
Report to the Board of Governors

January 27, 2016



Table of Contents

Introduction	ii
President’s Report.	1
Finance & Administration.	2
Office of the Provost.	5
Office of External Affairs.	9
Institutional Analysis & Planning.	11
Office of Advancement.	12
Marketing & Recruitment.	13

Introduction

Based on feedback from Board members we are changing the way that we report on the many activities and initiatives at KPU throughout the year. For each board meeting we will continue to collect from each faculty and division an update on their work, and we will distill that into the 2 reports that form a regular part of the Board package: the President's Report (dealing with institution-wide issues and administrative matters), and the Provost's Report that deals with instructional, instructional support, research and student affairs.

The original reports are available upon request, and we will be using them to compile annual reports, create press releases and to look for synergies among faculties and departments.



President's Report

In addition to the regular meetings and ongoing routine work undertaken by all the offices and departments reporting to the President and the Vice President Finance and Administration, I will highlight some specific matters, and then summarize achievements in various areas.

MAJOR INITIATIVES AND NEWS

The senior team has been focused on many aspects of campus and property planning in order to bring to the board a report with recommendations early in 2016. As often happens, this is taking longer than expected but careful analysis and due diligence is required.

Likewise we have been working closely with the Ministry of Advanced Education on the Acupuncture Diploma proposal, which would be a first step in the establishment of a School of Traditional Chinese Medicine.

The development of a draft 2016/17 budget is continuing and a proposal will be brought forward shortly, for approval by the Board of Governors in March.

We are working on a plan to engage with our new elected federal MPs, and we hope to host events and provide opportunities to have KPU “on the radar” for the new government.

We are pleased to have new KPU Alumni Association Board elected on December 14th.

Katie Miller has been appointed to the position of Director of Development in the Office of Advancement after a comprehensive search, and Aneet Uppal will join KPU on January 25th as Confidential Assistant to the Office of Advancement.

A new painting by Scott Plear was installed in the Coast Capital Savings Library at KPU Surrey and it occupies a large space on a blank concrete wall in the atrium. This is the second major donation by Mr. Plear, and this painting, “Deep Rover” joins “Kwantlen Aurora” which is found at the east entrance to the Spruce building.

PRESIDENT'S CALENDAR HIGHLIGHTS

- Nov 19—attended the Annual KPU Scholarships and Award Dinner in Richmond, which was well attended by donors, award recipients and members of our Foundation Board and the Board of Governors.
- Nov 20—provided the opening remarks at the Surrey Board of Trade event, and in the evening attended the Delta Chamber of Commerce annual awards night.

- Nov 26 —attended the meeting of the Education Program Review Committee of the CRNBC.
- Nov 27—attended the presidents of all BC's colleges and universities had a rare meeting at which Minister Wilkinson was in attendance.
- Dec 2—attended the Senate Standing Committee on Program Review to discuss the increasingly important role of program review in the Quality Assurance Framework for KPU.
- Dec 7 to 11—Holiday socials were held at each campus.
- Dec 8—attended BCNET's meeting via video conference. In the evening there was a meeting between the executives of the KPU Board of Governors and the KPU Foundation Board to discuss areas of mutual interest and potential collaboration.
- Dec 9—as the Vice Chair of the Post-Secondary Employers' Association, attended the Board of Directors meeting.
- Dec 14—briefed Senate in camera on our planning related to campus offerings, facilities and use of surplus properties.
- Dec 16—joined senior members of administration in a workshop on “Dealing with Angry People”.
- Jan 8—we were pleased to have Scott Moore, VP at Sports Net, attend an announcement of a major donation to KPU for the support of the Journalism program.
- Jan 15—launched *KPU Listens*, an anonymous online channel for protected disclosure of perceived wrongdoing that cannot be dealt with effectively through existing channels. This is required by KPU policy, which is itself part of the BC Government's expectations for the Employee Code of Conduct.
- Jan 18—attended the Trades Training of BC board meeting.
- Jan 20—attended Minister Qualtrough's address to the Delta Chamber of Commerce.
- Jan 21—attended a regular meeting of the BCAIU Presidents.
- Jan 23—dropped in on the ‘*Casks for Kwantlen*’ Fundraiser at BRB Co Brew Pub in Richmond.

Submitted by:

Alan Davis,

President & Vice-Chancellor

Finance & Administration

FACILITIES SERVICES

Capital Development (includes planning, design, renovations and new construction)

Surrey Upper Lab renovation: Completion achieved with lab in use, few deficiencies in process of resolution.

Interior Lighting assessment for energy efficiency upgrade design of all campuses: Stantec Engineering has been selected to provide an assessment report with recommendations for energy efficiency upgrades to interior lighting on all campuses. The diversity of new L.E.D. lighting fixtures opportunities compatible with existing infrastructure requires an electrical engineer's review to provide verifiable benchmarking to inform the right long term investment.

Richmond campus domestic water piping replacement assessment: JM Bean has been selected to conduct a feasibility study for replacement of domestic hot and cold water distribution piping which is beginning to fail. The study will identify scope of work required and strategies to phase the project over multiple years to ensure minimal disruption to ongoing campus operations.

Environmental Activities

Loss of all Building Systems; Horticulture Langley: Roofing contractors completing a project on the north campus Horticulture Center knocked out all power and communications to the building systems controlling heating and power for the Field lab and greenhouses. An emergency response coordinated between Horticulture staff, Facilities staff, and contractors saved the annual crop of Christmas poinsettias that were to be sold.

BC Hydro Energy Management Assessment (EMA): Completed KPU's fourth EMA facilitated by consultant from California with cost covered by BC Hydro. Initial comments from the assessor identified continued progress in KPU's program and acknowledgement of the sophistication of KPU's program. A report including strategies for the future will be provided early in the year.

