



**KPU Board of Governors – Regular Meeting**

**Date: May 27, 2026**

**Time: 5:00 pm – 6:05 pm**

**Location: Virtual via Microsoft Teams**

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## BOARD OF GOVERNORS – REGULAR MEETING AGENDA

**May 27, 2026**

**5:00– 6:05 pm**

[Virtual](#)

**Attending:** Kwuntiltunaat (Kim) Baird, Erin Barnes, Furquan Gehlen, Gabby Gill, Kim McGill, June Park, Lyndsay Passmore, Amanda Smith-Weston, Diane Purvey, Dianne Doyle, Valerie Warren, Raman Singh

**Regrets:** Stephanie Smith

**Presenters & Administrative Resources:** Jenn Harrington, Carole Laplante, Zena Mitchell, Asma Sayed, Peter Smailes, Keri Spindler, Ed Ko, Andy Sidhu

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

### Regular Board Meeting Closed Board Meeting to follow

AGENDA ITEM	RESOURCE	ACTION	TIME	PAGE
Presentation: Entertainment Arts	Ed Ko	E	5:00	
1. Call to Order & Introductory Remarks	Erin Barnes		5:20	
We at Kwantlen Polytechnic University respectfully acknowledge that we live, work and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the Kwantlen First Nation, which gifted its name to this university and the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem.				
2. Approval of Agenda	Erin Barnes	M	5:21	2
<b>MOTION:</b> THAT the Board of Governors approve the regular meeting agenda for May 27, 2026				
3. Conflict of Interest	Erin Barnes		5:22	
4. Consent Agenda	Erin Barnes	M	5:23	5
4.1 Minutes of the March 25, 2026 Regular Board of Governors Meeting				6
4.2 Board Governance Manual Changes				12

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

4.1. Minutes of the March 25, 2026 Regular Board of Governors Meeting

4.2 Board Governance Manual Changes

5. Governance Committee Report					
5.1. Committee Vice Chair Report	Dianne Doyle	I	5:24	Verbal	
5.2 Policy and Procedure BP4 Campus Planning Amendment	Dianne Doyle	M	5:26	14	

**MOTION:** THAT the Board of Governors approve the Amendment of Policy and Procedure BP4 Campus and Capital Planning, effective September 1, 2026 as recommended by the Board Governance Committee

6. Update on Chancellor Search	Erin Barnes	I	5:27	Verbal	
7. Human Resources Committee Report					
7.1. Committee Chair Report	Erin Barnes	I	5:30	Verbal	
8. Audit Committee Report					
8.1. Committee Chair Report	Gabby Gill	I	5:31	Verbal	
8.2 Draft Consolidated Financial Statements for Year Ended March 31, 2026	Carole Laplante	M	5:32	40	

**MOTION:** THAT the Board of Governors approve the draft Consolidated Financial Statements for the year ended March 31, 2026, as recommended by the Board Audit Committee.

9. Finance Committee Report					
9.1. Committee Chair Report	Gabby Gill	I	5:45	Verbal	
9.2 FY2027 Budget Submission to the Ministry	Carole Laplante	I	5:46	70	
10. President's Report					104
10.1. Report to the Board	Diane Purvey	I	5:47		
11. Provost's Report	David Burns	I	5:52	Verbal	
11.1. Report to the Board					
12. Senate Report – Meetings Held on:	Diane Purvey	I	5:57	121	
• March 30, 2026					
• April 27, 2026					
13. University Secretary Report	Keri Spindler	I			
13.1 Notice of Board Chair and Vice Chair Election	Keri Spindler	I	6:00	123	
13.2 Board and Committee Meeting Schedule for 2026/2027	Keri Spindler	I	6:01	125	
14. Any Other Business	Erin Barnes	D	6:02		

15. Closing Remarks & Adjournment

Erin Barnes

6:05

Next Meeting: Regular Board Meeting  
Wednesday, June 24, 2026

**KPU Richmond, Wilson 4900**

5:00 – 8:00 pm

## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number: 4**

**Meeting Date:** *May 27, 2026*

**Presenter(s):** *Erin Barnes*

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**AGENDA TITLE:** CONSENT AGENDA

**ACTION REQUESTED:** Motion

**RECOMMENDED RESOLUTION**

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

**4.1. Minutes of the March 25, 2026 Regular Board of Governors Meeting**

**4.2. Board Governance Manual Changes**

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### **Attachments**

1. Minutes of the March 25, 2026 Regular Board of Governors Meeting
  2. Board Governance Manual – Tracked Changes
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### **Submitted by**

Keri Spindler, University Secretary

### **Date submitted**

May 20, 2026

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## BOARD OF GOVERNORS - REGULAR MEETING

**Minutes of Regular Meeting**

**Wednesday, March 25, 2026**

**5:40 p.m. – 6:25 p.m.**

**KPU Langley**

**Present: Board of Governors**

Erin Barnes, Chair  
Dianne Doyle  
Furquan Gehlen  
Gabby Gill  
Kim McGill  
Lyndsay Passmore  
Amanda Smith-Weston  
June Park Stephanie Smith  
Diane Purvey, Acting President  
Valerie Warren  
Stephanie Smith, Vice Chair

**University G7 members**

Jenn Harrington, Interim Vice-President, Human Resources  
Diane Purvey, Provost and Acting President  
Asma Sayed, Vice-President, Equity & Inclusive Communities  
Peter Smailes, Vice-President, Finance and Administration  
Zena Mitchell, Vice-President, Students

**Presenters and Administrative Resources**

Carole Laplante, Associate Vice-President, Financial Services  
Jennifer Duprey, General Counsel  
Lori McElroy, Associate Vice-President, Planning and Accountability  
Keri Spindler, University Secretary

**Regrets:** Kim (Kwuntiltunaat) Baird, Chancellor

**Presentation: Institute for Sustainable Horticulture (ISH)**

Dr. Deborah Henderson, Chair of the Institute of Sustainable Horticulture (ISH), provided an overview of the Institute's history and its current activities.

**1. Call to Order and  
Introductory Remarks**

The Chair called the meeting to order at 5:40 pm.

The Chair acknowledged KPU's commitment to reconciliation and recognition that we live, work and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem, and with the lands of the Kwantlen First Nation, which gifted its name to this university.

The Chair reminded guests of the Board’s policy on media and recordings during the meeting.

Valerie Warren was introduced as a newly elected Faculty member on the Board of Governors and completed her Oath of Office.

**2. Approval of Agenda**

**MOTION #16-25/26**

**MOVED, SECONDED AND CARRIED THAT the Board of Governors approve the regular meeting agenda for March 25 2026.**

**3. Conflict of Interest**

No other Conflict of Interest was declared.

**4. Approval of Consent Agenda**

**MOTION #17-25/26**

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

**4.1. Minutes of the January 28, 2026 Regular Board of Governors Meeting**

**4.2 Program Suspension – Citation in Cloud Architecture and Security**

**4.3 Program and Course Discontinuations: Bachelor of Music in Musical Arts, Major in General Studies**

**4.4 Program Suspension – Post-Baccalaureate Diploma in Technical Management and Services**

**5. Governance Committee Report**

**5.1. Committee Chair Report**

Erin Barnes, Committee Chair, informed that the Governance Committee met last week and discussed succession planning for the positions of Board Chair and Vice Chair. A policy update was received and a presentation on the Program and Course Discontinuations for the Bachelor of Music in Musical Arts, Major in General Studies was given by Gordon Cobb.

An update was also given on Board Members’ terms of office.

**Action item:** Invite Gordon Cobb to a Board meeting to discuss the future of the music program at KPU.

**6. Human Resources Committee Report**

**6.1. Committee Chair Report**

Stephanie Smith, Committee Chair, introduced herself and provided a territorial acknowledgment. Smith informed that

the Human Resources Committee met on March 19<sup>th</sup> and discussed indicators of success for the Pay Transparency Act Report.

## **7. Audit Committee Report**

### **7.1. Committee Chair Report**

Gabby Gill, Committee Chair, informed that the committee received an update on Audit Reports and Cybersecurity.

## **8. Finance Committee Report**

### **8.1. Committee Chair Report**

Gabby Gill, Committee Chair, informed that the committee met on March 17<sup>th</sup> and received updates on the budget and Major Maintenance and Rehabilitation Report from facilities.

### **8.2. Transfer to KPU Foundation**

Peter Smailes, Vice President, Finance and Administration, noted that the Faculty of Health had generated revenue through its Continuing and Professional Studies activities. Under KPU Policy FM9, the Faculty is allowed to retain funds for future use.

KPU is currently targeting a balanced budget, and will adjust the transfer within the approved range, as year-end is reached.

#### **MOTION #18-25/26**

**MOVED, SECONDED AND CARRIED THAT** the Board of Governors approve the following allocation of funds from the 2025/2026 fiscal year:

a) That up to \$2.9 million in net proceeds generated by Faculty of Health Professional Studies funds be transferred to the KPU Foundation to support the Foundation's efforts in securing matching grants and advancing KPU initiatives, as recommended by the Board Finance Committee

Valerie Warren abstained from the vote.

The Chair acknowledged that Peter Smailes is retiring at the end of May and thanked him for his service to KPU.

The Chair also acknowledged that Aimee Begalka is retiring from KPU and thanked her for her service to KPU.

## **9. President's Report**

### **9.1. Report to the Board**

Diane Purvey, Acting President, acknowledged that recent layoffs had taken place and that there is a substantial impact on the entire KPU Community. Dr. Purvey shared that layoffs are the human face of declining international student enrollments. Dr. Purvey thanked Human Resources, the Dean's Offices, Chairs, Faculties and Service areas for their support in this difficult process.

Dr. Purvey emphasized that KPU is committed to mitigating the layoffs as much as possible and several initiatives are in place, including the use of deferred funding for specific projects. The BCGEU is actively engaged in facilitating the process of layoffs with their members.

Dr. Purvey noted that the Auditor General has recently released a report on International Students in Canada. The report emphasized that the impact of the change in Immigration, Refugees and Citizenship Canada policy had been deeper and faster than anticipated. Study permits were approved even lower than targets with a result of budget pressures, program and campus closures and system-wide impacts. Dr. Purvey shared that KPU's 5-year plan anticipates ongoing enrollment decline.

Dr. Purvey noted that the Avison Report, commissioned by the Minister, was given an extension until March 29<sup>th</sup>. The report is anticipated to be bold, with a focus on tuition, governance and shared services. There is currently no date for when the government will release the report and act on recommendations.

Gabby Gill asked if KPU has current information on international student application data from Borderpass. Management responded that they are currently working with Borderpass on their dashboards and data and can bring a report forward to a future meeting.

## **10. Provost's Report**

### **10.1. Report to the Board**

Diane Purvey, Provost and Vice President, Academic, shared that a Provost Presents event took place on March 6<sup>th</sup> with Liya Escalera from Harvard. The event started with an open forum and then broke into smaller groups to discuss asset-based approaches to Student Success. Dr. Purvey noted that KPU is already student-focused but that the presentation helped instill

a mindset focused on helping students and KPU developing a plan.

Dr. Purvey further shared that KPU currently has a partnership with School Districts to allow students in grades 11 and 12 to complete dual-credit: taking 2 Arts and 2 Science courses which provide a pathway directly into KPU's programs.

The Wake-Up Social Justice Music Festival, organized by Dr. Gordon Cobb, is taking place today. The event is in its 4<sup>th</sup> year and is the culmination of an interdisciplinary course – Music 2500. The course requires no previous music experience.

### **10.2 Listening Tour Q&A Report**

Dr. Purvey noted that the report is included in the package and that over 500 employees had participated.

### **10.3 Enrolment Improvement Initiatives at KPU**

Dr. Purvey shared that the enrolment improvement initiatives report had been shared with all employees.

Lyndsay Passmore asked if there is a broader strategy to slow enrollment decline that the Board can receive updates on. Management responded that the Board had identified metrics in relation to the strategic plan and that the 5-year enrolment plan with metrics will be brought forward to the next Board meeting.

## **11. Senate Reports**

Dr. Purvey noted that the Senate reports from the January and March meetings are included in the package.

January involved a significant number of curriculum meetings and changes. The March Senate meeting was short, with the highlight being the review of the Music program changes.

Gabby Gill asked for KPU's approach to assignments in response to AI use. Dr. Waddington, Associate Vice President, Teaching and Learning, shared that there is a working group in place that provides support to faculty and shares successful teaching practices. Workshops are put on for faculty regarding AI, standard language for syllabus is being developed along with numerous other initiatives.

**Action Item:** Bring forward a report on AI to a future Board Meeting.

**12. Any Other Business**

No other business was identified.

**13. Closing Remarks &  
Adjournment**

The meeting adjourned at 6:25 p.m.

**Next Meeting**

The next meeting has been scheduled for Wednesday, May 27,  
2026

**BOARD OF GOVERNORS - REGULAR MEETING****Agenda Number:** 4.2**Meeting Date:** *May 27, 2026***Presenter(s):** *Keri Spindler*

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**AGENDA TITLE:** APPROVAL OF CHANGES TO BOARD GOVERNANCE MANUAL**ACTION REQUESTED:** Motion**RECOMMENDED RESOLUTION****THAT the Board of Governors approve the tracked changes to the Board Governance Manual, as recommended by the Board Governance Committee**

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**COMMITTEE REPORT**

The Board Governance committee reviewed and approved the changes on May 13, 2026.

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**Context and Background**

The Board Governance Manual sets out the governance structure and principles pursuant to which the Board exercises its responsibilities and carries out its duties of stewardship and accountability. The Board Manual is meant to be reviewed every two years, or as needed, through the governance committee.

**Key Messages**

1. The Board Governance Manual was last updated in November 2025. Some of the changes made at that time regarding the role of the President in Board committee meetings were not in line with the *University Act* or Best Practice. This proposal brings the Board's practices back in line with the *University Act*.
  2. The President recently announced the elimination of the Polytechnic University Executive (PUE) Committee. The tracked changes to Appendix H reflect that elimination.
  3. The key changes being requested are in the following sections: President Position Description Section 10; Committee Operating Guidelines Section 12; Committee Terms of Reference (Sections 13-16); Appendix H Appointment, Termination and Promotion of Employees
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## **Implications/Risks**

The Proposed updated to the Board Governance Manual will ensure that KPU's practices are in line with the *University Act* and that the public has access to current information regarding KPU's Governance practices.

## **Attachments**

1. [Board Governance Manual – Tracked Changes](#) (via SharePoint)
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## **Submitted by**

Keri Spindler, University Secretary

## **Date submitted**

May 19, 2026

**BOARD OF GOVERNORS - REGULAR MEETING****Agenda Number: 5.2****Meeting Date: Wednesday, May 27, 2026****Presenter(s): Chani Joseph, Director – Planning, Development and Sustainability**

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**AGENDA TITLE: POLICY AND PROCEDURE BP4 CAMPUS PLANNING AMENDMENT****ACTION REQUESTED: Motion****RECOMMENDED RESOLUTION****THAT the Board of Governors approve the Amendment of Policy and Procedure BP4 Campus and Capital Planning, effective September 1, 2026 as recommended by the Board Governance Committee**

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**COMMITTEE REPORT**

The Board Governance Committee reviewed and approved the changes on May 13, 2026.

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**Context and Background**

The existing BP4 policy and procedures, which guides the administration of university property, buildings and structures, was last updated in 2013. Since its last update, much has changed at KPU and therefore the policy and procedures currently do not accurately or comprehensively address campus planning and related capital planning at KPU, which affects policy communication and clarity regarding implementation roles. The updated BP4 policy and procedures more accurately reflects KPU's campus planning work; includes associated capital planning; addresses Indigenous engagement, accessibility and inclusion; and confirms roles regarding policy implementation.

The BP4 Policy maintains the legislative context for campus planning and distinguishes it from capital planning, as the earlier policy combined campus planning with development as one responsibility. Key to this differentiation, the 5-year Capital Plan now rests under capital planning along with a recognition of parallel routine capital works and maintenance. The policy now also identifies the university units responsible for campus planning and capital planning, noting that both areas require participation and input from across the university. Additions have also been made to the policy to highlight KPU's recent and ongoing commitments to Indigenous engagement and the creation of inclusive and equitable communities.

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The revised BP4 Procedure introduces a number of new definitions, including: authorities having jurisdiction, capital planning, official campus plan, major and minor capital projects, project sponsor and the capital planning steering committee. It clarifies key responsibilities for the various university units involved in campus and capital planning, including: the VP Finance and Administration, Campus and Community Planning, Facilities Services, Information Technology (IT) Services, the Office of the VP Equity and Inclusive Communities, and the Office of Indigenous Leadership, the Capital Planning Steering Committee, heads of University units, the Senate, and the Board of Governors.

### **Key Messages**

1. The Board of Governors, with Senate's Advice, is the approving jurisdiction of Policy and Procedure BP4 Campus Planning. The Vice President Administration is the Policy Sponsor.

### **Consultations**

The following key parties were consulted as part of the policy development and consultation process:

1. Campus and Community Planning,
2. Facilities Services,
3. Office of Planning and Accountability,
4. Office of Indigenous Leadership
5. Legal Services
6. Privacy
7. Organizational Risk Management
8. Labour Relations
9. Office of Equity and Inclusive Communities
10. Dr. David Sadoway, Geography Instructor
11. Dr. Fiona Whittington-Walsh, Lead Advisor on Disability, Accessibility and Inclusion

### **Attachments**

1. BP4 Campus Planning Policy Draft
2. BP4 Campus Planning Procedure Draft

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### **Submitted by**

Chani Joseph, Director – Planning, Development and Sustainability

### **Date submitted**

May 19, 2026



Policy History
<b>Policy No.</b> BP4
<b>Approving Jurisdiction:</b> Board of Governors
<b>Administrative Responsibility:</b> Vice President Finance & Administration
<b>Effective Date:</b>

## Campus and Capital Planning Policy

### A. CONTEXT AND PURPOSE

The administration and control of university property is vested in the Board of Governors. Section 27 (2) of the University Act states... “the board has the following powers:

- d) in consultation with the senate, to maintain and keep in proper order and condition the real property of the university, to erect and maintain the buildings and structures on it that in the opinion of the board are necessary and advisable, and to make rules respecting the management, government and control of the real property, buildings and structures;
- e) in consultation with the senate, to provide for conservation of the heritage sites of the university, including any heritage buildings, structures and land of the university;”

The requirements of the Act with respect to real property are addressed through the following University processes:

- (1) Campus Planning, including conservation of heritage sites: this Policy
- (2) Capital Planning: annual capital budget and this Policy
- (3) Maintenance: annual operating budget
- (4) Control: internal operating practices

This Policy and related Procedures provide the principles and procedures that will guide the orderly planning, design and development of and/or improvements to campus buildings and infrastructure, open spaces, the public realm, and transportation networks, to support the University’s mission, vision, values, and goals.

Campus Planning includes an Official Campus Plan for overarching guidance on University land use and the future development of each campus, and Capital Planning includes the University's Five-Year Capital Plan and forms part of the University's wider annual capital budget process. Both Campus Planning and Capital Planning identify priorities for major new construction, improvements, and adaptive reuse or demolition of campus buildings and grounds. Campus Planning is advanced by Campus and Community Planning (CCP) and the delivery governance of Capital Planning is a shared responsibility between CCP, Facilities Services, and Information Technology (IT) services, with participation in both Campus Planning and Capital Planning processes broadly occurring across the University.

Kwantlen Polytechnic University (KPU) recognizes the inherent rights of Indigenous Peoples to participate in decision making that affects their lands, cultures, and communities, and is committed to fostering respectful, reciprocal, and culturally grounded partnerships that reflect Indigenous knowledge systems and worldviews. In alignment with the xé?elł KPU Pathway to Systemic Transformation, this Policy reaffirms KPU's commitment to reconciliation, decolonization, and the advancement of Indigenous rights. Guided by the Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and British Columbia's Declaration on the Rights of Indigenous Peoples Act (DRIPA), KPU will work in close collaboration with its Office of Indigenous Leadership to ensure that Indigenous engagement is foundational to all Campus Planning and Capital Planning processes.

This policy also advances KPU's Accessibility Plan and Equity, Diversity, and Inclusion Action Plan, and reflects the importance of diversity in both our student and employee populations.

## **B. SCOPE AND LIMITS**

This policy addresses all Campus Planning and Capital Planning processes, including the preparation and periodic updating of all of the University's Official Campus Plans and Five-Year Capital Plans, and the identification of any heritage sites (buildings and/or grounds) owned by the University, as well as the delivery governance of University capital projects.

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

1. Campus Planning and Capital Planning processes are driven by the academic needs of the University and guided by the University's mission, vision, values, and goals, as described in KPU's strategic plan.
2. Campus Planning and Capital Planning processes support the creation of intentional environments that enhance the student experience by blending academic, social, and wellness functions, and foster a vibrant campus life.
3. Campus Planning and Capital Planning processes are guided by the University's commitment to reconciliation and decolonization; a concern for ecological sustainability and consideration for both climate mitigation and adaptation

- strategies; and support accessible and inclusive communities, in order to identify and remove barriers whether they be physical barriers or systemic and attitudinal barriers.
4. The University ensures that an Official Campus Plan is prepared and updated as required according to the evolving needs of the University and receives University Board approval, in accordance with the University Act, as well as consultative review from the University Senate.
  5. The University's Five-Year Capital Plan is prepared and updated annually and is informed by the Capital Planning Steering Committee, as set out in the Procedures.

## **D. DEFINITIONS**

Refer to Section A of BP4 Campus and Capital Planning Procedure for a list of definitions in support of this Policy.

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

University Act, Section 27 (2) (d),(e)

BP6 Energy Conservation and Greenhouse Gas Emissions Reduction Policy and Procedure

BP7 University Space Policy and Procedure

## **F. RELATED PROCEDURES**

BP4 Campus and Capital Planning Procedures

## **G. REFERENCE DOCUMENTS**

KPU [Official Campus Plan](#)

KPU Project Management Framework

KPU [Accessibility Plan](#)

[KPU Pathway to Systemic Transformation](#)

KPU [Equity, Diversity, and Inclusion Action Plan](#)



Policy History
<b>Policy No.</b> BP4
<b>Approving Jurisdiction:</b> Board of Governors
<b>Administrative Responsibility:</b> Vice President Finance and Administration
<b>Effective Date:</b>

## Campus Planning and Capital Planning Procedure

### A. DEFINITIONS

- Authorities Having Jurisdiction** Refers to municipal, provincial, and federal governments and related bodies that set policy and regulation applicable to KPU campuses and development.
- Campus Planning:** Campus Planning, for the purposes of this policy, includes the Official Campus Plan and campus-specific Campus Plans, and is an all-encompassing term that includes land use, open space, public realm, heritage, and transportation planning and assessments related to the future growth and development of each campus.
- Capital Planning:** Capital Planning, for the purposes of this policy, is an all-encompassing term that refers to the process of budgeting for resources and implementing University plans, and includes the University’s Five-Year Capital Plan and other routine capital plans which collectively identify priorities for new construction, repair, renovation, and adaptive reuse of campus buildings and grounds.
- Official Campus Plan:** An Official Campus Plan provides overarching guidance on University land use and development, and includes both related policy and Campus Plans that collectively outline logical, phased, short-term and long-term growth directions, and that indicate the maximum potential usage of the University’s campuses, existing and future buildings, open spaces,

and transportation networks. NOTE: Procedures related to sustainability directions provided in the University's Official Campus Plan are addressed in BP6 Energy Conservation and Greenhouse Gas Emissions Reduction Policy and Procedures and reflect KPU's Climate Strategy and Carbon Reduction Plan.

5. **Campus Plan:**

A Campus Plan is a more detailed campus-specific site plan for one of the University's campuses, such as the Richmond Campus Plan, Surrey Campus Plan, Langley Campus Plan, and Tech Campus Plan.

6. **Five-Year Capital Plan:**

The University's Five-Year Capital Plan is a rolling, multi-year, strategic financial document that identifies, prioritizes, and provides preliminary cost estimates for Major and Minor Capital Projects for University funding consideration.

