Faculty of Land and Food Systems Deans Advisory Committee.
- **Deborah Henderson** presented on Sustainable Agriculture in Cuba and inspiration for the work of ISH at the International Plant Propagators Society Annual Meeting, Abbotsford.
- **Deborah Henderson** met with partners at the University of Sancti Spiritus and Sanidad Vegetal in Sancti Spiritus, Cuba. A University of Sancti Spiritus PhD student will be joining ISH as part of the Emerging Leaders of the Americas (ELAP) program.
- **Active ISH Research Projects:** Microbial enrichment of engineered horticultural soils. Industry partner Earthfort Environmental Ltd. NSERC ARD Level 1, with **Michelle Nakano (Horticulture)**; Novel Biofungicides for Alternative Brassica Crops. Industry partner Greenhouse Delight Foods Inc. NSERC ARD Level 1, with **Navjot Barney (Biology)**; Developing Trichoderma-based biofungicides – Funded by the Province of BC; Evaluation of Spark™ Treatment on Eliminating Pathogens and Pests on Greenhouse Surfaces for Techmist Ltd.; Developing baculovirus

products and integrated pest management protocols for organic brassica as part of The Organic Research Center of Canada.

As part of these and other projects ISH has become a major employer of KPU graduates plus Deborah continues to mentor several KPU undergraduate student research assistants.

- **Chris Hauta (Environmental Protection Technology)**, along with Horticulture staff, has been actively installing, testing, and trouble-shooting the new analytical equipment to be used in the Langley undergraduate research lab.
- **EPT students** conducted their yearly solid waste audit of the Langley Campus. The audit once again showed that food and other organic waste was the main component, and disposable coffee cups being the most frequently disposed item.
- **Paul Richard (EPT)** has been coordinating the development of a new CPS course in environmental monitoring for First Nations; funding has been secured for this course and hiring as well as curriculum development have been ongoing since November.
- **Gary Jones (Horticulture)** represented KPU at the 'Urban Agriculture' conference, Los Angeles.
- BC Horticulture Articulation Committee was hosted by **Horticulture Co-Chairs Carol Barnett, Gary Jones**. The outcome was that Carol will take the lead on developing the provincial articulation of all horticulture programs in conjunction with BCCAT.
- **Gary Jones** is working with Aldergrove Community Secondary School and Brookwood Secondary School on the 'Farm to Plate' initiative.
- **Stan Kazymierchyk** is spearheading a Home Reno Makeover project with colleagues from the Faculty of Health and Trades and Technology.
- On November 29 the **School of Horticulture** organized a memorial service and tree dedication for student Jack Copeland who suddenly passed just before Spring Convocation.
- **Laura Flinn (Physics)** organized a visit of the *Take a Hike* program to our Surrey campus physics lab. Take a Hike is a full-time alternative education program that engages at-risk youth through a unique combination of adventure-based learning, academics, therapy, and community involvement. (takeahikefoundation.org). Participants, aged 15-17, investigated the physics of motion via a laboratory activity that was specifically designed for them and for which they received academic credit. Laura ran the event with the assistance of **Bob Chin** and **Len Arboleda**.
- We are pleased to welcome **James Hoyland (new Physics faculty)** from the University of Southern Denmark. As well as teaching a range of courses, James will use his expertise to develop courses for our new Physics for Modern Technology degree program.
- **Fergal Callaghan (Physics)** represented KPU at a networking event hosted by the BC section of the International Society of Automation. Involvement with the ISA is proving very useful for making contacts in industry that are relevant to our BSc in Physics for Modern Technology.
- **ISFS (Institute for Sustainable Food Systems) New Funding:** City of New Westminster \$6,000 for support of the Southwest BC Bio-region Food System Design Project; Vancouver Foundation - *Linking Community and the Regional Economy to Southwest British Columbia's Food System Future*. \$15,500; Vancouver Foundation - *Environmental Assessment of BC's Bio-regional Food System Future*. \$25,500.

- **ISFS and Sustainable Agriculture** co-hosted the Annual BC Seed Gathering Conference (Richmond campus) with Farm Folk City Folk at KPU Richmond. There were close to 200 attendees.
- **ISFS** organized a series of *Regional Dialogues on Sustainable Local Food Systems* held in Prince George, Cranbrook, Kamloops, Kelowna, Nanaimo, and Richmond. All sessions were very well attended and garnered much community support for the work of the Institute.
- **ISFS** held several meetings with First Nations groups (Tsawwassen, Tagish-Carcross, and Lil'wat) to discuss Farm School development.

The Chip and Shannon Wilson School of Design

EDUCATIONAL PROGRAMMING

Design Degree - Major and Minor Development

A team of faculty from across Design's programs is currently working on the development of a degree with a major and minor in design for implementation in September 2016. Design thinking and methodology impacts processes and outcomes in all areas of innovation: science, trades, technology, social and business entrepreneurship, and health. This degree will incorporate an interdisciplinary approach that provides students exposure to a wide spectrum of disciplines, techniques, and perspectives, maximizing opportunities for creative exploration and collaboration between design disciplines and beyond. As well, this will facilitate entry into the Wilson School of Design as per the Transitions Project (entry into the School rather than into discrete programs).

Post Baccalaureate in Technical Apparel Design

The first group of students enrolled in the Post Baccalaureate in Technical Apparel Design (DETA) completed their programs with their capstone (thesis) projects in December 2014. The presentations were attended by faculty, students, and industry representatives (including reps from MEC, Arc'teryx, lululemon athletica, and Mustang Survival). Feedback on the students' work and preparation was extremely positive and the majority has been hired into the field.

The second intake started their program in January 2015, with ten students in the cohort. As of January 1, 2015, Evelyn May stepped into the position of Coordinator and instructor in the program. Evelyn's experience as Coordinator of the Fashion and Technology degree, participation in the original development of DETA, and recent completion of her Strategic Design MBA from Philadelphia University put her in an excellent position to take this program through its next steps as curriculum gets reviewed and refined after its first offering.

Rita Ciammaichella, the previous Coordinator of DETA, will be returning to industry. Thanks go to Rita for successfully leading Technical Apparel through its first iteration and providing a fruitful experience for our students.

Application Numbers

The number of new student applications to the Wilson School of Design is up 7% over this time last year. While this is a positive sign, further recruiting efforts are necessary to ensure full enrolments in all programs for September 2015.

COMMUNITY ENGAGEMENT/MEDIA

The Cinderella Project

As a Christmas team initiative, the Wilson School of Design's Dean's Office collected items for the Cinderella Project. The Cinderella Project collects gently used graduation gowns, suits, accessories, and scholarships and distributes them to grade 12 students who, in spite of overwhelming challenges have

completed their graduation requirements but cannot afford to attend their graduation ceremonies due to the high cost of garments and accessories. The project also provides scholarships and mentoring to these students.

Some examples of students accepted into The Cinderella Project include: students who are living in situations of abuse, neglect and violence at home and on the streets; new Canadians or refugees experiencing socio-economic hardship, and bullying in school; teen parents; those who are caring for parents (often with mental illness) or who are raising siblings; and, students who are chronically ill, physically or developmentally disabled. Students are referred to The Cinderella Project by their teachers, principals or social workers. (Quick Facts, Cinderella Project, 2014)

Through donations from students and employees, we provided 29 gowns, one suit, 30 pairs of shoes, 13 purses, and various other accessories to the project. Sharon Greeno, Fashion Marketing Coordinator, will be following up to determine further opportunities for us to contribute.

Winter Wonderland at Richmond City Hall

As part of the City of Richmond and Rotary International's "Winter Wonderland" event, local businesses/organizations each sponsored one of approximately 40 Christmas trees. KPU sponsored one on behalf of the Wilson School of Design. The Product Design program jumped in and created a very unique tree design. The tree was sporting a technically designed and constructed ski jacket and goggles.

Richmond City Oval Projects

Students in the Product Design and Technical Apparel programs continue their work with athletes and staff at the Richmond City Oval. Jaymes Williams, a Product Design student, will be following up with the next iteration of a coolant vest for use by the Wheelchair Rugby team that trains out of the Oval.

Richmond City Museum

As part of the Richmond City Museum's current exhibit, "Interwoven World: Identity and Fashion", a group of fourth year Fashion Design & Technology students will be providing a collaborative presentation to discuss their design thinking process and highlight distinctive components of their specific collections. This collaborative effort has been organized by Andhra Goundrey, Coordinator of the Fashion program and Richmond's Curator of Exhibits, Sheila Hill.