Facilities Operations/General

Filming Langley Campus: Sunday Nov. 22nd filming took place for a made for TV movie, Unleashing Mr. Darcy

Facilities Performance Index, APPA: The Association of Physical Plant Administrator's (APPA) Facilities Performance Index (FPI) submission was completed for 2014/15. The FPI benchmarks KPU's Facilities Services against other participating North American universities.

FINANCIAL SERVICES

Financial Planning, Reporting and Assurance

Since the last report in October, preparation for financial review meetings, forecasting and statutory reporting has taken up most of the time. Streamlining of the processes within the area are on-going to better serve the University.

Staffing was at reduced levels for most of December due to vacations over the holidays.

Budget Request presentations concluded in October. Management are now in the process of reviewing the requests to identify University-wide priorities against estimated budget for Fiscal 2016/17. This work will be drafted and submitted for discussion with SSCUB throughout January.

During December the Budget team successfully rolled out 'Salary Encumbrances' which is the first project from the Banner HR/Payroll revitalization. Salary encumbrances are calculated on various salary classifications and will provide management with a tool to forecast budget pressures associated with salary expense, which currently account for 71.5% of the University consolidated budget.

Financial Operations

Several of the staff assisted Enrolment Services with fee payment early in December.

Also, we updated many of our on-line forms to make them more user-friendly.

Accounts Payable: Played an important advisory role in changing the internal procedures regarding the set up and maintenance of new vendors in Banner.

Treasury/Taxes: Automated internal processes to achieve greater efficiencies.

Ancillary Services

Bookstore: Q3 results show modest revenue growth when compared to the third quarter in 2014. MNP did a follow-up audit. The Bookstore successfully closed 20 of 31 identified gaps from the February 2014 audit. Of the remaining 11 outstanding items, 8 have been identified as in progress and are initiatives that the Bookstore relies on intuitional support to complete while the remaining 3 items are for the Bookstore to address directly. Additionally, only 1 of the 11 items remaining is identified to be a "High Priority" item, 6 are identified as "Medium" priority and 4 are identified as "low priority".

Parking: Employee Taxable Benefit Plans have been announced. The VP Administration and Associate VP Administration have delayed the planned implementation of taxable benefits as they continue to negotiate with the Faculty Association. Contractor Parking Permits were eliminated.

Finance & Administration *cont'd*

Contractors can now purchase weekly e-permits which are available to the general public. This change generates more revenue for KPU and reduces time for both the customer and parking administration. Additionally, the change aligns with Parking & Transportation Services long term goal of selling parking by service level provided as opposed to customer sub-classification.

HUMAN RESOURCES, EMERGENCY PLANNING & SECURITY

Human Resources

On November 25 & 26, three members of the Employee Relations team attended a joint training session with their BCGEU colleagues on the BCGEU Gender Neutral Job Evaluation Plan, contributing to a positive and collaborative union/management relationship.

Employee Relations and the BCGEU successfully reached an agreement on the bargaining unit exclusion of three Administrative positions, including Director, Business Performance and Advisory Services, Senior Director, Student Affairs and Manager, Enrolment Services.

The caliber of on-call auxiliaries that have recently been hired onto our pool has recently been recognized through positive department feedback. HR is currently recruiting for additions to the on-call pool because the auxiliaries are posting out into the University on longer term assignments very early within their employment at KPU.

Security

KPU Campus Security has established a liaison with the RCMP E Div Integrated National Security Enforcement Team (INSET) to interact on matters pertaining to national security that may have a KPU nexus. It is felt by security personnel that current domestic and international situations require KPU campuses to be proactive in establishing some situational awareness.

KPU has finalized the purchase of an officer transport vehicle for the Langley campus. The OTV will be used to step preventative patrols and to reduce time taken to travel between the east and west campus borders that are divided by the Highway #10 By-Pass.

KPU Security has finished its first year with CONCORD SECURITY as the contracted security company without any negative issues.

The statistical information gathered by PPM2000 shows a decrease in negative incidences reports in most of the categories on all 4 campuses between 2014/2015.

Emergency Planning

Successful activation of the Emergency Notification System for Shake out BC occurred in October. There was a lot of feedback which will be used in configuring some aspects of the system further. Continuous and ongoing promotion of the personal

notification side of the system will continue to increase the number of KPU community who input their personal cell phone, home phone and email addresses etc.

Further work between Emergency Planning and Communications team will be carried out early 2016 to finalize initial messaging for ENS. Discussions on the activation side will also be occurring in early 2016.

In November, Version 1 of both the Hazard Risk Vulnerability Assessment (HRVA) and Comprehensive Emergency Management Plan (CEMP) were reviewed and revisions were made to produce version 2. These two documents will be approved in early 2016 as the basis for developing the emergency program at KPU further.

In December, RCMP from all three municipalities came to conduct a presentation on active threats and the RCMPs immediate action rapid deployment during events such as these. Emergency Planning will begin working on an active threat plan as well as the ability to label doors, stairwells and windows both from the interior and exterior. Developed messaging for procedures during an active threat situation. This messaging will go out to executive in early 2016.

Occupational Health & Safety

Joint Occupational Health and Safety Committees have been established at each campus consistent with WorkSafe BC regulations. Committees are meeting monthly and conducting safety inspections on a regular basis. Four workplace inspections have been completed during this reporting period.

As required by legislation, in December health and safety training was provided to Joint Occupational Health and Safety Committee members. Fifteen (15) members attended the training. Various topics were presented including bullying and harassment, safety inspections, accident investigations and hazard recognition and control.

INFORMATION TECHNOLOGY

Enterprise Systems

Banner HR/Payroll Revitalization: The last Banner consultant onsite engagement on HR/Payroll Revitalization was completed on Dec 3 resulting the following deliverables:

- Implementation of Salary Encumbrance information in Finance reports during the week of Dec 14 2015. This salary encumbrance information will facilitate monitoring of salary expense against budget.
- Implementation of Position Control is in progress and is expected to be completed by Mar 1 2016. Regular employees are assigned single positions and employees with pooled positions are assigned to the correct position. Every position will be assigned to the correct position class. The implemented Position Control will facilitate position budgeting.