The plan's priorities are informed by academic needs, condition assessment data, space utilization analysis, project risks (reputational and financial), and anticipated operational and student life impacts.

The plan considers potential funding sources, including the University's internal capital funding, annual provincial government capital funding, and other external capital funding sources, as applicable. The plan forms an essential part of an annual capital plan submission to the Ministry of Infrastructure, which is subject to final approval by the KPU Board of Governors. All projects approved within this plan should adhere to the University's established Project Management Framework (PMF) to ensure standardized execution and delivery.

7. **Major Capital Project:**

A construction project that, due to its strategic nature, scale, and complexity, is subject to the highest level of University governance. A project is initially classified as Major if it generally meets the majority of the following criteria:

- Governance: Major Capital Projects require approval by the Board of Governors and must adhere strictly to the stages and governance requirements outlined in the PMF.
- Risk profile: presents a high risk (e.g., reputational, financial, or operational risk) to

the University.

- Scale and scope: is a new building or a very large building renovation.
- Key party complexity: involves numerous key parties that require significant levels of internal and/or external engagement.
- Operational impact: involves significant impact to ongoing campus operations and/or student life experience.
- Planning impact: requires amendments to the Official Campus Plan, Campus Plans, existing leases or licences, and/or amendments to policies or regulations from the Authority Having Jurisdiction.
- Financial threshold: is at or over \$5 million in value.

Classification: Project classification is formalized via the project classification form completed under the University's Project Management Framework (PMF). The Project Sponsor has the authority to reclassify a project from its initial designation based on the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.

**8. Minor Capital Project:**

A construction project that, due to its size and scope, is subject to standard University governance. A project is initially classified as Minor if it generally meets one or more of the following criteria:

- Risk profile: presents a medium to low-level risk (e.g., reputational, financial or operational risk) to the University.
- Scale, scope and funding source: It is funded through routine capital funding, the carbon neutral capital program funding, or other funding sources, and typically includes projects in the following areas:
  - major maintenance and rehabilitation;
  - upgrades and renovations; and,
  - carbon neutral capital funding projects, to reduce greenhouse gas emissions, energy consumption, and

operating costs.

- Operational impact: involves limited impact to ongoing campus operations and/or student life experience.
- Planning impact: has a limited impact on the built environment due to its size or scope and is in alignment with the Official Campus Plan, Campus Plans, and the necessary policies and regulations of the Authorities Having Jurisdiction.
- Financial threshold: is under \$5 million in value.

Classification: The Project Sponsor has the authority to reclassify a project from its initial designation based on the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.

**9. Project Sponsor**

The senior executive (typically the VP Finance and Administration) ultimately accountable for the success of a project and for ensuring the realization of its intended benefits. They provide high-level strategic direction, help secure funding, and act as the bridge between the project team and the organization's senior leadership.

**10. Capital Planning Steering Committee:**

The Capital Planning Steering Committee provides input to establish a prioritized set of capital projects to recommend to the University Executive. It is chaired by the VP Finance and Administration with representatives as invited by the committee chair.

**11. Unit:**

The term Unit is used within these Policy and Procedures documents to describe any of the University's Faculties, schools, divisions, departments and other operating entities with responsibility for organizing and managing some aspect of the University's activities.

## **B. PROCEDURES**

Campus Planning and Capital Planning processes are governed by the principles articulated in the Policy document and are driven by the academic needs of the University and guided by the University's mission, vision, values, and goals. In addition, they respond to a number of different factors and circumstances, such as: institutional growth; the optimal utilization

of campus spaces and buildings; changes in the nature of the programming offered by the University and the impact on the types of spaces required to deliver the programming; building obsolescence; revenue generation; program, service and campus economies of scale; campus and external community engagement, and requirements from Authorities Having Jurisdiction.

While Campus Planning is advanced by Campus and Community Planning (CCP) and the delivery governance of Capital Planning is a shared responsibility between CCP, Facilities Services, and Information Technology (IT) Services, such processes require participation from Units, offices, committees, and governance entities from across the University. The section that follows outlines the responsibilities of the key areas of the University involved in various phases of the Campus Planning and Capital Planning processes.

**1. Responsibilities of University Units Involved in Campus Planning and Capital Planning Processes**

- a. Heads of University Units are responsible for:
  - i. The identification of short and long-term space requirements to support changes within their area of responsibility. This includes reductions in space requirements and any anticipated increases in requirements.
    - a. Short and long-term space proposals from Units across the University to be included in the Five-Year Capital Plan should be identified and communicated to CCP on an annual basis and as significant changes arise.
    - b. Short and long-term space requirements from Units across the University that relate to space renewal, refresh, or renovation should be identified and communicated to Facilities Services on an annual basis as part of the capital budget planning process and as significant changes arise.
    - c. Broader long-term space needs and interests should be identified and communicated to CCP, as required, to support the development of the Official Campus Plan or any updates to the Official Campus Plan and/or Campus Plans.
- b. The Office of VP, Equity and Inclusive Communities is responsible for:
  - i. Providing guidance to improve equity and accessibility related to the design and development of and/or improvements to all Capital Planning projects.
  - ii. Providing guidance to Facilities Services in identifying space renewal, refresh, or renovation projects specifically needed to improve accessibility.

- c. The Office of Indigenous Leadership is responsible for:
  - i. Providing guidance to improve reconciliation as this relates to the design and development of and/or improvements to all Capital Planning projects.
  - ii. Providing guidance to CCP to support the incorporation of Indigenous engagement, principles, and values into Campus Planning.
- d. Campus and Community Planning (CCP) is responsible for overall strategic Campus Planning and the delivery governance of:
  - i. Campus Planning & Guidelines: Oversees the preparation and implementation of the Official Campus Plan, Campus Plans, transportations plans, the creation of land use and design guidelines, the management and conservation of heritage resources, and the completion of surveys and assessments related to campus lands (such as archaeological, geotechnical, hydrological, etc.).
  - ii. Capital Planning: Oversees the preparation of the Five-Year Capital Plan and the delivery of Major Capital Projects, ensuring adherence to the University's Project Management Framework (PMF).
  - iii. External Development Review and Regulation: Manages the internal review, approval, variance, and appeal processes for the University for any non-University development occurring on University lands.
  - iv. Real Estate Management: Oversees the leasing and licensing of University buildings, lands, and spaces.
- e. Facilities Services is responsible for the operation, maintenance, and renewal of existing infrastructure, and the delivery governance of:
  - i. Operations & Asset Renewal: Oversees the operations, maintenance, renewal, refreshes, and operational upgrades of campus buildings, structures, infrastructure and equipment, systems, and open spaces, including accessibility and decarbonization projects. This includes incorporating Facility Condition Index (FCI) data and deferred maintenance planning to inform priority-setting as well as the completion of assessments related to campus infrastructure and facilities.
  - ii. Capital Planning: Oversees the preparation of routine capital funding requests and carbon neutral capital program requests, as well as the delivery of Minor Capital Projects, ensuring adherence to the University's Project Management Framework (PMF) .
  - iii. Space Management & Standards: Develops and applies design standards (interior design, signage, accessibility, technical specifications) and manages space allocation across the University.
  - iv. Capital Project Consultation: Advises on infrastructure integration,

commissioning, accessibility compliance, and the selection of furniture, fixtures, and equipment for Major Capital Projects.

- f. Information Technology (IT) Services is responsible for:
  - i. The operation, maintenance, and renewal of KPU's existing IT infrastructure. While such projects may be included in the Five-Year Capital Plan or form part of other funding requests, the delivery governance of IT infrastructure projects is typically undertaken by IT Services, and supported by CCP, Facilities Services, and heads of University Units as needed.
- g. The Capital Planning Steering Committee is responsible for:
  - i. Providing input as part of the Five-Year Capital Plan process and the KPU capital budget process to establish a prioritized list of Major and Minor Capital Projects that will be recommended to the University Executive.
- h. The Vice President, Finance and Administration is responsible for:
  - i. Providing leadership and advice related to Campus Planning, Capital Planning, building operations, maintenance and renewal, and the leasing/licensing of University buildings, lands, and spaces.
  - ii. Ensuring that the Official Campus Plan and Five-Year Capital Plan are prepared and updated as required.
  - iii. Serving as the Capital Planning Project Sponsor classifying a Capital Project based on the University's Project Management Framework and the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.
  - iv. Engaging University staff with knowledge of the requirements of the University and its various Units. This includes identifying the Capital Planning Steering Committee membership and chairing this committee.
  - v. Providing advice and recommendations to the University Executive, Senate, and the Board of Governors regarding Campus Planning and Capital Planning issues.
- i. The Senate is responsible for:
  - i. Providing advice on Campus Planning issues as these relate to academic plans and priorities.
  - ii. Providing consultative review and advice on the Official Campus Plan.
- j. The Board of Governors is responsible for:
  - i. Reviewing and providing advice and direction on Campus Planning and

Capital Planning matters.

- ii. Approving the Official Campus Plan, the Five-Year Capital Plan, and the key milestones involved with the planning and development of Major Capital Projects.

## **2. External Authorities with Jurisdiction**

All Campus Plans and capital projects are subject to the policies, regulations, and approvals of Authorities Having Jurisdiction, such as municipal (e.g. official community plans and zoning by-laws), provincial, and federal government regulations.

## **C. RELATED POLICY**

BP4 Campus and Capital Planning Policy



Policy History
<b>Policy No.</b> BP4
<b>Approving Jurisdiction:</b> Board of Governors
<b>Administrative Responsibility:</b> Vice President Finance & Administration
<b>Effective Date:</b>

## Campus and Capital Planning Policy

### A. CONTEXT AND PURPOSE

The administration and control of university property is vested in the Board of Governors. Section 27 (2) of the University Act states... “the board has the following powers:

- d) in consultation with the senate, to maintain and keep in proper order and condition the real property of the university, to erect and maintain the buildings and structures on it that in the opinion of the board are necessary and advisable, and to make rules respecting the management, government and control of the real property, buildings and structures;
- e) in consultation with the senate, to provide for conservation of the heritage sites of the university, including any heritage buildings, structures and land of the university;”

The requirements of the Act with respect to real property are addressed through the following University processes:

- (1) Campus Planning, including conservation of heritage sites: this Policy
- (2) Capital ~~expenditure~~-Planning: annual capital budget and this Policy
- (3) Maintenance: annual operating budget
- (4) Control: internal operating practices

This Policy and related Procedures provide the principles and procedures that will guide the orderly planning, design and development of and/or improvements to campus buildings and infrastructure, open spaces, the public realm, and transportation networks, to support the University’s mission, vision, values, and goals.

Campus Planning includes an Official Campus Plan for [overarching guidance on University land use and the future development of each campus](#), and [Capital Planning includes the University's Five-Year Capital Plan, which will and forms part of the University's wider annual capital budget process. Both Campus Planning and Capital Planning identify priorities for major new construction, improvements, and adaptive reuse or demolition of campus buildings and grounds. Campus Planning is advanced by Campus and Community Planning \(CCP\) and the delivery governance of Capital Planning is a shared responsibility between CCP, Facilities Services, and Information Technology \(IT\) services, with participation in both Campus Planning and Capital Planning processes broadly occurring across the University.](#)

Kwantlen Polytechnic University (KPU) recognizes the inherent rights of Indigenous Peoples to participate in decision making that affects their lands, cultures, and communities, and is committed to fostering respectful, reciprocal, and culturally grounded partnerships that reflect Indigenous knowledge systems and worldviews. In alignment with the xé?elł KPU Pathway to Systemic Transformation, this Policy reaffirms KPU's commitment to reconciliation, decolonization, and the advancement of Indigenous rights. Guided by the Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and British Columbia's Declaration on the Rights of Indigenous Peoples Act (DRIPA), KPU will work in close collaboration with its Office of Indigenous Leadership to ensure that Indigenous engagement is foundational to all Campus Planning and Capital Planning processes.

[This policy also advances KPU's Accessibility Plan and Equity, Diversity, and Inclusion Action Plan, and reflects the importance of diversity in both our student and employee populations.](#)

## **B. SCOPE AND LIMITS**

This policy addresses all [projects involving Campus Planning and Capital Planning processes, including the preparation and periodic updating of all of the University's Official Campus Plans and Five-Year Capital Plans, including and the identification of any heritage sites \(buildings and/or grounds\) owned by the University, as well as the delivery governance of University capital projects.](#)

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

1. ~~The~~ Campus Planning ~~process is and~~ [Capital Planning processes are](#) driven by the academic needs of the University and guided by the University's mission, vision, values, and goals, as described in KPU's strategic plan.
2. [Campus Planning and Capital Planning processes support the creation of intentional environments that enhance the student experience by blending academic, social, and wellness functions, and foster a vibrant campus life.](#)

- ~~2.3. The Campus Planning process is and Capital Planning processes are guided by the University's commitment to reconciliation and decolonization; a concern for ecological sustainability and consideration for both climate mitigation and adaptation strategies. Climate mitigation and adaptation are two distinct yet interconnected strategies for addressing climate change. Mitigation focuses on reducing greenhouse gas emissions to lessen the severity of climate change, while adaptation involves adjusting; and support accessible and inclusive communities, in order to the impacts of climate change that are already occurring identify and remove barriers whether they be physical barriers or expected to occur systemic and attitudinal barriers.~~
- ~~3.4. The University ensures that an Official Campus Plan and a Five-Year Capital Plan are is prepared and updated as required according to the evolving needs of the University and receives University Board approval, in accordance with the University Act, as well as consultative review from the University Senate.~~
- ~~4.5. The University's Five-Year Capital Plan is prepared and updated annually and is informed by the Capital Planning Steering Committee, as set out in the Procedures.~~
- ~~5. The Official Campus Plan and Five Year Capital Plan, as they are prepared and undergo major modifications, are presented to Senate for consultative review, and then presented to the University Board for approval, in accordance with the University Act.~~
- ~~6. Issues involving concerns of a heritage nature are addressed by the University as part of its planning processes.~~

## **D. DEFINITIONS**

Refer to Section A of BP4 Campus and Capital Planning Procedure for a list of definitions in support of this Policy.

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

University Act, Section 27 (2) (d),(e)

BP6 Energy Conservation and Greenhouse Gas Emissions Reduction Policy and Procedure

BP7 University Space Policy and Procedure

## **F. RELATED PROCEDURES**

BP4 Campus and Capital Planning Procedures

## **G. REFERENCE DOCUMENTS**

| [KPU Official Campus Plan](#)

KPU Project Management Framework

KPU [Accessibility Plan](#)

| [xé?el† KPU Pathway to Systemic Transformation](#)

[KPU Equity, Diversity, and Inclusion Action Plan](#)

DRAFT



Policy History
<b>Policy No.</b> BP4
<b>Approving Jurisdiction:</b> Board of Governors
<b>Administrative Responsibility:</b> Vice President Finance and Administration
<b>Effective Date:</b>

## Campus Planning and Capital Planning Procedure

### A. DEFINITIONS

1. Authorities Having Jurisdiction Refers to municipal, provincial, and federal governments and related bodies that set policy and regulation applicable to KPU campuses and development.
  
- 1.2. Campus Planning: Campus Planning, for the purposes of this policy, includes the Official Campus Plan and campus-specific Campus Plans, and is an all-encompassing term that includes land use, open space, public realm, heritage, and transportation and ~~Capital Planning~~ planning and assessments related to the future growth and development of each campus ~~in support of the University's Official Campus Plan.~~
  
- 2.3. Capital Planning: Capital Planning, for the purposes of this policy, is an all-encompassing term that refers to the process of budgeting for resources ~~to implement the University's and implementing University~~ plans, and includes the University's Five-Year Capital Plan and other routine capital plans which ~~identifies collectively~~ identify priorities for new construction, repair, renovation, and adaptive reuse of campus buildings and grounds.
  
- 3.4. Official Campus Plan: An Official Campus Plan provides overarching guidance on University land use and development, and includes both related policy and Campus Plans that collectively outline logical, phased, short-term and long-term growth ~~plans~~ directions, and that

indicate the maximum potential usage of the University's campuses, existing and future buildings, open spaces, and transportation networks. NOTE: Procedures related to sustainability directions provided in the University's Official Campus Plan are addressed in BP6 Energy Conservation and Greenhouse Gas Emissions Reduction Policy and Procedures, and reflect KPU's Climate Strategy and Carbon Reduction Plan.

**4.5. Campus Plan:**

A Campus Plan is a more detailed campus-specific site plan for one of the University's campuses, such as the Richmond Campus Plan, Surrey Campus Plan, Langley Campus Plan, and Tech Campus Plan.

**5.6. Five-Year Capital Plan:**

The University's Five-Year Capital Plan is a rolling, multi-year, strategic financial document that identifies priority, prioritizes, and provides preliminary cost estimates for Major, Medium, and Minor Capital Projects for University funding consideration, and includes a preliminary cost estimate.

The Five Year Capital Plan plan's priorities are informed by academic needs, condition assessment data, space utilization analysis, project risks (reputational and financial), and anticipated operational and student life impacts.

The plan considers potential funding sources, including the University's internal capital funding, annual provincial government capital renewal funding, and other potential external capital funding sources, as applicable. The University's Five Year Capital Plan also informs aThe plan forms an essential part of an annual capital plan submission to the Ministry of Infrastructure each year, which is subject to final approval by the KPU Board of Governors' approvalGovernors. All projects approved within this plan should adhere to the University's established Project Management Framework (PMF) to ensure standardized execution and delivery.

**6.7. Major Capital Project:**

A construction project that has a value of \$3.0 million or more, is of a, due to its strategic nature and/or, scale, and complexity, is subject to the highest level of University governance. A project is initially

classified as Major if it generally meets the majority of the following criteria:

- Governance: Major Capital Projects require approval by the Board of Governors and must adhere strictly to the stages and governance requirements outlined in the PMF.
- Risk profile: presents a high risk (e.g., reputational, financial, or operational risk) to the University.
- Scale and/or scope: is a new building or a very large building renovation.
- Key party complexity: involves numerous interested key parties that require significant levels of internal and/or external stakeholder engagement. Major Projects are typically new buildings, very large building renovations, and/or involve
- Operational impact: involves significant alterations impact to ongoing campus open spaces, public realm operations and/or student life experience.
- Planning impact: requires amendments to the Official Campus Plan, Campus Plans, existing leases or licences, and/or transportation systems. — amendments to policies or regulations from the Authority Having Jurisdiction.
- Financial threshold: is at or over \$5 million in value.

Classification: Project classification is formalized via the project classification form completed under the University's Project Management Framework (PMF). The Project Sponsor has the authority to reclassify a project from its initial designation based on the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.

A construction project that has a value of between \$250,000, due to its size and \$3.0 million, and scope, is subject to standard University governance. A project is initially classified as Minor if it generally meets one or more of the following criteria:

**7.8. Medium Minor Capital Project:**

- Risk profile: presents a medium to low-level risk (e.g., reputational, financial or operational risk) to the University.
- Scale, scope and funding source: It is funded through routine capital funding, the carbon neutral capital program funding, or other funding sources, and typically includes projects in the following areas:
  - major maintenance and rehabilitation;
  - upgrades and renovations; and,
  - carbon neutral capital funding projects, to reduce greenhouse gas emissions, energy consumption, and operating costs.
- Operational impact: involves limited impact to ongoing campus operations and/or student life experience.
- Planning impact: has a limited impact on the built environment due to its size or scope and is in alignment with the Official Campus Plan, Campus Plans, and the necessary policies and regulations of the Authorities Having Jurisdiction.
- Financial threshold: is under \$5 million in value.

Classification: The Project Sponsor has the authority to reclassify a project from its initial designation based on the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.

### **8.9. Minor Capital Project: Sponsor**

A construction project that has a value of less than \$250,000 and presents a low risk to the University. The senior executive (typically the VP Finance and Administration) ultimately accountable for the success of a project and for ensuring the realization of its intended benefits. They provide high-level strategic direction, help secure funding, and act as the bridge between the project team and the organization's senior leadership.

### **9.10 Capital Planning Steering**

The Capital Planning Steering Committee provides input to establish a prioritized set of capital projects

**Committee:**

to recommend to the University Executive. It is chaired by the VP Finance and Administration with ~~representation from Campus and Community Planning, Facilities Services, Financial Services, Information Technology, the Office of Research Services, the Office of the Provost and VP Academic, the Office of the VP Students, and other~~ representatives as invited by the committee chair.

**10.1 Unit:**

The term Unit is used within these Policy and Procedures documents to describe any of the University's Faculties, schools, divisions, departments and other operating entities with responsibility for organizing and managing some aspect of the University's activities.

## **B. PROCEDURES**

Campus Planning and Capital Planning processes are governed by the principles articulated in the Policy document. ~~Developing a long term Official Campus Plan and a Five Year Capital Plan are complex processes that and~~ are driven by the academic needs of the University and guided by the University's mission, vision, values, and goals, ~~while also responding. In addition, they respond~~ to a number of different factors and circumstances, such as: institutional growth ~~and~~; the optimal utilization of campus ~~sites~~spaces and buildings; changes in the nature of the programming offered by the University and the impact on the types of spaces required to deliver the programming; building obsolescence; revenue generation; program, service and campus economies of scale; ~~and~~ campus and external community engagement, ~~and requirements from Authorities Having Jurisdiction.~~

While Campus Planning is advanced by Campus and Community Planning (CCP) and the delivery governance of Capital Planning is a shared responsibility between CCP, Facilities Services, and Information Technology (IT) Services, such processes require participation from Units, offices, committees, and governance entities from across the University. The section that follows outlines the responsibilities of the key areas of the University involved in various phases of the Campus Planning and Capital Planning processes.

### **1. Responsibilities of University ~~Entities~~Units Involved in Campus Planning and Capital Planning Processes**

~~a.~~ Heads of University Units

a. ~~Heads of University units~~ are responsible for ~~the~~:

i. The identification of short and long-term space requirements to support

changes within their area of responsibility. This includes reductions in space requirements and any anticipated increases in requirements.

a. Short and long-term space ~~requirements~~proposals from ~~units~~Units across the University ~~that relate to new Major Capital Projects that would~~ be included in the Five-Year Capital Plan should be identified and communicated to ~~Campus and Community Planning (CCP)~~ on an annual basis and as significant changes arise.

~~a.b.~~ Short and long-term space requirements from ~~units~~Units across the University that relate to space renewal, refresh, or renovation should be identified and communicated to Facilities Services on an annual basis as part of the capital budget planning process and as significant changes arise.

c. Broader long-term space needs and interests should be identified and communicated to CCP, as required, to support the development of the Official Campus Plan or any updates to the Official Campus Plan and/or Campus Plans.

b. The Office of VP, Equity and Inclusive Communities is responsible for:

i. ~~Provides~~Providing guidance to ~~CCP in identifying new Major Capital Projects to improve equity and accessibility that would be included in,~~ related to the Five-Year Capital Plan design and development of and/or improvements to all Capital Planning projects.

ii. ~~Provides~~Providing guidance to Facilities Services in identifying space renewal, refresh, or renovation projects specifically needed to improve accessibility.

~~e.~~ The Office of Indigenous Leadership is responsible for:

c.

i. Providing guidance to improve reconciliation as this relates to the design and development of and/or improvements to all Capital Planning projects. ~~Provides~~

~~i.~~ Providing guidance to CCP ~~and to Facilities Services~~ to support the incorporation of Indigenous engagement, principles, and values into Campus ~~and Capital Planning processes, and into the design and development of and/or improvements to campus buildings and infrastructure, open spaces, the public realm, and transportation network.~~

~~ii.~~

~~iii.~~ CCP and Facilities Services

~~iv. CCP and Facilities Services work collaboratively to address University space requirements as reported through space improvements and the creation of new space.~~

~~ii. CCP oversees Campus Planning.~~

d. Campus and delivery of Major Capital Projects and Community Planning (CCP) is responsible for overall strategic Campus Planning and the delivery governance of:

i. Campus Planning & Guidelines: Oversees the preparation and implementation of the Official Campus Plan, Campus Plans, transportations plans, the creation of land use and design guidelines to guide Major Capital Projects, as well as the, the management and conservation of heritage resources, and the completion of surveys and assessments related to campus lands (such as archaeological, geotechnical, hydrological, etc.).

ii. Capital Planning: Oversees the preparation of the Five-Year Capital Plan and the delivery of Major Capital Projects, ensuring adherence to the University's Project Management Framework (PMF).