Designer Spotlight

Every year, fourth-year fashion design and technology students at KPU host The Fashion Show: an industry-grade runway event that showcases the culmination of four years of rigorous, studio-based design education. On Dec. 4, students provided a sneak peek behind this spring's runway curtain – the research, storyboards, look books, fabrics, style cards and business models behind the upcoming exemplary, innovative and novel collections. The inaugural PRE-SHOW: Designer Spotlight was created at the request of creative, design and apparel professionals. The new open house-style showcase allowed industry to connect with students before their signature event in April, when many begin exploring employment opportunities.

The event itself was well attended and yielded some very positive results. A number of local apparel firms, including lululemon athletica, Arc'teryx, and Kit and Ace, sent representatives to consider the students' work. Many students ended the evening with interviews scheduled. As well, there was a strong turn out from press. The Vancouver Sun will be following three students over the next months and will be providing video updates on their design process and results. To read more, please see:

<http://www.vancouver.sun.com/news/Video+Sneak+peek+behind+scenes+biggest+student+fashion+show/10447412/story.html#ixzz3OdQmz0MG>

SAVE THE DATE

Save the date for this year's Fashion Show – Thursday, April 9th, 2015.

INTERNATIONAL PARTNERSHIPS

Science Without Borders

The number of Science without Borders students from Brazil in the Wilson School of Design remains strong, resulting in the opening of two extra sections of first year Graphic Design for Marketing (GDMA) courses to accommodate demand in September 2014. These students also accessed courses in Product Design (DEPD) and Foundations in Design (FIND) in high numbers. Many have remained for Spring 2015 and have been accommodated by seat vacancies (no extra sections required).

New applicant data (January, 2015 report) indicates an additional 20 international applications for September 2015, many of them coming from the Science without Borders Initiative.

Heriot Watt University, Scotland

As a result of the visit by the two students from the Post Baccalaureate Diploma in Technical Apparel Design in November, Heriot Watt has extended the invitation to facilitate the admission of Wilson School of Design graduates into their masters programming.

Belas Artes, Brazil

As a result of the MOU signed between KPU and Belas Artes in 2014, Danielle Robinson, an Interior Design student, is currently attending Belas Artes on exchange. Danielle is fluent in Portuguese and is the first of our student to take advantage of this exceptional exchange opportunity. As Belas Artes expands its programming in English, we expect to see more students take part.

Lucie Gagne, Coordinator of the Interior Design Program, will be visiting Belas Artes (Sao Paulo, Brazil) in February 2015 to finalize details of the "four plus one" agreements for the programs. "Four plus one" arrangements involve the granting of a second degree by KPU to degree graduates of a partner institution after one year of specified studies with us. Due to the stringent requirements of Interior Design's accrediting body, it will be necessary for Lucie to be on-site to assess the quality of the students' work and ask detailed questions regarding outcomes. Lucie will ensure that the foundations are equivalent, identify curricular gaps, and validate that quality standards of the accredited degree and KPU are met.

While Lucie is there, she will also be following up on our general MOU with ORT in Montevideo (Universidad ORT Uruguay). This MOU also needs to be moved forward at the faculty/curricular level.

International Exchanges

Students from all four of Design's degree programs are currently on exchange. Exchange sites include universities in Helsinki, London, Melbourne, Sao Paulo, and Berlin.

STUDENT AWARDS

Congratulations are in order for 3rd year Interior Design student, Vincent Reinhart. His lighting project was selected by SLS/Light Resource to receive the \$1000 scholarship award. Overall, they found that Vincent's design was the best in show as it showed both original concept and appropriate specification.

The School of Business

Core Business

The School of Business offered 405 sections in the Spring term. As we approach the end of the enrolment period we have 217 sections that are 100% full, a further 47 sections currently show one seat available and offers outstanding to a student on the waitlist. The overall fill rate is sitting at 91.8% (12,621 seats filled with 1,127 still on wait lists). Business School Class size is generally 35 students (96% of total) and the remaining classes are for 25 students (4 % of total).

The School of Business was approved to offer 10 additional demand sections this term. Based on the fill rate as of January 5th, these 10 sections have generated an additional \$72,000+ contribution to KPU, after all faculty costs.

Administrative Changes

Laurie Clancy was promoted effective January 2015 to be Director for International Admissions Recruiting and Articulation. Laurie has made exceptional contributions to the School of Business over the past nine years. We wish her well but we will certainly miss her.

Her position was posted before Christmas and Interviews for her replacement will be later this month.

We currently have two key administrative staff on leave for personal or medical reasons. And one of our degree advisors, Jane Gray, is on the union bargaining committee for BCGEU and has a corresponding reduction in availability.

Caroline Barnhart, returned to our admin team January 6th, after a three month assignment as the acting Divisional Business Manager for the Faculty of Arts.

Strategic Initiatives

Transitions Project

The Transitions Project focuses primarily on Admission to KPU and where students land upon entry. The adoption of the Transitions Framework eliminated third year entry into degrees, which triggered a restructuring of course sequencing. The School of Business, seized this opportunity to realign programs and courses to increase the options for students and to ensure core competencies are delivered across all credentials. This process has required a tremendous amount of work by the Associate Dean, the chairs and all departments over the past year. For the next three months we will be bringing forward a significant number of course and program changes to Senate for approval.

When all the changes are in place all degrees will embody core competencies, regardless of degree. This increases students' options both for programs and career success.

Graduate Level Programs

The program proposal for a post-bacc diploma in Accounting will soon be ready for Senate approval, followed by posting to the DQAB site for institutional feedback. The objective of this program is to provide a pathway to the CPA designation for individuals who already have a university degree but lack the necessary accounting background.

Preliminary conceptual work on several graduate-level diplomas is underway and will accelerate as the Transitions and undergraduate program realignment consolidates.

Faculty Kudos

David Sale was awarded a life membership by CGA-BC for his significant contributions to the profession. This past year Dave has been the President of CGA-BC during the finalization of accounting profession amalgamation discussions.

Dr. Abhijit Sen continues to enhance his reputation as an expert on secure data transmission using smart devices. His paper on "Secure Data Transmission Technique for iPhone using Quick Response (QR) Code" has been accepted for presentation and publication at the Multidisciplinary Innovation in Business, Engineering, Science and Technology Conference in Manila, Philippines, February 2015.

Student Kudos

Larissa Carriere and Gabby Gill, both BBA students, are two of the semi-finalists in the CEO for a Day Competition. Larissa and Gabby will be spending a ½ day at Odgers Berndtson's Vancouver office on January 19 where they will participate in a number of activities including a group case study and one-on-one interviews. They will also have an opportunity to review their Hogan Leadership Profile in detail and network with our partners and consultants.

The Office of Continuing and Professional Education

Initiatives:

New Funding

- Secured funding from AVED and JTST in excess of \$1 million dollars to offer a number of courses at KPU and Squamish First Nation.

Office of Continuing & Professional Studies

- Developing a strategic marketing plan for 2015/2016.
- CPS has over 6000 unique visitors per month to the website.
- New 2015 Spring course catalogue launched
- New functionality to online FlexReg registration system will enhance the student registration experience.
- CPS now has its own phone number and support staff to answer calls.

First Nations Partnerships

- We are currently in the final stages of developing a new Piping Ace-it program in collaboration with Squamish First Nation, Woodfiber LNG, North Vancouver School District, ITA and KPU's Trade and Technology department. This will be the first Ace-it program offered by KPU to the North Vancouver School District. It aligns with the BC Jobs Plan to increase Ace-It numbers and promote First Nations' participation in the LNG sector.
- In conjunction with KPU's environmental protection faculty, we are gearing up to begin an introduction to environmental assessment course at Squamish First Nation.

New Programming

- Online programming that will serve to prepare students to write the real estate exams
- Blended online/F2F programming for the Hospitality & Lodging industry
- Starting a new blacksmithing course
- New Brewing courses through the Faculty of Science & Horticulture. To be offered this spring.
- Working on developing an online medical lab technician course.

Continuing and Professional Education

- In negotiations to acquire existing wastewater operator training business for the entire province of BC.
- Launching security training in collaboration with the Genesis Security Group.