Finance & Administration *cont'd*

- Implementation of Leave Report by Admin Staff is underway and targeted for Mar 2016.
- Implementation of Web Time Entry by regular staff is in progress and will be deployed to a pilot group in Jun 2016. Full deployment is expected for Oct 2016.

Banner Student Revitalization: Business Process Management (BPM) was completed in Fall 2015 as the first deliverable for the Banner Student Revitalization. The BPM report outlines process improvement recommendations for the Banner Student module. IT and OREG are currently formulating process improvement deliverables planned for 2016.

Enterprise Systems Infrastructure Renewal: Enterprise Systems Infrastructure Renewal program is continuing with the recent delivery in Q4 2015 of new infrastructure platforms for KPU Student identification card system Episuite, Banner ERP Test environment and FAST Finance Portal. This new infrastructure is required to ensure ongoing performance and reliability supporting mission critical services for students, staff and faculty. The renewal program continues with new deliveries scheduled throughout 2016.

Technology Services

Network Infrastructure Upgrade: IT is currently planning the next phase of the network infrastructure upgrade project, targeting a late Jan 2016 start date for the Surrey campus.



Consultation with stakeholder departments like Student Services has taken place and banner downtime has been scheduled for the weekend of Feb 13 – 14 minimizing disruption to the University's business and students. IT will be working every weekend in February to minimize disruptions.

Firewall Replacement: Completed Phase II to implement additional features to enhance the overall security and protection for spam, phishing and virus attacks.

Managed Print Service: To date we have issued 10,853 student cards and 1712 employee cards. The next phase to general departmental print usage reports is scheduled to start in February. The project will wrap-up by end of March with the implementation of additional features including follow-me printing to enable printing to any printer on any campus, and print policy to lower cost through rules/recommendations to direct large print jobs to high volume printers or the print shop.

Mass Emergency Notification: Completed the work to enable emergency notification functionality on 700 PCs and 1700 thin clients in student, staff and faculty areas.

Submitted by:
Jon Harding,
Vice-President, Finance & Administration

Office of the Provost

Welcome to 2016 and another year of progress and development at KPU. This Provost report will provide members of the Board of Governors with information related to two main spheres of activity. The first will be my mid-year report on progress relating to the Academic Plan 2018. This report will be presented in the form of a scorecard to match the present format of the Vision 2018 reporting style. We are now one third of the way through the tenure of this plan and I am pleased to report on the many activities and developments that will realize the strategies of the plan. The second report included in this document will comprise an update on continuing work in the areas of enrolment management, administrative searches, and the acupuncture diploma.

EVENTS, CONFERENCES AND MEETINGS (NOVEMBER 5 - 20)

- Hosted a tour of KPU Langley for Provincial Minister of Environment, Mary Polak and Minister of Agriculture, Norm Letnick including the School of Horticulture and Brew Lab on November 5th, 2015.
- Attended the Creative Economy Dialogue: Leadership Surrey Series, November 12th, 2015.
- Attended the KPU Night at the Vancouver Giants game, November 13th, 2015.
- Hosted provincial meeting of the Senior Academic Administrators Forum at the Richmond campus
- Provided remarks during the opening of International Focus Week at KPU Richmond, November 16th, 2015. ‘
- Attended the BC Association of Institutes and Universities Vice-Presidents meeting, November 19th.
- Attended the 27th Annual Scholarships & Awards Dinner held on Thursday, November 19th at the River Rock Show Theatre in Richmond.
- Attended the Surrey Board of Trade Education Dialogue on November 20th, 2015 where Dr. Jane Fee participated in a panel discussion on trades and academics.
- Attended the 12th Annual Open Education Conference in Vancouver, November 20th, 2015.

STRATEGIC ENROLMENT MANAGEMENT (SEM)

The planning and development for a comprehensive SEM process is proceeding with a variety of activities and initiatives. The goal of a SEM process is both a short and long term planning process to identify and target growth in areas aligned to the strategic goals of KPU that will ensure the efficient and sustainable delivery of our mandate.

The following activities point towards the combined targets of recruitment, retention and expanding markets.

- Completion of the launch of the University Transitions Project: a university-wide project aimed at streamlining

and improving the admissions procedure while embedding academic rigour and preparation pathways to ensure student success.

- Launch of the First Year Experience: an outcome of the 2012 KPU Foundations of Excellence report this initiative is aimed at specific retention tactics and student support.
- Learning Centre student support strategies: include wide-access student support peer tutors, opening access for students to use online tutoring through AskOnline and the expansion of academic skills workshops.
- Deans are now working on the identification of program and faculty enrolment targets that will form the basis of a focused enrolment campaign led by the Marketing department.
- Additional initiatives include the development of a robust Prior Learning and Recognition project, a Mature Learners plan and continued efforts towards increasing Aboriginal participation.

ADMINISTRATIVE SEARCHES

- Selection process is underway for a Vice Provost, Teaching and Learning. Expected completion date of this search is February 2016.
- The Academic Plan 2018 commits to the development of a strong teaching and learning environment at KPU. We are moving forward with the creation of three Teaching Fellows addressing Academic Plan goals around the themes of Open Studies, Learning Outcomes and Experiential Learning. A selection process is presently under discussion and an announcement will be made later this spring.
- The re-appointment process for the Dean of the Faculty of Health is underway.

ACUPUNCTURE DIPLOMA

The development of the diploma in Acupuncture is now proceeding through the governance process. A full business case along with supporting financial, space and curricular documents was prepared and presented to the Ministry of Advanced Education (AVED). The Assistant Deputy Minister for AVED, Provost, UBC and an external health consulting group will be conducting regular meetings around the establishment of a novel distributed model clinic for Acupuncture. The Provost, Dean of Health and the ADM are in continuous contact to ensure all matters pertaining to the implementation of the Acupuncture program remain on track and the program is launched for September 2016.