~~iii.~~ External Development Review and Regulation: Manages the internal review, approval, variance, and appeal processes for the University for any non-University development occurring on University lands.-

~~ii.~~ iv. CCP oversees Real Estate Management: Oversees the leasing and licensing of University buildings, lands, and spaces.

e. Facilities Services oversees Medium is responsible for the operation, maintenance, and Minor Capital Project processes, as well as renewal of existing infrastructure, and the delivery governance of:

i. Operations & Asset Renewal: Oversees the operations, maintenance and, renewal, refreshes, and operational upgrades of campus buildings, structures, infrastructure and equipment, systems, and open spaces, including accessibility and decarbonization projects. This includes incorporating Facility Condition Index (FCI) data and deferred maintenance planning to inform priority-setting as well as the completion of assessments related to campus infrastructure and facilities.

ii. Capital Planning: Oversees the preparation of routine capital funding requests and carbon neutral capital program requests, as well as the delivery of Minor Capital Projects, ensuring adherence to the University's Project Management Framework (PMF) .

iii. Space Management & Standards: Develops and applies design standards (interior design, signage, accessibility, technical specifications) and manages space allocation across the University.

iv. Capital Project Consultation: Advises on infrastructure integration, commissioning, accessibility compliance, and the selection of furniture, fixtures, and equipment for Major Capital Projects.

f. Information Technology (IT) Services is responsible for:

i. The operation, maintenance, and renewal of KPU's existing IT infrastructure. While such projects may be included in the Five-Year Capital Plan or form part of other funding requests, the delivery governance of IT infrastructure projects is typically undertaken by IT Services, and supported by CCP, Facilities Services, and heads of University Units as needed.

~~d.g.~~ The Capital Planning Steering Committee is responsible for:

i. The Capital Planning Steering Committee will provide Providing input as part of the Five-Year Capital Plan process and the KPU capital budget process to establish a prioritized list of Major and Minor Capital Projects that will be recommended to the University Executive.

~~e-h.~~ The Vice President, Finance and Administration is responsible for:

~~The Vice President, Finance and Administration is responsible for:~~

i. Providing leadership and advice related to the University's Campus Planning, Capital Planning, building operations, maintenance and renewal, and the leasing/licensing of University buildings, lands, and spaces.

ii. Ensuring that the Official Campus Plan and Five-Year Capital Plan are developed/prepared and updated as required.

iii. Serving as the Capital Planning Project Sponsor classifying a Capital Project based on the University's Project Management Framework and the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.

~~iii.~~ iv. Engaging University staff with knowledge of the requirements of the University and its various units/Units. This includes identifying the Capital Planning Steering Committee membership and chairing this committee.

~~i. Engaging, as required, external, professional expertise to assist in the development of Campus Plans and multi-year capital plans.~~

~~iv.~~ v. Providing advice and recommendations to senior administration/the University Executive, Senate, and the Board of Governors regarding land, building, Campus Planning and Capital Planning issues.

~~f.~~ Senate

~~g-i.~~ The Senate is responsible for:

- i. Providing advice on Campus Planning issues as these relate to academic plans and priorities.
- ii. ~~Reviewing~~[Providing consultative review](#) and ~~providing~~ advice on the Official Campus Plan.

#### ~~h.~~ [Board of Governors](#)

~~h.i.~~ The Board of Governors is responsible for:

- i. Reviewing and providing advice [and direction](#) on Campus Planning and Capital Planning [matters](#).
- ii. Approving the Official Campus Plan, the Five-Year Capital Plan, ~~major maintenance and rehabilitation projects, and~~ [and the](#) key milestones involved with ~~developing~~[the planning and development of Major](#) Capital Projects.

## **2. External Authorities with Jurisdiction**

All ~~campus plans~~[Campus Plans](#) and capital projects are subject to the [policies, regulations of authorities with jurisdiction, and approvals of Authorities Having Jurisdiction](#), such as municipal (e.g. [official community plans and zoning by-laws](#)), provincial, and federal government regulations.

## **C. RELATED POLICY**

BP4 Campus and Capital Planning Policy

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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number: 8.2**

**Meeting Date: May 27, 2026**

**Presenter(s): Carole Laplante**

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**AGENDA TITLE:** DRAFT CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR-ENDED MARCH 31, 2026

**ACTION REQUESTED:** Motion

### RECOMMENDED RESOLUTION

**That the Board of Governors approve the draft Consolidated Financial Statements for the year ended March 31, 2026, as recommended by the Board Audit Committee.**

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### COMMITTEE REPORT

The Board Audit Committee reviewed and approved the statements on May 12, 2026.

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#### Context and Background

Kwantlen Polytechnic University's ("KPU") consolidated financial statements are subject to an annual external audit. KPU's draft audited consolidated financial statements are presented to the Audit Committee annually. As per Section 13 of the Board Governance Manual, the Audit Committee "reviews KPU's annual financial statements to ensure they are fairly presented in all material respects in accordance with generally accepted accounting and financial reporting principles"; and, "reviews the financial statements and reports, and recommends their approval to the Board; the Committee will provide an explanation if it cannot recommend approval". The External Auditor's Independent Auditors' Report and Audit Findings Report are meant to supplement and assist with the Audit Committees' review and related recommendation to the Board.

KPU's Board of Governors ("Board") "reviews and approves KPU's annual audited financial statements" and "annually approves for submission to the Government a copy of KPU's audited financial statements ..." for inclusion in the Province of British Columbia's annual financial statements.

KPU's consolidated financial statements are prepared in accordance with the Budget Transparency and Accountability Act ("BTAA"), which requires application of generally accepted accounting principles for senior governments in Canada, supplemented by certain Province of British Columbia Treasury Board regulations ("Regulation"). Regulations require KPU to follow Public Sector Accounting Standards

(“PSAS”) without any public sector 4200 elections, and modifies certain PSAS standards for recognition of unrestricted government transfers and restricted contributions.

### Key Messages

1. The annual surplus as at March 31, 2026 was \$0.2M which represents significantly less than 1% of the \$300M budget.
2. Revenues were below the Board approved budget by \$20M, primarily due to:
  - (\$18M) decline in international student revenues beyond the planned budgeted decline of \$25M from FY24, total decline FY24 to FY25 \$43M.
  - (\$7M) lower recognition of Deferred Operating Grant from the \$25.8M planned
  - (\$2M) lower investment earnings
  - (\$1M) lower recognition of Deferred Capital Contribution revenues due to timing of capital project spend, offset by:
    - +\$2M higher domestic student revenues
    - +\$3M increase in the operating grant revenues for collective agreement settlements which were higher than planned
    - +\$3M higher than planned revenue from special purpose activities, including research agreements and other net revenues
3. Expenses were \$20.2M lower than the Board approved budget. The largest contributors to this budget savings were:
  - (\$12.7M) under budget in faculty salary and benefits which is made up in savings due to previously overallocated budgets
  - (\$10.1M) savings in fees and services related to international agent commissions, reduction in bad debts expense, and delayed spending of non-critical professional fee budgets
  - (\$2.2M) savings across various categories such as Utilities, Communications, Software and Subscriptions as areas try to reduce spending across the board,
  - (\$2.6M) unutilized contingency budget,
  - (\$2M) lower than planned amortization
  - (\$1.4M) savings in repairs and maintenance resulting from deferred execution of work required to support revisions to accounting estimates for Asset Retirement Obligations and Environmental Liabilities.
  - (\$1.3M) savings in travel and professional development as divisions took a concerted effort to reduce spending levels, offset by
    - +\$4.7M unbudgeted administrative and staff severance costs as the University continues to right-size its administrative complement
    - + \$3.7M unbudgeted estimated severance in faculty salary and benefits
    - \$2.5M unbudgeted transfers to the Foundation from Health professional studies funds to support advancing health initiatives
    - + \$1M greater than planned student awards, funded through external contributions
4. The most significant variance from Management’s Annual Forecast presented in March 2026 was the unexpected receipt of additional Ministry funding to support cost-of-living adjustments for

administrative staff. This increase was largely offset by Management’s decision to raise the transfer to the Foundation from surplus Health Professional Studies funds—from \$1M to \$2.5M—with the Board of Governors approving transfers of up to \$2.9M.

5. The draft consolidated financial statements for the year ended March 31, 2026 include a draft copy of the Independent Auditor’s Report which highlights an unqualified opinion from KPMG LLP.

**Resource Requirements**

N/A

**Implications/Risks**

N/A

**Consultations**

1. KPMG LLP

**Attachments**

1. Draft Consolidated Financial Statements for the Year Ended March 31, 2026
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**Submitted by**

Peter Smailes, Vice-President Finance and Administration

Carole Laplante, Associate Vice President, Finance

**Date submitted**

May 19, 2026

Consolidated Financial Statements of

**KWANTLEN POLYTECHNIC UNIVERSITY**

March 31, 2026

## Management's Statement of Responsibility

To the Board of Governors of Kwantlen Polytechnic University

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements for the year ended March 31, 2026, including responsibility for significant accounting judgments and estimates in compliance with the accounting requirements of Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

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

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

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

On behalf of Kwantlen Polytechnic University

Dr. Diane Purvey  
President and Vice-Chancellor *pro tem*

Peter Smailes  
Vice President, Finance and Administration



## **KPMG LLP**

777 Dunsmuir Street, 11th floor  
Vancouver, BC V7Y 1K3  
Canada  
Tel 604-691-3000  
Fax 604-691-3031

## **INDEPENDENT AUDITOR'S REPORT**

To the Board of Governors of Kwantlen Polytechnic University, and to the Minister of the Ministry of Post-Secondary Education and Future Skills, Province of British Columbia

### ***Opinion***

We have audited the consolidated financial statements of Kwantlen Polytechnic University (the Entity), which comprise:

- the consolidated statement of financial position as at March 31, 2026
- the consolidated statement of operations and accumulated operating surplus for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of cash flows for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2026 of the Entity are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “***Auditor’s Responsibilities for the Audit of the Financial Statements***” section of our auditor’s report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.



Page 2

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

### ***Emphasis of Matter - Financial Reporting Framework***

We draw attention to Note 2(a) to the financial statements which describes the applicable financial reporting framework and the significant differences between that financial reporting framework and Canadian public sector accounting standards.

Our opinion is not modified in respect of this matter.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

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

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



Page 3

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

***DRAFT***

Chartered Professional Accountants

Vancouver, Canada

DATE

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Consolidated Statement of Financial Position**

As at March 31, 2026

(In thousands of dollars)

	<b>2026</b>	<b>2025</b>
<b>Financial assets</b>		
Cash and cash equivalents (Note 3)	\$ 240,813	\$ 193,881
Accounts receivable (Notes 4, 19)	7,532	3,812
Inventories for resale	315	315
Investments and endowment investments (Note 5)	42,995	122,520
	<b>291,655</b>	<b>320,528</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 6)	54,147	51,648
Deferred revenue	20,147	28,617
Deferred contributions (Note 8)	76,668	96,371
Deferred capital contributions (Note 9)	175,676	180,531
Obligations under capital lease (Note 10)	405	1,329
Asset retirement obligations (Note 11)	1,717	1,663
	<b>328,760</b>	<b>360,159</b>
<b>Net debt</b>	<b>(37,105)</b>	<b>(39,631)</b>
<b>Non-financial assets</b>		
Tangible capital assets (Note 13)	241,190	242,503
Investments and endowment investments (Note 5)	2,817	2,817
Prepaid expenses and deposits	3,855	4,192
	<b>247,862</b>	<b>249,512</b>
<b>Accumulated surplus (Note 14)</b>	<b>\$ 210,757</b>	<b>\$ 209,881</b>
<b>Accumulated surplus consists of:</b>		
Accumulated operating surplus	\$ 205,648	\$ 205,446
Accumulated remeasurement gains	5,109	4,435
	<b>\$ 210,757</b>	<b>\$ 209,881</b>

Contractual obligations (Note 16)

Contingent liabilities (Note 17)

Contractual rights (Note 18)

\_\_\_\_\_  
Erin Barnes  
Chair, Board of Governors

\_\_\_\_\_  
Peter Smailes  
Vice President, Finance and Administration

See accompanying notes to consolidated financial statements.

**KWANTLEN POLYTECHNIC UNIVERSITY****Consolidated Statement of Operations and Accumulated Operating Surplus**

For the Year Ended March 31, 2026

(In thousands of dollars)

	<b>Budget (Note 2(n))</b>	<b>2026</b>	<b>2025</b>
<b>Revenues:</b>			
Grants from the Province of British Columbia (Note 19)	\$ 108,861	\$ 112,371	\$ 101,219
Revenue from deferred contributions (Notes 8, 19)	38,708	33,198	14,807
Revenue from deferred capital contributions (Notes 9, 19)	15,046	13,835	13,311
International tuition and student fees	76,468	58,776	101,486
Domestic tuition and student fees	40,421	42,143	40,972
Ancillary services	3,273	3,312	3,461
Investment income	12,860	11,146	15,286
Other revenue	5,226	6,088	5,965
	<b>300,863</b>	<b>280,869</b>	<b>296,507</b>
<b>Expenses: (Notes 19, 20, 21)</b>			
Academic support and instruction	171,498	152,606	157,521
Student support	35,069	35,250	37,080
Administrative support	83,569	82,588	85,702
Research	7,204	6,837	6,857
Ancillary services	3,523	3,386	3,916
	<b>300,863</b>	<b>280,667</b>	<b>291,076</b>
<b>Annual surplus</b>	-	202	5,431
Accumulated operating surplus, beginning of year	205,446	205,446	200,015
<b>Accumulated operating surplus, end of year</b>	<b>\$ 205,446</b>	<b>\$ 205,648</b>	<b>\$ 205,446</b>

See accompanying notes to consolidated financial statements.

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Consolidated Statement of Changes in Net Debt**

For the Year Ended March 31, 2026

(In thousands of dollars)

	<b>Budget (Note 2(n))</b>	<b>2026</b>	<b>2025</b>
Annual surplus	\$ -	\$ 202	\$ 5,431
Acquisition of tangible capital assets	(34,646)	(20,866)	(23,610)
Amortization of tangible capital assets	24,350	22,179	21,518
	(10,296)	1,313	(2,092)
Net use (acquisition) of prepaid expenses and deposits	-	337	(340)
Net remeasurement gains	-	674	1,673
	(10,296)	2,324	(759)
Change in net debt	(10,296)	2,526	4,672
Net debt, beginning of year	(39,631)	(39,631)	(44,303)
<b>Net debt, end of year</b>	<b>\$ (49,927)</b>	<b>\$ (37,105)</b>	<b>\$ (39,631)</b>

See accompanying notes to consolidated financial statements.

**KWANTLEN POLYTECHNIC UNIVERSITY****Consolidated Statement of Cash Flows**

For the Year Ended March 31, 2026

(In thousands of dollars)

	<b>2026</b>	<b>2025</b>
<b>Operating activities:</b>		
Annual surplus	\$ 202	\$ 5,431
Items not affecting cash:		
Amortization of tangible capital assets	22,179	21,518
Asset retirement obligation accretion expense	54	48
Revenue recognized from deferred capital contributions	(13,835)	(13,311)
	<b>8,600</b>	<b>13,686</b>
Changes in non-cash working capital:		
Accounts receivable	(3,720)	1,325
Inventories for resale	-	81
Prepaid expenses and deposits	337	(340)
Accounts payable and accrued liabilities	2,499	(11,111)
Deferred revenue	(8,470)	(19,098)
Deferred contributions	(19,703)	8,933
	<b>(29,057)</b>	<b>(20,210)</b>
Cash used in operating activities	<b>(20,457)</b>	<b>(6,524)</b>
<b>Capital activities:</b>		
Cash used to acquire tangible capital assets	(20,866)	(23,610)
Cash used in capital activities	<b>(20,866)</b>	<b>(23,610)</b>
<b>Financing activities:</b>		
Contributions received for tangible capital assets	8,980	7,640
Principal payments on capital lease obligations	(924)	(858)
Cash provided by financing activities	<b>8,056</b>	<b>6,782</b>
<b>Investing activities:</b>		
Decrease (increase) in investments	80,199	(83,818)
Cash provided by (used in) investing activities	<b>80,199</b>	<b>(83,818)</b>
<b>Net change in cash and cash equivalents</b>	<b>46,932</b>	<b>(107,170)</b>
Cash and cash equivalents, beginning of year	<b>193,881</b>	<b>301,051</b>
<b>Cash and cash equivalents, end of year (Note 3)</b>	<b>\$ 240,813</b>	<b>\$ 193,881</b>

See accompanying notes to consolidated financial statements.

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Statement of Remeasurement Gains and Losses**

For the Year Ended March 31, 2026

(In thousands of dollars)

	<b>2026</b>	<b>2025</b>
<b>Accumulated remeasurement gains, beginning of year</b>	<b>\$ 4,435</b>	<b>\$ 2,762</b>
Unrealized gains (losses) generated during the year from:		
Fixed income pooled investments	1,583	2,081
Pooled equity and real estate investments	190	107
Foreign currency translation	(19)	38
Remeasurement (gains) losses realized and reclassified to the Statement of Operations and Accumulated Operating Surplus from:		
Pooled investments	(1,075)	(556)
Foreign currency translation	(5)	3
<b>Net remeasurement for the year</b>	<b>674</b>	<b>1,673</b>
<b>Accumulated remeasurement gains, end of year</b>	<b>\$ 5,109</b>	<b>\$ 4,435</b>

See accompanying notes to consolidated financial statements.

**1. Authority and purpose**

Kwantlen Polytechnic University (the “University”) operates under the authority of the *University Act* of British Columbia. The University is a not-for-profit entity governed by a Board of Governors, the majority of which are appointed by the Province of British Columbia. The University is a registered charity and is exempt from income taxes under section 149 of the *Income Tax Act*.

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

**2. Summary of significant accounting policies**

(a) Basis of accounting

These consolidated financial statements are prepared in accordance with the *Budget Transparency and Accountability Act* (“BTAA”), which requires application of generally accepted accounting principles for senior governments in Canada, supplemented by the following Province of British Columbia Treasury Board regulations (“Regulations”):

- Regulation 257/2010 requires that all taxpayer supported organizations adhere to the Public Sector Accounting Standards (“PSAS”) without any PSAS 4200 elections.
- Regulation 198/2011 requires that:
  - restricted contributions received or receivable for acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are to be deferred and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.
  - contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the period when the stipulation or restriction on the contributions have been met.

The Regulations result in revenue being recognized in the Consolidated Statement of Operations and Accumulated Operating Surplus and certain related deferred capital contributions being recorded in the Consolidated Statement of Financial Position differently than with application of the PSAS alone:

- PSAS requires unrestricted government transfers to be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with PS 3410. The BTAA / Regulations allow government transfers to be recognized as revenue when received or receivable.
- In contrast to Regulation 198/2011, PSAS requires externally restricted contributions to be recognized in revenue in the period when the resources are used for the purpose specified in accordance with PS 3100.

(continues)

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

- PSAS requires government transfers with stipulations that give rise to an obligation to be recognized as revenue as the liability is settled. The BTAA / Regulations allow for restricted contributions received for depreciable tangible capital assets to be recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded.

(b) Basis of consolidation

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of organizations which are controlled by the University. On May 22, 2022, KPU Communities Corporation (the "Corporation"), a wholly-owned subsidiary of the University, was incorporated under the *Business Corporations Act* of British Columbia and on June 1, 2022, a trust deed was executed and appointed the Corporation as sole trustee of KPU Communities Trust (the "Trust"). The purpose of the Trust is to create revenue generating opportunities to support academic endeavors and enhance student experience and well-being for the University. The Corporation and the Trust are fully consolidated into these statements and all inter-entity balances and transactions are eliminated on consolidation.

(c) Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase. They are subject to insignificant risk of change in value.

(d) Financial instruments

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

- (i) Fair value category: The University manages and reports performance for groups of financial assets on a fair-value basis. Investments, including endowment investments, are reflected at fair value as at the reporting date. The carrying amounts are shown at fair value based on quoted prices (unadjusted) in active markets. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets except for those related to restricted endowments are recognized in the Consolidated Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Consolidated Statement of Operations and Accumulated Operating Surplus and related balances reversed from the Consolidated Statement of Remeasurement Gains and Losses. Unrealized gains and losses on endowment investment assets, where earnings are restricted as to use, are recorded as deferred contributions and recognized in revenue when disposed of or when the related expenses are incurred.
- (ii) Cost category: For accounts receivable, and accounts payable and accrued liabilities, the carrying amount generally approximates fair value because of the short maturity of these instruments. Valuation allowances are made when collection is in doubt.

*(continues)*

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

(e) Inventories for resale

Inventories for resale, including new and used textbooks, course manuals, stationery, art supplies, clothing, and crested and non-crested giftware, are recorded at the lower of cost or net realizable value.

Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated proceeds on sale less any costs to sell. Inventories are written down to net realizable value when the cost of inventories is estimated not to be recoverable.

When circumstances that previously caused inventories to be written down below cost no longer exist, the amount of write-down previously recorded is reversed.

(f) Contaminated sites

A liability for contaminated sites is recognized when the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the University is directly responsible or accepts responsibility;
- (iv) it is expected that future economic benefits will be given up; and,
- (v) a reasonable estimate of the amount can be made.

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

(g) Non-financial assets

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

*(continues)*

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

(i) Tangible capital assets

Tangible capital asset acquisitions are recorded at cost, which includes amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less the residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as shown below. Land is not amortized as it is deemed to have an unlimited useful life. Work in progress is not amortized until the asset is available for productive use.

Buildings	40 years
Major site improvements	10 years
Major equipment	10 - 20 years
Library holdings	10 years
Technology infrastructure	8 years
Furniture and equipment	5 years
Computing equipment	4 years
Leased capital assets	lesser of 5 years or lease term

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

(ii) Leased tangible capital assets

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

(h) Employee future benefits

The University and its employees make contributions to the College Pension Plan and Municipal Pension Plan, which are multi-employer joint trustee pension plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings averaged over five years.

As the assets and liabilities of the plans are not segregated by institution, the plans are accounted for as defined contribution plans and any contributions of the University to the plans are expensed as incurred.

The University's sick leave benefits do not vest or accumulate and related costs are expensed as incurred. The University accrues vacation for employees as earned. The University accrues a supplemental employment benefit for maternity and parental leave upon commencement of the related leave. Retirement allowances, where applicable, are accrued upon approval.

*(continues)*

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

(i) Asset retirement obligations

The University recognizes an asset retirement obligation, as at the financial reporting date, when there is a legal obligation to incur retirement costs in relation to a tangible capital asset, the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made.

The estimate of the asset retirement obligation includes costs directly attributable to the asset retirement activities and is recorded as a liability and increase to the related tangible capital asset. The amount capitalized in tangible capital assets is amortized using the amortization accounting policy outlined in note 2(g)(i).

The carrying value of the liability is re-evaluated at each financial reporting date with changes to the timing or amount of the original estimate of cash flows recorded as an adjustment to the asset retirement obligation liability and tangible capital assets.

The changes in the liability for the passage of time are recorded as accretion expense in the Statement of Operations and Accumulated Operating Surplus.

(j) Revenue recognition

Tuition and student fees, ancillary revenues, and sales of other goods and services are reported as revenue when (or as) the University satisfies a performance obligation by providing the promised goods or services to a payor. A performance obligation is an enforceable promise made by a public sector entity.

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

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

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

*(continues)*

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

- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as endowment donations and as deferred contributions for any unspent restricted investment income earned thereon.

