



KFA Acts

A newsletter of the Kwantlen Faculty Association
<http://www.kfa.bc.ca>

Volume 12

March 2004

The KFA and the administration of the College have been meeting to discuss the continuing financial sustainability of the institution. The administration representatives at these meetings are Judith McGillivray, Derek Francis, Rob Fleming, Grant Allan and Liz McKinlay, while the KFA representatives are your Table Officers and Wayne Tebb, the Executive Representative from the School of Business.

Budget Information

These meetings have been useful, but frustrating, because we are not familiar with the details of the College's budget. We attended all the budget briefings that were given in the Fall, but those briefings did not prepare us for the more detailed picture.

First, the College budget is created in increments. Last year's expenditures, for example, could be some amount, say \$50 million. Expected increases in expenditures are then added on and expected decreases are taken off, and presto! this year's expenditure budget is developed. What isn't explicit is what last year's expenditures actually were. We think that the administration has now provided us with enough information to determine last year's spending plans, and will be studying that information in preparation for our next meeting.

Transparency in Budgeting

Second, transparency in budgeting at



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Kwantlen does not appear to be a prime consideration. We have many questions about reported revenues and expenditures, and while we struggle mightily to understand the proffered explanations, we cannot reconcile revenues and expenditures. The bottom line, therefore, is that we are still not convinced that there is a revenue gap.

March Board Meeting

I presented to the Board at the February Board meeting on the relationship between class sizes and the quality of education, and on the importance of honouring negotiated collective agreements. Laura Anderson of the Kwantlen Student Association also gave a presentation on the class size increase issue.

The Board chose not to discuss the issue right then, but agreed to discuss it under "New Operational Worries" at the March meeting. See the article on pages 10 to 11 by an observer at the February Board meeting.

I encourage faculty to attend the Board meeting on Wednesday, March 17th at 6:00 pm in the Boardroom on the Surrey Campus.

Class Size Increase Still a Threat

While the KFA's sustainability talks continue, the proposed class size increases are still a threat. We have managed to push the implementation date off to September 2004, but we have not been able to stop them completely. The support of faculty across the College gave the KFA Table Officers the clout to delay the implementation; the continued support of faculty is the only way we will be able to avoid the class size increases altogether.

Annual General Meeting

The KFA Annual General Meeting will be held on Monday, April 26th at 3:00 pm followed by a reception with appetizers and no host bar. Elections for President, Vice-President–Negotiations, Humanities, Business, Applied Arts and Trades/Horticulture Executive Representatives, and Ombudsperson will take place. We will also discuss local bargaining issues. Mark this date on your calendar, and join us for appetizers and a no-host bar following the meeting.

In solidarity,
Nancy Clegg





Grievance Report

Maureen Shaw

Vice-President-Grievances

Today, March 8, is International Women's Day and it is time to reflect on the status of women in our society and post-secondary education. In BC it is clear that the round of cuts undertaken by the BC Liberals since 2001 have had huge impacts on women of all ages and backgrounds. The impending cuts to women's centres around the province will mean few safe alternatives for women in communities around the province who need support or assistance.

Women still earn, on average, only 70% of what men earn. The government layoffs and contracting out affect women primarily. Increased costs for public services and health care as well as tuition increases affect women even more drastically.

Some Good News Too

Yet not all the news is bleak. In our sector, we have made some considerable gains for women. Recent statistics on faculty in the college and institute system reveal almost an even split in the numbers in all categories. At Kwantlen we have almost equal numbers of men and women as regular faculty (209 women and 210 men); a near 50-50 split in our non-regular type 1 members (161 women and 157 men); and women outnumbering men 2 to 1 in our non-regular type 2 category (47 women and 23 men). These statistics indicate that our system employs an equal number of women and men, with largely even distribution across all categories

of employment. Our salary system also ensures that women and men are equally compensated. Our new maternity and parental leave provisions have also ensured more equality for female faculty members, as have advances in the human rights law.

Female students in post secondary education are now in the clear majority. The recent Canada-wide statistics indicate close to 60% of post secondary students are female. At Kwantlen, 61% of our students are female. No doubt there are still areas of female concentration, such as nursing, but female students are enrolling in increasing numbers in all programs. These are promising signs.