Office of the Provost *cont'd*

FACULTIES & ACADEMIC UNITS

Since the November 2015 Board Report, the Faculties and various academic units have been developing new and revised programming to better serve KPU students. Through funding provided by the Government of BC, KPU has become the leader in Aboriginal Trades programming and partnerships. Further achievements in the areas of international opportunities, research and language upgrading complement a busy academic agenda

The following are but excerpts from longer reports provided to the Provost's Office from the seven Faculties, Office of the International, Office of Research and Scholarship and Continuing and Professional Studies department.

The Faculty of Science and Horticulture had the honour of hosting the Honorable Ministers Mary Polak (Environment) and Norm Letnick (Agriculture) at KPU Langley where Horticulture instructor Gary Jones led a tour of the North Campus Horticulture facilities, including the golf course, green houses, community gardens and our new aquaponics set-up. The Ministers also received an in-depth tour on the Brewing Instructional Laboratory by Alex Egi and Tim Brown, Brewing instructors). Both Ministers were very impressed with KPU Langley programs and instructional facilities. Photos can be viewed at the [KPU Faculty of Science and Horticulture Facebook](#) page

Under the leadership of Dean Tru Freeman and with the collaboration of a dedicated team of faculty and staff, the Faculty of Health (FoH) has undergone a complete review and revision to their Bachelor of Science in Nursing (BSN) and Bachelor of Psychiatric Nursing (BPN). In addition the FoH is proposing a one-year core Health Foundations Certificate that will stream students into the BSN and BPN. The programs have received approval from Senate and are now being considered by the Finance and Audit Committee, and Governance Committee for possible recommendation to the Board of Governors. While aligning with KPU's new admissions criteria, the Certificate will also provide students with the opportunity to explore health streams or pathways into other programs at KPU.

The Provost and Dean Freeman are actively engaged in ongoing discussions with the Ministry of Advanced Education and UBC around the establishment of the Acupuncture Diploma at KPU. These discussions include a third party consultant group that will be working with KPU and the UBC Faculty of Medicine to develop the clinical portion of the Acupuncture program.

The Faculty of Arts, Faculty of Trades & Technology and Continuing & Professional Studies continue to support VISION 2018 and the Academic Plan 2018 goals to enhance aboriginal participation. Through concerted efforts and relationship building they have expanded our aboriginal program offerings

by establishing innovative new programmes, courses and partnerships.

The Faculty of Arts has developed a Bachelor of Arts Minor in Indigenous Community Justice that will provide all KPU students with an understanding of indigenous culture, history and world views. This program is being presented to the Board of Governors for approval during the January 2016 meeting.

The Faculty of Trades & Technology Trades is set to deliver its second cohort of Aboriginal trades students piping program via a three way partnership between KPU, the North Vancouver School District, and the Squamish First Nation Trade Center in North Vancouver.

Continuing and Professional Studies has been awarded the following funding for targeted Aboriginal training programs:

\$468,000 from the Ministry of Jobs, Tourism & Training: Low Voltage Electrical and Data Technician. This contract will be fully executed by March 31, 2016.

\$2.7 million over three years from the Ministry of Aboriginal Relations and Reconciliation to offer trades training for four First Nations partners; Squamish, Musqueam, Tsleil-Waututh, and Coquitlam First Nations. This contract will see all four First Nations working together to train a total of 188 Aboriginal students.

\$4 million over three years from the Ministry of Advanced Education to offer trades training to Squamish First Nation students in areas related to LNG.

Continuing and Professional Studies ongoing investigative work continues to seek out the recruitment and training needs of First Nations for the LNG industry. This work is being done through another grant received from the Ministry of Social Development and Innovation.

Continuing and Professional Studies continues to see full classes for the Introduction of the Professional Management of Medical Marijuana. They are currently looking at developing additional programming in this area to support the needs of this burgeoning industry. Further, they continue talks with Street to Home, a non-profit organization whose goal is get homeless people off the street and into jobs, to develop training opportunities for their clients.

This semester, KPU Richmond Library hosted Fashion Design students from the "History of Costume" course to catalogue and digitize items from the Society for the Museum of Original Costume (SMOC) collection. This project provided an experiential research opportunity for KPU students where they got hands-on experience handling historical garments while using their knowledge to enhance the catalogue records in SMOC's Virtual Museum. KPU Library librarian Denise Dale provided archival advice and a place to store and use the materials. Eventually the descriptive work that the students created will be uploaded to SMOC's Virtual Museum.

Office of the Provost *cont'd*

In December, KPU Tech hosted the Western Canadian Farriers Association, (W.C.F.A.) for a week-long series of workshops and a variety of voluntary levels of examinations for farriers. Following the examinations, KPU had five candidates out of seven earn their A.F.A. Certified Journeyman Farrier credential and one awarded the A.F.A. Certified Farrier credential; one of the best results from all of the exams held last year throughout North America.

The Faculty of Academic and Career Advancement (ACA) recently was awarded provincial funding to offer performance-based language training at KPU Richmond to a cohort of eighteen internationally educated nurses who want to improve their communication skills for entry into professional practice. The class started in September and was fully subscribed. Two more cohorts are underway in Spring 2016 at KPU Surrey and KPU Richmond, both of which are well subscribed.

ACA has also launched a collaborative pilot project between Access Program for People with Disabilities, (APPD) and Academic and Career Preparation (ACP) through a Literacy Communities course for students with intellectual disabilities. Another cohort of the course starting Fall 2016 will be supported by funding (\$35,000) from the Irving K. Barber Endowment.