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

(k) Functional classification of expenses

The University has identified the following functions and associated groups of activities based upon the functional areas of service provided by various departments:

i) Academic support and instruction

Academic support and instruction includes the activities related to the support and delivery of education including cost of instructors, academic management, support staff and related support costs.

ii) Student support

Student support includes direct supports for students including Student Affairs, Alumni Relations, International Education, The Learning Centre, Library Resources and the Office of the Registrar.

iii) Administrative support

Administrative support includes expenses that relate to the activities that support the University, consisting of Advancement, Business Performance and Advisory Services, Campus and Community Planning, Campus Safety and Security, Equity and Inclusive Communities, Facilities, Financial Services, General Counsel, Human Resources, Indigenous Leadership, Innovation and Partnerships, Information Technology, Marketing and Communications, Office of Planning and Accountability, and Office of the President.

iv) Research

Research consists of the Office of Research Services which assists researchers with proposal preparation, administration of sponsored projects and active research activities.

v) Ancillary services

Ancillary services represent the business activities that support the University's campus life. It consists of the bookstore, food services and parking and transit services.

*(continues)*

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

(l) Use of estimates

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, related disclosures, and the disclosures of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period. Areas where management has made estimates and assumptions include those related to the determination of useful lives of tangible capital assets for amortization and the amortization of related deferred capital contributions, accrued liabilities, valuation of accounts receivable, provisions for contingencies, and discount rate and future cash flows associated with asset retirement obligations. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

(m) Foreign currency translation

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

Any gains or losses resulting from a change in rates between the transaction date and the settlement date or Consolidated Statement of Financial Position date is recognized in the Consolidated Statement of Remeasurement Gains and Losses. In the period of settlement, the related cumulative remeasurement gain/loss is reversed in the Consolidated Statement of Remeasurement Gains and Losses and the exchange gains or losses in relation to the exchange rate at the date of the item's initial recognition is recognized in the Consolidated Statement of Operations and Accumulated Operating Surplus.

(n) Budget figures

Budget figures have been provided for comparative purposes and have been derived from the 2025-2026 University Budget approved by the Board of Governors on March 26, 2025. The budget is reflected in the Consolidated Statement of Operations and Accumulated Operating Surplus and the Consolidated Statement of Changes in Net Debt.

**3. Cash and cash equivalents**

	<b>2026</b>	<b>2025</b>
Cash	\$ 165,185	\$ 119,828
Cash equivalents	75,628	74,053
	<b>\$ 240,813</b>	<b>\$ 193,881</b>

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Notes to Consolidated Financial Statements**  
**For the Year Ended March 31, 2026**

**(In thousands of dollars)**

**4. Accounts receivable**

	<b>2026</b>	<b>2025</b>
Student	\$ 2,555	\$ 3,453
Province of British Columbia	4,647	151
Trade and other	1,830	1,843
Allowance for doubtful accounts	(1,500)	(1,635)
	<b>\$ 7,532</b>	<b>\$ 3,812</b>

**5. Investments and endowment assets**

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

	<b>2026</b>	<b>2025</b>
Designated to the fair value category (Level 2)		
Fixed income pooled investments	\$ 25,339	\$ 23,755
Canadian equities pooled investments	10,442	8,098
International equities pooled investments	8,279	8,678
Guaranteed investment certificates	-	83,181
Total Level 2 category investments	44,060	123,712
Designated to the fair value category (Level 3)		
Real estate pooled investments	1,752	1,625
Total investments	45,812	125,337
Less endowment investments	(2,817)	(2,817)
	<b>\$ 42,995</b>	<b>\$ 122,520</b>

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

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities (the University has no Level 1 investments).
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The following table reconciles the changes in the fair value of investments classified as Level 3 during the year.

	<b>2026</b>	<b>2025</b>
Balance, beginning of year	\$ 1,625	\$ 1,539
Purchases	62	45
Unrealized gain	65	41
	<b>\$ 1,752</b>	<b>\$ 1,625</b>

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Notes to Consolidated Financial Statements**  
**For the Year Ended March 31, 2026**

**(In thousands of dollars)**

**6. Accounts payable and accrued liabilities**

	<b>2026</b>	<b>2025</b>
Accounts payable and accrued liabilities	\$ 19,437	\$ 22,839
Salaries, benefits and wages payable	21,151	14,035
Accrued vacation payable	13,559	14,774
	<b>\$ 54,147</b>	<b>\$ 51,648</b>

**7. Employee future benefits**

a) Pension benefits

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trustee pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the plans, including investment of assets and administration of benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2025, the College Pension Plan has about 17,500 active members, and approximately 11,800 retired members. As at December 31, 2024, the Municipal Pension Plan has about 273,000 active members, including approximately 7,000 from colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2024, indicated a \$3,800 unfunded liability for basic pension benefits. This was covered by a transfer from the rate stabilization account leaving the basic pension account balanced at the valuation date on a going concern basis.

The most recent valuation for the Municipal Pension Plan as at December 31, 2024, indicated a \$2,675,000 funding surplus for basic pension benefits on a going concern basis

The next valuation for the College Pension Plan will be as at August 31, 2027. The next valuation for the Municipal Pension Plan will be as at December 31, 2027.

The University paid \$14,189 for employer contributions to the plans in fiscal year 2026 (2025 - \$11,218).

*(continues)*

**7. Employee future benefits (continued)**

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for each plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

b) Maternity or parental leave

The University provides supplemental employee benefits for faculty, staff and administration on maternity or parental leave. For the duration of the leave, employees on maternity or parental leave receive a supplemental payment added to employment insurance benefits. Employer-paid benefits also continue to be paid on the employees' behalf. The University has expensed \$1,082 in the current year (2025 – \$1,144). As at March 31, 2026, the University has an obligation of \$605 (2025 – \$820) which has been included in salaries, benefits and wages payable.

**8. Deferred contributions**

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

	<b>2025</b>	<b>Amounts received/ receivable</b>	<b>Recognized as revenue</b>	<b>2026</b>
Provincial	\$ 92,256	\$ 7,271	\$ (27,345)	\$ 72,182
Federal	1,624	2,167	(2,323)	1,468
Other sources	2,491	4,057	(3,530)	3,018
	<b>\$ 96,371</b>	<b>\$ 13,495</b>	<b>\$ (33,198)</b>	<b>\$ 76,668</b>

**9. Deferred capital contributions**

Contributions that are restricted for the purpose of acquiring capital are recorded as deferred capital contributions. Amounts are recognized into revenue at the same rate that amortization of the tangible capital asset is recorded.

Changes in deferred capital contributions balance are as follows:

	<b>2025</b>	<b>Amounts received/ receivable</b>	<b>Recognized as revenue</b>	<b>2026</b>
Provincial	\$ 159,973	\$ 8,888	\$ (12,716)	\$ 156,145
Federal	6,982	-	(668)	6,314
Other sources	13,576	92	(451)	13,217
	<b>\$ 180,531</b>	<b>\$ 8,980</b>	<b>\$ (13,835)</b>	<b>\$ 175,676</b>

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Notes to Consolidated Financial Statements**  
**For the Year Ended March 31, 2026**

**(In thousands of dollars)**

**10. Obligations under capital lease**

The University entered into a capital lease on September 1, 2023 to finance technology infrastructure at an estimated cost of borrowing of 7.36% per annum (2025 - 7.36%). The principal and interest payments are as follows:

	<b>2026</b>	<b>2025</b>
2026	\$ -	\$ 984
2027	411	411
Total minimum capital lease payments	411	1,395
Less amounts representing interest	(6)	(66)
Present value of net minimum capital lease payments	<b>\$ 405</b>	<b>\$ 1,329</b>

Total interest payment on capital leases for the year was \$61 (2025 - \$126).

**11. Asset retirement obligations**

The University has recorded asset retirement obligations for the removal of hazardous material from some of the University's buildings.

The following is a reconciliation of the changes in the asset retirement obligations during the year:

	<b>2026</b>	<b>2025</b>
Balance, beginning of year	\$ 1,663	\$ 1,615
Accretion expense	54	48
Balance, end of year	<b>\$ 1,717</b>	<b>\$ 1,663</b>

The undiscounted estimated cash flows required to settle the obligations are approximately \$2,169 (2025 - \$2,169) to be paid during the fiscal years 2032 to 2034. The estimated cash flows were discounted using the credit-adjusted risk-free rate of 3.2% (2025 - 3.0%) per annum.

**12. Line of credit**

The University has the ability to draw on a line of credit with a commercial bank for \$7,500 (2025 - \$7,500). As at March 31, 2026, the University has not utilized the available line of credit.

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Notes to Consolidated Financial Statements**  
Year ended March 31, 2026

(In thousands of dollars)

**13. Tangible capital assets**

	Land	Buildings	Major site improvements	Major equipment	Library holdings	Technology infrastructure	Furniture and equipment	Computing equipment	Leased capital assets	Work in progress (WIP)	2026	2025
Cost												
Opening balance	\$ 20,428	\$ 267,414	\$ 64,210	\$ 21,322	\$ 10,405	\$ 5,266	\$ 98,166	\$ 19,731	\$ 2,660	\$ 25,864	\$ 535,466	\$ 511,856
Additions	-	-	2,294	1,259	233	267	2,451	2,207	-	12,155	20,866	23,610
Transfer to/(from) WIP	-	-	3,538	12,064	-	503	-	499	-	(16,604)	-	-
Closing balance	20,428	267,414	70,042	34,645	10,638	6,036	100,617	22,437	2,660	21,415	556,332	535,466
Accumulated amortization												
Opening balance	-	(129,641)	(39,301)	(7,144)	(9,009)	(4,021)	(86,220)	(16,223)	(1,404)	-	(292,963)	(271,445)
Amortization	-	(6,686)	(4,963)	(2,202)	(305)	(285)	(4,855)	(1,996)	(887)	-	(22,179)	(21,518)
Closing balance	-	(136,327)	(44,264)	(9,346)	(9,314)	(4,306)	(91,075)	(18,219)	(2,291)	-	(315,142)	(292,963)
<b>Net book value</b>	<b>\$ 20,428</b>	<b>\$ 131,087</b>	<b>\$ 25,778</b>	<b>\$ 25,299</b>	<b>\$ 1,324</b>	<b>\$ 1,730</b>	<b>\$ 9,542</b>	<b>\$ 4,218</b>	<b>\$ 369</b>	<b>\$ 21,415</b>	<b>\$ 241,190</b>	<b>\$ 242,503</b>

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Notes to Consolidated Financial Statements**  
**For the Year Ended March 31, 2026**

**(In thousands of dollars)**

**14. Accumulated surplus**

The accumulated surplus is comprised of the following:

	<b>2026</b>	<b>2025</b>
Investment in tangible capital assets	\$ 105,292	\$ 107,299
Endowments ( <i>Note 5</i> )	2,817	2,817
Internally restricted reserves	45,449	43,071
Unrestricted reserves	52,090	52,259
Accumulated remeasurement gains	5,109	4,435
	<b>\$ 210,757</b>	<b>\$ 209,881</b>

Internally restricted reserves are comprised of:

	<b>Student Award Fund</b>	<b>xé?elł Reconciliation Fund (Indigenous Fund)</b>	<b>Other Internally Restricted Funds</b>	<b>Total</b>
Balance, beginning of year	\$ 20,000	\$ 16,901	\$ 6,170	\$ 43,071
Additions	1,801	1,577	-	3,378
Expenditures	(1,000)	-	-	(1,000)
Balance, end of year	<b>\$ 20,801</b>	<b>\$ 18,478</b>	<b>\$ 6,170</b>	<b>\$ 45,449</b>

**15. Financial risk management**

The University has exposure to certain risks from its financial instruments.

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

(a) Credit risk

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

Credit risk associated with cash and cash equivalents is minimized by ensuring that these assets are held at financial institutions with a high credit quality. The University holds the majority of its cash and cash equivalents in a Canadian Chartered bank.

Management believes the credit risk associated with accounts receivable is limited as the balance largely consists of receivables from the Province of British Columbia and student accounts receivable that are closely monitored and managed to limit further enrollment until payment is made.

*(continues)*

**15. Financial risk management (*continued*)**

(b) Market risk and interest rate risk

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

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

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

(c) Liquidity risk

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

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

(d) Foreign exchange risk

Foreign exchange risk is the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in foreign exchange rates. The University is exposed to foreign exchange risk on investments that are dominated in foreign currencies.

The functional currency of the University is the Canadian dollar. The University is also exposed to risk as it conducts some transactions in foreign currencies, particularly the U.S. dollar. The University maintains a U.S. dollar denominated bank account to minimize foreign exchange risk on these transactions.

There has been no change to any of the risk exposure from the prior period.

**16. Contractual obligations**

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

	Operational commitments	Capital commitments	Total commitments
2027	\$ 20,462	\$ 27,931	\$ 48,393
2028	10,320	61	10,381
2029	8,373	-	8,373
2030	6,680	-	6,680
2031	3,051	-	3,051
Thereafter	3,047	-	3,047

**17. Contingent liabilities**

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

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

**18. Contractual rights**

The University may, from time to time, enter into contracts or agreements in its normal course of operations that will result in the realization of assets and revenues in future fiscal years.

The University enters into multi-year research funding agreements with various federal, provincial and municipal funding agencies whereby it has the opportunity to earn revenue in future years by incurring qualified expenditures. These research funding agreements do not abnormally impact the University's financial position.

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Notes to Consolidated Financial Statements**  
**For the Year Ended March 31, 2026**

**(In thousands of dollars)**

**19. Related party transactions**

The University has entered into certain transactions and agreements in the normal course of business with certain of its related parties. These transactions are measured at the exchange amount, which is the amount of consideration established and agreed to by the related parties. Significant related party transactions not disclosed elsewhere in the consolidated financial statements, are as follows:

	<b>2026</b>	<b>2025</b>
<u>Included in revenue</u>		
Ministry of Post-Secondary Education and Future Skills grants	\$ 112,371	\$ 101,219
Provincial government entities - grants and revenue recognized from deferred contributions ( <i>Note 8</i> )	27,345	8,857
Provincial government entities - grants and revenue recognized from deferred capital contributions ( <i>Note 9</i> )	12,716	12,127
	<b>\$ 152,432</b>	<b>\$ 122,203</b>

	<b>2026</b>	<b>2025</b>
<u>Included in expenses</u>		
Ministry of Post-Secondary Education and Future Skills	\$ -	\$ 353
Other provincial government entities	2,333	2,098
Other provincial universities	421	458
	<b>\$ 2,754</b>	<b>\$ 2,909</b>

	<b>2026</b>	<b>2025</b>
<u>Included in accounts receivable</u>		
Ministry of Post-Secondary Education and Future Skills	\$ 4,647	\$ 151

**Related party transactions with key management personnel:**

During the year, key management personnel, comprised of the Board and the University's Executives, have nil (2025 – nil) related party transactions with the University.

**KWANTLEN POLYTECHNIC UNIVERSITY**  
**Notes to Consolidated Financial Statements**  
**For the Year Ended March 31, 2026**

**(In thousands of dollars)**

**20. Expense by object**

The following is a summary of expenses by object:

	<b>2026</b>	<b>2025</b>
Salaries and benefits	\$ 206,030	\$ 207,935
Fees and services	16,338	21,444
General other non-salary	9,938	10,119
Software and subscriptions	9,493	8,941
Student awards	5,284	7,175
Facilities repairs and maintenance	3,338	3,651
Utilities	2,102	2,349
Travel and professional development	3,461	4,809
KPU Foundation disbursements ( <i>Note 21</i> )	2,504	3,135
Amortization of tangible capital assets	22,179	21,518
	<b>\$ 280,667</b>	<b>\$ 291,076</b>

**21. Kwantlen Polytechnic University Foundation**

The Kwantlen Polytechnic University Foundation (the "Foundation") was established on July 14, 2000 and is registered under the Societies Act (British Columbia). The Foundation is a registered charity under the Income Tax Act of Canada. The purpose of the Foundation, is the solicitation and management of donations and endowments for the purpose of providing awards and grants to students of the University and to advance the University's engagement with and within communities it serves. The Foundation is governed by an independent board of directors, the voting members of which can include employees and officers of the University. The University does not exercise control over the Foundation.

During the year, as part of its ordinary course of business, the University committed certain funds to the Foundation.

	<b>2026</b>	<b>2025</b>
The Advancing Initiatives Fund	\$ 2,500	\$ -
KPU Financial Aid Endowment	-	2,000
KPU Financial Barrier Reduction Fund	-	1,000
KPU Other Transfers	4	135
	<b>\$ 2,504</b>	<b>\$ 3,135</b>

The University also provides administrative, management and staff resources to the Foundation at no charge. As at March 31, 2026 the University has a payable of nil (2025 – \$3,000) to the Foundation.

**22. Comparative figures**

Certain comparative figures have been reclassified to conform to the current year's consolidated financial statements presentation. These changes do not affect prior year's annual surplus.

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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 9.2

**Meeting Date:** *May 27, 2026*

**Presenter(s):** *Peter Smailes/Carole Laplante*

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**AGENDA TITLE:** FY2026-27 BUDGET SUBMISSION TO THE MINISTRY

**ACTION REQUESTED:** Information

**RECOMMENDED RESOLUTION**

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### COMMITTEE REPORT

The Board Finance Committee reviewed the report at its May 12, 2026 meeting.

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#### Context and Background

On January 28, 2026 KPU's Board of Governors (the Board) approved the institution's FY2026/2027 budget. The Ministry of Post-Secondary Education and Future Skills (the Ministry) requested that all post-secondary institutions submit the following:

The Board-approved Fiscal Year 2026/2027 Budget, which includes:

- A Consolidated Statement of Operations,
- A Statement of Operations by Fund (if available),
- A Statement of Financial Position by Fund (if available),
- A Consolidated Statement of Financial Position (if available).

The Ministry has requested that each post-secondary institution provide its budget and supporting documents by May 15, 2026. This request is intended to give the Ministry deeper insight into the challenges and opportunities facing institutions across the sector. While existing forecasts and Appendix C submissions form the basis for ongoing discussions, these templates are primarily designed to support government financial reporting and consolidation for Public Accounts. As a result, they do not provide the level of operational detail required to address key fiscal considerations in the current domestic and global financial environment.

The Ministry has also indicated that changes will be introduced to quarterly reporting requirements. These changes will include variance reporting against the Board-Approved Budget, recognizing that

current-year forecasts serve as indicators of progress toward strategic objectives, performance measures, and the constraints embedded within an institution’s budget.

In addition, KPU’s forecasts will play a significant role in the development of the Provincial Plan, as institutional projections are combined and consolidated with those of the province. As the Ministry notes, “Institutional budgets encapsulate anticipated strategic and operational performance for the upcoming fiscal year at the entity level. When quarterly forecasts are compared to an institution’s annual budget, meaningful and proactive insights may be gleaned into the accomplishments and/or challenges of an institution vis-à-vis the attainment of annual budget targets, at both the entity and Ministry level.”

Accordingly, during the Q1 Forecast cycle, the Ministry will require KPU to provide its Board-Approved Budget figures on the Variance Analysis tab. This information will support the Ministry in explaining differences between the prior year’s Q3 Forecast and the current Board-Approved Budget.

In response to the Ministry’s request, KPU has prepared the attached Reader-Friendly Budget. This supplementary document offers additional context and clarity regarding KPU’s financial challenges, priorities, and strategies. It is intended to complement the formal budget submission and will also serve as the publicly posted version of KPU’s approved budget.

### **Key Messages**

1. KPU intends to meet the Ministry’s request by submitting the required document no later than May 15, 2026.
2. The Reader-Friendly Budget Document serves as a public-facing resource that outlines KPU’s budget and planning approach for the 2026/2027 fiscal year. Many of its key messages have already been communicated during budget presentations and consultations conducted throughout the planning process.

### **Consultations**

1. Senior Executive Team

### **Attachments**

1. Reader-friendly Budget “Kwantlen Polytechnic University’s 2026/2027 Consolidated Budget Explained”

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### **Submitted by**

Peter Smailes, Vice-President Finance and Administration

### **Date submitted**

May 19, 2026

# Fiscal 2026/27 Consolidated Budget





## Territorial Acknowledgement

*We at Kwantlen Polytechnic University respectfully acknowledge that we live, work, and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the Musqueam, Katzie, Semiahmoo, Tsawwassen, Qayqayt, and Kwikwetlem; and with the lands of the Kwantlen First Nation, which graciously bestowed its name on this university.*

*In the cause of Reconciliation, we recognize our commitment to address and reduce ongoing systemic colonialism, oppression, and racism that Indigenous Peoples continue to experience.*



## Table of Contents

Executive Summary.....	3
Introduction and Background .....	5
Purpose of a Budget.....	6
Factors that Shape KPU’s Consolidated Budget.....	6
BC Government Priorities .....	7
Federal Government:.....	8
External Influences.....	8
Population Demographics.....	9
Opportunities.....	9
Strategic Priorities:.....	9
How Budgeting is Done at KPU .....	9
Budget Model .....	9
Budget Process.....	10
A Snapshot of KPU’s Fiscal 2026/27 Consolidated Budget .....	11
Consolidated Budget.....	11
Operating Budget.....	12
Revenues.....	12
Expenses.....	14
Balanced Budget .....	14
Capital Budget.....	15
Appendix 1 – Operating Revenue Budget.....	16
Appendix 2 – Operating Expense Budget by Expenditure Type .....	20
Appendix 3 – Operating Expense Budget by Function.....	24
Appendix 4 - Capital Investment and Renewal .....	27
Appendix 5 – Budget Principles & Priorities Fiscal Year 2026/27 .....	29

## Executive Summary

Kwantlen Polytechnic University's (KPU or the University) 2026/27 Consolidated Budget has been developed through a comprehensive consultative process and is grounded in the University's budget principles and priorities, as well as the strategic and academic plans that guide institutional decision making. This budget reflects KPU's commitment to long-term financial sustainability, academic excellence, and responsible stewardship of public resources.

### A New Financial Reality

KPU continues to face significant enrolment challenges driven primarily by federal immigration policy changes. International student revenues have declined sharply and are not expected to return to previous levels. Between fiscal year ("FY") 2023/24 and FY 2026/27, the University anticipates a cumulative international student revenue reduction of more than **\$88 million (M)**. The recent Immigration, Refugees and Citizenship Canada (IRCC) policy changes represent a permanent structural shift rather than a temporary disruption, requiring the University to adapt to a fundamentally different funding environment.

### Commitment to a Balanced Budget


In this context, KPU has prioritized producing a balanced budget for FY 2026/27. Maintaining a balanced budget is essential to preserving the University's accountability to government, partners, and the communities it serves. Presenting a deficit budget is neither a responsible nor viable option. KPU has the ability to balance its budget and therefore approval by the Government of British Columbia (BC Government) for a deficit will not be granted. To remain sustainable over the long-term, the University must take decisive action that goes beyond incremental reductions and instead focuses on meaningful transformation.

### Strategic Expenditure Management

Approximately 70% of KPU's total expenses relate to salaries and benefits. With revenues undergoing a significant and lasting shift, the University must adjust its employee complement accordingly. This budget incorporates workforce changes achieved through reduction incentive programs—including early retirement and voluntary departure options—as well as the ending of short-term positions. In some cases, layoff of positions could not be avoided to ensure alignment between staffing levels, enrolment realities, and institutional priorities.

### Community Input and Engagement

Throughout the budget development process, KPU engaged in extensive consultation, including a university-wide Listening Tour that included meetings with each Faculty and with the British Columbia General Employees' Union (BCGEU) and administrative employees on each campus (except the Civic Campus). Feedback from students, employees, and community partners played a critical role in shaping the final budget. This engagement reinforced the importance of transparency, shared understanding, and collective responsibility as the University navigates this period of transition.



As the budget planning process progressed, certain key principles shaped KPU's financial decisions this year.

### **1. Balanced Approach**

- KPU is committed to maintaining a balanced budget that supports institutional sustainability while remaining responsive to economic pressures.

### **2. Focused Budgetary Allocations/Targets**

- Resources are being strategically directed toward high-impact areas to ensure every dollar supports our core mission and priorities.