Strategic Partnerships (upcoming)

- Met with the CEO and VP, Corporate Affairs for Woodfibre LNG to collaborate on First Nations and Ace It courses and discuss LNG training needs for the Squamish LNG Facility.
- Planning the implementation of province-wide LED Lighting training with BC Hydro/PowerSmart.
- In discussion with Tyco Canada regarding corporate training needs.

KPU International

Late Fall 2014

In Fall 2014, OIRAA focused primarily on recruitment as well as maintenance of current international application numbers for the 2015 Spring intake.

Several OIRAA activities encouraged new registration numbers and secured existing applications in January 2015. For example, OIRAA staff made three important international recruitment trips to India, China, and Brazil; participated in three recruitment fairs with local school districts (Delta, Vancouver, and Burnaby); and visited two Washington State high schools in the US.

Spring 2015

The total number of new applications for spring 2015 reached 654 applicants¹, 28 more applications from 2014. Out of this total, OIRAA managed to offer 431 seats; this is 45 more seats than the previous year and resulted in 256 actual starts as of January 9th, 2015.

India, China and Saudi Arabia are our top three markets. Spring 2015 will consolidate OIRAA's recruitment efforts on its first fiscal year for new markets such as Russia, Mexico, Colombia, and Dubai. On a related note, KPU International will be participating in ICEF workshops in three of these four countries to network with prospective agents. This participation is in line with KPU International's international recruitment strategy of acquiring quality agents and increasing student enrolment.

New OIRAA Director

On January 2nd, 2015, Laurie Clancy, previously Division Business Manager for KPU's School of Business, joined the KPU International team as the new OIRAA Director.

Support and Auxiliary Staff

In November and December 2014, OIRAA hired three extra auxiliary and support staff. They mainly completed administrative tasks, which allowed more time for coordinators to focus on newly recruited applicants.

Telax

In cooperation with IET, OIRAA acquired new contact center software that will help provide better customer service to KPU's international prospective students and current applicants. This solution will provide better communication and options for potential and existing applicants to reach OIRAA staff. This system is expected to start operating this spring 2015.

¹ Headcount Report Spring 2015, January 09, 2015.
January 27, 2015

Agent Portfolio

In the last quarter, KPU International signed Agency Agreements with twelve new agents, mainly focused on expanding KPU's presence in the Brazilian market.

In December 2015, KPU International announced a new, more competitive commission structure to its agent partners. KPU's agents will now receive commissions based on a full-time course load for any new KPU student who registers for more than 9 credits. In addition to attracting new agents to KPU, this change is expected to have the added benefit of motivating agents to encourage their students to register for the 9-credit minimum required for Canadian study permits.

Communication pieces were prepared and circulated to introduce KPU's new admissions framework to our agent partners. Fall 2015's international student tuition increase was also announced to students and agents.

Office of International Students and Scholars (OISS)

Anita Hamm, Director of Partnerships & Pathways, is now filling in for Sandra Schinnerl while she is away on educational leave.

Denise Sturlini, previously our Global Partnerships Advisor (Brazil), is now International Exchange and Student Affairs Coordinator (Surrey campus). KPU International/OISS is thrilled to be adding Alex Watanabe Leach, International Exchange and Student Affairs Coordinator (Richmond campus) to our team. In addition, we are also very excited to welcome Caroline Santos as the new Global Partnerships Advisor (Brazil).

On January 2nd, KPU International welcomed over 100 new international students to both Surrey and Richmond campuses.

Office of Strategic Management (OISM)

Following Dr. Salvador Ferreras' trip to China in October, we have had considerable interest from various universities he met with during his trip. Together with Jim Pelton, Executive Director of Continuing & Professional Studies, there are numerous options for short and long-term collaborations in the areas of teacher training and academic programs. Our two departments will work closely together to ensure prompt follow-up.

After over a year of meetings and negotiations with Xinxiang No. 1 Middle School, KPU International and the Xinxiang's administration team have agreed on the terms of a joint program that is being proposed to begin September 2015. Anita has worked closely with Karen Szeto and Shelley Wrean, Legal Counsel, to ensure this agreement meets the necessary components outline in KPU's Procedure for Memorandums of Understanding. This joint program is very similar to what has been, and continues to be, done with Fuyang No. 2 Middle School in Zhejiang province.

Library and Learning Centres

LIBRARY SERVICES REPORT – JANUARY 12, 2015

Todd M. Mundle (University Librarian)

Library Services

CanLit Dinner Party

The KPU Surrey Library hosted Shelley Boyd's 4th year English class project, CanLit Dinner Party on November 24/25, 2014. On the menu were "interpretive plates inspired by Canadian Literature". The 24 hour event was buzzing with excitement for those who stopped and visually sampled the fare.



Library Systems and Technical Services Updates

- The entire library catalogue database was sent out for **RDA enrichment**. RDA is short for “Resource Description and Access” and is the new standard for cataloguing library materials. By sending the library catalogue records for RDA enrichment we have run all of our bibliographic records through a program enhancing and clarifying terms and abbreviations making them easier for both machines and humans to read. Because libraries used to use 3X5 index cards for the catalogue and practices adopted to accommodate this format were carried on into the early online library catalogues, cataloguers kept descriptions very brief using many abbreviations and listing only the first three authors or editors. Now there is an emphasis in RDA for cataloguers to type what they see and to make the notes clearer for the general public. With thanks to KPU Librarian Linda Woodcock here’s some examples of what might have changed:
 - Very, very few abbreviations are used in RDA and most terms are spelled out. For example p. becomes pages; and chiefly ill. (some col.) becomes illustrations (some color).
 - Cryptic Latin abbreviations such as S.l. and s.n. become [Place of publication not identified] and [publisher not identified] respectively.
 - Previously only three author’s names were recorded before the phrase et al. was used. Now within reason many more can be included.
 - The role an individual played in the creation of a work is now shown in all newly catalogued materials. For example:
Berg, Peter, 1937-2011, author.
Glotfelty, Cheryl, editor.
Monk, Theolonious, performer, composer
 - More specific terms will be used to indicate the physical format of the resource described. For example instead of videorecording RDA records will use either videodisc or videocassette.
 - Cataloguers will begin to draw explicit relationships between different editions and adaptations of works. For example:
Motion picture adaptation of: McCullers, Carson, 1917-1967. Heart is a lonely hunter.
Revision of: D'Alessandro, Stephanie. Age of Picasso and Matisse.
 - And finally headings for all sorts of things will be clarified. For example:
“Smith, John, ca. 1837-1896” becomes “Smith, John, approximately 1837-1896”.
“Smith, John, b. 1825” becomes “Smith, John, born 1825”.

- On November 7th the Library gently launched its institutional repository, **KORA (Kwantlen Open Resource Access)**. KORA collects and preserves a wide range of digital works created by, or on behalf of, the University, its faculty, staff, students, and affiliated partners. This institutional repository includes journal articles, conference presentations, reports, videos, and much more. KORA also provides the tools for KPU scholars to publish peer-reviewed, open-access journals and books, and to organize events and conferences. By sharing this content freely through the Internet, the university supports open scholarly communication and collaborative research both within our local community, and globally. KORA preserves this content and makes it easy to discover, and thereby provides lasting visibility and recognition for scholarship at KPU. Access to KORA is at kora.kpu.ca.

KPU Librarian contributions

Web & Systems Librarian **Caroline Daniels** was acclaimed as the British Columbia Library Association's Vice President/President for a three year term.

University Librarian **Todd Mundle** presented on "**OER and BC post secondary librarians**" at the "Open Education Resources: Librarians, Leadership and Opportunity" event held October 27, 2014 at Douglas College. Both the slides and video of the presentation will be available in KORA soon.

2013-14 Academic Year

- In the Fall 2014 semester the stats for the Academic Year 2013-14 were collated to show that 2,463 unique students attended 12,117 appointments. This was an increase of 293 students over the previous Academic year, but more significantly an increase of 2,867 appointments over the same period.
- In addition over 600 students attended coaching sessions, workshops, Boost Camps and the three different types of transition programs designed to enhance the start of academic life for new students.
- Our online writing tutoring services also saw an increase in use and submissions with 484 students submitting 849 assignments for feedback.
- Learning Strategist faculty met with 633 students and the 978 consultations provided more personalized coaching and academic support.
- Learning Strategists connected with 909 students in class settings, as well as providing consultation time with faculty, tutors, staff student and community groups.
- Our community outreach program connected with 105 participants as tutors provided vocational literacy sessions in both public and university settings working with community partner organizations.
- 13 volunteer tutors provided 250 hours of tutoring for high school students. This is just a snapshot of a year in review.