Students in the Post Baccalaureate Diploma in Technical Apparel Design presented their final capstone projects to an audience of industry representatives as well as faculty and students from the Wilson School of Design in early December. Their work was innovative and diverse and reflected their learning in advanced construction, technology, textiles, and user-centred design. Companies that have hired include Kit and Ace, lululemon, RYU, and Herschel Supply. Employment rates from this program have been strong. Within one month of completion in December 2015, 80% of the grads were gainfully employed in the technical apparel industry. As well, 100% of last year's December 2014 graduates are now employed in the field.

The Faculty of Business Accounting Department hosted their annual Careers in Accounting event on November 13th. Over 200 accountants and students participated in this successful round table event that provides students the opportunity to learn more about potential career opportunities in the accounting field and network with the professional community.

KPU Alumni Taylor Byrom launched "jolie hart", a clothing line designed for young girls from ages two to five with complex medical care needs. With the support of The Office of Research and Scholarship supported Taylor to establish herself in KPU's research and development space at City Centre One, Surrey's Health Innovations incubator. The ultimate aim of these types of incubator activities at Health Innovations is to assist and encourage entrepreneurs in developing and commercializing products for the medical industry.

<http://www.kpu.ca/news/stitches-new-clothing-line-styles-girls-medical-needs>

Music students at KPU have experienced a lot of success at the local, provincial and national levels. Yen-Jen Lin is just the latest of many recent successes taking first-place in the Fraser Valley Symphony Student Solo Competition. Lin's success follows a series of wins for KPU music students, namely the university's 'AJA Trio', who were recognized as some of Canada's best young musicians with a first-place win at the 45th National Music Festival. This year, students also impressed judges at the Kiwanis Fraser Valley International Music Festival, the 2015 Performing Arts BC Festival and the 61st Annual Young Musicians Competition.

This past fall, eight exchange students joined KPU from Nagasaki University, where 10 KPU students went on exchange in 2014/15 for up to two semesters, paid for in part by a scholarship program provided by our partner university in Japan.

KPU International has signed new mobility agreements with Ghent University (Belgium), PUC Minas University (Brazil) and Reykjavik University (Iceland) in order to expand opportunities for students and faculty members alike.

International Focus Week (IFW), open to the public, was held from November 16th-20th. The opening ceremony for the event, held on the Richmond campus, included Acting Mayor for Richmond, Ms. Linda McPhail, as well as Director of Operations and Programs, Tanya Grand, from the BC Council for International Education. The annual week-long event showcased various presentations and activities, from tai-chi to henna tattoo art to aboriginal basket weaving. The week is also used to promote opportunities for KPU students to go abroad, either through exchange, field school, or internship opportunities available through KPU's partner universities.



Office of the Provost *cont'd*

STUDENT SERVICES

The following activities and programs are underway across Student Services in alignment with the University's strategic vision and goals.

Students

The Athletics and Recreation Task Force, composed of faculty, staff, students, coaches and alumni, submitted to the Vice-Provost, Students and the University Executive a list of seven recommendations for the future of Sport, Recreation, Health and Wellness at KPU. The Task Force was informed, in part, by feedback provided by 623 in-person and online surveys of students, faculty and staff gathered in Fall 2015. The Department of Sport and Recreation will replace what has been known as Athletics and Recreation, effective April 1, 2016 in accordance with the first recommendation from the Athletics and Recreation Task Force.

New Programs, Policies & Initiatives

- **Enrolment Management Operations Committee** membership has been formed as the University Transitions Project moves into the operationalizing phase. The group will begin work this spring.
- **First Year Council** membership and mandate have been established in support of the University Transitions objectives. This group will coordinate efforts around the development and promotion of first year curriculum and support services for students in their first year at KPU.
- **The Needs Assessment: Student Communications** project has been underway, partnering Student Services and IAP with a consultant and a cross-university Steering Committee to determine strategy for how KPU can communicate more effectively with students, including a new online student portal and student email.
- **KPU's Major Entrance Scholarship** award criteria has been revised to reflect an attempt to 1) better align our entrance scholarship program with KPU's new admission categories and admission cycles, and 2) to broaden entrance scholarship opportunities to be more inclusive of students taking a less-direct path to KPU, mature students, transfer students, international students and Aboriginal students. The changes include: the introduction of a \$15,000 Aboriginal Entrance Scholarship; introduction of eligibility for transfer/mature student applicants and high school applicants with a "gap" between high school completion and matriculation; introduction of entrance scholarship for students pursuing admission to the Spring Semester intake; and, the elimination of school district restrictions.
- **Revision of Policy C39** (and associated fee payment deadline procedures) is underway in the Office of the Registrar. Policies ST2: Student Academic Integrity Policy and



Procedures, ST3: Grade Appeal Policy and Procedures, and ST7: Student Conduct (Non-Academic) Policy and Procedures have passed through the relevant Senate Standing Committee and are posted online for community consideration and feedback.

- **A new curricular framework for Minors** is under development in partnership between the Faculties and the Registrar's Office.
- **Revision of election rules** for the Spring Senate/Board elections is underway.

Managing Risk

A Risk Registry for Counselling Services will be completed in spring 2016.

Community Engagement

The Pat Dooley Memorial will be held February 24-27 in conjunction with KPU Eagles Men's Basketball team's last PACWEST game weekend.

Recognition

The KPU Eagles men's soccer team placed 5th overall at the CCAA National Championships in November 2015 under the direction of Head Coach, Srdjan Djekanovic.

Employee Engagement

A leadership retreat was held with Student Services' leadership team in November, and a second Holiday Seasonal event was held with all faculty and staff in Student Services in early December.

Submitted by
Dr. Salvador Ferreras,
Provost & Vice President, Academic

Office of External Affairs

External and Government Affairs had a busy fall, embarking on some longer-term projects while also managing more imminent issues.