### **3. Safety and Security of Students and Employees**

- Investments are being made to enhance campus safety, emergency preparedness, and overall well-being for our community.

### **4. KPU Engagement**

- KPU is prioritizing meaningful engagement with students, faculty, staff, and external partners to ensure transparency and collaboration in budget decisions.

### **5. Investing in a Sustainable Future**

- The budget reflects a strong commitment to sustainability—through infrastructure upgrades, climate action, and long-term planning.

### **6. Transformational Funding Priorities**


- KPU is committed to identifying and supporting initiatives that have the potential to transform how we teach, learn, and serve our communities.

KPU is fortunate to have deferred operating funds available to support transformative investments in short-term projects intended to position KPU to better withstand financial pressures in the future. These projects will focus on improving student recruitment and retention, modernizing systems, and supporting initiatives that make the institution more efficient and sustainable.

## **Looking Ahead**

The 2026/27 Consolidated Budget reflects KPU's commitment to responsible financial planning and strategic adaptation. While the challenges ahead are significant, the University remains focused on transformation, innovation, and the continued delivery of high-quality, accessible education. By aligning resources with long-term priorities and embracing new approaches, KPU is positioning itself for a sustainable and resilient future.

Despite these challenges, the flexibility and dedication of our students, employees, and partners give us confidence in KPU's path forward. By working together, KPU will continue to build a vibrant, inclusive, and



sustainable university community—one that is well-equipped to thrive in a changing environment and to advance the University’s mission with optimism and purpose.

## Introduction and Background

This document serves as an informative guide to the rationale, contextual framework, and process involved in preparing KPU’s annual budget. It offers a comprehensive overview of the planning process for the FY 2026/27 budget, spanning from April 1, 2026 to March 31, 2027, and provides explanations of changes from the preceding fiscal year’s budget (2025/26).

KPU has nearly 19,000 students at five campuses, offering about 140 programs in seven faculties: Academic & Career Preparation, Arts, Health, Melville School of Business, Science, Trades and Technology, and Wilson School of Design. Although KPU is a designated teaching university, it also supports applied research, partnering with funding organizations to invest in initiatives that enrich our core mission and support the recruitment of exceptional faculty and students. KPU’s budget reflects service delivery expectations and goals for faculties, student support, research and support services such as finance, human resources, facilities services, and information technology, among others.

KPU proudly shares the name of the Kwantlen First Nation; the word 'Kwantlen' means ‘Tireless Runner’ and is reflected in the University's motto: “through tireless effort, knowledge, and understanding.” This reminds us of the persistence and strength required to move forward in good ways. In our obligation to live up to this name, we recognize that advancing reconciliation and decolonization depend on the ongoing work and tireless commitment of all KPU community members. KPU is also committed to advancing equity, diversity, inclusion, anti-racism, and accessibility, and ensuring that social justice remains a key pillar of our vision. These key commitments and obligations are recognized within this budget document.

## Organizational Governance

The Board of Governors (the Board) is the highest governing body at a university, comprised of BC Government-appointed and elected members and KPU’s President and Chancellor. See the [‘About Us’](#) section on KPU’s website for a complete list. The Board is entrusted with stewardship of the University and accountability for ensuring KPU fulfills the mandate set by the BC Government. To do this, the Board oversees KPU’s activities, finances and property, including approving and monitoring KPU’s budget.

KPU follows a bicameral governance model, meaning that the Board, though still the ultimate authority, shares responsibilities with the Senate, which looks after academic matters. The Senate advises the president about KPU's budget prior to Board approval. The Senate and Board include student and community representation. See the "[Membership Composition](#)" section on KPU's website for a complete list.

Management is responsible for KPU's day-to-day operations and implementing the policies and strategies set out by the Board, including preparation and execution of the annual budget.

KPU created its strategic plan - Vision 2026 - that aligns with the Ministry of Post-Secondary Education and Future Skills' (the Ministry) goals and outlines KPU's vision that by "... 2026, KPU is a learning ecosystem rooted in a culture of sustainability, creativity, justice and quality that inspires our people and our communities". The financial component of Vision 2026 implementation is reflected in the annual budget.



## Purpose of a Budget

A budget is an organization's financial plan for revenues (money in) and expenses (money out) to meet the expected demand for and cost of services, reflecting Ministry mandates and organizational strategies. The budget reflects and is used to communicate and subsequently track and report on progress against Provincial mandates and the University's financial goals. Budgets are created for a single year or longer periods (e.g., five-year financial plan or 20-year capital plan).

## Factors that Shape KPU's Consolidated Budget

KPU's budget incorporates various factors, in particular government and organizational strategic direction and external influences.



## BC Government Priorities

The BC Government is made up of ministries and various other organizations that deliver services and programs on its behalf, including public post-secondary institutions (PSIs). Specifically, KPU is accountable to the public through the Ministry, which provides leadership and direction for post-secondary education and skills training across the province.

The budget preparation process for all levels of the BC Government is governed by legislation under the [Budget Transparency and Accountability Act](#),

the [Financial Administration Act](#), and the [Balanced Budget and Ministerial Accountability Act](#).

The Ministry requires KPU to align itself with overarching principles relevant to the entire public sector and specific direction on priorities and expectations for KPU. These requirements are documented in mandate and budget letters from the Ministry to the Board and Vice-President Finance and Administration. KPU's current 2025 mandate letter can be [located here](#).


The June 2025 mandate letter to the KPU Board of Governors identifies the following directives:

- *Financial Sustainability*
- *Up-to-date cybersecurity practices*
- *Implement plans and strategies for minimizing greenhouse gas emissions and managing climate risk*
- *Partnership with Indigenous Peoples and Advancing Reconciliation*
- *Relevant and Accessible Education*
- *Safety, Protection and Fair Treatment for Students and Employees*

The FY [2025/26 Provincial Operating Budget letter](#) includes the following priorities. Many of these represent long-standing provincial government commitments and are considered during budget preparation:

**Deficits:** Publicly funded post-secondary institutions are required to prepare a balanced budget, achieving a balanced or surplus position by year-end. Although institutions may request deficit approval from the provincial government, the FY 2026/27 budget has been prepared with the intention of being balanced. Where a post-secondary institution has the ability to balance its budget, approval for a deficit will not be granted by the BC Government. Ensuring KPU achieves a balanced position is not only important to remain a going concern, but also represents leadership's commitment to financial sustainability and credibility.

**Tuition Limit Policy:** The tuition limit policy has been in place since 2005, before KPU became a university. Over that time domestic tuition and mandatory fee increases have been limited to 2% annually. This policy ensures affordability and predictability for students, but also limits KPU's ability to adjust tuition rates to



offset reduced revenues, and operating costs that have risen significantly over the last few years as a result of inflationary pressures. International tuition and mandatory fees are not bound by these limits, however to support stability for its international students, KPU increased international tuition fees in tandem with domestic for the 2026/27 academic year.

#### **International Students:**

The BC Government has aligned itself with the federal IRCC changes by introducing the Public Post-Secondary International Student Enrolment Guidelines. These guidelines limit the international student complement to 30%. The guidelines call for increased student supports and tuition transparency, where tuition fees and maximum expected increases should be known at the outset of a student's study program.

#### **Administrative Services Collaborative (ASC):**

The ASC is a group of all BC public post-secondary institutions, [BCNET](#) and the Ministry which focuses on implementing joint collaborative agreements which leverage economies of scale and reduce the duplication of efforts. KPU is an active participant in this collaborative and benefits from group pricing on a wide range of goods and services.

#### **Central Deposit Program (CDP):**

Following an Office of the Auditor General (OAG) performance audit which identified high levels of idle cash across the Schools, Universities and Colleges, and Hospitals (SUCH) sector organizations, central government launched the CDP, which allows organizations to invest their funds which reduce deposit risk, achieve competitive short-term deposit rates, and reduce debt for tax-payers.

#### **Federal Government:**

Although post-secondary institutions fall under provincial jurisdiction, federal policy directions continue to have a significant impact on KPU's operations. On November 4, 2025, the federal government released its Canada Strong – Budget 2025, which reaffirmed its commitment to return to sustainable immigration levels. For the post-secondary sector, this translates into ongoing limits on the number of new study permits issued nationwide. This federal direction indicates that the lower targeted levels of international enrolment should be considered the new baseline for the foreseeable future.

#### **External Influences**

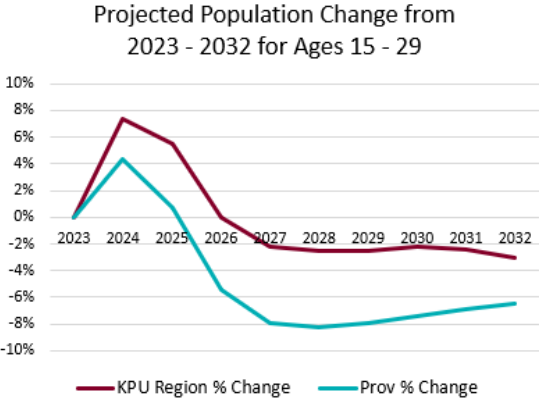
The annual budget incorporates not only Ministry and organizational strategy but also significant risk factors and opportunities, including the impact of BC and Canadian government decisions, economic factors, supply / demand considerations, and salary and benefit costs. Examples include expected inflation and Bank of Canada interest rates, the persisting Canadian government direction to limit new student visas for international students, flattening demand for domestic enrolments, the need for revenue diversification and collective agreement negotiations.

### Population Demographics

As international student demand declines across the sector, KPU is seeing heightened competition from other regional PSIs for domestic students. Furthermore, projected population growth in the KPU region, presented to the right, indicates that population levels are anticipated to decrease in university-aged groups between 2023 to 2028.

### Opportunities

In FY 2023/24, the Ministry allowed KPU to restrict and defer \$78.0M of its annual operating grant for future use on specific operating initiatives. In FY 2024/25, the Ministry allowed KPU to defer an additional \$5.0M, resulting in a total of \$83.0M being restricted to support future projects and initiatives. This funding deferral provides KPU with a unique opportunity to engage in transformational initiatives and projects that may have otherwise gone unfunded in this constrained financial environment.



BC Stats: Population Estimates & Projections for British Columbia

### Strategic Priorities:

Vision 2026, which serves as KPU’s strategic plan, will expire during the 2026/27 fiscal year. At the November 2025 Board meeting, the Board approved work to begin on revising KPU’s mission, vision and values that will support the development of the University’s new strategic plan.

### How Budgeting is Done at KPU

An organization’s budget process refers to the budget model used, the process followed to create a budget, and methods to monitor and report on financial results in a transparent way throughout the budget period(s). KPU’s budget is created at an appropriate level of detail and segmentation for those tasked with its implementation, monitoring and reporting.

### Budget Model

There are various budget models typically considered by PSIs. Each model has strengths and weaknesses, and varying costs to implement and manage. Some of these budget models have a centralized approach, meaning that decision-making powers are in the hands of upper-level administration, and others have a decentralized approach, where individual areas within the PSI decide what they want to spend. More often than not, a hybrid model and / or approach is used by PSIs.

KPU currently uses an incremental model with a hybrid approach. Since KPU serves a large community, whose needs are both long-term and multi-year, the University’s services and offerings must remain stable over time yet able to address emergent needs. As a result, ongoing operating budgets are rolled over each year to ensure that delivery is consistent and stable.

Under KPU’s incremental model, consideration is first given to prior year revenues (operating grants, other revenues, ancillary activities, etc.) and adjustments are made for known changes to arrive at budgeted revenue for the upcoming year. The same exercise is followed for expenses. If revenues exceed expenses, the remaining budget is allocated based on approved budget principles and priorities and Vision

2026 strategic goals. If expenses exceed revenues, the expenses are reduced until revenues and expenses balance. Most expenses are allocated to specific portfolios, while revenues are centrally managed.



### Budget Process

The budget development process begins each spring by setting annual budget principles and priorities. These form the basis for all budget decisions and are used to guide and support decision making throughout the budget process. They are key in driving decision making and leadership must ensure changes to the budget are appropriately aligned with the approved principles and priorities. The FY 2026/27 Budget

Development Principles and Priorities can be found below in Appendix 5.

During summer months, the Budget and Planning team works with the Office of Planning and Accountability (OPA) to forecast future enrolment and tuition revenue targets. This is typically the greatest area of potential change as fluctuations in enrolment determine whether the University is in a position to consider budget increases, or must make budget reductions. As a result of changes to federal immigration targets, KPU continues to face a declining tuition revenue stream, resulting in targeted budget reductions in FY 2026/27.

A key factor within the budget process is the level of internal and external engagement supporting the budget development. During the fall, the Financial Services department conducts extensive engagement with all divisions, the leadership team, and the Senate and Board to ensure that University's resources are appropriately aligned and support institutional goals. In addition, given the current financial challenges the University is facing, during fall 2025 members of the executive team also conducted Listening Tour sessions with Faculty, BCGEU and administrative employees. In total, approximately 450 to 500 people attended in-person or online. The sessions included a brief presentation on KPU's five-year financial plan, which referenced the challenge in balancing budgets with reduced revenues and identified \$48M in salary and non-salary expenditure reductions over a five-year period.

After engagement and consultation, the budget was submitted to the Board for consideration and approval in January 2026, which allows time for Faculties and divisions to mobilize new budget savings targets for the beginning of the new fiscal year.

Budget monitoring occurs throughout the year, and KPU regularly reports on year-to-date financial results and forecasts to the Board and Ministry.



## A Snapshot of KPU's Fiscal 2026/27 Consolidated Budget

KPU's consolidated budget process includes creating both an operating and a separate capital budget, which are both described below.

### Consolidated Budget

KPU's operating budget includes revenues and expenses for its direct operations and organizations which are controlled by the University. In FY 2022/23, KPU Communities Corporation (the Corporation), a wholly owned subsidiary of the University, was incorporated under the *Business Corporations Act* of British Columbia and subsequently, a trust deed was executed and appointed the Corporation as sole trustee of KPU Communities Trust (the Trust). The purpose of the Trust is to create revenue generating opportunities to support academic endeavours and enhance student experience and well-being for the University. The Corporation and the Trust are currently fully consolidated into KPU's Financial Statements and Consolidated Annual Budget.

## Operating Budget

An operating budget is a financial plan that outlines KPU's expected revenues and expenses for one year, serving as a roadmap for day-to-day operations and resource allocation. The following table includes a budget summary for fiscal years 2025/26 and 2026/27.

### 2026/27 Final Consolidated Budget with Incremental Change from Prior Year Budget (\$ thousands)

Revenues by Category (money brought in by operations):	FY 2025/26 Annual Budget	Incremental Change	FY 2026/27 Annual Budget	% Change	% of Total
Grants from BC Government	\$ 108,861	\$ 4,439	\$ 113,300	4%	42%
Revenue from Deferred Contributions	12,878	883	13,761	7%	5%
Deferred Operating Grant	25,830	(6,642)	19,188	-26%	7%
International Tuition & Student Fees	76,468	(30,789)	45,679	-40%	17%
Domestic Tuition & Student Fees	40,421	511	40,932	1%	15%
Ancillary Services	3,273	49	3,322	1%	1%
Investment Income	12,860	(2,360)	10,500	-18%	4%
Other Revenue	5,226	2,648	7,874	51%	3%
Revenue from Deferred Capital Contributions	15,046	(12)	15,034	0%	6%
<b>Total Revenues</b>	<b>\$ 300,863</b>	<b>\$ (31,273)</b>	<b>\$ 269,590</b>	<b>-10%</b>	<b>100%</b>
Expenses by Portfolio (money used in operations):	FY 2025/26 Annual Budget *	Incremental Change	FY 2026/27 Annual Budget	% Change	% of Total
Academic	\$ 148,254	\$ (16,566)	\$ 131,688	-11%	49%
Student Services	20,877	(2,438)	18,439	-12%	7%
Special purpose funds	9,382	948	10,330	10%	4%
Ancillary	3,469	(2)	3,467	0%	1%
Administration & Facilities	56,839	(10,669)	46,170	-19%	17%
Amortization	24,351	57	24,408	0%	9%
Deferred Operating Grant	25,830	(6,642)	19,188	-26%	7%
Non-Divisional	7,184	1,716	8,900	24%	3%
Contingency	4,677	2,323	7,000	50%	3%
<b>Total Expenses:</b>	<b>300,863</b>	<b>(31,273)</b>	<b>269,590</b>	<b>-10%</b>	<b>100%</b>
<b>Revenues less Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

\* Certain portfolio descriptions and related "FY 2025/26 Annual Budget" figures have been updated to reflect organizational changes in 2025. This also reflects re-allocation of several items that were previously reported as "non-divisional".

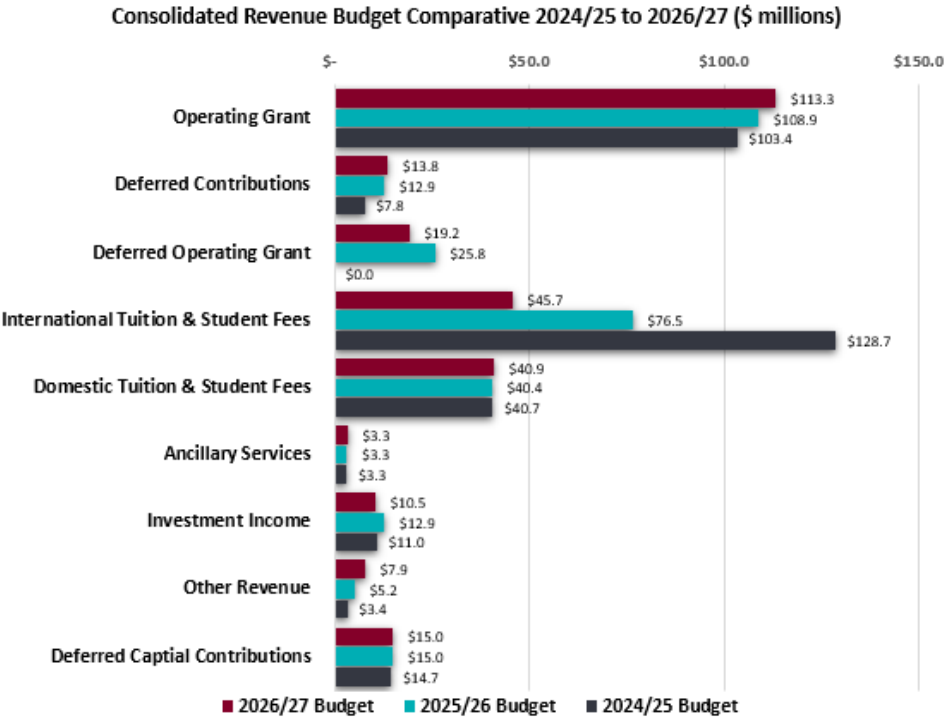
Budgeted revenues and expenses are estimated based on various assumptions. Changes in assumptions due to experience or new information, depending on timing, may need to be reflected in subsequent years' budget(s), or result in actuals creating a variance from the budget. Examples include estimated wage increases if collective agreements are not finalized before budgets are approved, changes in provincial or federal government regulations, inflation rates and Bank of Canada interest rates. Non-divisional budgets are amounts held for contingencies, estimates for international agency fees, bad debts and professional development amounts in accordance with collective agreements and employee contracts. Budget estimates are held in non-divisional budget until confirmed and allocated accordingly.

## Revenues

Overall, total budgeted revenues are projected to decrease from \$300.9M in FY 2025/26, to \$269.6M in FY 2026/27. The largest drivers are the estimated decline in international student tuition and fees due to long-term impacts from changes in federal government immigration policies, as well as reduced

investment income due to lower interest rates. The FY 2026/27 budget includes \$19.2M of deferred operating grant usage, which represents a \$6.6M decrease over what was planned in FY 2025/26.

Offsetting these reductions are slight anticipated increases to KPU’s operating grant that fund anticipated Kwantlen Faculty Association (KFA) and BCGEU collective agreement increases based on the current respective complements, a small net increase in domestic student tuition and fees (two percent increase in rates partially offset by a small decrease in enrolment) along with a \$2.0M revenue budget target included within other income. The following graph shows the change in revenues from FY 2024/25 to FY 2026/27. Refer to Appendix 1 for detailed explanation of changes.



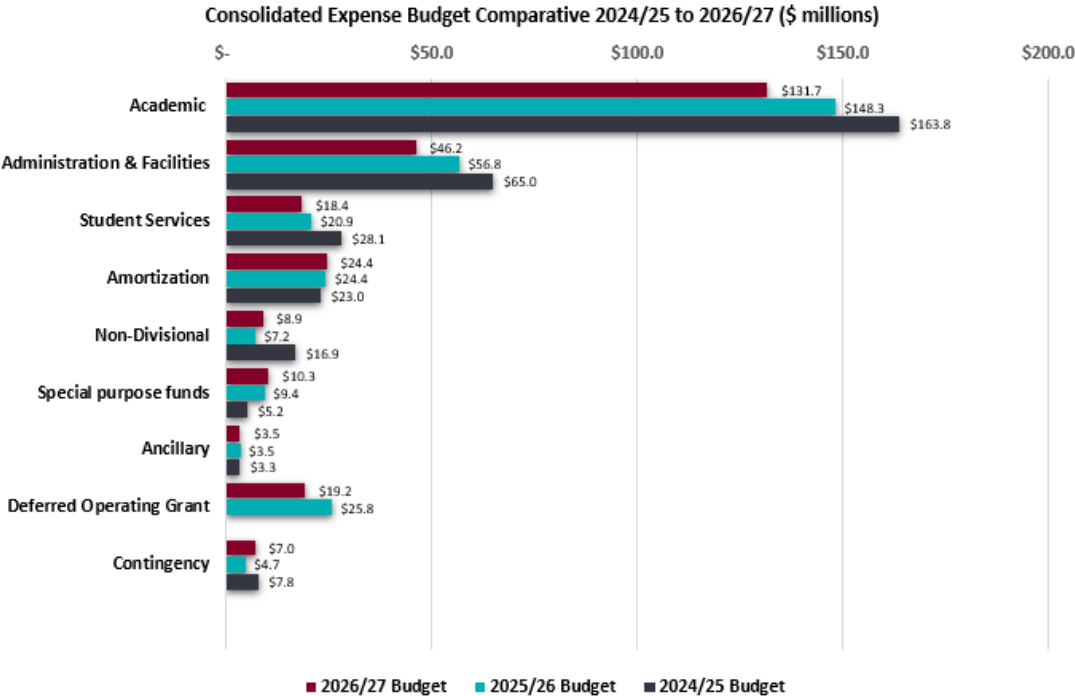
The FY 2025/26 budget projected that international student headcounts would decline by 26% in 2025/26 compared to 2024/25. By the end of FY 2025/26, this decline had grown to approximately 40% creating a significant shortfall in international tuition and student fee revenues against the original FY26 budget. The FY 2026/27 budget considers the reduction observed during FY26 and anticipates further declines in international enrolment driven by the continued graduation of international students who are not being replaced at the same rate by new enrolments. This has resulted in a budget decrease in international tuition & student fees revenue of \$30.8M between FY 2025/26 and FY 2026/27.

For context, in the FY 2023/24 budget, international tuition and fee revenue made up 46% of KPU’s total revenue but is projected to be only 17% of total revenue in 2026/27. This is equivalent to seeing a 66% (\$88.2M) reduction in international student tuition and fees revenues in just three years (or almost 30% of total revenues over the same period). This continues to be a significant financial challenge for KPU, as well as for other Canadian post-secondary institutions.

Expenses

Like many post-secondary institutions, KPU’s operations are split by portfolio, meaning that KPU’s activities, resources and initiatives are organized into distinct groups based on their primary focus or objectives. See Appendix 2 for descriptions of the primary focus of each portfolio and detailed explanations of changes in budgets between FY 2025/26 and FY 2026/27.

Key changes between FY 2025/26 and FY 2026/27 include budget savings resulting from planned employee reductions, retirements, and targeted budget reduction in vacant positions, overtime and discretionary non-salary expenses. These savings are offset by estimated cost of living wage increases for employees, and higher contingency allocations. The following graph shows the breakdown of the FY 2026/27 expense budget by portfolio.