However, if we look to the university sector, the status of women is troubling. Across Canada, women hold only 25% of tenured positions, 39% of the positions leading to tenure and 42.4% of the non-tenured positions.

In addition, the compensation schemes used in universities disadvantage women, and their salaries trail those of their male colleagues in all ranks by an average of \$13,000 per year. The Canada Research Chairs program has allocated only 11.2% of Tier 1 chairs to women and 20.4% of Tier 2 chairs. (The source for this information on women in universities can be found in the CAUT Almanac of Post-Secondary Education in Canada, found on their website:

<http://www.caut.ca>).

As we enter a new bargaining round and hear of calls to become a university, KFA members may want to consider what we have won, what we wish to protect and what we wish to improve, on behalf of both women and men. Do we really want to become a university and all that implies?

Update on Canadian Bargaining Trends

For the past year, I have served as a member of the CAUT Collective Bargaining and Economic Benefits Committee. At the most recent meeting of CBEBEC, March 4-6, 2004, Neil Tudiver, Chief Negotiations Officer of CAUT, gave an update on bargaining trends in CAUT member associations. He noted that faculty associations in most of Canada are taking stronger stands at the bargaining table and not shying away from strike votes and acting on them. This increased militancy is having positive results with employers seeking fewer concessions and moving towards meeting union demands, especially once strike votes are taken.

Acadia University Faculty Association was on strike for 2 weeks for improved wages and working conditions, having rejected the administration's concessionary demands. They reached an agreement late Sunday, March 7,

having made gains and making no concessions. Mount St. Vincent Faculty Association had taken a strong strike vote, and on March 4, after conciliation, reached a deal with a salary lift of 19.4% over 3 years.

Bishop's and Manitoba are also in bargaining, with a strike vote having been taken at Bishop's.

The University of Prince Edward Island Faculty Association reached its first collective agreement on February 5, 2004 after 2 years of much effort and assistance from CAUT. They achieved 15% salary scale increase over 5 years and some other good provisions.

In BC, it appears that both UBC and UVIC are in bargaining, but there is little communication with CAUT about what is going on at those bargaining tables.

The message from CAUT is that faculty associations are best served by defending their rights and fighting hard to make gains. This lesson is one we will have to keep in mind in the months ahead.

In solidarity,
Maureen Shaw





Negotiations Report

Terri Van Steinburg –

Vice-President-Negotiations

It was great to see such a large, enthusiastic crowd at our February General Meeting. KFA members voted unanimously "to participate in provincial bargaining to achieve the bargaining objectives" presented at the meeting. What a good feeling to go into bargaining knowing you have the support of the membership solidly behind the union.

Bargaining Approaches

This round of bargaining will be challenging, to say the least, but I believe that we can make gains if we stick together and oppose any concessions tabled by the employer. Faculty associations across Canada have negotiated good settlement packages when they remained steadfastly opposed to Employer demands for rollbacks—we must do the same.

Because much of our bargaining plans are confidential I cannot go into great detail here; however, should you wish more information please feel free to call me at local 2259.

I can tell you that the Working Conditions Committee is hard at work preparing for bargaining. We participated in two days of bargaining training with our CIEA staff rep, Linda Sperling. Linda provided us with a wealth of information based on her many years as a negotiator.



Constitution and Policy Committee

The Constitution and Policy Committee is working away at phase II of their task, developing policies and procedures for the KFA based on the Constitution and By-laws. Additionally, the Committee spent the last two meetings discussing compliance with the new Personal Information and Protection Act (PIPA). The first step in compliance is to appoint a privacy officer. The Committee will be making recommendations to the Executive on this issue shortly.

This will require a constitutional change. Additional changes be required in order to comply fully with the legislation. More information will be available at our April AGM.

Prior Learning Assessment

We have agreed at Faculty Labour Management Relations Committee to the following pilot project for PLA:

1. What is PLA?

The Provincial Common Agreement, Article 4.1, defines it as follows:
"Prior learning assessment (PLA) is the assessment by some valid and reliable means, of what has been learned through formal and non-formal education/training or experience, that is worthy of credit in a course or program offered by the institution providing credit."

(This pilot is not intended to cover individual course transfer or articulation. PLA

applies when the student has paid tuition for the course with the request to be given Prior Learning Assessment.)

paid will be 60% of the tuition received for each course for which PLA occurred.