Fall 2014

Library and Learning Centres

- The Learning Centre hired and trained 75 tutors who provided over 2000 students with 5138 tutoring sessions.
- Over 180 students received individualized consultations with Learning Strategists.
- New student athletes found academic and performance support through Learning Strategist weekly sessions and over 100 hours of Student Peer Coaching assistance in the joint program run with the Athletics Department.
- The Centres have also provided Orientation sessions, workshops and in-class presentations, and the community adult vocational literacy program continues to thrive in Richmond and Surrey, while staff and faculty have provided support for literacy tutor training for our Langley partners.

The Office of Research and Scholarship

The updated Research Plan which was submitted to the Provost at the end of September 2014 is being revised and refined for presentation and endorsement from the Deans, Senate (Academic Planning and Priorities), and the Board, by the end of January 2015.

A major thrust of the research strategy is an applied response to the economic diversification that is shaping the KPU region, fuelled by advanced manufacturing, clean energy and related high tech industries, agri-foods and horticulture, health, FIRE (finance, insurance, real estate), hospitality services, and value chain support for the mining/resource extraction sectors, including industries related to liquefied natural gas (LNG).

KPU is responding by building and enhancing programs and research clusters in 4 key sectors: around issues of *sustainability* (e.g. Sustainable Agriculture and Horticulture, Environmental Protection Technology, Public Policy, Urban Ecology, etc.); in *design and creative arts* (primarily within the *Wilson School of Design, School of Business and in Trades and Tech but also in Arts, and Science and Horticulture*); and solving complex human problems through inter-disciplinary collaboration and innovations in technology (with special emphasis on the *Clean Technology* and *Health Technology* sectors). The KPU clusters share common organizational characteristics, including faculty champions and mentors, current students and alumnae, and broad-based representation from community and industry partners.

Specific progress has been made in securing space in the CleanTech and HealthTech sectors that will enable KPU to offer experiential learning opportunities for students, and discovery/innovation experience for faculty and students with industry and community partners in real-world settings.

The ORS is coordinating internal initiatives that will showcase KPU during the January 28th CleanTech Expo being held at Surrey City Hall (KPU is a gold sponsor of this event). A trophy designed during a collaboration between the Wilson School of Design and KPU Tech will be a signature part of the Expo.

Discussions are progressing to define KPU's role in the Health Tech Connex space which is a signature part of Surrey's Innovation Boulevard corridor.

Student Services



The division of Student Services includes the departments of *Scholarships and Awards, Financial Aid, Admissions and Transfer Credit, Graduation, Enrolment Services, Scheduling, Records and Registration, Reporting and Systems, Student Life and Development, Educational Advising, Assessment and Testing, Aboriginal Student Services, Athletics and Recreation, Co-operative Education and Career Services, Counselling and Services for Students with Disabilities*. Also included is an update on the *University Transitions Project*.

STUDENT SERVICES UPDATE

Student Services begins 2015 with a number of successfully completed searches, welcoming to the fold:

Vice Provost Students – Dr. Jane Fee (previously Deputy Provost and Associate VP Academic)

Associate Registrar Student Financial Services – Joshua Mitchell (previously Director of Student Engagement)

Associate Registrar Admissions, Graduation and Enrolment Services – Michael Bluhm

Manager Admissions and Transfer Credit – Denis Seremba

Coordinator Transition Programs, Student Life – Stefanie Broad

Warren Stokes, Associate Registrar Records, Registration and Systems has joined Northern Lights College as their Registrar and the Director of Services for Students with Disabilities, Susanne Dadson, has retired after more than 30 years of service to KPU.

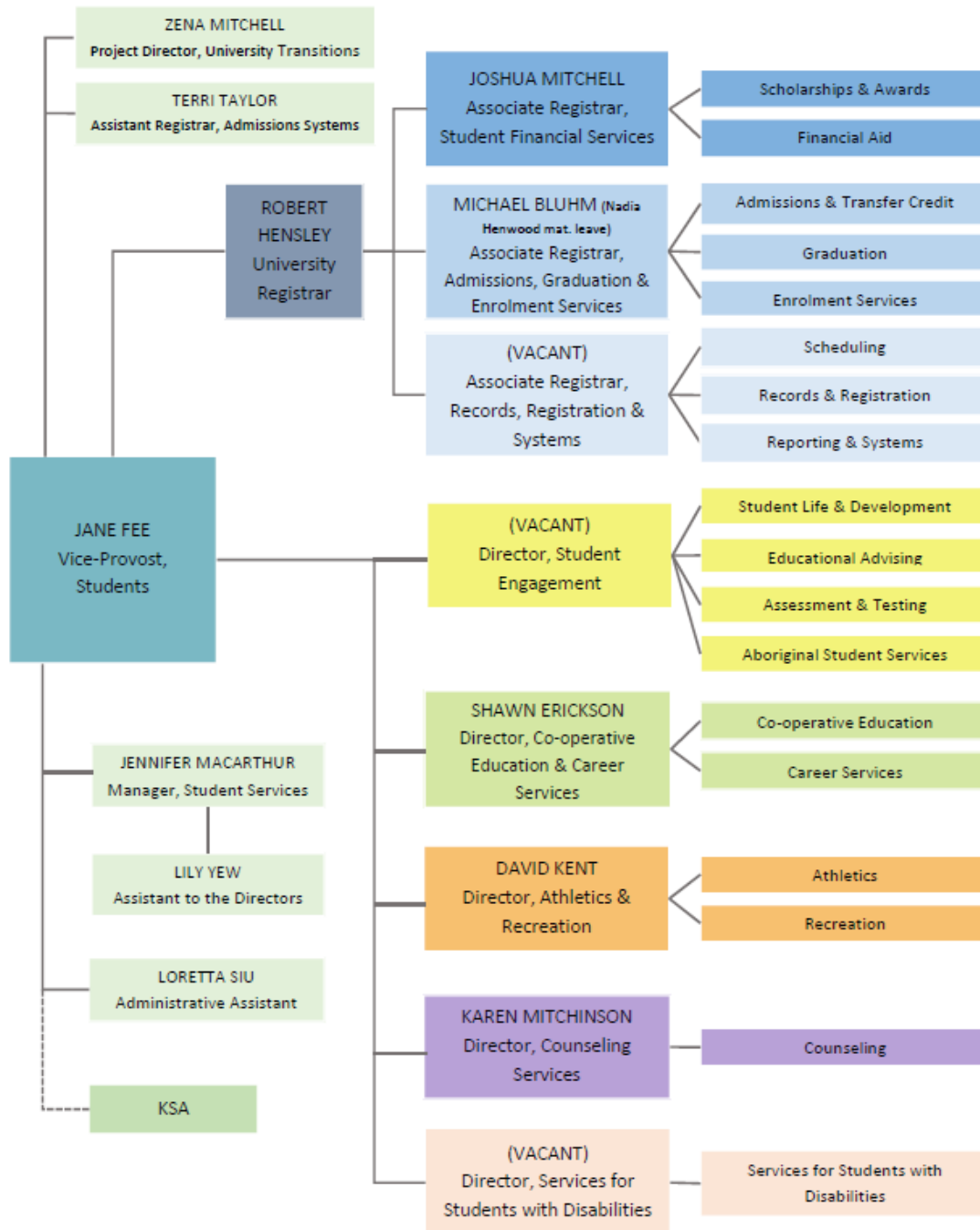
STUDENT SERVICES ACCOMPLISHMENTS & INITIATIVES

There are a number of significant initiatives underway throughout the division. Highlights include:

- **Admissions** operationalized the shift to the new online application for admission, the provincial shared postsecondary application platform, Apply BC.
- **SES** is also proceeding with QLess for implementation in early spring: queue management technology to manage student line-ups at front counters.
- **Student Aid and Financial Awards** and the Faculty of Science and Horticulture worked together to achieve Student Aid BC funding eligibility for the Brewing program.
- **Recreation** offered free KPU fitness passes to all students for the first time ever. Sponsored by the KSA, xxx students picked up their free passes in the first week of the Spring semester.

- **Student Life's** January orientation welcomes more students than ever before, hosting 304 OR 60% more new students than this time last year. 99% of students rated the event good or great and would recommend it.
- **Collectively**, the division worked to renew the Current Students website as the hub to all student sites (kpu.ca/current-students).