ADVOCACY

- Participated in numerous conference calls/strategy sessions with Universities Canada and Colleges and Institutes Canada regarding the new federal government.
- Outreach to all new and returning MPs.
- Meeting with Surrey-Newton MLA Harry Bains (President Davis and Marlyn Graziano).
- Presentation to Select Standing Committee on Finance and Government Services (President Davis and Marlyn Graziano).

EVENTS ATTENDED

- Surrey Mayor's Annual Charity Ball.
- Local Chamber of Commerce: Cloverdale Chamber of Commerce AGM; Delta Chamber of Commerce Business Excellence Awards (KPU was a sponsor, Marlyn Graziano presented an award); Greater Langley Chamber of Commerce Business Excellence Awards (KPU was a sponsor, Vice Provost, Students Jane Fee presented an award); Delta Chamber of Commerce Networking Luncheon – Tilbury LNG expansion (first opportunity to meet with new federal minister Carla Qualtrough); Richmond Chamber of Commerce breakfast with local MLAs Linda Reid and Teresa Wat; Cloverdale Chamber of Commerce lunch with Minister of Community, Sport and Cultural Development and Minister Responsible for TransLink Peter Fassbender; Richmond Chamber of Commerce Business Excellence Awards (KPU profiled as a Chamber supporter through our annual sponsorship).
- SEEDS Business Leader Awards (KPU sponsored, Marlyn Graziano presented an award).
- BC Economic Forum (Vancouver Board of Trade) – Minister Shirley Bond and Richmond city councillor Alex Loo in attendance.
- Downtown Surrey BIA meeting with Ministers Fassbender and Yamamoto.
- Surrey Social Innovation Summit (KPU was a sponsor, Marlyn Graziano gave opening remarks at one of the sessions).
- Christmas open houses: MLAs Polak, Fassbender, Hunt, Hammell, Cadieux, Hamilton.
- Leadership Richmond – Youth Now Launch.

UNIVERSITY INITIATIVES LED

- New@KPU monthly employee newsletter was published five times in 2015. The June edition generated the greatest readership since publication began in August 2014 with 629 opens. December had 458 opens.
- Federal all-candidates meeting – Cloverdale/Langley City.
- Hosted Environment Minister Mary Polak and Agriculture Minister Norm Rustad at KPU Langley, where they toured the campus and met with students, faculty and administration. Some admin and faculty members joined the ministers at a reception later the same afternoon.

OTHER

- The Communications Team held Lunch and Learns at each campus to orient KPU employees on how to use the new tools to gain positive exposure about programs, events and achievements at KPU – primarily externally through the media, but also internally through the employee newsletter and message board systems.
- The Communications Team established an internal ad-hoc committee of representatives from various faculties and departments to review ways to enhance employee communication.
- The Communications Team took over leadership of the university's communications and events committee, establishing terms of reference and goals. This committee of approximately 15-20 comprises staff members who are involved in communications and events planning throughout the university.
- Media and Communications Manager Corry Anderson-Fennell was appointed chair of the Richmond Multicultural Community Services community collaboration team, and will present the team's final report and recommendations to Richmond City Council in March, informing a new diversity strategy for the city. Anderson-Fennell previously co-chair, but the team was unable to find a second member to act as chair. Meetings were held in September and November in preparation for spring delivery to council.

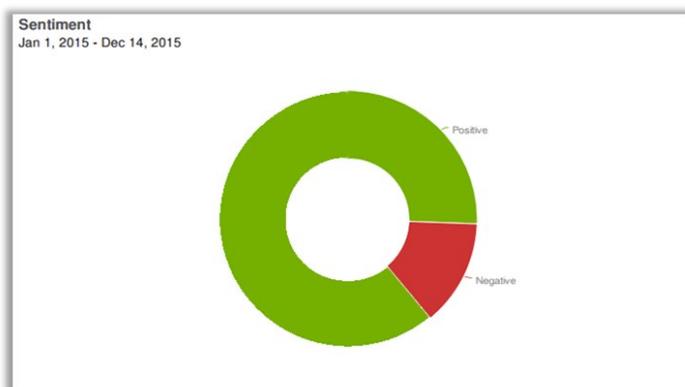
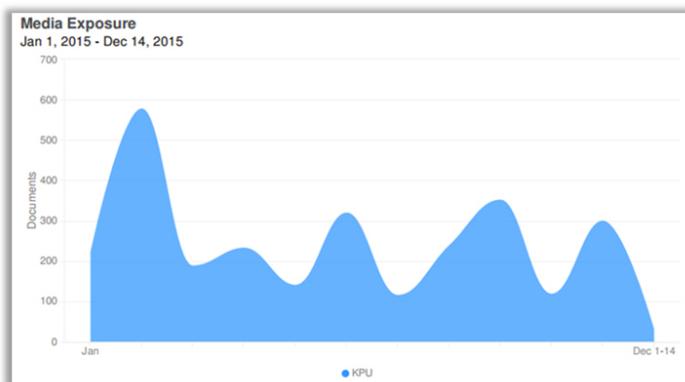
KPU media coverage – Sept. 1 to Dec. 31 2015

- Year-over-year, the KPU Communications team has consistently increased positive media coverage for KPU.
- From 2013-2014, KPU media coverage increased by 152 articles. From 2014-2015, coverage increased by 198 articles. Our year in the review of media coverage for 2015 shows we had 350 more articles published than we did in 2013. Across years, the majority of coverage KPU received was positive or "neutral," which is itself considered positive news coverage.