2. Proposed Model

- a) Pre-meeting with the student will occur with the appropriate discipline/program PLA advisor.
- b) Preparation of assessment will be done by the PLA assessor once the student has paid tuition.

- c) The stipend is for PLA as defined above, not for transfer credit assessment (i.e. for a person, not a course).
- d) PLA for international students will be treated the same as domestic students. The PLA stipend will be based on 60% of the tuition of a domestic student applying for PLA.

The assessment will be determined in conjunction with the appropriate Dean using the categories outlined in the course outline. For example:

1. Challenge exam marking (existing exam)
2. Challenge exam preparation and marking
3. Standardized test administration and scoring
4. Portfolio/products review
5. Demonstration
6. Interview
7. Worksite assessment
8. Self-assessment review
9. External evaluation (arrangement and follow through)

4. Compensation for Past PLA Activity

On a without prejudice basis, faculty will be compensated for past PLA on the basis of 60% of the tuition paid at the time the PLA was done. This will apply to any PLA done from January 2000 to present.

Please note that this retroactive stipend payment does not apply to those faculty who were paid on salary or contract or through time release to do PLA.

3. Compensation for PLA

- a) If there is a substantial amount of PLA in a concentrated period, faculty may be given time release to do PLA in lieu of a stipend. The amount of time release would be determined by the Dean and would follow the process outlined in Article 2.03. Alternatively, non-regular faculty may be hired on contract at the 35-hour mode specifically to do PLA.
- b) Faculty who do PLA in addition to their assigned workload will be compensated by a stipend. The stipend

5. This pilot will expire on March 31, 2004.

Beyond that date there is no presumption of continuation of this pilot project or the compensation method.

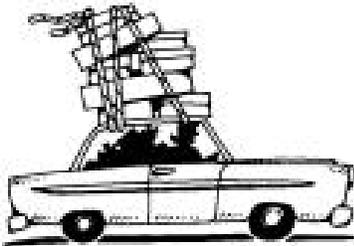
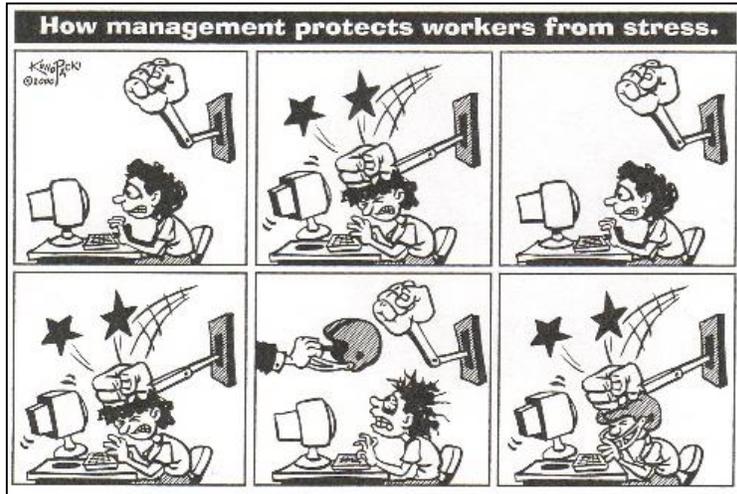
Faculty must self-identify and apply for the stipend if they did PLA from January 2000 to present. Please provide the course number, student name and number, instructor name and number, and the dates that the student applied for PLA (first form – AR 2012) and the date that the PLA was completed (second form – AR2013) to Alice Macpherson, PLA Coordinator, at local 3040 (or email alice.macpherson@kwantlen.ca).

Pub Night

Tickets are now on sale for Pub Night at Donegal's Pub, 12054 - 96th Avenue, in Surrey. KFA members, their family and friends are welcome to join us to watch the Canucks play the Sharks. We will meet at 6 pm, and the game starts at 7:30 pm. Tickets

are \$10.00 each and include a buffet dinner and a drink of your choice. Contact Ann Marie Davison at local 2655, Ronnie Skolnick at local 3022, or me for tickets or more information.

Until next time,
Terri Van Steinburg



**To all KFA members:
Please print any changes that may apply to you
and forward through intercampus mail to
KFA, Surrey Campus**

Thanks!