STUDENT SERVICES ORGANIZATIONAL CHART – January 1, 2015



Finance and Administration

Occupational Health and Safety

- Joint Occupational Health and Safety Committees have been established at each campus. Committees are meeting monthly and conducting safety inspections on a regular basis. Ten inspections have been completed during this reporting period.
- Initiated monthly safety meetings with Facilities Operations to ensure timely follow-up and resolutions of safety issues.
- Coordinated annual Health & Safety Committee training. Topic for this year's training was Hazard Recognition and Control.
- Developed safety orientation program for new KPU employees using Moodle as a platform. Program will be implemented in 2015.

Emergency Planning

- Begun reviewing the crisis communication plan and developing framework for activations and call outs during emergency situations. Further work on this will be continuing on an ongoing basis.
- Mass Notification System vendor was awarded. Contractors for portions of the system installation were also selected. Dates arranged for vendor's visit to KPU for site tour. Installation on schedule for a February timeline.
- Participated in the Violence Risk Assessment Training. Emergency Planning will begin taking a bigger role within the BIT Team and future development of a Threat Assessment Team.

Security

- Security partnered with **PROACTIVE RESOLUTIONS** and co-hosted a 5 day workshop "Violence Risk Assessment and Management Workshop for Higher Education" with Dr. S. Hart and Dr. L. Guy at Langley Campus. The workshop was attended by approx. 60 people representing 8 Universities and 4 police departments.

- Security successfully posted an RFP; interviewed 3 Security companies and choose a new Contracted Security company to do the physical and mobile security for KPU. Concord Security won the competition and will be providing the contacted security needs for KPU.
- Security successfully transitioned Concord Security as the new contracted security company from Paladin Security on January 1, 2015. Security also created a temporary position and contract with Peter Mett through Concord Security to help make the transition seamless over the next few months.

Human Resources

- Begun preparations for both KFA and BCGEU negotiations. Met with KFA and agreed to bargaining protocol. PSEA approval of proposals still pending.
- Posting for two new HR Consultant positions. One employee accepted the position of Divisional Business Manager in the Arts Faculty, the other left the university. The department is revising the focus of these positions to reflect the needs to the institution.

Financial Services is pleased to welcome Stefan Durston as our Director of Ancillary Services. Stefan will oversee the parking, food services, vending, bookstore, and print shop operations. The 2014-15 status quo budget meetings are well underway and will be finished by the end of January. With the departure of the VP Finance & Administration, several temporary portfolios have been assigned to the Executive Director. Once again, Financial Services personnel assisted Student Services with fee payment deadline deposit processing.

FINANCIAL PLANNING, REPORTING AND ASSURANCE (FPR)

Since the last report in October, Financial Planning, Reporting and Assurance has continued on with meeting regular reporting deadlines to AVED, reviewing impact of significant items on the fiscal year end reporting, and preparing for the 2015/16 Budget.

Significant time was also spent on testing for the recent Banner and FAST upgrades.

Institutional Reporting and Systems

Time has been spent on analyzing and working with KPMG on accounting issues that will impact on the financial statements for fiscal 2014/15.

As well, significant time was spent on facilitating the transition of our investment custodial services from HSBC Trust to Northern Trust effective January 2015.

A search for replacing a vacated Accounting Analyst position (since September) failed, causing some additional pressures in this area. The search will resume in January 2015, hopefully before fiscal year end reporting pressures come into full force. There is generally a steep learning curve for this area so pressures are expected to continue until the position is fully trained.

The annual CAUBO report was completed and submitted for compilation for Stats Canada.

Budgeting and Assurance

Budget transfers have been processed and annual budget status quo meetings have commenced during this period. The Status Quo meetings will continue through January.

Significant work has been done to establish the draft budget for 2015/16 and future years. Discussions over budget requests and draft budget have been taking place with SSCUB.

Restricted and Revenue Generating Funds

The past period, efforts have been concentrated on the continued cross training between staff under the new allocation of work.

Ranjit Hundal has been working closely with Nonie Wooley, Financial Reporting Systems Coordinator and IET, Naing Soe, on preparing for the issuance of T4As in February.

The Manager, RRG, Ana Maria Abella, has spent substantial time on analysis and review on Foundation financial information and student awards, and continues to work on new initiatives and clean up of special purpose funds.

FINANCIAL OPERATIONS

Financial Operations continues to face challenges in all areas due to employee turnover and the time required both to conduct recruitment, and then to get newly hired employees up to speed on both systems and process.

In early November the Director attended the University and College Collections Conference in Toronto, which provided much valuable insight on student debt trends and collection practices. The Director also continues to be very involved in the Provincial ASDT initiative for shared services.

Accounts Receivable

The area was extremely busy processing student tuition payments, student sponsorships, and answering queries from students in regards to the fee payment deadline for the Spring semester. Also, the Finance Department provided assistance to Student Enrolment Services with the depositing of fees received during the peak periods.

The unit welcomed Veena Pinto in the position of Accounting Collections Officer.

Purchasing Services

Purchasing Services has been heavily impacted by turnover this fall with both the Manager and a Buyer leaving KPU. Chuck Yip has been brought in as Manager on a short-term contract basis; the recruitment process is underway for both a Senior Buyer and a Buyer. This level of turnover has unfortunately created service impacts for units dealing with Purchasing Services.

Payroll

Payroll continues to be very busy with both payroll (calendar) year end and an accelerated processing schedule over the holiday period. This has been compounded due to a vacant position and employee medical absences.

The Banner system was upgraded to version 8.11 on Dec 1, 2014. The Payroll Operations Manager will be focused on T4 reporting and other Year End reports over the next several months.

ANCILLARY SERVICES

Bookstore

Success:

- The Bookstore has a number of new, sports-related products, including Adidas team jackets and eagle ties, in its new “Eagles Nest” department at the Surrey store.
- The Bookstore has been actively participating in the Eagles games nights, offering assorted product for sale, and is working closely with the Athletic Department to boost team spirit at KPU.

Future Initiatives:

- The Bookstore is looking to establish an Advisory Committee to solicit input and feedback to ensure it is meeting the changing needs of the KPU community.
- The Bookstore is looking to improve its Revenue Reporting with the implementation of new interfaces between WinPrism and Banner. This will lower the Bookstore’s audit risk exposure.

Food Services

Success:

- Toonie Tuesdays: during the first semester Sodexo offered a pastry and small coffee for \$2.00. Students really appreciated this option.

Future Initiatives:

- This semester Sodexo will be doing Toonie Taco Tuesday available in its “Grab & Go” fridges.
- Sodexo is in the process of creating a new Catering Menu and Order Form which will be launched mid-February.
- New Menu Boards and Signage in our Cafes with some new stations will be implemented by the end of January.
- Tim Horton’s will be using TV’s in place of the traditional menu boards to display the menu offering. This is a more current and interactive way of displaying the menu and keeping clients aware of all the new and exciting options Tim’s offers. TV’s have been ordered and will arrive soon.

Parking & Transportation

There was a change in business processes this December that displaced a lot of the traditional December sales to January. January revenue is expected to be higher than in past years.

Success:

- Staff and Admin employees can now purchase permits in an annual lump sum payment or through a monthly payment plan.
- Staff and Admin employees will now receive permits with no expiration date so they never have to register for parking again once registered.

Future Initiatives:

- Ancillary Services is working with Impark to investigate using license plates as permits. This will save a modest amount of operational expenses and make it faster and easier for employees to register for parking. Students are already using this process.
- Rollout of Translink’s new “Compass” card. Starting January 21, 2015, 200 KPU students will participate in Translink’s rollout of the new Compass card system.

Print Centre

Success:

- Installed a new automatic coil punch machine which helped the Print Shop complete all Course Packs prior to the first day of classes in Jan. 2015.

Future Initiatives:

- The Print Centre is looking to grow its External Revenues. A Point of Sale system is in the process of being implemented within the department.

Mass mailouts for the University are on the rise. The mail room is now using Canada Post approved software as well as sorting the mail more efficiently in the Print Shop's Bindery area before sending mail to Canada Post. This allows KPU to bring postage down to \$0.39 a letter from the regular \$0.75 rate.