Approximately 56% of FY 2026/27 expenditure budget is for academic and student service expenses. As well, there are other significant budgets included in Administration categories that are student-facing, such as amortization of university assets, campus maintenance and enhancement, Indigenous Services, Equity and Inclusive Communities, and centralized budgets to accommodate matters not known when the budget was established.

Balanced Budget

The [Balanced Budget and Ministerial Accountability Act](#) requires government organizations, such as KPU to present a balanced budget. A balanced budget means that budgeted revenues (money in) are either equal to or greater than expenses (money out). As shown in the table under “Revenues”, KPU’s FY 2026/27 budget is balanced.

## Capital Budget

A capital budget is a financial plan that details KPU's long-term investments in tangible capital assets like equipment, buildings, or infrastructure, aiming to improve efficiency, expand operations or maintain capital in good working order. It typically spans multiple years as tangible capital assets often have useful lives of up to 40 years.

See Appendix 4 for capital projects budgeted for FY 2026/27.



## Appendix 1 – Operating Revenue Budget

### Grants from BC Government

Operating grant revenue is expected to increase from \$108.9M in FY 2025/26 up to \$113.3M (a \$4.4M or 4% increase) during FY 2026/27. The year-over-year budget change reflects updated estimates for collective agreement bargaining for KPU's two union groups, KFA and the BCGEU retroactive to 2025/26. Historically, the provincial government has provided funding for negotiated increases, which is reflected as an increase in our annual operating grant. It is key to note, that the funding increases are determined based on employee complements at a point in time, as a result these funded increases may not fully offset salary and benefit increases observed. Furthermore, these funding increases do not cover net new employee additions. The budget estimates were based on the Balanced Measures Mandate in place at that time of budget preparation as follows:

- 3% increase in FY 2025/26 and an additional 3% in FY 2026/27.
- The University had not included an estimate to fund increases related to excluded employees.

After the FY 2026/27 budget was approved, the Ministry advised in late March 2026 that the funding allocation would include an increase to cover cost-of-living adjustments for excluded employees. Upon confirmation of these amounts in FY 2026/27, KPU will revise the forecast to reflect the updated funding.

### Revenue from Deferred Contributions

Revenues from deferred contributions reflect funding for operations that are provided by the federal and provincial governments and other sources under specific contract agreements. Those agreements contain restriction criteria that allow KPU to record the revenue to match the spending as the explicit performance obligations under the agreements are met. If performance obligations are not met in the year and the spending has not occurred, upon approval, funds are carried forward to the next fiscal year and are represented as deferred contributions. The budget includes equal and offsetting expenses across various expense categories resulting in a nil impact to the University's bottom line. Significant activities included on this line are:

- Skills Trades BC Funding: provides operational support to KPU's Trades and Technology programming
- Targeted short-term provincial funding to support Health programming: including the conclusion of the Nursing Tuition Grant, continuation funding to support Licensed Practical Nursing (LPN) Access to the Bachelor of Science in Nursing (BSN) Cohorts, Licensed Practical Nurses (LPNs) to Registered Nurse (RN) Cohorts, Health Career Access Program Pathways and Practical Communication for Internationally Educated Nurses
- Research Initiatives funded by KPU Foundation Endowment
- Myriad research projects funded through federal, provincial and external third-party partners

In addition, in FY 2023/24, the Ministry allowed KPU to restrict and defer \$78.0M of its annual operating grant for future use on specific operating initiatives and again in FY 2024/25, an additional \$5.0M, resulting in a total of \$83.0M being restricted to support future projects and initiatives. These funds were made available due to one-time surpluses caused by extraordinary events such as the land sale in 2023/24 and the net annual surplus in 2024/25. The Ministry restricted the use as follows:

- can only be used for the specific purposes identified when deferred,
- the use cannot be changed, without explicit Ministerial approval,
- they are time limited and
- they cannot be used to just offset a deficit.

KPU identified specific future initiatives that could be offset by those deferred funds and the Ministry agreed to this allocation. The FY 2026/27 budget includes the use of \$19.2M of these deferred funds to support short term, targeted expenses including:

- Re-evaluating programs and services
- Modernizing operations
- Prioritizing high-demand, high-impact areas
- Reducing structural costs
- Strengthening efficiency and accountability

These projects are intended to position KPU to better withstand financial pressures in the future by improving student recruitment and retention, modernizing systems, and supporting initiatives that make the institution more efficient and sustainable. These investments position KPU to adapt effectively and sustainably to its new operating reality. This spending has been included in the budget but is being allocated on a one-time basis as it is not an ongoing source of funding.

### **International Tuition & Student Fees**

This category includes tuition and fees collected from students who are studying in Canada on student visas. Budgeted international tuition and student fees are projected to decrease by \$30.8M, representing a 40% decrease from the FY 2025/26 budget. In FY 2023/24, this revenue source made up approximately 46% of the University's total revenues, however, as a result of federal immigration policy changes, restrictions of student study permits, and geopolitical pressures, this revenue source is projected to fall to \$45.7M, representing 17% of total revenues in FY 2026/27, only marginally above the domestic tuition and student fees counterpart.

During FY 2023/24, the federal government enacted changes in policies limiting the number of international student study permits that could be granted. The changes included:

- doubling the cost-of-living allowance from \$10K to \$20K that students have to prove to get a study permit
- a 35% reduction of study permits allocated
- temporary pause in study permit processing as a new process was set in place

Following those changes, additional changes were introduced during the course of FY 2025/26 which included:

- elimination of spousal work permits except for Master/PhD
- changes to the Post Graduation Work Permit (PGWP) program limiting programs eligibility to degrees, and non-degree in specific disciplines
- cancellation of the Student Direct Stream, which was an expedited process for study permits applications
- further 10% reduction in study permits allocations, which also now including Master and PhD study permits

In addition to the planned changes identified above, a newly published [report from the Auditor General of Canada](#) shows that across the country less than 20% of the student permit target was approved in 2025 (50,370 student permits were approved of the targeted 255,360). This is down from 456,690 approvals in 2023. Furthermore, the number of new applications to study in Canada dropped substantially, from 792,200 in 2023 to 134,195 in 2025.

The FY 2026/27 budget assumes that new international enrolment will be similar to FY 2025/26 trends but that the number of continuing international students will still decline. Throughout budget planning and development, various enrolment scenarios were considered including cautious growth in new international enrolment, as well as recognizing alternate scenarios that were more conservative. This is the most reasonable estimate given the federal budget and policy direction. These other scenarios would be \$3.0M lower or higher than what is in the FY 2026/27 budget. In addition to the enrolment estimates, international tuition rates are planned to increase by 2%, consistent with domestic tuition rate increases.

### **Domestic Tuition and Student Fees**


This category includes tuition and fees collected from students who are Canadian citizens or permanent residents. Domestic student enrolment has been relatively stable in recent years, however as international enrolment declines, other BC post-secondary institutions are becoming more competitive when recruiting for domestic students. This has led to a small decline in returning, and continuing domestic enrolment during the spring 2026 semester. For the purposes of the FY 2026/27, we have assumed that new domestic students will be consistent with FY 2025/26 projections. In addition, tuition rates have increased by 2% for FY 2026/27, which reflects the maximum allowed under the provincial tuition limit policy.

### **Ancillary Services**

Budgeted ancillary revenue includes revenues from KPU's bookstore, food and parking services. Budgeted ancillary revenues have remained at 2025/26 levels.

### **Investment Income**

In 2024, KPU sold a parcel of land at the Cloverdale campus generating approximately \$118M in proceeds. These funds have been strategically invested and their earnings have been earmarked to support Indigenous initiatives (\$16.9M), student awards (\$20M) and capital renewal reserves (\$25M) that were



approved by the Board in 2024. Additionally, KPU has invested \$83M for the deferred operating funds from prior years. As these funds are spent, our investment holdings are being drawn down.

In addition, the broader market is experiencing declining interest rates, following the aggressive hikes in prior years that were aimed at curbing inflation, which means KPU will see reduced investment earnings as we go forward. Our current investment returns are based on conservative estimates and rebalancing our investments but if returns changed by +/-1%, that could mean \$2.5M more or less in investment revenues.

KPU historical investment returns before this land sale were annually less than \$4M versus the \$10.5M anticipated in FY 2026/27. This represents a \$2.4M decline over prior year budget, which is a result of the cumulative impact of lower cash reserves, and dampening rates of return.

### **Other Revenue**

Other revenue includes tuition fees for continuing and professional studies courses, shop income for services provided by KPU students, and a number of other revenues including late payment penalties, space rental revenues and administration fees. This line also includes a targeted increase of \$2M in revenues for FY 2026/27. Budgeted other revenues are expected to increase by \$2.6M from \$5.2M in FY 2025/26 to \$7.9M in FY 2026/27. The increase is primarily associated with the inclusion of a target to increase revenues; however, several other small increases are anticipated for testing fees, and administration fees on external agreements and contracts.

### **Revenue from Deferred Capital Contributions**

Similar to revenues from deferred contributions, revenues from deferred capital contributions reflect funding received from the federal and provincial governments and other sources to support capital purchases. These contributions are recognized into revenue over the useful life of the associated underlying asset, offsetting a portion, or all of the related amortization expense incurred over the same period. Revenue from deferred capital contributions is expected to remain relatively stable at \$15.0M in FY 2026/27.

## Appendix 2 – Operating Expense Budget by Expenditure Type

The following charts describe the changes in budgeted expenses by expenditure type. The changes in salaries and benefits are detailed in the following three charts depicting:

- First, the dollar impact of changes in base funded positions from 2025/26 to 2026/27;
- Next, the dollar impact of the changes in one time only positions from 2025/26 to 2026/27 as well as the estimated dollar impact of changes in collective agreements and merit increases on all planned positions; and
- Resulting in the total change in salaries and benefits from 2025/26 to 2026/27.

Brief descriptions by portfolio and explanations of more significant changes in budgeted expenses between 2025/26 to 2026/27 are provided in Appendix 3.

### 2026/27 Base Salaries and Benefits Budget (\$ thousands)

Category	FY 2025/26 Budget	FY 2026/27 Budget	\$ Change	% Change	% of Total
<b>Salary and Benefits</b>					
Faculty Salaries	\$ 88,168	\$ 75,382	\$ (12,786)	-15%	44%
BCGEU Staff Salaries	37,318	33,759	(3,558)	-10%	20%
Administrative Salaries	27,358	24,424	(2,934)	-11%	14%
Other Salaries	5,778	5,757	(20)	0%	3%
Benefits	37,908	33,397	(4,511)	-12%	19%
<b>Total Salary and Benefits</b>	<b>\$ 196,530</b>	<b>\$ 172,719</b>	<b>\$ (23,809)</b>	<b>-12%</b>	<b>100%</b>

### 2026/27 One-time Only, Collective Agreement and Merit Estimates (\$ thousands)

Category	FY 2025/26 Budget	FY 2026/27 Budget	\$ Change	% Change	% of Total
<b>Salary and Benefits</b>					
Faculty Salaries	\$ 3,090	\$ 4,757	\$ 1,667	54%	38%
BCGEU Staff Salaries	2,395	2,442	47	2%	20%
Administrative Salaries	5,229	2,612	(2,617)	-50%	21%
Other Salaries	182	104	(78)	-43%	1%
Benefits	2,721	2,453	(267)	-10%	20%
<b>Total Salary and Benefits</b>	<b>\$ 13,617</b>	<b>\$ 12,368</b>	<b>\$ (1,248)</b>	<b>-9%</b>	<b>100%</b>

### 2026/27 Total Salaries and Benefits (\$ thousands)

Category	FY 2025/26 Budget	FY 2026/27 Budget	\$ Change	% Change	% of Total
<b>Salary and Benefits</b>					
Faculty Salaries	\$ 91,258	\$ 80,138	\$ (11,120)	-12%	43%
BCGEU Staff Salaries	39,712	36,201	(3,511)	-9%	20%
Administrative Salaries	32,587	27,035	(5,552)	-17%	15%
Other Salaries	5,959	5,861	(98)	-2%	3%
Benefits	40,629	35,850	(4,778)	-12%	19%
<b>Total Salary and Benefits</b>	<b>\$ 210,145</b>	<b>\$ 185,085</b>	<b>\$ (25,059)</b>	<b>-12%</b>	<b>100%</b>

Salaries and benefits represent approximately 70% of KPU's total expenses. This reflects the central role our people play in delivering quality education and services. However, given the financial pressures the

University is facing—including declining international enrolment, capped tuition increases, and flat provincial funding—adjustments in this area cannot be avoided.

To support a balanced budget, salaries and benefits are targeted to decrease by \$25.1M (-12%) from \$210.1M 2025/26 down to \$185.1M in 2026/27. We are committed to approaching this responsibly by:

- Prioritizing transparency and fairness
- Exploring all options to minimize disruption
- Engaging in thoughtful planning to preserve institutional stability

Factors contributing to the change in salaries and benefits include:

- Increases:
  - Collective agreement increases of \$3.6M: The budget includes continuation of a 3% increase in FY 2025/26 as well as an additional 3% increase in FY 2026/27 for both union groups, consistent with the Balanced Measures Mandate. Historically, these increases have been largely offset (funded) through operating grant increases, as such a related increase to revenues has been included for salaries as well as the related benefits.
  - Excluded merit increases of \$1.2M: Consistent with unionized employee groups, we have assumed the continuation of a 3% increase in FY 2025/26 and an additional 3% increase in FY 2026/27. Unlike the unionized employee groups, we have not assumed that the BC Government would provide funding increases to offset this change. However, following the approval of the budget, the Ministry advised that the funding allocation would include an increase to cover cost-of-living adjustments for excluded employees. Upon confirmation of these amounts in FY 2026/27, KPU will revise the forecast to reflect the updated funding.
- Offsets:
  - \$23.3M in targeted reductions (plus \$6.1M in related benefits), which represents an increase of \$18M in the \$5M of targeted reductions planned last year. The targets have been built into the budget in each staffing category centrally until exact positions are identified and staff notified. These amounts may shift amongst the categories throughout the process.
  - Elimination of \$3.0M of vacant and short-term excluded positions, as well as \$1.0M of vacant and short-term BCGEU positions, during FY 2025/26. Many of these had been approved as short-term positions in prior years and were not renewed given the University's financial position.
  - During the development of the FY 2026/27 budget, management identified that faculty department budgets were misaligned with delivery needs based on the current, reduced student enrolment levels. These budgets had previously been 'rolled over' and were overestimated relative to actual instructional requirements, resulting in underutilized funds. To realign salary budget with operational demand, approximately \$11M in over allocated budget was removed across various divisions. A significant portion of these budget savings were associated with demand section budgets in Arts and Business that had been allocated during previous years to address high demand during the peak international enrolment. As international enrolment and demand wane in this new climate, these budgets have been underutilized, so were reduced accordingly. In

addition, in previous years, budgets had been established to support programs such as Entertainment Arts, and Tech-Relevant Expansion (TRE) but had been underutilized in recent years due to lower demand and slower than anticipated roll-out. The remainder of the budget reduction was associated with underutilized Faculty salary budgets in Academic and Career Preparation and Faculty of Science during the last several years.

### Non-Salary and Amortization Expense

#### 2026/27 Non-Salary and Amortization Expense (\$ thousands)

Category	FY 2025/26 Budget	FY 2026/27 Budget	\$ Change	% Change	% of Total
Non-Salary and Amortization					
Supplies	\$ 5,311	\$ 5,073	\$ (238)	-4%	6%
Repairs and Maintenance	4,766	5,273	508	11%	6%
Software and Subscriptions	10,254	10,406	152	1%	12%
Contracts	2,118	1,804	(314)	-15%	2%
Leases/Rentals	716	597	(119)	-17%	1%
Travel and PD	4,718	4,637	(81)	-2%	5%
Student Awards	4,596	4,723	128	3%	6%
Utilities	2,549	2,377	(172)	-7%	3%
Communications	1,653	1,420	(233)	-14%	2%
Fees and Services	26,449	20,223	(6,226)	-24%	24%
Cost-of-Sales	1,563	1,563	-	0%	2%
Contingency	4,677	7,000	2,323	50%	8%
Budget Reduction Targets	(3,000)	(5,000)	(2,000)	67%	-6%
Amortization	24,350	24,408	59	0%	29%
<b>Total Non-Salary and Amortization</b>	<b>\$ 90,718</b>	<b>\$ 84,504</b>	<b>\$ (6,214)</b>	<b>-7%</b>	<b>100%</b>

#### Total Non-Salary Costs:

Non-salary expense budget, including amortization expense, makes up approximately 30% of total budget (\$84.5M). The FY 2026/27 budget includes a net decrease over the prior year of \$6.2M across several line items as the University continues to right size activities, as well as look for efficiencies and cost-saving measures. The main expense lines impacted by this decrease are related to fees and services and the high-level budget reduction targets offset by an increase in the university contingency.

**Fees and Services** have decreased by \$6.2M as a result of removing central placeholders, reducing international agent commission fees budget which is highly correlated to the decline of international enrolments, and decreasing expected license fees related to the Entertainment Arts program.

**High Level Budget Reduction Targets** represent a centralized placeholder that was established during the budget development cycle. Management is working with divisional areas to identify areas for savings and will allocate to divisional adjusted budgets accordingly. The target for FY 2026/27 is set at \$5.0M, bringing non-salary budgets down by \$8.0M over the two years (FY 2025/26 and FY 2026/27). These targets will be achieved by:

- **Realignment of budgets:** Adjusting allocations based on historical and forecasted spending trends.

- **Focused reorganization:** Streamlining operations and identifying areas where restructuring can yield savings.
- **Efficiency gains:** Leveraging technology, process improvements, and procurement strategies to reduce costs without compromising service quality.

**The Budget Contingency** has been increased from \$4.7M to \$7M in FY 2026/27 to insulate other budget assumptions, such as enrolment declines, investment and interest rate drops, inflationary pressures and unforeseen expenditures.

The contingency budget was restored to previous levels after being reduced last year to safeguard against unforeseen changes and financial pressures in the upcoming year. This contingency is set at 2% of total operating revenues, providing a buffer to manage unexpected fluctuations and to address potential inflationary pressures plus an amount equivalent to 5% of select non-salary expense categories that are particularly sensitive to inflation, such as supplies, fees and services, utilities, and travel has been added. While the contingency was reduced from \$7.8M to \$4.7M in the FY 2025/26 budget, the current fiscal environment—marked by tight budget conditions, revenue uncertainty, and the need to reinvest in strategic institutional priorities—necessitated its restoration to ensure financial resilience and flexibility.

**Amortization expense** is expected to remain constant at \$24.4M. A large portion, \$15.0M of this expense, will be offset through the recognition of deferred capital contributions which represent external contributions made for capital assets that are recognized into revenue over the useful life of underlying assets. The balance will need to be supported through KPU's operating revenues.

In Appendix 5, FY 2026/27 Budget Principles and Priorities, Principle #8 "Capital Expenditure Controls" establishes a key metric with respect to amortization expense indicating that "capital expenditures will not increase self-funded annual amortization to more than 5% of operating expenses". This is intended to ensure that capital purchases do not inadvertently create a significant long-term draw on the University's operating budget. Currently, self-funded amortization expense represents approximately 3.5% which is well within the control limit set.

## Appendix 3 – Operating Expense Budget by Function

The following charts categorize the expenditures by the four major portfolios or functions performed by the University: academic, student services, special purpose funds, and ancillary. The administration and facilities support, amortization and non-divisional provisions support each of these four functions, are captured centrally, and not allocated by function.

**2026/27 Final Consolidated Budget with Incremental Change from Prior Year Budget (\$ thousands)**

Expenses by Portfolio (money used in operations):	FY 2025/26 Annual Budget *	Incremental Change	FY 2026/27 Annual Budget	% Change	% of Total
Academic	\$ 148,254	\$ (16,566)	\$ 131,688	-11%	49%
Student Services	20,877	(2,438)	18,439	-12%	7%
Special purpose funds	9,382	948	10,330	10%	4%
Ancillary	3,469	(2)	3,467	0%	1%
Administration & Facilities	56,839	(10,669)	46,170	-19%	17%
Amortization	24,351	57	24,408	0%	9%
Deferred Operating Grant	25,830	(6,642)	19,188	-26%	7%
Non-Divisional	7,184	1,716	8,900	24%	3%
Contingency	4,677	2,323	7,000	50%	3%
<b>Total Expenses:</b>	<b>300,863</b>	<b>(31,273)</b>	<b>269,590</b>	<b>-10%</b>	<b>100%</b>
<b>Revenues less Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

\* Certain portfolio descriptions and related "FY 2025/26 Annual Budget" figures have been updated to reflect organizational changes in 2025. This also reflects re-allocation of several items that were previously reported as "non-divisional".

### Academic


This portfolio encompasses salary and non-salary expenses for all academic programs, courses, and activities related to teaching and learning. It includes undergraduate and graduate programs, curriculum development, faculty development, and instructional technology. The academic portfolio focuses on maintaining high-quality educational experiences for students and fostering a culture of academic excellence. The major change in the budget for the portfolio is the reduction from the budget realignment identified in FY 2025/26 along with the continued reduction targets of \$10.3M in salaries and benefits related to employee retirements, position eliminations and faculty reductions as a direct result of lower international students. These reductions have been slightly offset by estimated increases for collective agreements and administrative staff salary adjustments.

### Student Services

This portfolio addresses the non-academic aspects of student life and development, including the Office of the Registrar, Student Affairs, Alumni Affairs, and KPU International.

The Office of the Registrar supports students with recruitment, admission, registration, academic records, graduation and transcripts.

Student Affairs provides services and programs related to accessibility, academic advising, assessment and testing, campus recreation, career services, counseling services, orientation and transition, student awards and financial assistance, student health and wellness, and student rights and responsibilities. The Student Affairs portfolio aims to enhance the overall student experience and support student success and well-being.



Alumni Affairs works directly with the Alumni Association to bring together KPU Alumni and foster lifelong relationships with the University and community, increasing the institution's reputation and impact that KPU graduates have on the university and world.

KPU International offers a variety of services to international students including recruitment, admissions and a variety of support services, and study abroad opportunities.

The budget for this portfolio decreased \$2.4M. Significant components of the decrease are targeted budget reductions in non-salary discretionary spending of \$0.1M and \$5.3M in budget reductions related to salaries and benefits as the University continues to work to right-size the employee complement. This is partially offset by salary adjustments for collective agreement and merit increases anticipated for FY 2026/27.

#### *Special Purpose Funds*

This portfolio includes the research activities and activities funded by specific funding sources such as provincial one-time only grant funding, foundation grants and internally restricted reserves. Research focuses on advancing knowledge and innovation through research activities conducted by faculty, students, and staff. It includes research grants and funding, research laboratories and facilities, collaboration with industry partners, publication and dissemination of research findings, and support for research ethics and compliance. The research portfolio aims to promote a vibrant research environment and facilitate interdisciplinary collaboration and discovery.

The increase of \$0.9M is predominantly due to additional special purpose funds budget added to align to FY 2025/26 actual spending.

#### *Ancillary*

This portfolio includes non-academic services that enhance the student experience, including bookstores, food services, and parking.

There were no significant changes in this portfolio from FY 2025/26.

#### *Administration and Facilities Support*

This portfolio encompasses the operational and administrative functions that support KPU's day-to-day operations. This includes areas such as Campus and Community Planning, Campus Security and Risk, Equity and Inclusive Communities, Facilities, Financial Services, General Counsel, Governance & Policy, Human Resources, Indigenous Leadership, Innovation and Partnerships, Information Technology, Office of the President, Office of the University Secretary and Office of Advancement. This portfolio ensures efficient and effective management of resources and compliance with relevant regulations and policies.