Notice of Change of Address

Last Name: _____ First Name: _____

Address: _____ City: _____ Postal Code: _____

Home Phone: _____ Work Phone: _____

Department: _____ Effective Date: _____



Finance Report

Al Valleau – Secretary-Treasurer

At this time of the year, there are four thoughts on the minds of most people in our profession: how many more papers/quizzes/exams do I have to mark before the end of term, how long is it before my holidays, how much will I have to pay/get back from taxes this year, and can I afford to retire and how much will I get when I retire.

Pensions

Although I can't answer the first three questions for you, I can give you some advice about the last item: pensions. If you are curious about your pension and want to know how much you will get if you retire five years from now or ten years from now, you can go to the College Pension Plan estimator, which will show you exactly how much a month you will get once you have decided which pension options you want to utilize.

The plan estimator will tell you how much you will get if you choose a single life pension guaranteed for 5 years, 10 years or 15 years, as well as how much you will get if you choose a 100% joint life pension, a 40% single life pension guaranteed for 10 years, a 60% joint life pension, and a 100% joint life pension plus a temporary annuity on your life. You can see from this information that you do have a number of choices to make in the period just before you retire. That said, the pension calculator will give you estimates that spell out the range of monthly pension amounts that you will be entitled to.

You can then add to this the fact that the current maximum CPP is \$814.17 and the current OAS (Old Age Security) benefit, as of October 2003, is \$441.49. From this you will know that if you retire at age 62, for instance, you will receive a pension from the College Pension Plan that includes a bridge benefit that will cover you until you reach the age of 65. From that same information, you will be able to calculate your monthly pension (the amount before the bridge benefit is added on) plus the CPP, and OAS amounts that will be applicable to you at age 65.

If you decided to retire at age 62 and selected the single life guarantee for 10 years, for example, your estimate might show that you were getting a monthly pension of \$2,800 with a bridge benefit of \$260 for a total pension per month of \$2,860 (before taxes). At age 65, your pension would continue at a rate of \$2,800 per month, the bridge benefit would disappear, but your Canada Pension payment of, say, \$800 and your OAS of \$440 would kick in giving you a gross pension payment before taxes of \$4,040 per month (\$48,480 per year before taxes).

Pension Estimates

To find out what your personal situation is, go the College Pension Plan web site at <http://www.pensionsbc.ca/> and select the tab for the College Pension Plan. If you want to use the pension estimator, you will need your social insurance number and the date that your pension contributions started, a date you will find on your last Annual Mem-

ber's Benefit Statement from the College Pension Plan.

The Cost of Benefits

Do remember that the amount you get per month from your pension will not include coverage for the provincial health plan. With the provincial government's increases in premiums to the health plan, the Pension Plan decided that it could no longer cover the premiums for retirees. As well, the coverage for extended health has changed under the plan.

Although all retirees will have access to coverage for extended health and dental care, the annual deductible has increased and the pension plan now has a minimum pensionable service requirement for partial or total premium coverage. These are expenses you should consider when estimating your financial situation at retirement.

Upcoming Pension Seminars

Those of you who are lucky enough to be close to retirement now will probably want to attend one of the retirement seminars the College Pension Plan is putting on this spring. To do so, you should get a copy of the Retirement Seminar Application and Schedule, which is available on the College Pension web site. You have to mail or fax your application to attend the seminar at least 30 days prior to the seminar. The seminars closest to us for this year will be held as follows:

April 22, Justice Institute of BC, New Westminster, 5 - 7:30 p.m.

April 26, Kwantlen University College, Surrey, 1 - 3:30 p.m.

June 22, Douglas College, New Westminster, 6 - 8:30 p.m.

June 23, Langara College, Vancouver 10 a.m. - 12:30 p.m.

Traffic Headaches

I discussed the problems of access to the Surrey parking lot with Rod Hull, who, along with Craig Regan, oversees the problems connected to parking at Surrey.

Rod informed me that the City of Surrey traffic planners assume that the best way to keep traffic moving on Surrey roads is to allow the least number of entrances and exits to parking lots along city streets. This certainly explains the problem with the entrance and exit to the Surrey parking lot on 128th Street.

At present, the City has created a situation whereby people traveling northbound on 128th Street who want to turn into the College parking lot must turn into the lot at the very location where people who want to travel northbound on 128th Street must exit. This means that left hand turning traffic entering the lot is facing left hand turning traffic exiting the lot.