Facilities Services Accomplishments October 28th to December 31, 2014



PROJECT	COMMENTS
Capital Development (includes planning, design, renovations and new construction)	
Langley - Brewing Instructional Lab.	Concrete block walls and structural steel are complete. Roof is partially complete. Project is within budget. Mitigation strategies are being implemented to reduce impact to schedule. The building will be ready for use in February.
Langley - Sidewalk installation.	Two new sections of sidewalk were installed from Glover Road to improve pedestrian safety. Repairs to the accessible ramps were also completed.
Surrey – Sciences renovation	Geology relocation design is complete; biology upper level labs are in design development stage.
Richmond & Surrey Washroom Audit	Completed washroom audits of Richmond Campus washrooms and Cedar Main Floor washrooms to evaluate how inclusive and accessible they are to our diverse KPU Community.
Move Instructions	Developed improved process to securely move private and confidential records.
AMJ Trailers	Three trailers of unusable surplus furniture were accepted by BC Crown Asset disposal for auction. Approximately \$1,800 / month will be saved by no longer storing these items.
Chip & Shannon Wilson School of Design Building	Cancelled Tender. Developed project documents to further analyze and prepare next steps in project delivery.
Environmental Activities	
ISH Green Team Start Up	Facilities, in collaboration with the Institute for Sustainable Horticulture have joined forces to enhance awareness, and look for energy conservation opportunities in the operation of the ISH Labs and Greenhouses. This is the third Green Team group activated along with Horticulture and campus based Facilities Support Generalists.
Awareness	Presentation to Administrative Forum and KPU's Environmental Sustainability Committee of "Are you smarter than an Energy Manager" providing highlights of KPU's energy conservation efforts and results.
Campus Renewal and Safety	

Inclement Weather	Wind storms and icy conditions so far this Fall have Facilities and Landscape teams responding to the campuses to make sure all areas are safe for openings each morning.
Partial Campus Power Loss, Langley	Two days in a row, during heavy rains, the Langley campus experienced a partial power loss, affecting the entire West Wing. Source of the disruption was determined to be exterior ground level junction boxes with deteriorated seals.
Facilities Operations / General	
Carbon Neutral Government Symposium	Attended the Climate Action Secretariat's symposium for the Post Secondary sector. The day's events provided; information on potential future funding; opportunities to network with colleagues in the post-secondary and other provincial sector; and share information on potential and successful projects.
Therapy Dogs on Campus	Worked with Student Life to provide opportunities for the KSA to bring therapy dogs on campus at Surrey during the exam period. Planning was required to ensure the spaces met appropriate profile as well as considerations for public health and safety.
Facilities Performance Index, APPA	The Association of Physical Plant Administrator's (APPA) Facilities Performance Index (FPI) submission was completed. The FPI benchmarks KPU's Facilities services against other participating North American universities.
Hazardous Tree Removals, Surrey campus	Landscape contractors removed several large hazardous trees at the Surrey campus following up on recommendations from a Hazardous Tree Risk Assessment that identified the trees as dangerous and requiring immediate intervention. As part of the permitting requirements by the City of Surrey, replacement trees will be planted in the early Spring.
Richmond Campus Flood (Atrium Waterfall)	Guests of the Richmond campus Christmas social were treated to a small waterfall in the atrium as a water valve for a 3 rd floor toilet failed, filling the hallways and spilling out into the atrium stairwell and west wall. Facilities and custodial staff immediately intervened, contained the water, and activated an external remediation company to complete the clean-up.
Budget	The 9% BC Hydro increase was not within the operating budget and is placing pressure on the departmental budget. Strategies have been developed and implemented to address the projected shortfall and to ensure that within budget by year end.

The Office of Advancement

Development Office

The Advancement Office is on track to set a record for donations for the eighth consecutive year with total gifts up over 30% so far this year compared to last year's total.

The 26th annual scholarships and awards dinner – which combined KPU's general awards night with the School of Business awards – saw over 470 students, donors and KPU representatives come out to celebrate student success and achievement. The event was the biggest awards night in the university's 31-year history, with the most dollars donated, awards received – over 440 – and guests in attendance.

New Major Gifts Confirmed or Received

A faculty member donated \$110,000 to KPU but requested no publicity regarding his gift. \$25,000 is going toward the purchase of Observation Room Equipment in the Faculty of Health and \$85,000 will go into an endowment to support BPN students bridge into the Bachelor of Science in Nursing.

\$ 4,000.00	K. Best Award
\$ 5,000.00	Godoy's Insurance Award
\$ 12,500.00	Sleeman Brewery Award
Payroll Donor	Heather Cyr Award
\$ 2,500.00	Mike Matsuo Award + KPU matching
\$ 10,000.00	The Windset Farms Greenhouse Horticulture Award
\$ 5,000.00	The Windset Farms Aspiring Greenhouse Graduate Award
\$ 5,000.00	The Windset Farms Entrepreneur of the Year Award
\$ 5,000.00	Marco Chorbajian Award
\$ 5,000.00	Columbia Remtec Manufacturing Award
\$ 5,000.00	Harlan Fairbanks Award
\$ 1,000.00	Autopro Automation Consultants Award (one-time award)
	Arc'teryx Pursuit of Perfection Award (one-time award while
\$ 1,000.00	Endowment builds)
Payroll Donor	Anita Hamm Award

New Grants Confirmed or Received

\$ 50,000.00	Vancity
\$ 6,000.00	City of New Westminster
\$ 15,500.00	Vancouver Foundation
\$ 25,000.00	Vancouver Foundation

Several major capital projects that were identified for fundraising are in different stages of prospecting. Our fundraising focus for the next 18-24 months will be on these projects.

External and Government Relations

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

Key activities:

Events attended

Jack Webster Awards Dinner, honouring BC journalism and attended by media across all platforms.

Half-day planning session for Innovation Boulevard communications plan at Surrey City Hall. KPU is a member of the communications committee.

Opening Ceremony for Winter Wonderland at Richmond City Hall.

2014 Richmond Chamber of Commerce Business Excellence Awards.

Richmond Multicultural Society's Community Collaboration Table.

Surrey Board of Trade annual Seasonal Sizzle networking event. KPU operated an exhibitor booth; in addition to staff on site, a student engagement peer also attended to assist.

Richmond Christmas Fund appreciation event.

Inaugural Newton BIA Marketing and Events Committee meeting. KPU is represented on several committees, all of which are dedicated to enhancing and revitalizing Newton.

100 Year Journey Gala, celebrating a century of South Asian history in Canada.

Vancouver Board of Trade's annual Holiday Luncheon.

Langley Economic Development Forum (KPU was a sponsor).

Greater Langley Chamber of Commerce Business Excellence Awards (KPU was a sponsor).

A Vintage Affair and Kidsport Nite of Champions – two high-profile events on the Semihamoo Peninsula.

International Artists Day Gala – White Rock.

Newton Business Improvement Association Engagement Committee (KPU is a member).

Gateway of Hope Community Council and Five-Year Anniversary celebration (with Ministers Fassbender, Polak and Coleman).

SFU President's Gala.

Delta Chamber of Commerce Hats Off Gala for business excellence (KPU is a sponsor).

North Fraser Education Taskforce presentation to Minister Shirley Bond (KPU's Director External and Government Affairs is chair of the taskforce).

Canada-India Business Council luncheon with Premier Christy Clark.

Events hosted

All-candidates meeting for Richmond council candidates at Melville Centre, hosted by KPU and the KSA. Covered in both local community newspapers and ethnic media.

KPU Richmond fundraising and toy drive for the Richmond Christmas Fund. Campus bake sale held Dec. 11, while toy drive continued to Dec. 21.

Professional development

Attended the 6th annual Employee Communications, PR and Social Media Summit at Microsoft headquarters in Redmond, WA. Workshopped the summary with the KPU Alumni Association's engagement committee in January, and more internal workshops planned.

Communications/Media Relations

New@KPU

New@KPU, Kwantlen's monthly electronic employee newsletter, continues to evolve as we explore ways to provide the content most desired by employees. The November edition had 525 click-throughs, while the December edition was clicked by 369 staff.

University Transitions Project

All scripts have been completed for upcoming video support for the Transitions Project. We are now in the filming and production stage. Also provided support through a draft student survey of the new admission tool, which will provide valuable feedback as the project moves ahead.

InTouch

Content for monthly alumni newsletter.

KPU media coverage – Oct. 25, 2014 -Jan. 9, 2015

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

New working relationships were formed with the *Vancouver Courier*, *Business in Vancouver*, *The Vancouver Sun* and CBC, with a special tour arranged for the KPU communications team at the latter.

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

October 25-31: 2 news releases

November: 13 news releases

December: 8 news releases

January 1-9: 2 news releases

Coverage was received on more than 1,054 occasions:

October 25-31: 50 mentions (approx.)