The budget for this portfolio decreased by \$10.7M. Significant components of the decrease are targeted budget reductions in non-salary discretionary spending of \$4.0M and \$11.1M in budget reductions for targeted salary and benefit savings. These decreases are partially offset by estimated salary increases for excluded and BCGEU employees. Although many of the services within this portfolio are not directly tied to student enrolment and are generally fixed in nature, the University has made a concerted effort to identify efficiencies in these areas without compromising legislative requirements or critical infrastructure.

### *Amortization*

When capital assets are purchased, they are recorded at cost, which includes all amounts that are directly attributable to the acquisition, construction, development, or betterment of the assets. The cost of the assets are amortized (expensed) on a straight-line basis over their estimated useful lives of the asset recognizing that the asset will provide value for more than one year. The amortization budget includes the estimated portion of the useful life used within the fiscal year and is for all KPU buildings, major site improvements, major equipment, library holdings, technology infrastructure, furniture, computing equipment and leased capital assets. It is key to note that many of the University's assets have been funded in part, or wholly by external third parties, primarily the BC Government. When capital assets are externally funded, the funding is recognized into income as a deferred capital contribution over the useful life of the applicable asset, offsetting a portion of the amortization expense and reducing the self-funded amortization cost to the University. This revenue and related expense are shown on two distinct lines on the financial statements and periodic reports.

### *Non-Divisional*

The non-divisional budget includes centrally managed funds that support multiple portfolios or offset revenues, such as bad debt and international agent fees. It also includes annual estimates for costs or savings that the university must plan for, even when it is not yet known which unit will ultimately incur them. These items include maternity leave top-up pay, professional development allocations required under collective agreements and employee contracts, and salary savings from employee turnover. As these costs or savings occur during the year, they may be allocated to divisions.

The \$1.7M increase in the net budget is primarily due to reduced expectations for salary savings from regular employee turnover, as the number of vacancies has declined. In previous years, delays in rehiring created substantial savings. In the current environment, vacancies are reviewed more closely, and departments are choosing to eliminate some vacant positions to help meet salary-savings targets.

This increase is partially offset by lower international agent fees, reflecting a decline in new international enrolments, as well as a reduction in bad debt expense.

## Appendix 4 - Capital Investment and Renewal

The capital budget reflects the KPU funded planned capital projects and capital renewals in FY 2026/27.

- **Capital Renewals and Refreshes**

The budget includes approximately \$6.9M for recurring annual capital allocations made to support refreshing the University's assets. We aim to maintain a responsible level of reinvestment that can be sustained within the budget and to ensure we continue to support infrastructure, technology, and learning environments without compromising financial stability. Specifically, this includes the following:

- \$2.9M for IT specific refreshes including laptops, AV equipment, servers as well as infrastructure.
- \$1.0M for facilities refreshes for furniture, fixtures and equipment as well as signage
- \$1.0M for unforeseen capital projects
- \$0.71M for KPU contribution toward Ministry routine capital maintenance projects
- \$0.5M for academic evergreening and unforeseen items
- \$0.51M for maintenance projects identified during the year by facilities
- \$0.25M for library capital
- \$0.03M for duty to accommodate capital items

- **Prioritized New Capital Requests and Projects**

As well, approximately \$1.5M in new additions have been planned for specific initiatives that were prioritized by the Capital Planning Committee to increase safety and security on campus, code compliance, and for repairs and maintenance not eligible for Ministry routine maintenance funding. These requests are assessed based on integrated benefit to the University community as a whole, affordability, as well as ensuring that there is sufficient internal capacity within IT and facilities services to support the project/item:

- \$450K trades equipment
- \$210K phone handset replacement
- \$150K Richmond main corridor flooring restoration, 2nd & 3rd floor west wing
- \$115K structural shelving – code compliance
- \$75K Surrey Fir building – main corridor flooring restoration
- \$175K Surrey shipping and receiving loading bay improvement
- \$70K Surrey Cedar building washrooms and gymnasium
- \$72K Assessment and Testing Services Langley Teknion Tek rooms
- \$65K install washers & dryer facilities for cleaning contract
- \$58K electrification of food equipment
- \$50K bollards for KPU campuses
- \$50K handsfree automated hardware
- \$50K replacement of security cameras
- \$40K Faculty of Arts safety upgrades
- \$30K Richmond East Wing 2nd and 3rd floor washrooms
- \$25K pride space furniture, fixtures and equipment \$20K parking barrier gates design consultation - Cloverdale (Tech) campus

During the FY 2026/27 Budget finalization process \$175K for Surrey shipping and receiving loading bay improvements were deferred to FY 2027/28.

- **FY 2026/27 Funding Required for Previously Approved Multi-Year Projects**

These represent multi-year projects that were originally approved during previous budget deliberations.

- \$3.3M end of life network replacement
- \$2.4M childcare centre
- \$0.55M Rick Hansen associated audit and accessibility projects
- \$0.25M Faculty of Science HVAC system upgrades
- \$0.2M WiFi end of life replacement



KPU Surrey student housing concept 1

In addition to the \$15.2M KPU funded projects listed in above we also will have \$20.7M in externally supported capital additions mostly related to the first major investment phase of KPU’s student housing project being supported by the province. Although these projects contribute to KPU’s asset base, because they are associated with externally restricted contributions, which are recognized into revenue over the underlying

asset’s useful life revenue recognition will offset amortization expense, having a nil impact on the University’s bottom line. In the future, we will propose a consolidated schedule of capital asset additions identifying funding sources for the major assets. For FY 2026/27, externally funded capital asset additions are comprised of:

Project Title	Total Project Value	FY 2026/27 Anticipated Cash-outflow
Student housing & dining hall	\$143.4M	\$10.1M
Childcare centre	\$19M	\$4.55M
Sustainability initiatives	\$5M	\$2M
Ministry supported routine capital maintenance projects	\$4.7M	\$3.9M ministry funded; difference is included above in KPU funded capital
Technology relevant programming	\$0.8M	\$0.15M

## Appendix 5 – Budget Principles & Priorities Fiscal Year 2026/27

As a result of the federal government’s international student restrictions, the University faces a materially different financial situation than it did when its current strategic plan was established. KPU’s Board approved strategic priorities have not changed: serving and supporting students, focusing on social justice, environmental impacts, decolonization and full inclusion of Indigenous peoples. The challenge is to advance KPU’s strategic priorities while reducing budgets and the number of employees at the university. While it is easy to say “do less with less” it is challenging to translate that into actions for a university that wishes to continue to achieve all that is asked of it by our students, provincial government, employees, alumni and communities. The goal of these budget principles is to guide the University through a challenging time in a thoughtful manner that focuses on adapting to the new realities while continuing to pursue the University’s long-term strategic goals.

	Proposed Budget Principle	Proposed Budget Priority
1	<p><b>Budget Model That Aligns Expenses with Revenues:</b></p> <p>While the prior year's allocations will be the initial starting point, expenses will be reduced to match projected steady state revenues while still aligning with KPU’s strategic goals and provincial mandates. Efforts will be made to minimize the impact on both employees and students, ensuring financial sustainability without compromising the university’s core mission</p>	<p>Advance KPU’s strategic goals while recognizing revenues have declined. Budget reductions will be implemented in a thoughtful manner to maintain the long-term foundation of the university. By integrating strategic priorities into the budget framework, KPU can maintain progress on its strategic goals while adapting to lower revenues.</p>
2	<p><b>Realistic Enrolment Assumptions:</b></p> <p>International student enrolment has declined and is not expected to return to historical levels. The budget will be based on conservative but realistic enrolment assumptions for domestic and international students and will address student enrolment needs and demands.</p>	<p>Collaboration between the Office of Planning and Accountability and Financial Services will establish robust enrolment assumptions for tuition revenue as a foundation for budget development.</p>
3	<p><b>Support for Core Activities and Strategic Priorities:</b></p> <p>Advancing KPU’s strategic priorities and focusing on KPU’s core activities—teaching, learning, research, and related services, with a primary focus on students. The budget will use a data-informed and courageous approach to making KPU a leaner and smaller institution, while at the same time ensuring predictability and stability which will reflect a strong foundation for the</p>	<p>The budget will reflect a smaller and leaner university and will continue to advance KPU’s strategic priorities, prioritizing teaching, learning, and scholarly activities. Maintaining robust support systems is essential for ensuring both academic excellence and an enriched student experience. By focusing on these areas, the university reinforces its commitment to providing a quality education that prepares students for success while fostering an environment of innovation and collaboration. This balanced</p>

	Proposed Budget Principle	Proposed Budget Priority
	institution. By maintaining this focus, the university not only upholds academic excellence but also fosters confidence among students, faculty, and stakeholders. Stability in budgeting is crucial for planning long-term initiatives and adapting to evolving educational demands.	approach ensures that limited resources are allocated effectively, keeping the needs of students at the forefront. Resources will be allocated using a data-driven approach, informed by benchmarks where available and appropriate, to ensure effective decision-making that keeps student needs at the forefront.
4	<p><b>Lifecycle Funding:</b></p> <p>New projects, activities and organizational changes will be funded over the lifecycle of the activity and will span fiscal years as required.</p>	KPU's emphasis on funding activities and projects throughout their lifecycle ensures financial sustainability and operational stability. By approving budgets that span multiple fiscal years and considering long-term needs, the University can strategically align resources with its goals while mitigating risks. This prudent approach—prioritizing cost recovery and strategic program development—demonstrates a commitment to thoughtful planning and adaptability. It enables KPU to innovate responsibly, balancing progress with financial health.
5	<p><b>Supporting Student Recruitment and Adapting to New Realities:</b></p> <p>Funding will be strategically allocated to support KPU as it adapts to the new post-secondary environment and emerging challenges, as well as maintaining core activities and Strategic Plan objectives.</p>	KPU is adapting to the latest challenges facing the post-secondary sector. Strategic use of funds to meet these challenges will be particularly important to support student recruitment and position KPU to meet the changing needs of industry, society and its communities. Budget priorities will also focus on revenue generation, emphasizing recruitment and retention initiatives as well as the development of new programs designed to create net-positive financial impact for the university. This approach positions KPU for sustainable growth while enhancing its ability to meet emerging educational needs.
6	<p><b>Contingency Plans:</b></p> <p>The budget will include an appropriate contingency. Distributed contingencies will be centralized to better manage the overall budget.</p>	Maintaining a contingency budget is a prudent strategy to ensure financial resilience amidst unexpected challenges such as revenue fluctuations or inflationary pressures. It offers a safety net that allows the university to navigate uncertainties while safeguarding its core functions and priorities. By requiring the President (or delegate) to approve reallocations and involving

	Proposed Budget Principle	Proposed Budget Priority
		the Board of Governors in broader spending changes, KPU reinforces accountability and transparency in its financial decisions. Contingency funds held at the department level will be centralized to better manage the prudent use of contingencies and reduce unspent funds at year end.
7	<p><b>Balanced Budget:</b></p> <p>The university budget will be balanced, and will ensure financial stability and sustainability.</p>	The budget will consider unexpected changes and carefully evaluate future year impacts of budget decisions and therefore the long-term continuity of the university.
8	<p><b>Capital Expenditure Controls:</b></p> <p>Capital expenditures will not increase self-funded annual amortization to more than 5% of operating expenses.</p>	Priority for capital asset investments will be directed towards maintaining the university's assets through refresh allocations, strategic capital priorities and supporting key areas such as teaching and learning, student support, IT, research and innovation support.
9	<p><b>Ancillary Services:</b></p> <p>Ancillary Services will be budgeted to balance student experience with financial stability.</p>	Budgets for Ancillary Services will be based on balancing the student experience with financial stability. By carefully adjusting pricing and implementing cost-saving measures, KPU can move closer to cost recovery without compromising the quality of services offered to students. This strategy not only ensures the sustainability of ancillary operations but also reflects a commitment to student satisfaction and support

## BOARD OF GOVERNORS

### Agenda Item:

**Meeting Date:** May 27, 2026

**Presenter:** Diane Purvey

### President's Report to the Board of Governors

**Dr. Diane Purvey**

**May 2026**

#### 1. President's Message

KPU has concluded the fiscal year with a balanced financial outcome, reflecting significant effort to align expenditures with a changing revenue environment. The continued decline in international enrolment remains a primary pressure facing the institution, and current trends suggest this will persist for several years. Sustained attention to both cost management and revenue generation will therefore remain essential.

In response, the university is focused on stabilizing its financial and operational foundation while laying the groundwork for longer-term sustainability. This includes aligning programs and services with evolving student and labour market demand, strengthening recruitment and retention, modernizing systems, and sharpening our institutional focus.

At the same time, the work of the university continues to move forward. Strengthening partnerships with community and industry remains a key part of our approach. Recent examples include [innovative work](#) within the Faculty of Trades and Technology, as well as experiential learning opportunities such as the [student pitch competition](#) initiated through the Melville School of Business, both of which are highlighted in our new video series.

KPU also has a time-limited opportunity to advance specific initiatives through restricted deferred funds approved by the Ministry following the 2023 Tech land sale. These one-time investments - across areas such as student services, Indigenous initiatives, equity, diversity and inclusion, technology, health and safety, and institutional planning - are intended to strengthen organizational resilience and readiness for the future, while also providing temporary opportunities to retain some faculty and staff by engaging their expertise on clearly defined, time-limited work.

Institutionally, we are beginning a more focused short-term strategic planning process. This work will establish clear priorities and a forward-focused approach that draws on the strength and resilience of our community while responding to current constraints.

While the challenges facing the institution remain significant, the combination of focused stabilization efforts, targeted investments, and emerging strategic prioritization is positioning KPU to navigate this period of change in a deliberate and sustainable way.

## **2. Student Experience and Supports**

### **2.1 Expanded Support for Student's Basic Needs**

Nutrition Month concluded in March, with a full month dedicated to supporting students' nutrition, food security, and overall well-being. Activities included pop-up lunches across KPU campuses and a variety of nutrition education workshops. Following the third successful year of this initiative, KPU has committed to recognizing Nutrition Month annually on an ongoing basis.

In addition, a Grab-and-Go student food pantry has been launched at the Surrey campus through the Peer Resource Centre. Available twice monthly, the pantry is stocked with nutritious, shelf-stable items and improves access to reliable, low-barrier food supports for students. Through our support of students' physical well-being, we enable students to remain focused on their academic goals, contributing to improved retention, progression, and success.

### **2.2 Enhancements to Student Services**

Student Services will begin using artificial intelligence chatbot to strengthen capacity for care and service delivery. Through the adoption of an AI chatbot, students will have access to a self-serve, on-demand option for frequently asked questions, freeing up staff capacity to focus on relationship-building and problem-solving. Implementation is underway, with a Phase 1 launch for Office of the Registrar (OReg) and Student Affairs planned for May, followed by a Phase 2 launch for International and Alumni Affairs in the summer.

As part of ongoing efforts to enhance services to students, the Student Enrolment Services (SES) team has introduced a new drop-in registration support initiative. This service provides students with one-to-one, in-person registration assistance at front-line service points during peak registration periods.

### **2.3 Collaborative BC Effort in Recruiting Local International Students**

KPU has been working collaboratively with public universities and colleges across British Columbia to host virtual webinars aimed at engaging on-shore international students and supporting their transition into post-secondary education within the province. Historically, many international students completing Dogwood Diplomas have chosen to pursue studies in other provinces or countries. This initiative seeks to strengthen students' understanding of BC's post-secondary system and provide clarity on the study permit process, helping ensure they feel informed and supported in continuing their education in British Columbia.

### **2.4 Blended Course Delivery Mode Options**

The OReg Scheduling team, in collaboration with Teaching and Learning, consulted Chairs, Associate Deans, Deans, and key university committees to define clear scheduling options for blended course delivery. These options are intended to increase transparency for students, enhance interest in blended sections, and improve utilization of classroom space. The new delivery mode options are now available for the Fall 2026 scheduling cycle.

## **2.5 Mental Health Strategy**

A comprehensive Student Mental Health Strategy has been developed to respond to the increasingly complex and evolving mental health needs of KPU students. The strategy was informed by institutional and external data, sector research, and the expertise of the Student Mental Health Strategy Advisory Group, with support from an external consultant. It aligns with the National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students and integrates principles of decolonization, Indigenization, social justice, equity, diversity, and inclusion. Together, these elements provide a strong foundation for advancing a coordinated, whole-campus approach to student mental health and well-being.

The strategy serves as a guiding framework to align university-wide policies, practices, and services with KPU's mission of transforming lives and inspiring positive change. It emphasizes the importance of creating a caring, collaborative, resilient, and responsive campus community that supports student well-being while addressing mental health needs across the continuum of prevention, promotion, and support. I would like to thank the members of the Advisory Group and campus partners who contributed their expertise, time, and lived experience to the development of this strategy.

This update is provided for information only. The full Student Mental Health Strategy is included as Appendix A of this report for reference.

## **3. People, Culture, and Operational Initiatives**

### **3.1 Health and Wellness Strategy**

An organization-wide Health and Wellness Committee is being formally established, with representation from across the institution, including academic leadership. The committee will support the development, implementation, and evaluation of programs and services aligned with KPU's commitment to the principles and practices of a health-promoting university.

The goal of the committee is to ensure a coordinated, intentional, and integrated approach to health and wellness across the institution, and to collaborate thoughtfully in fostering a campus culture that embeds health promotion into programs, practices, and policies.

Community members are invited to visit the Health and Wellness booth at KPU Day to learn more about this work and to provide input and feedback on the Healthy University Initiative framework, which is currently under review.

### **3.2 Layoff Update**

In early March we began a round of layoffs that affected more than 110 colleagues combined across all employee groups. Although we are still early in the process with faculty, we have been able to rescind layoff notices for 18 faculty, partially rescind layoffs for 3 faculty, and defer layoffs for 2 faculty through efforts including retirement incentives and additional education leave opportunities.

Of the 28 BCGEU employees who received layoff notices, 19 accepted severance and nine opted for bumping. The process has at least one more cycle to go with the staff bumped out of their positions now facing the choice of bumping, severance or recall.

### **3.3 Bargaining Update**

BCGEU bargaining is ongoing at the Multi-Employer Table (MET), with one date scheduled on June 1st and tentative dates in July. With greater clarity on the mandate, the parties are optimistic that MET negotiations will conclude before the fall, enabling a transition to local table bargaining.

Negotiations with the KFA are also progressing, with seven bargaining dates set for May. Following completion of non-monetary discussions, the parties have moved into package bargaining. The University remains optimistic that common ground will be reached on several initiatives benefiting both parties.

## **4. Partnerships and Events**

### **4.1 Pumped for Post-Secondary**

KPU is proud to partner with Big Sisters of BC Lower Mainland to offer the Pumped for Post-Secondary mentoring program, connecting local high school students with KPU student mentors. The program supports youth success, leadership development, and confidence while introducing students to post-secondary pathways, campus life, and available supports. This partnership reflects a shared commitment to supporting youth, strengthening pathways to education, and fostering a strong sense of community.

### **4.2 Anti-Racism Symposium**

The Office of Equity and Inclusive Communities recently hosted the fourth annual Anti-Racism Symposium, bringing together students, faculty, staff, and community members for a day of dialogue, learning, and action. Held in alignment with the International Day for the Elimination of Racial Discrimination, the symposium created a dedicated space to confront racism and share research, lived experiences, and practices that advance equity and inclusion across our institution and in our communities.

This year's symposium, attended by over 200 people, featured a keynote address by Dr. Eniola Salami, who spoke on racism in health care. Drawing on both research and lived experience, Dr. Salami highlighted systemic barriers faced by racialized communities and emphasized the importance of culturally responsive care and institutional accountability. The keynote sparked meaningful dialogue on the role of post-secondary institutions in advancing health equity.

A key highlight of this year's symposium was the launch of KPU's inaugural Black Excellence Awards, recognizing and celebrating Black students, alumni, and employees whose leadership, advocacy, and community impact exemplify the university's commitment to anti-racism and systemic change. These awards elevate and make visible the significant contributions of Black members of the KPU community, while reinforcing ongoing efforts toward equity, belonging, and social justice.

For more information on the award recipients, please read the [news release](#).

The [event photo album](#) is also now available.

### 4.3 KPU Day

On May 8, employees from all campuses and employee groups came together for the annual KPU Day, fostering connection, appreciation, and a shared sense of community across the university. This year's event also integrated Faculty Connect, creating additional opportunities for faculty engagement alongside broader institutional participation. In total, 627 employees attended, taking part in workshops, interactive activities, and informal networking opportunities. KPU Day continues to serve as an important institutional event that strengthens relationships, fosters cross-campus engagement, and reinforces a shared sense of purpose and appreciation within the KPU community.



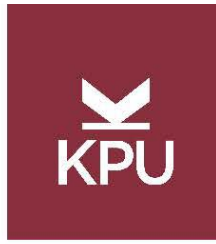
### 4.4 Awards Night

On May 7, the evening before KPU Day, the inaugural Awards Night was held, bringing together several of the university's employee recognition programs into a single event dedicated to celebrating excellence across the institution. With a total of 60 participants, awards recognized outstanding contributions in teaching, service, leadership, inclusion, and long-standing dedication to KPU.

At a time of considerable change and uncertainty across the post-secondary sector, Awards Night provided an important opportunity to pause and acknowledge the care, expertise, and commitment that KPU employees bring to their work every day. Whether highly visible or behind the scenes, these contributions shape the student experience and strengthen the communities KPU serves.



## Appendix A



This report highlights the work of the  
KPU Student Mental Health Advisory Group

# KPU Student Mental Health Strategy



**2025**

Contents

Territorial Acknowledgement ..... 3

Executive Summary/Introduction ..... 4

Purpose and Guiding Principles ..... 5

    Purpose..... 5

    Guiding principles..... 5

Themes for Action..... 6

    Institutional Level Activities ..... 6

    Supportive, Safe, and Inclusive Post-Secondary Environment ..... 7

    Literacy, Education, and Stigma Reduction..... 7

    Prevention and Early Intervention ..... 8

    Mental Health Supports Availability ..... 9

    Crisis Management and Postvention ..... 9

Implementation ..... 10

Working Group 2022-24 ..... 11

Overview of Methodology ..... 11

## Territorial Acknowledgement

We at Kwantlen Polytechnic University respectfully acknowledge that we live, work and study in a region that overlaps with the unceded traditional and ancestral First Nations territories of the xwməθkwəyə́ (Musqueam), qí cə́ ý (Katzie), SEMYOME (Semiahmoo), scə́ wəθən (Tsawwassen), qiqéyt (Qayqayt), and kwikwə́łə́ m (Kwikwetlem); and with the lands of the qẃ a:nłə́ n̄ (Kwantlen First Nation), which gifted its name to this university. We are honoured to carry the Kwantlen name, bestowed upon the university by Grand Chief Joe Gabriel from Kwantlen First Nation. Kwantlen means Tireless Runner, and is reflected in our university's motto: Through tireless effort, knowledge, and understanding. In view of advancing truth and reconciliation, we recognize our commitment to address and reduce ongoing systemic colonialism, oppression and racism that Indigenous Peoples continue to experience.

## Executive Summary/Introduction

The KPU Student Mental Health Strategy represents the work of the KPU Student Mental Health Strategy Advisory Group comprised of representatives from Student Services, Counselling Services and Academic Faculty. Drawing on available institutional data, external data, and the experiences of other post-secondary institutions and support organizations, the Advisory Group was tasked with creating a proposal for a strategy to address the increasingly evident and complex mental health needs of KPU students across a range of dimensions from broad policy to direct support services. An external consultant, Reichert & Associates, was contracted to collect additional data, to conduct a sector review, and to generate an initial report and recommendations as a foundation for KPU's Mental Health Strategy.

In 2020, the Mental Health Commission of Canada launched the National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students. The Standard is the first of its kind in the world and is considered a best practice that is intended to raise awareness about mental health and decrease stigma, provide healthier and safer institutional environments and improve opportunities for students to flourish. KPU's Student Mental Health Strategy Advisory Group made the decision to align the updated strategy to the National Standards and to integrate principles of decolonization, indigenization, social justice, equity, diversity and inclusion given the increasing awareness of intersectional identities particularly in marginalized populations.