Office of External Affairs *cont'd*

- September through December, KPU distributed a total of 50 news releases and media advisories.
- Coverage was received on more than 557 occasions.
- The following is a list of KPU news releases that generated media attention and coverage. This does not represent the number of times each story was picked up, as many were picked up several times:
 - * In stitches: new clothing line styles girls with medical needs.
 - * Lumen Jacket sheds light on cyclist safety.
 - * New book discusses the most pressing issue of our time.
 - * KPU Eagles soar to national championship for first time in history.
 - * KPU students turn hungry tummies into happy ones.
 - * Richmond fashion marketing instructor wins industry teaching award.
 - * KPU “game changers” try-a-trade at international expo.
 - * Langley designer takes centre stage at local fashion show.
 - * Longtime Burns Bog advocate receives her honorary KPU degree today.
 - * Wilson School of Design students help St. Paul’s Brilliant! fundraiser shine.
 - * Eighth season of Green Wednesdays launches next week.
 - * KPU welcomes new gender-inclusive washrooms for students, staff.
 - * KPU honours Captain Sinclair with honorary degree.
 - * Lifelong brewer helps bring industry-grade equipment to grade-A brew lab.
 - * KPU honours longtime Burns Bog advocate Eliza Olson
 - * Service in Surrey: check out the KPU Volunteer Expo

ILLUSTRATIONS SHOWING KPU’S MEDIA EXPOSURE FOR 2015



ALUMNI RELATIONS EVENTS / ACTIVITIES

- Participated at Fall Convocation with the KPUAA photo booth and offering graduates a business card holder in exchange for updated contact information.
- Coordinated KPU alumni association’s online directors’ election from November 2 – 12 and promoted the elections to the alumni community.
- Participated in the KPU Richmond Open House November 4, 2015 to showcase Distinguished Alumni profiles and answer questions from an alumni perspective for future students.
- Executed the KPU Alumni Association Annual General Meeting and networking event on November 16, 2015. 95 people (mostly alumni) RSVP’d for the event and 51 people attended.
- The alumni newsletter was circulated on October 29, November 24 and December 17. Each edition averaged about 2,600 opens each month.
- 881 new alumni contact records were added to the alumni database.
- Working with the Coast Capital Savings on a marketing and execution plan to meet objectives of the five-year agreement on behalf of KPUAA.
- Supported five KPUAA board and committee meetings.
- Coordinated the call for nominations for an Alumni representative for the Board of Governors.

Submitted by:

*Marlyn Graziano, Executive Director, External Affairs
& Executive Director, KPU Alumni Association*

Institutional Analysis & Planning

ADDRESSING VISION 2018 STRATEGIC PLAN GOALS

Quality:

Goal: Learner engagement and retention at KPU shows continuous improvement

Strategy: Develop and implement retention strategies that identify groups of students at risk, set retention targets and enhance student success:

- Data on Leavers: Completed a new dashboard to tell us where students go if they leave KPU without a credential. This includes data on all institutions in BC so we can determine whether leavers went to another institution and if so, the subject and credential they were pursuing there. It also allows us to compare our leaver stats with those of other institutions. Presented to Academic Council in December.

Strategy: Assess, select, implement, and celebrate learning methodologies and educational delivery options that provide learners with the support within and beyond the classroom to succeed academically, personally, socially, and professionally:

- Student Satisfaction Survey. The survey was completed in November. Analysis and reporting is underway. Information collected through the survey will be used to improve services to students.

Goal: KPU is a well-managed, integrated, and transparent organization that supports learning

Strategy: Institutionalize effective quality assurance processes that allow for regular review of all areas of the university:

- Updating and improving processes for program review and student appraisals. New Manager, Strategic Planning and Quality has revised the Program Review Self-Study guide to improve its focus on curriculum quality.
- Supporting program reviews: Currently providing support to 16 programs (or cluster of related programs) that are undergoing reviews, including 6 reviews that have been launched since September 2015.
- Student appraisals of Instruction for fall session were completed and reports delivered by end of December to faculty and Deans.

Strategy: Review and Adjust procedures to ensure efficiency and effectiveness

- Student appraisals of instruction. For the 25% of classes where the appraisal is conducted in the classroom, plans for moving from paper-based to using tablets to conduct the survey online were implemented. Pilot tests were conducted using tablets in some classes in the fall. Final testing to occur in late January, with the expectation of full implementation Spring term.

Strategy: Broaden the modes and increase the frequency of communication within the university community in order to enhance transparency, decision-making, collaboration, and relationship-building among departments

- Established a Student Survey Advisory committee to obtain input from across the institution so that student surveys collect useful information to support decision-making and service improvement.
- Student Communication Needs Assessment project: KPU needs to upgrade the technology it uses to support communication with students. To inform the choice of new communication tools, two needs assessment studies, one from the perspective of administration and faculty, and one from the perspective of students, were conducted. IAP supported both projects and conducted the analysis and produced the report for the one from the student perspective. Final reports were delivered in January and next steps are being planned.

Relevance:

Goal: KPU's operations support purposeful learner FTE growth of at least 5% annually to meet the educational needs of its region's diverse population:

Expand the distinctiveness and scope of KPU's program offerings to realize its polytechnic university mandate:

- Developed feasibility assessments for the following program proposals: Horticulture Technology (no specialization) Diploma, Operations and Supply Chain Post-Bacc Diploma and Technical Management and Services Post-Bacc Diploma

Strategy: Develop a comprehensive strategic enrolment management plan:

- Continue to work with Deans on SEM planning as required
- Developing new dashboards to support campus planning

ADDRESSING ACADEMIC PLAN 2018 GOALS

Goal: Define learning outcomes and methods of demonstrating student capability:

- Developed a new process to address program-specific competencies, learning outcomes and alignment with student assessment and now supporting some programs in using this process.

ACCOUNTABILITY REPORTING TO GOVERNMENT

- Submission of Interim FTE report to AVED in November 2015.
- Worked on cohort extraction for Student Outcomes surveys for Apprentice Student Outcomes (APPSO) and Diploma, Associate Degree, and Certificate Student Outcomes (DACSO). BC Stats conducts these surveys of graduates each year to obtain information on the effectiveness of education programs.