November: 549 mentions (approx.)

December: 376 mentions (approx.)

January 1-9: 79 mentions (approx.)

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

- KDocs is back with full film fest for 2015
- KPU interior design student wins hospitality scholarship
- 'Tis the season for giving: \$750,000 in scholarships awarded to KPU students
- Sneak peek behind the scenes of B.C.'s biggest student fashion show
- New app helps make any space a little greener
- KPU partners with Squamish Nation on trades training
- Local KPU instructor recognized with exemplary service medal
- KPU alumnus kicks concept onto global startup stage
- KPU launches two new arts degrees
- Celebrated beer enthusiast Joe Wiebe gives first talk to KPU brew students
- Three KPU scholarships and counting for SABA BC
- KPU alumna named to Top 40 Under 40
- KPU design student wins Staples scholarship for corporate workplace design
- KPU to host Richmond all-candidates debate Nov. 4
- KPU Richmond hosts its first open house

Alumni Relations

Alumni Relations executed the 2014 KPUAA online election and AGM which took place on November 17th. Five new directors and two returning directors were elected to the KPUAA board for two -year terms and one for a three-year term. Thirty one alumni attended the AGM, which is a substantial increase from previous years.

The 2015 KPUAA officers are:

- Chair - Harpreet Bains, House of Haven; B.A, Psych., 2013
- Vice chair - Lindsay Civitarese, Crystal Vision and Hearing Centre; B.A, Psych., 2012 (re-elected)
- Past chair - Hassib Hasanzadeh, Hamilton Duncan Armstrong + Stewart; B.A, Crim., 2009
- Treasurer – Vikram Bubber, AS Bubber & Associates; BBA ENTR, 2013 (re-elected)
- Secretary & interim executive director Melody Oshiro, confidential assistant, KPU

The directors at large are:

- Rachel Baitz, Research Assistant, UBC; B.A, Psych., 2011 (new)
- David Dryden, Investors Group; BBA ENTR, 2013 (new)
- Kelsey Fillion, Investors Group; BBA ENTR, 2009
- Sandra Hoffman, KPU; Dipl. Community Support Work, 2010
- Avi Kay, Envision Financial Credit Union; BBA ENTR, 2005 (new)
- Carmen Lung-Pita, Open Door Group - Thrive Program; BA in Journalism (Hons.) 2007 (new)
- Jaya Panwar, Telus Communications; BBA HR, 2008 (new)
- Ayanthi Samarasinghe, RBC; BBA ENTR, 2004
- Ex-Officio George Melville, KPU Chancellor
- Ex-Officio Alan Davis, KPU President

Alumni survey report

A report containing the 2014 alumni survey results was prepared which includes benchmarks and results from previous surveys to help analyze alumni preferences for further alumni program development. The report will be shared with the KPUAA board of directors for their upcoming board planning session January 24.

Alumni metrics

The alumni relations office is in the early stages of setting up metrics for measuring alumni activity and engagement for KPU alumni. This process requires (1) data entry, (2) metrics set-up, (3) measurement, and (4) analysis. The office is currently updating the alumni database to begin this process.

Marketing collateral update

The KPUAA/AR marketing materials are being updated. This includes the newsletter, banners, post cards and greeting cards.

Distinguished alumni awards

Two alumni have been selected as recipients of the 2015 distinguished alumni awards which will be presented at the spring 2015 convocation ceremonies.

2014 KPUAA board planning session

KPUAA will be hosting its annual planning session on January 24 to set its strategic priorities for the year.

KPU Board of governors' alumni representative

A task force has been assembled to review of the applicants to be shortlisted for this position. The position was promoted to the alumni body at large and twelve applicants have expressed interest in the position.

Marketing and Recruitment

The marketing and recruitment departments have been in full swing for the past few months busy visiting high schools, developing new marketing materials, researching and reviewing new recruitment activities and reassessing goals and priorities.

Recruitment

Our 5 recruiters recently completed a heavy recruitment season in the local high schools. In total, KPU conducted over 200 high school visits in the lower mainland between Sept and Dec 2014. Visits typically include a presentation of what KPU has to offer students as well as an open question period for students, teachers and counsellors.

In addition to the high school visits we have conducted a number of new initiatives in the past few months:

Current Activities:

- Course registration calling campaign (CRCC)
- Communications: email, phone, social media, LiveChat, e newsletters
- Campus tours
- Application & registration workshops
- Weekly drop-in advising at all campuses
- Counsellor engagement – school visits, info meetings etc

The pilot partnership with faculties is working very well. Each recruiter has been assigned one faculty and acts as their liaison with the Future Students' Office, ensuring we are meeting the needs of the faculty and collaborating on University priorities.

On November 6th, 2014, KPU hosted the first Richmond Open House. Over 400 students, parents and community members attended the evening showcase of KPU offerings, interactive displays, presentations and more. We are hoping to build on the momentum created at this event as we add more campus and community events to our list of new recruitment initiatives in 2015.

New domestic student numbers (headcount) are up by 8% this semester compared to 2014.

As well, new domestic student applicants for fall 2015 are up by 13%

Marketing Services

The major KPU marketing initiatives running currently include Radio, TV, Transit shelters, Skytrain murals and a Guildford Town Centre promotional campaign. These are general branding and awareness campaigns running for the 2014/15 year.

Guildford Mall is a very unique sponsorship running until September 2015, including:

- Branded KPU Murals in select locations within Guildford Town Centre

Marketing and Recruitment

- KPU branded vinyl decal wraps on escalators
- KPU branding on the Guildford Town Centre locker system
- KPU branding on mall directory screens
- 2 Open House events in Guildford Town Centre's Centre Court
- \$1000 Guildford Town Centre scholarship to a KPU student
- Print, social media and website promotions and advertising with Guildford

The mall attracts almost 14million visitors each year and is a great opportunity to brand KPU and raise awareness. Mall administrators have recently advised us that their customer service centre receives many inquiries about KPU each week. Questions such as:

Can I register online? Where can I get more information? and Does KPU have a location in the mall? are being asked frequently. We are currently working with the mall administrators to have them approve a KPU information piece to be distributed at their customer service counter.

The Guildford Town Centre campaign is bringing increased interest from prospective students to KPU and we hope to build on this for the remainder of the year.

Coming up next month is the first 'KPU Showcase' event at Guildford on Feb 19 as well as the annual Surrey Open House on Feb 28th.

Institute for INovation in Teaching and Learning (INSTL)

Vice Provost Teaching and Learning (acting): Todd Mundle

Manager Learning Technology: Meg Goodine

Senior Learning Systems Administrator: Donna Hrynkiw

Learning Systems Support Specialist: Robin Leung

SUMMARY OF WORKSHOPS AND SEMINARS

Title	Date	Facilitator	Attendance
VoiceThread Workshop	Nov. 7	Meg Goodine, Laurel Tien (BSN), Lynette Manton (ACA)	5
Experiential Learning for Essential Skills Roundtable	Nov. 17	Tom Carey, Ross Laird, Tierney Wisniewski, Meg Goodine	6
Moodle Basics	Dec. 9	Meg Goodine	12

PROJECTS

Project	Description	Status/Outcome
Mapping from Experiential Learning activities to Interdisciplinary Learning Outcomes	Research and innovation project Conducted by Tom Carey (INSTL Visiting Scholar, Ross Laird(Arts), Tierney Wisniewski, RA– RA funded by INTSL	<ul style="list-style-type: none"> Ross Laird's web-based report is now available on the INSTL website (http://radish.kwantlen.ca/outcomes/intro_mezz-kwt.html) Tom Carey will be organizing a follow up roundtable in February
OERu	<p>KPU is contributing two courses to OERu – courses include Sustainable Horticulture, FSH, and an Arts course TBD. Diane Purvey and Meg Goodine are contributing to the OERu Course Approval and Quality Working group.</p> <p>Todd Mundle attended the 3rd Meeting of OERu Anchor Partners, November 6 and 7, 2014 in Hobart, Tasmania.</p>	<ul style="list-style-type: none"> Ongoing