The City planners suggest that traffic in the lot will find other ways of entering and exiting. For instance, inbound traffic will go to another entrance to the campus parking lot via 126th Street or by circling the lot via 126th and entering the lot via 72nd Avenue. Similarly, traffic wishing to travel north on 128th Street will turn south on 128th until it can find a place to turn into a side street that allows it to turn back onto 128th Street northbound.

Rod assured me that both he and Craig were aware of the bottleneck in the parking lot at the end of the entranceway off 128th Street where traffic comes to a halt at a T-intersection. They are going to widen the entrance roadway in an attempt to alleviate the bottleneck, but they are certainly open to suggestions as to how to alleviate the congestion that occurs at peak traffic times in the parking lot.

Al Valleau

A Must See – Three Thumbs Down Reflections on the February Board Meeting by a Faculty Observer

I laughed, I cried, I was astounded. The Board of Governor's meeting of February 18, 2004 was the first I attended. This was the evening Nancy Clegg, President of the KFA, was to speak to Kwantlen University College's Board about the issues surrounding the planned increase in class size. In attendance were the Board Members, Skip Triplett, some administrators, a number of faculty members and students.

As I entered the second floor of G Building, the aroma of a hot meal wafted through the air. I found, in the small boardroom next to the large boardroom where the meeting was to take place, a buffet that was clearly for the board members. It was six o'clock. Most of us had arrived from class and an outdoor rally, and we were hungry (particularly those from Newton Campus who are cafeteria-less). Unfortunately, guests were not invited to partake of this meal-for-the-privileged-only.

As I entered the meeting room, I noticed the Board Members chatting and some of them eating. Tables and chairs were set to the side for the KFA, the KSA and administrators. Three rows of chairs were available for guests. Nancy was setting up for her presentation.

As we waited for the meeting to begin, I noted that Nancy, now ready and standing in the centre of the square of tables and luxurious chairs, was seemingly unnoticed by the Board Members sitting only a foot or two away from her. Why weren't they including her in their *têtes-à-tête*?

The *show* began a few minutes after six. This show would make a noble reality show, perhaps entitled "See Who Speaks/See Who Listens." Nancy, who was granted five pre-

vious minutes to present, did a wonderful job of imparting an organized and logical argument against increasing class sizes. A few questions were asked and answered. The Board decided that more information and research were needed before a decision could be made.

After Nancy, Laura Anderson of the KSA spoke on the same issue. This was my favourite part of the show. She presented as a dynamic speaker who is intelligent and well researched. She reminded the Board that they chose to identify the people who study here as *customers* rather than *students*. She told the Board that, as a customer, she was ready to take her business elsewhere due to the direction the administration is taking. Laura advised the Board that they should be ashamed of themselves, and due to her powerful and convincing style, I did at that moment agree with her.

Then began the regular meeting. A discussion and motion about attendance at and coming to the meetings prepared ensued. (Where have I heard that before? I seem to have had those very words come out of my mouth in a few classrooms.) Were there to be consequences for not acting in accordance with previously made commitments?

Our faculty representative wondered why the Board was being so "American" in its behaviour and protested against such action. She felt that as adults who already promised to fulfill their commitment, they should not be regarded otherwise. A vote was taken in favour of consequences and all but our faculty representative voted in favour of the motion.

The purple sheets, as they were dubbed, were then discussed and approved. I'm not quite sure what this was about, as I could

not or did not hear an explanation. I speculate that these were related to the Board Members' reports on how well they monitored Skip's work. (Please note that the Board is only responsible for monitoring Skip. They do not appear to make any decisions about the running of Kwantlen.) It was interesting that the Chair went through each of the purple sheets, quickly mumbled what was written on them (perhaps that is why I couldn't hear) and asked for a vote of approval. Members seemed to automatically raise their hands in favour. There were no discussions on these matters.

Another member of the meeting was "the Voice from the Box". In the centre of the room sat a teleconferencing device. Conferenced in was Sue. Sue is an expert on how to run a meeting and was hired by the Board to act as a consultant at their meetings. Sue is American. I wonder why we don't have any Canadian experts who could act as the much needed meeting consultant. We may have discovered a gap that could be filled with a program offering by Kwantlen. People all across our country who are interested in consulting could attend.