Submitted by:

Lori McElroy,

Executive Director, Institutional Analysis & Planning

Office of Advancement

The Office of Advancement began 2016 with a major funding announcement on January 8th, when it was announced that Sportsnet would be donating \$250,000 to the KPU Foundation for the Journalism program at KPU. The first \$100,000 of the gift will create six annual scholarships and awards that will not only assist students interested in sports journalism, but will provide them with major-league opportunities in exploring digital and multimedia techniques over the next five years.

The 27th Annual Scholarship and Awards Dinner was held on November 19th at the River Rock Hotel and Resort. More than 450 students, donors and guests were in attendance as over \$800,000 in scholarships were awarded to KPU students.

Planning is underway for the 6th Annual KPU Foundation Golf Tournament, which this year will be held on May 18th, 2016 at Northview Golf and Country. The 2015 golf tournament was the most successful ever for KPU. Registration is open and many sponsorship opportunities have already been sold.

With the promotion of Katie Miller as Director of Advancement, and the hiring of a new confidential assistant, the Executive Director of Advancement will begin to focus on higher level, transformational gifts and naming opportunities for KPU. These staffing changes result in the Office of Advancement being fully staffed for the first time in over two years.

NEW MAJOR GIFTS OVER \$5,000 CONFIRMED SINCE NOVEMBER 1ST 2015

Donor	Amount	Fund
Rogers Media Inc. (Sportsnet)	\$ 250,000.00	Sportsnet Scholarships Awards - Journalism
Miscellaneous Donors (MRKT 4332)	\$ 41,290.00	Kwantlen Alumni Venture Capital Fund
Kwantlen Student Association	\$ 40,000.00	KSA START Volunteers Endowed Award
Tamoda Apparel Inc.	\$ 38,250.00	2016 Fashion Show Sponsorship (3 -year agreement)
Rosstown Farms Ltd.	\$ 15,000.00	Brad Reid Memorial Award
Columbia Plastics Ltd.	\$ 12,500.00	Gift in-kind equipment - Trades
Black Press Group Ltd.	\$ 11,373.20	Gift in-kind media - Golf Tournament
Chamkaur Cheema	\$ 10,000.00	Cheema Family Endowed Award
Daniel Bernstein	\$ 10,000.00	Daniel Bernstein Psychology Scholarship
Patsy Hui	\$ 10,000.00	Patsy Hui Business Award
Waller Construction Ltd.	\$ 10,000.00	Waller Construction Award
MNP LLP	\$ 9,703.17	MNP LLP Endowed Award
Vancouver Foundation	\$ 8,771.90	FyIC Supplementary Bursary
Wenzhou Friendship Society	\$ 8,000.00	Canada Wenzhou Friendship Association Endowed Award
The Cadillac Fairview Corp. Ltd. - Richmond Centre	\$ 7,500.00	2016 Fashion Show Sponsorship
ZOOM Media Inc.	\$ 7,500.00	Zoom Media Award
Barley's Homebrewing Supplies	\$ 5,000.00	Barley's Homebrewing Supplies Award
Beer Canada	\$ 5,000.00	Beer Canada Award
Dovre Import & Export Ltd.	\$ 5,000.00	Dovre Import & Export Award
Juliana Yung	\$ 5,000.00	Yung Annual Award
KPMB Architects	\$ 5,000.00	2016 Fashion Show Sponsorship
Nature's Path Foods Inc.	\$ 5,000.00	Nature's Path Award
Unifiller Systems Inc.	\$ 5,000.00	Unifiller Systems Inc. Award for Excellence

Submitted by:

Steve Lewarne,

Executive Director, Office of Advancement



Marketing and Recruitment Dashboard

January 2016

Domestic Applications

Domestic Applications for Spring 2016, as of November 27, 2015

2015	2016
1,658	1,723

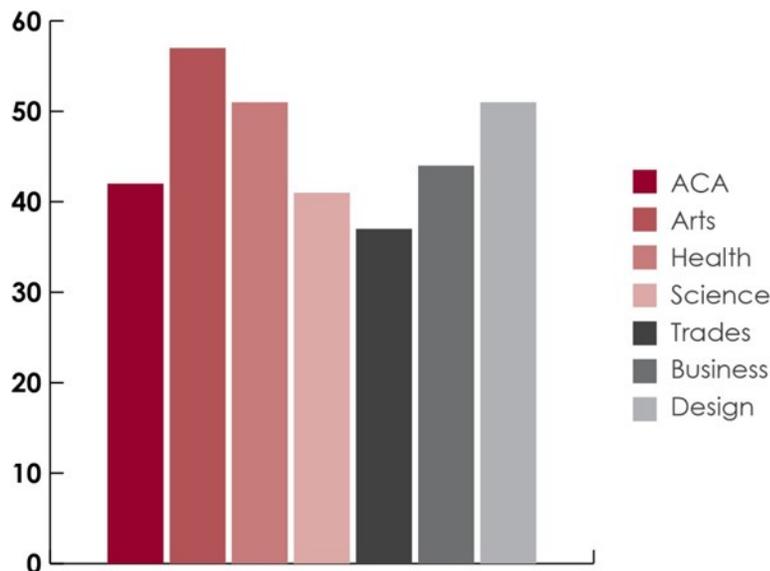
4%



Communications

The open rate for targeted communications delivered are as follows:

An average open rate for faculty newsletters: **46%**



An average open rate for initial emails from high school recruiters: **61%**

An average open rate for initial study@kpu email: **57%**

Total prospective students in database:

4,420

2015 SEP	2015 OCT
1,484	3,075

Marketing & Recruitment *cont'd*

Marketing Requests

Projects supporting all KPU faculties and departments increased.



Website

Year-over-year traffic increased for the entire website.



Demographic ages of 18-24 increased for the entire website.



FSO saw an increase in page views when compared to the previous quarter.



Social Media

All social media platforms saw positive growth and increased engagement, most notably Instagram with an extremely effective contest at the beginning of December.



Submitted by:

Joanne Saunders,

Executive Director, Marketing & Recruitment