Quality Standards for Online and Blended Courses	<p>In an effort to ensure and sustain a culture of quality in online and blended course delivery, INSTL drafted a set of quality criteria based on current research and distributed it for review to the Advisory Group on Teaching and Learning in Dec. 2013. Working with faculty volunteers from this Advisory Group, the draft was revised. In addition, an accompanying course planning guide and quality checklist was drafted.</p> <p>INSTL is now actively using and promoting these guidelines and planning documents with faculty. The documents will be posted on the INSTL website as a resource for faculty.</p>	<ul style="list-style-type: none"> • Guidelines and planning documents completed and reviewed by Advisory Group on Teaching and Learning • Feedback collected (ongoing) • Posted on INSTL website in May • To be presented to the Senate Sub-Committee on Academic Planning and Priorities (SSCAPP) • Documents to be reviewed when the Teaching and Learning Advisory Committee reconvenes.
Space Planning at KPU/ Collaborative Classroom Initiative	<p>Work is continuing on the collaborative classrooms project</p> <p>IET: Maggie Fung, Space Management: Terri Chanyungco; INSTL: Todd Mundle, Meg Goodine</p>	<ul style="list-style-type: none"> • Surrey A2410 meeting room will serve as a demo space and is now equipped with a wireless 3-monitor HD presentation system and mobile furniture. Writable wall surfaces have been requested. • Surrey Fir 240 has been identified as the first full size collaborative classroom • Deans have been asked to identify interested faculty to serve on a working group provide input on equipment and furniture for Surrey room and another in Richmond (to be identified) • INSTL will facilitate the working group and coordinate PD sessions facilitated by Tom Carey (tentatively in February) • Timeline is for Surrey collaborative room to be ready for use by September 2015
Open Badge Prototype Project (Digital Badges)	<p>The Open Badge concept is an open source standard designed to provide alternative ways of recognizing learners skills and achievements beyond formal academic credentials. INSTL is partnering with the Library to create and pilot a badge system within the Moodle Learning Management System (LMS) to recognize the learning of students who complete the Library's online</p>	<ul style="list-style-type: none"> • Over 100 badges were awarded over the fall semester • Anecdotal feedback from the 3 instructors who actively participated was positive but very little feedback from students • School of Business faculty interested in continuing the pilot for another semester • Pilot extended to the end of April. Recommendations will then be made on whether

	plagiarism tutorial. Our goal is to lay the groundwork for extending the badge concept to other contexts within KPU.	to fully implement a Moodle badge for completion of the plagiarism tutorials.
Newsletter	INSTL newsletter is published three times a year	<ul style="list-style-type: none"> On hold
lynda.com evaluation	In partnership with IET, INSTL is coordinating an evaluation of the online learning service, lynda.com (http://www.lynda.com/academic)	<ul style="list-style-type: none"> Approximately 35 faculty and staff, and 2 students participated in the evaluation from Nov. 3- Dec.3 The feedback was very positive IET will continue to fund lynda.com access for faculty and staff from January – April 2015 Many faculty who participated are in favour of extending the use of lynda.com to students but a business case will need to be made for this as the additional cost is significant. INSTL will work continue to with IET to build this case

INSTL INVOLVEMENT IN KPU COMMITTEES

Collaborative Classroom Initiative

Vice Provost Teaching and Learning (acting): Todd Mundle
 Manager Learning Technology: Meg Goodine

Advisory Committee on Teaching and Learning

Manager Learning Technology: Meg Goodine

Learning Management Systems (LMS) Steering Committee

Manager Learning Technology: Meg Goodine

Faculty Orientation Handbook Working Group

Manager Learning Technology: Meg Goodine

IET Change Advisory Committee

Senior Learning Systems Support Specialist: Donna Hyrnkiw

COMMUNITY INVOLVEMENT

BCcampus events:

Educational Technology User Group (ETUG)

Manager Learning Technology: Meg Goodine – attended Fall 2014 conference at BCIT,

Nov. 13

Symposium on Scholarly Inquiry into Teaching and Learning Practice

Manager Learning Technology: Meg Goodine – attended symposium at SFU Harbour

Centre, Nov. 14

January 27, 2015

UCIPD (University College and Institute Professional Development)

Manager Learning Technology: Meg Goodine

Open Education Resource Universitas: Course Approval and Quality Working Group

Manager Learning Technology: Meg Goodine

Institutional Analysis and Planning

- Surveys Administered by IAP:
 - Health Open Office Survey: Report sent to Health Nov 27/1
 - BSN 1-year follow-up Survey, cohort August 2013: report sent to Donna Cato Dec 3/14
- Surveys Administered on behalf of IAP:
 - Community Perception Survey: Draft report received, reviewed by IAP and a revision received in December. Expect to finalize in January 2015
 - National Survey of Student Engagement (NSSE): Overview report developed, all reports posted on share-point site and communication distributed
- Performance Reporting on Vision 2018:
 - Working with Board Governance committee on setting appropriate targets for future reports
 - Will produce new report for February
- Ministry of Advanced Education Submissions:
 - Submitted Skills Gap Plan for 2014/15 November 3
- Data Sharing Submissions:
 - Submitted to the National Faculty Data Pool (2014 full time faculty info)
- Student Appraisal of Instruction Survey:
 - Fall 2014 survey reports were sent to 550 instructors, including 173 probationary.
- Program Review:
 - Reviews are underway in the following programs at the stage indicated:
 - Business Management Diploma / Business Administration Diploma (BUSI): Self-study underway
 - Computer Aided Design Drafting (CADD): Self-Study underway
 - Entrepreneurial Leadership BBA (ENTR):): Self-Study underway
 - Human Resources Management BBA (HRMT):): Self-Study underway
 - Legal Administrative Studies (LGLA):): Self-Study underway
 - Fashion Design & Technology (FASN): External Reviewers selected and site visit scheduled for Feb. 16, 2015
 - Music (MUSI): Action Plan awaiting Institutional Response
 - English (ENGL): Action Plan approved Oct 2014
 - Creative Writing: Action Plan funding application approved Nov 2014
 - Surveys: (programs may have several surveys in various stages at one time)
 - Surveys administered and results delivered for CADD, HRMT
 - Surveys in draft for CADD & BUSI
 - Surveys in draft / awaiting final approval / administration for ENTR & HRMT
 - Process and Procedures:

Institutional Analysis and Planning

- The process for Institutional Response component has been finalized and is now being implemented on the first review ready for this step
- Reports posted to the IA&P website:
 - Fall 2014 Employee summary
- Retention Analysis:
 - Data extracted by IET , awaiting testing by IAP
- Ad hoc data and Information Requests to IAP Filled:
 - November: 8
 - December: 6
- Other Requests Filled:
 - Conducted 2 KBIT training sessions
- Various IAP Staff Participated in the following Training/Professional Development Activities:
 - Annual Conference of Pacific Northwest Association of Institutional Researchers and Planners
 - Society for College and University Planners (SCUP): Planning Institute Step 1 and Regional Conference
- IAP Staff Participated on the following internal committees:
 - Transition Advisory Group
 - CDW Working Group
 - Academic Council
 - Administrative Council
 - Standing Committee on Academic Planning and Priorities
 - Senate Standing Committee on Program Review (2 people)
 - SEM Summit
 - Banner Functional Management Team

To KPU Board of Governors,
Thank you for your contribution to
Student Awards. I feel honoured to
receive the Endowed Award. My
involvement with KPU has ~~helped~~ shape
who I am today. KPU is my
university and I am proud to be
a KPU student and alumni.

Warm Wishes, Leah Godin

January 19, 2015

File: 0420-01
& 0310-01

Dr. Alan Davis, President and Vice-Chancellor
Kwantlen Polytechnic University
Board of Governors Liaison
12666 - 72nd Avenue
Surrey, BC V3W 2M8

Dear Dr. Davis:

**RE: TRUSTEE REPRESENTATIVE – KWANTLEN POLYTECHNIC UNIVERSITY
BOARD OF GOVERNORS LIAISON**

On behalf of the Board of Education of School District No. 36 (Surrey), we are pleased to advise that Trustee Garry Thind has been appointed as the Trustee representative for Kwantlen Polytechnic University Board of Governors Liaison Committee for 2015.

Information for Trustee Thind may be forwarded to my office for distribution, or you may contact him directly at:

Phone: (778) 772-5217
Fax: (604) 595-6307
Email: thind_garry@surreyschools.ca

If you require any further information, please do not hesitate to contact me.

Sincerely,



Wayne D. Noye
Secretary Treasurer

WDN/zr

cc: Trustee Thind
Sandi Klassen, University Secretary (sandi.klassen@kpu.ca)

LEADERSHIP IN LEARNING