There was some confusion, at one point, about how the Board should conduct itself. As members do not use Robert's Rules of Order, but rather a new and improved method, Sue needed to be consulted and was asked a question. She needed more information, so a long explanation followed. At the end, Sue was asked for her advice. She asked (I vow this is true!), "What is the issue?" That's when I had to, admittedly, bite my tongue, grind my teeth, hold back laughter and surging tears. Enough said about that.

The majority of the meeting time was taken up with this need to learn how to run the meetings and properly conduct themselves as a Board. Call me Pollyanna, but I was of the thought that members of any board are

in their positions because they are highly knowledgeable about meetings and the organization they are governing.

Later in the meeting, the student representative to the Board asked when the Board could discuss the increased class size issue. This is where Sue became enthusiastic. Since the issue was not on the agenda, it could **not** be discussed. First it would have to be approved as an agenda item, and then it could be put on an upcoming agenda, according to priority. Our seemingly laid-back student wondered why such an important and timely discussion could not take place immediately or soon. Another Board Member laughed at him. Our student asked what "the Box" had to say in the way of an explanation. Board life, according to Sue, was clear. There are to be no discussions outside those items on the agenda.

It may be that my biased viewpoint was overly eager here, but it seemed palpable that Sue had an opinion on the matter of class size. I wasn't aware that meeting consultants are also experts on pedagogy.

So there you have it – one woman's observations of a splendid show that induced a range of emotions – fear, sadness, awe. I recommend at least one viewing to all my colleagues. And don't forget your popcorn (byopc).

Mixed-up Priorities

There's more money being spent on breast implants and Viagra than on Alzheimers research. This means that by 2020, there should be a large elderly population of well built women and virile men with absolutely no recollection of what their enhanced parts are for.

CALM Labour News & Graphics, February 2004, p.6

2004 Advanced Education budget

Expectations were high for the 2004 provincial budget, given Throne Speech promises to dramatically increase access for BC students. Government clearly feels vulnerable in the area of post-secondary education and has recognized serious public concern about a lack of spaces for students.

The Throne Speech promised 25,000 new student spaces by 2010 — as part of a plan to provide a space for every high school student graduating with a 75% average grade. The Throne Speech also promised that institutional budgets would increase each year and that the overall advanced education budget would increase by \$105 million by 2006-07. Despite concerns about the long time horizons (to 2010) to meet access goals, the post-secondary community anticipated some big news on budget day.

What to Expect in 2004-05

There is more money for institutions in 2004-05 — to the tune of \$40 million more than expected. The overall budget line for institutions increases by \$19 million, which is a 1.3% increase over its 2003-04 level of \$1.4 billion. Given that institutions had been expecting a reduction of \$18 million, based on the 2003 budget plan, there should be some relief in the current year. Institutional allocations are not yet available.

The student enrolment targets remained the same as in the previous year's plan — increasing two per cent, from 160,848 to 164,065.

Loss of student grant program

The big news of the day was that the source of "new" funds will largely be money reallocated from student grants, which are being eliminated. BC students saw the first year grant eliminated in the 2002 budget. This year, government finished the job and eliminated all up-front student grants. In his budget speech, Finance Minister Gary Collins said that "in order to start the work of adding new spaces this year, rather than three years down the road, we are also refocusing funds from the current student grant program."

The elimination of the grant program will mean an estimated average increase in debt of about \$14,000 for BC students according to the Ministry of Advanced Education. Approximately 23,000 students currently receive grants, 16,000 of whom are in public post-secondary institutions.

Of the approximately \$80 million annual expenditure on grants, the Ministry plans to keep \$50 million within the student aid program — to expand the loan program and to wind-up the grant entitlements to the end of this year. Ministry spokespeople indicate that \$30 million will be reallocated within the ministry budget.

Revised Three-year Plan

Overall institutional budgets are targeted to grow by about \$57 million — or 4% — from 2003-04 to 2006-07. The promise of an additional \$105 million in the Ministry budget does not begin to materialize until 2005-06,

with only \$57 million being allocated to institutional operating budgets and the remainder going to debt servicing and capital costs.

The 2004 budget plan projects enrolment increases of 11,800 student spaces – or 7.3% – from 2003-04 to 2006-07.