In this strategy document, mental health is defined as a state of wellbeing in which a person can realize their own potential, can cope with the normal stresses of life, can make choices and decisions, can work productively and fruitfully, and is able to make contributions to their community (definition adapted from WHO, 2014). Recent research suggests high levels of distress among university students, with diagnosable mental disorders occurring in close to 20% of this population. In their scoping literature review of the current state of mental health practices at Canadian post-secondary institutions, Linden, Grey and Stuart (2018) note that there is a pressing need for universities to adopt a whole-campus approach to mental health. The National College Health Assessment survey conducted in 2019 prior to the pandemic indicated that anxiety, depression and loneliness were experienced by a minimum of 50% and up to 70% of students. The ongoing impact of the Covid-19 pandemic was reported by the [Mental Health Commission of Canada \(2022\)](#) to be associated with a significant increase in students reporting anxiety, a two-fold increase in attention/concentration issues, an observed increase in the use of maladaptive coping strategies, and higher demands on campus-based support services.

The KPU Student Mental Health Strategy represents a call to action for the University to align policy and practices with its mission of **transforming lives** and **inspiring positive change** in the area of mental health. The aim of this strategy is to create a campus community that is caring, collaborative, resilient, responsive, and continuously improving, with the joint goals of promoting student wellbeing and addressing student mental health needs.

## Purpose and Guiding Principles

### Purpose

The strategy aims to align policy and practices with the KPU mission of transforming lives and inspiring positive change in the area of mental health. The aim of this strategy is to create a campus community that is caring, collaborative, resilient, responsive, and continuously improving, with the joint goals of promoting student wellbeing and addressing student mental health needs while incorporating learnings and recommendations from national, regional, and KPU-specific work in the area of mental health and wellbeing.

The strategy was developed prior to the pandemic but was put on hold as the institution pivoted to adapt to the changing landscape. The strategy was revisited in 2022 with the support of a working group and in light of the National Standard for Mental Health and Wellbeing for Post-Secondary Students. This National Standard is first of its kind in the world and is a set of flexible guidelines developed to help institutions support and promote optimal mental health and wellbeing for students, an issue further impacted by factors such as Covid-19, geo-politics, declining international student enrolment and systemic issues impacting equity deserving students.

KPU's Student Mental Health Strategy represents a call to action for all faculty, staff and students to:

- View mental health as everyone's responsibility
- Promote and adopt the guiding principles in the strategy
- Look for ways to advance mental health on campus by supporting institutional, departmental, and individual changes
- Provide expertise where needed
- Advocate for mental health in the learning environment by identifying and addressing barriers to well-being, and
- Be aware of available resources and refer students who are struggling with mental health issues.

### Guiding principles

#### *National Standard for Post-Secondary Student Mental Health*

The National Standard for Post Secondary Student Mental Health was developed by the Mental Health Commission of Canada with the Standards Council of Canada. The National Standard resulted from a multi-year project involving thousands of individuals from post-secondary institutions across Canada. The National Standard and its principles guided the development of the KPU Student Mental Health Strategy so as to ensure both documents are aligned.

Guiding our work is the recognition of the holistic needs of students, the intersectionality of our students, and the historical and ongoing marginalization, oppression, and racialization in society at large for many KPU students, including Indigenous students. This strategy aims to integrate principles of social justice, equity, diversity and inclusion in order to remove barriers to services and with a goal for empowering everyone in KPU's campus community to respond to the mental health needs of students. In addition to the broader national standards and concerns for the mental health of post-secondary students, this strategy has been informed by the KPU context, including the KPU Anti-Racism Task Force's (2022) report and recommendations, and the *xe?el# KPU Pathway to Systemic Transformation* (2022) framework (in particular, Pathway 4: Holistic learning and wellbeing).

The strategic areas of focus below reflect the National Standard's framework elements and components of a socio-ecological framework for mental health and wellbeing. Themes for action are guided by social justice principles.

#### *Strategic Areas of Focus:*

1. Institutional level activities
2. Supportive, safe, and inclusive post-secondary environment
3. Literacy, education and stigma reduction
4. Early Intervention
5. Mental health supports and accessibility
6. Crisis management and postvention

## Themes for Action

### Institutional Level Activities

Embed a focus on mental health in all levels of the institution including policies and procedures to optimize student success and wellness.

#### *KPU current state:*

- **Strengths:** Executive support for the development of a Student Mental Health Strategy for KPU; Vision 2026 includes a goal to support student and employee health and wellness; Indigenous Pathways; Anti-Racism Task Force Report; Office of Equity and Inclusive Communities.
- **Opportunities:** Mission statement should incorporate a focus on wellbeing and mental health; need for a mental health lens applied to institutional policies and procedures; adherence to current policies; supporting students in self-advocacy.

#### *Recommendations:*

1. Bring together a committee responsible for the implementation of the Student Mental Health Strategy and the development of an action plan.
2. Identify mental health and wellness as priorities for the campus community, with a focus on creating sustainable campus mental health initiatives and cultural change.

3. Coordinate existing initiatives and services that aim to contribute to student mental health and wellness.
4. Review relevant policies and procedures related to mental health, inclusion, and diversity to ensure they are up-to-date and provide appropriate supports for students.
5. Increase student participation on committees and councils.
6. Identify and explore ways to address unnecessary stressors for students resulting university processes.

### Supportive, Safe, and Inclusive Post-Secondary Environment

Create an inclusive campus environment that supports student life, engagement and sense of belonging, that will positively influence student mental health and wellness.

#### *KPU current state:*

- **Strengths:** Respectful learning environments; small classes; student leadership, volunteer, and employment opportunities; respectful workplace training; Indigenous awareness training; increased activity and profile for Indigenous Services (Gathering Place and Indigenous Counsellor); increased profile of Office of Equity and Inclusive Communities.
- **Opportunities:** Campus hours; physical space and amenities; robust student life; student development opportunities.

#### *Recommendations:*

1. Promote respect, inclusion, valuing of diversity, accessibility, equity, decolonization, and Indigenization throughout all aspects of the learning and work environment.
2. Encourage programs, activities, and spaces that support a sense of community and belonging among faculty, staff and students, while addressing barriers to access and participation.
3. Build social connection on campus through art, music, and cultural activities and initiatives that celebrate KPU's cultural richness.
4. Increase physical and psychological safety on campus.
5. Increase awareness of avenues to safely report experiences of unsafe and harmful experiences.
6. Explore opportunities to improve housing supports for students.
7. Increase awareness of financial aid and financial literacy for students.
8. Promote student orientation, events and plans to optimize student engagement.
9. Promote supports to first-year students.
10. Enhance safety and connection for Indigenous students and other marginalized students.

### Literacy, Education, and Stigma Reduction

Build a culture of care through enhanced mental health literacy across the KPU community. Invite and welcome help-seeking behaviour amongst KPU students.

#### *KPU current state:*

- **Strengths:** Thrive Month; Counselling Services; Indigenous Services and Counsellor; Peer programs; Student Health 101; student orientation; Telus Health Student Support App; Multi-Faith Centre; Office of Equity and Inclusive Communities; community resources for Overdose Prevention.
- **Opportunities:** Stigma reduction campaign; training for faculty/staff; mental health literacy; increased awareness of intersectionality and impacts on mental health.

#### *Recommendations:*

1. Explore creative ways to enhance the focus on health and wellbeing, and support efforts to engage in practices that promote health, wellness and mental health.
2. Identify opportunities to address mental health within the academic environment to increase student success.
3. Promote existing spiritual support services as part of achieving overall health.
4. Increase awareness of the connection between physical health and mental health, sleep, learning, and quality of life.
5. Introduce a broad approach to substance use and addictions by involving students, employees, and the broader community.
6. Use evidence-based strategies to bring awareness to misconceptions about mental health and mental illness.
7. Support initiatives by students to lead mental health awareness, education, outreach, and advocacy activities.
8. Build awareness of intersectionality and impacts on mental health in society and KPU environments.

### Prevention and Early Intervention

Increase awareness and capacity to support students who are experiencing psychological distress and connect them with campus services. Identify and provide resources for marginalized and/or vulnerable students.

#### *KPU current state:*

- **Strengths:** Student Referral Program; Behavioural Intervention Team; Guide to Helping a Student in Distress; Individuals in Crisis (Green Sheet); Meet and Greet and psychoeducational groups in Counselling and with Indigenous Services; Student Support Program; sexual violence and misconduct training; Development of a Student Hub through Indigenous Pathways grant project.
- **Opportunities:** Faculty/staff training and/or bystander intervention program; critical incident response; targeted preventative supports for at risk groups.

#### *Recommendations:*

1. Educate faculty, staff and students, including security personnel, to effectively identify, respond to, and refer a person with mental health concerns to appropriate campus and off-campus resources.
2. Increase opportunities to equip faculty, staff and students with skills to respond to a mental health crisis or suicidality.
3. Ongoing support and enhancement of sexual violence prevention and response policies, training, and support.
4. Evaluate the Student Referral Program to optimize response for mental health concerns.

5. Develop resources that provide information on the signs of mental health and useful referrals.
6. Promote help-seeking as a smart strategy for academic and career success and target initiatives that encourage help-seeking of students who are less likely to request support.
7. Develop a Student Hub model for Indigenous students to promote connection, community, and sense of belonging. Extend to other at-risk groups over time.
8. Promote courses in resilience particularly for first- and second-year students to build capacity to manage and cope with day-to-day life as a student and/or developing adult.

## Mental Health Supports Availability

Ensure that KPU has responsive mental health services to support students experiencing distress and connect them to additional community resources for further intervention.

### *KPU current state:*

- **Strengths:** Counselling Services – virtual and in-person services for individual counselling and psychoeducational group program; Learning Centre workshops; clinical case consultation within Counselling Services; 24/7 – 365 days a year Student Support Program (GuardMe); community service providers’ network.
- **Opportunities:** Transition and resiliency programming for students; specific mental health programs for international students; pedagogical considerations to support both faculty and students in classrooms; medical/nursing support; community partnerships; continuing education requirement; 24/7 and online support and apps; case manager/external services referral coordinator (social worker).

### *Recommendations:*

1. Adopt an integrated, culturally-appropriate approach to delivering mental health services to students, accessing both on-campus and off-campus supports and resources.
2. Develop more mindful anti-racist practice and praxis and improve cultural competencies, and awareness of the holistic needs of our diverse student body within a range of mental health service areas.
3. Explore ways to enhance availability to meet the diversity of student needs, both in the type of supports available and the format of supports (online, in person and groups etc.).
4. Explore opportunities to develop and enhance activities delivered by students, such as the Peer Support and other student-led offerings.
5. Create a community liaison committee with external agencies to explore ways to extend services for students and employees, especially in specialized areas such as addictions and culturally-informed care.

## Crisis Management and Postvention

Develop effective procedures to respond to campus-based critical incidents, and threats to maintain a safe environment for the KPU community.

### *KPU current state:*

- **Strengths:** Student Referral Program; Threat Assessment Team; Behavioural Intervention Team; Guide to Helping a Student in Distress; Individuals in Crisis (Green Sheet); individual counselling; triage system in Counselling Services; sexual violence and misconduct training; group programs; community service providers' network; Student Support Program (GuardMe).
- **Opportunities:** Faculty/staff training and/or bystander intervention program; critical incident response; medical/nursing support; consulting psychiatrist; community partnerships; crisis intervention and management; continuing education requirement; 24/7 and online support and apps; case manager/referral coordinator (social worker).

### *Recommendations:*

1. Increase awareness of the Behaviour Intervention Team (BIT) and its important role.
2. Create awareness of post-trauma resources, and build a resource network.
3. Create a Critical Incident Response policy and procedures, and develop a campus-wide critical incident response team.
4. Explore partnerships for cross-training, communication, and coordination with community partners (e.g., first responders, emergency department, health care, security).

## Implementation

The purpose in implementing this strategy is to ensure a coordinated institutional approach, alignment to the National Standard and related good practices, alignment to institutional principles and goals, and the strategic use of institutional resources in support of student mental health.

Recognizing the dynamic eco-system between students, staff and faculty, this strategy requires support from all areas of the institution. University departments and faculties are encouraged to be aware and to support the promotion and implementation of the student mental health strategy, to align with its recommendations, and to engage in training and other related learning opportunities.

To ensure a coordinated and sustainable approach, an advisory group consisting of key parties from across the institution will be formed. This Advisory Group will be responsible for:

- Developing an action plan around the recommendations
- Identifying key initiatives, advocating for resources and assigning responsibility
- Developing an evaluation plan
- Gathering benchmark data

The advisory group will be responsible for reporting on the progress and findings of the implementation of the strategy.

## Working Group 2022-24

- Co-chair: Lynda Beveridge, Director, Counselling and Accessibility Services
- Co-chair: Shalini Vanan, Director, Student Wellness
- Joshua Mitchell, AVP Student Affairs
- Jennifer Jordan, Director, Student Rights and Responsibilities
- Julia Denker, Director, Career Development Centre
- Lisa Higashi, Director, Student Success
- Zainab Al-Koubaisi, Director, Global Engagement
- Jayne Blemings, Counsellor
- Jocelyn Lymburner, Faculty, Psychology
- Consulting faculty: Ross Laird, Creative Writing; and Maureen Lee, Educational Studies

## Overview of Methodology

KPU's Student Mental Health Strategy was developed between 2022 and 2024. Data collection efforts were conducted by the KPU Student Mental Health Advisory Group and the team at Reichert & Associates.

Information to inform the foundation of this work, and data for the strategy was drawn from four main sources:

- An environmental scan of Canadian post-secondary health and wellness strategies (n=24 PSIs) as well as a review of provincial and national guidelines, laws, and government strategies.
- Reichert & Associates conducted
  - Interviews:
    - 2023: KPU staff/faculty (n=28),
    - 2023: Staff at other post-secondary institutions (n=8)
    - 2024: KPU staff/faculty/student peers (n=28)
  - Surveys:
    - 2023: KPU students (n=178)
    - 2024: KPU students (n=319)
  - Administrative data/document review (student satisfaction surveys and other KPU strategy documents).

## References

KPU. 2019. "2019 Student Satisfaction Survey."

KPU. 2020. "Canadian Campus Wellbeing Survey."

KPU. 2020. "Student Profile: All KPU."

KPU. 2021. "2021 KPU Student Satisfaction Survey: By Domestic / International."

KPU. 2022. "2021 Student Satisfaction Survey: Selected Findings. Presentation to Student Services Council."

KPU Office of Planning & Accountability. 2022. "2021 Student Satisfaction Survey Report: Student Diversity."

KPU Office of Equity and Inclusive Communities. 2022. "Task for on Anti-Racism Final Report and Recommendations."

KPU. 2023. "Pathways to Systemic Transformation."

VC Report from the Senate Meeting of March 30, 2026 to the Board of Governors

Senate met on Teams with good attendance and approved the following items:

**Program Revisions** (Effective September 1, 2026)

- Certificate in Education Assistant: Enhancements include curriculum mapping, the addition of a new course (EDAS 1240), and strengthened alignment between course and program learning outcomes.
- Bachelor of Arts, Major in Geography: Revisions improve program flexibility, thematic coherence, course sequencing, and learning outcome alignment.
- Associate of Arts in Geography: Changes complement the Bachelor's program revisions, supporting improved student mobility and curricular consistency.
- Minor in Geography: Updates reflect curriculum mapping and adjustments to course offerings to improve accessibility and relevance.

**English Proficiency Requirement Amendment**

Revisions to the University's English Proficiency Requirements allow a new Access Applicant category. This is designed to reduce barriers for applicants with intellectual, developmental, and/or learning disabilities.

**Admissions**

Senate approved two Admissions related items. Accuplacer was approved as an English placement test, and the ongoing pilot to the Canadian Language Benchmark (CLB) Pilot extension was approved. The extension gives two years support further data collection on the use of CLB scores for admission and placement into English Language Studies.

**Governance Reports**

Senate received information that the Senate bylaws are being extensively reviewed

**Senate Schedule.** The 2026–2027 meeting schedule, developed to align with academic cycles, examination periods, and Board meetings was noted. Meeting invitations to Senators and Faculty representatives will be forwarded over the coming month.

**Acknowledgement**

Finally, Senate recognized Senator Dean Aimee Begalka for her service and contributions. This Senate meeting was her final meeting prior to retirement.

With Respect,

Catherine Schwichtenberg

Vice Chair, Senate

VC Report from the Senate Meeting of April 27, 2026

### **Course outline changes and Graduate Studies Regulations**

Senate approved a list of new and revised courses, consisting primarily of prerequisite updates, and one new course titled Work Smarter with Artificial Intelligence developed through the Melville School of Business.

Senate also approved revisions to Graduate Studies General Regulation 4: Academic Progress. The revised regulation clarifies expectations for graduate student progress, the role of graduate advisors, and provides a structured process for early academic intervention to support retention and timely completion.

Both items are effective September 1, 2026

### **Program Revisions**

Senate approved multiple program revisions for September 1, 2026 and one for September 1, 2027. These revisions were done to improve clarity, modernize requirements, and support student progression and retention, including:

- Minor in Music (course corrections and prerequisite updates)
- Minor in Economics (reduced upper-level credit requirement)
- Diploma in Engineering Physics (clarified declaration and streamlined math requirements)
- BSc and BSc (Honours) in Biology and Health Science (quality assurance–driven revisions, clarified Honours entry requirements, and safeguards for student progression)
- Associate of Science in Mathematics, Minor in Mathematics, and BSc Applications of Mathematics (Major and Honours) (updated learning outcomes, revised electives, and incorporation of the new STAT prefix)
- Diploma in Brewing and Brewery Operations (greater flexibility across credentials; effective September 1, 2027)

### **Governance**

Senate approved four faculty appointments, including an alternate, to the Presidential Search Advisory Committee and Leland Dieno to the Search Advisory Committee for the Appointment of Chancellor.

Catherine Schwichtenberg was acclaimed as Vice-Chair of Senate for a one-year term.

### **Items of Note**

Senate discussed the phased deployment of the student-facing AI chatbot, Ivy, including its initial rollout, alignment with existing AI guidance, and considerations for future expansion pending evaluation and resources.

Respectfully

Catherine Schwichtenberg

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## BOARD OF GOVERNORS – REGULAR MEETING

**Agenda Number:** 13.1

**Meeting Date:** *May 27, 2026*

**Presenter(s):** *Keri Spindler*

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**AGENDA TITLE:** NOTICE OF ELECTION: BOARD CHAIR & VICE-CHAIR

**ACTION REQUESTED:** Information

**RECOMMENDED RESOLUTION:** N/A

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### COMMITTEE REPORT

Entered by secretariat.

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#### Context and Background

An election for the Board Chair and Vice-Chair positions will take place at the next meeting. Kindly confirm any nominee is aware and has approved before submitting your nomination. Nominations can be submitted in advance of the meeting to the Board Office or stated verbally at the meeting.

#### Key Messages

1. In accordance with Section 24 of the Board Governance Manual, the Board Chair and Vice-Chair are elected annually and may be re-elected up to a maximum of three consecutive years.
2. In order to be eligible for election, the Board Chair and Vice-Chair must be an Appointed Member of the Board.
3. Voting will take place at the June 24, 2026 Board of Governors Regular meeting. The term will be for one-year, from August 1, 2026 to July 31, 2027.
4. The University Secretary will conduct the election.

#### Submitted by

Keri Spindler, University Secretary

#### Date submitted

May 19, 2026

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## BOARD OF GOVERNORS - REGULAR MEETING

**Agenda Number:** 13.2

**Meeting Date:** *Wednesday, May 27, 2026*

**Presenter(s):** *Keri Spindler*

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**AGENDA TITLE:** BOARD OF GOVERNORS AND BOARD COMMITTEE MEETING SCHEDULE FOR 2026/2027

**ACTION REQUESTED:** Information

**RECOMMENDED RESOLUTION**

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### COMMITTEE REPORT

All committees received a copy of their proposed schedule in advance.

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### Context and Background

The Board schedule is designed to ensure that KPU can meet its governance and operational obligations in line with the *University Act*, government submission deadlines and KPU Policies.

### Key Messages

1. The Board of Governors will hold 6 meetings in the upcoming academic year. The June 3, 2027 meeting will be for the sole purpose of approving the Audited Financial Statements
2. The Board Committees will meet 5 times/ per year, in advance of each Board meeting.

### Consultations

1. Senate Office
  2. Policy Office
  3. Finance and Administration
  4. Board Governance, Board Audit, Board Finance
- 

**Submitted by**

**Date submitted**

Keri Spindler

May 19, 2026

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**2026-2027 BOARD of GOVERNORS & BOARD COMMITTEE SCHEDULE**

Meeting/Date	Time	Format	Submission Deadline
<b>Board of Governors Meeting</b>			
Wednesday, October 7, 2026	5:00 – 8:00PM	In-Person   KPU Surrey Room TBD	Friday, September 25, 2026
Wednesday, December 2, 2026	5:00 – 8:00PM	In-Person   KPU Cloverdale Room TBD	Friday, November 20, 2026
Wednesday, February 10, 2027*	5:00 – 8:00PM	In-Person   KPU Langley Room TBD	Friday, January 29, 2027
Wednesday, April 14, 2027	5:00 – 8:00PM	MS Teams	Friday, April 2, 2027
Thursday, June 3, 2027 *Special meeting	5:00 -6:00 p.m.	Virtual To approve Audited Financial Statements Only	Wednesday, June 2, 2027
Wednesday, June 30, 2027*	5:00 – 8:00PM	In-Person   KPU Richmond Room TBD	Friday, June 18, 2027
<b>Board Planning Seminar</b>			
Friday, Fall 2026	9:00 AM – noon	In-Person	N/A
<b>Joint Governance Retreat</b>			
Spring 2027	9:00 – 4:00 PM	In-Person	N/A
<b>Board Audit Committee</b>			
Tuesday, September 22, 2026	4:00 – 5:00PM	MS Teams	Friday, September 11, 2026
Tuesday, November 17, 2026	4:00 – 5:00PM	MS Teams	Friday, November 6, 2026
Tuesday, January 26, 2027	4:00 – 5:00PM	MS Teams	Friday, January 15, 2027
Tuesday, March 30, 2027	4:00 – 5:00PM	MS Teams	Friday, March 19, 2027
Tuesday, June 1, 2027	4:00 – 5:00PM	MS Teams	Friday, May 28, 2027
<b>Board Finance Committee</b>			
Tuesday, September 22, 2026	5:00 – 7:00PM	MS Teams	Friday, September 11, 2026
Tuesday, November 17, 2026	5:00 – 7:00PM	MS Teams	Friday, November 6, 2026
Tuesday, January 26, 2027	5:00 – 7:00PM	MS Teams	Friday, January 15, 2027
Tuesday, March 30, 2027	5:00 – 7:00PM	MS Teams	Friday, March 19, 2027
Tuesday, June 1, 2027	5:00 – 7:00PM	MS Teams	Friday, May 28, 2027
<b>Board Governance Committee</b>			
Wednesday, September 16, 2026	5:00 – 7:00PM	MS Teams	Friday, September 4, 2026
Wednesday, November 4, 2026	5:00 – 7:00PM	MS Teams	Friday, October 23, 2026
Wednesday, January 13, 2027	5:00 – 7:00PM	MS Teams	Monday, January 4, 2027
Wednesday, March 17, 2027	5:00 – 7:00PM	MS Teams	Friday, March 5, 2027
Wednesday, June 16, 2027	5:00 – 7:00PM	MS Teams	June 4, 2027
<b>Board Human Resources Committee</b>			
Thursday, September 10, 2026	4:00 – 6:00PM	MS Teams	Friday, September 1, 2026
Thursday, November 12, 2026	4:00 – 6:00PM	MS Teams	Friday, October 30, 2026
Thursday, January 21, 2027	4:00 – 6:00PM	MS Teams	Friday, January 8, 2026
Thursday, March 25, 2027	4:00 – 6:00PM	MS Teams	Friday, March 12, 2027
Thursday, June 17, 2027	4:00 – 6:00PM	MS Teams	Friday, June 4, 2027