New Information on Spending and Revenue in Public Sector Entities

New in this year's budget is information about revenue and spending by taxpayer supported entities, such as colleges, university colleges, institutes and universities. Government is now including this information as a result of the *Budget Transparency and Accountability Act*, which requires provincial budgets and financial statements to comply fully with generally accepted accounting principles (GAAP) by fiscal year 2004/05.

In the post-secondary sector, the budget reports contain estimates of revenue and spending for universities as a group and for colleges, institutes and university colleges as another group.

Compensation

Government confirmed that its mandate for collective agreement negotiations is 0% through to 2005-06, but recognized that public sector employers "may address legitimate skills shortages through market adjustment increases." Budget documents indicate that government has not provided "incremental funding" to cover these market adjustments.

Capital funding

The 2004 budget plan identifies \$665 million in government funding from 2004-05 to 2006-07 to support new construction and facility upgrades in the post-secondary education sector. The plan indicates that post-

secondary institutions will spend an additional \$313 million for other projects from "own-source" revenues. Projects identified in the budget plan include: the UBC Life Sciences Centre, medical facilities at UNBC and UVIC, BC Knowledge Development Fund projects, and rehabilitation, replacement and expansion of existing post-secondary facilities throughout BC.

Ongoing Development of Accountability Measures

The 2004 service plan includes a new set of three-year targets for 25 performance measures within the accountability framework for the Ministry of Advanced Education.

Baseline data have been developed and/or updated in a number of areas and some measures have been removed while new measures have appeared.

New measures in the 2004 framework include:

- program completion measure (measure under development)
- post-secondary participation rates;
- transfer volume measure – (volume of credits transferred, measure under development).

Some measures have been removed – most notably given the change in student aid – the measure of the ratio of median debt to median income of graduates. Also missing from the current plan is the mandate review – which began last fall. No report or follow-up process has been initiated by government to date.

The full service plan and accountability framework can be viewed at:

<http://www.bcbudget.gov.bc.ca/sp2004/aved>

2003-2004 KFA Executive

Name and Position	Campus	Phone	Email	Term ends
Nancy Clegg <i>President</i>	R	2151/2151	kfpresident@kfa.bc.ca	2004
Maureen Shaw <i>Vice-President-Grievances</i>	L	2149/2149	mdshaw@shaw.ca	2005
Terri Van Steinburg <i>Vice-President-Negotiations</i>	S	2259/2259	vpnegotiations@kfa.bc.ca	2004
Al Valleau <i>Secretary-Treasurer</i>	S	2188/9274	al.valleau@shaw.ca	2005
Val Innes <i>Access</i>	L	3338/9635	Val.Innes@kwantlen.ca	2005
Ann Marie Davison <i>Science/Applied Science/Technology</i>	R	2655/9541	AnnMarie.Davison@kwantlen.ca	2005
Mary Griffin <i>Humanities</i>	S	2187/9161	Mary.Griffin@kwantlen.ca	2004
Tom Thorner <i>Social Sciences</i>	S	2185/9270	Tom.Thorner@kwantlen.ca	2005
Wayne Tebb <i>Business</i>	R	2516/9590	Wayne.Tebb@kwantlen.ca	2004
Mary Androsiuk <i>Applied Arts</i>	R	2720/9638	Mary.Androsiuk@kwantlen.ca	2004
Jed Sheehan <i>Trades/Horticulture</i>	N	2947/9391	Gerard.Sheehan@kwantlen.ca	2004
Jan Penhorwood <i>Student Support</i>	L	3236/3236	Jan.Penhorwood@kwantlen.ca	2005
Balbir Gurm <i>Community & Health Sciences</i>	S	2267/9320	Balbir.Gurm@kwantlen.ca	2005
Terry Nanubhai Non-Regular Faculty	N	2965/9900	Terry.Nanubhai@kwantlen.ca	2004
Ronnie Skolnick <i>Status of Women Committee</i>	N	3022/9852	ronick@shaw.ca	2004
Alice Macpherson <i>Ombudsperson</i>	S	3040/3040	Alice.Macpherson@kwantlen.ca	2004
Kathy Purser <i>KFA Administrative Assistant</i>	S	2152/2152	Kathy.Purser@kwantlen.ca	