

Recommendations on Academic Governance Transition at Kwantlen Polytechnic University

Overview:

In April 2007, Geoff Plant, in his publication *Campus 2020: Thinking Ahead: The Report* recommended that BC's three remaining university colleges be redesignated as regional universities and that they adopt the governance structure of Thompson Rivers University (TRU). Following this announcement, Takashi Sato (Chair, Education Council), with support from Skip Triplett (President) and Judith McGillivray (Vice President Academic and Provost), undertook to study the TRU governance structure. In July 2007, Triplett, McGillivray and Sato met with their counterparts from Malaspina University College and University College of the Fraser Valley to discuss the transition work ahead. The Education Council chairs continued their dialogue on academic governance.

During the fall of 2007, a working group was established within Education Council to explore changes to the governance structure in anticipation of this transition. Members of this original working group were Dianne Crisp, Dana Cserepes, Jody Gordon, Carolyn Robertson, Takashi Sato and Newton Wainman. In April, 2008, Premier Gordon Campbell came to Kwantlen and announced the rebirth of Kwantlen as Kwantlen Polytechnic University. A week later, the *University Amendment Act* was introduced in the legislature. It describes a bicameral governance structure more or less in the form anticipated. At this time, additional members, all with ongoing roles in governance at Kwantlen, were also brought into the working group.

Our primary references were the *University Act* together with the *University Amendment Act*. Because of their similarities with the *TRU Act*, the group found it very helpful to study the structures and guiding documents from TRU. Also valuable was the dialogue with Grant MacEwan College in Edmonton, an institution undergoing a transition similar to our own. Finally, we learned from governance practices at a number of Canadian universities. We are grateful to all, especially those individuals who generously shared their time and advice with us. Our challenge was then to formulate a system for governance, though based on this information, which represents the right fit for Kwantlen.

This document contains a number of recommendations that will be brought to Education Council in September, 2008, when Kwantlen is established as Kwantlen Polytechnic University and Education Council becomes the Senate. Included are plans for assembling the first full Senate and a recommended committee structure. Also included is information for the Faculties to assist in identifying and discharging the powers and responsibilities placed upon them.

Submitted by Working Group on Senate Governance:

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I. Introduction: Why does a University need a Senate?

Tradition and legislation are two powerful reasons arguing for the presence of Senates at universities. However, as the senior governance body for academic decision making, there are other conceptual reasons supporting the need for a Senate.

Academic decisions, one could argue, should be made by academics. This simple statement may gain more depth when one compares the University to another type of institution that does/did not have a senate. For example, the community colleges, especially prior to the establishment of Education Councils or similar bodies, are agents of the Crown and as such the decisions, academic or otherwise, are ultimately the domain of those in control of the government. However, many of us will find it difficult to accept that there is a better judge of our curricular matters than the academic staff who work at the institutions. This is especially so at an institution like Kwantlen where the range and depth of the curriculum demands an assembly of experts, each of whom can offer discipline based insights into the decision making process. In our case, this assembly is the Senate. When the Senate functions collegially and openly, it can also contribute to the trust and morale within an institution because important questions are debated in open forums. While there is every expectation that Kwantlen will continue its relationship with government, through Senate we will be in a position to demonstrate leadership over our academic affairs.

In contrast to the Education Council of the former Kwantlen University College, the Senate's mandate will not be limited to strictly curricular matters. Therefore, as is the practice at universities across Canada and elsewhere, matters having impact on our academic enterprise, such as the University's budget, will necessarily become the Senate's concern.

II. Establishing the first Senate:

Although the legislation specifies the composition of the Senate, it is important to interpret those specifications in the Kwantlen context and arrive at a picture of the Senate that is right for Kwantlen today. This has been the main task assigned to the working group. The legislation also provides for a period of transition from a University College to a Special Purpose Teaching University, during which the Education Council acts as the Senate. Therefore, in order to assist Education Council, this group now brings forward the series of recommendations included in this document for consideration by the EdCo/Senate.

Further, we recommend the following as the timeline for the establishment of Kwantlen's first Senate.

August 25 – September 26, 2008	All Campus Communication & Presentations
September 8, 2008	Recommendations to Education Council
September 16 -26, 2008	Nomination Period
September 29 – October 24, 2008	Four Week Campaign
October 27, 28, 29, 2008	Online Election
November/December, 2008	Orientation for Senators
January 26, 2009	First full Senate Meeting

III. Committees

In order for a Senate to carry out the work of collegial governance, every University maintains a number of committees where issues are debated and developed in detail. These committees report to and make recommendations to the full Senate. At Kwantlen Polytechnic University, we envision the following cluster of committees in its initial years. The Senate Standing Committee on Governance would have the duty of reviewing the committee structure on a regular basis.

Committees to be continued

The Senate of Kwantlen Polytechnic University is fortunate to inherit many of the processes already established by the Education Council of Kwantlen University College. Many of the key functions of the Senate going forward can be discharged by existing committees under Education Council. At this time, the working group recommends that the following committees be continued under their existing mandate and structure, with only housekeeping changes to their mandate statements (Appendix 3). Changes in the committee names are recommended to signify their links with Senate, and, in some cases, to clarify their functions. It is further recommended that their mandates be reviewed in two years.

- Senate Standing Committee on Program Review
Already set up as a university-style process, on-going, cyclical review of existing programs is a key piece in university governance and is a requirement for AUCC membership as well as our future desired Exempt Status with DQAB. This committee currently has pilot reviews in progress and is already scheduled to recommend amendments upon completion of pilots.
- Senate Standing Committee on Policy Articulation
Currently known as “Policy Review Committee,” this committee reviews policies under Education Council’s purview to maintain consistency between policies. Under the Senate, the committee will continue to *review* Senate policies but it does not *make* policies. The latter role is assigned to appropriate expert bodies around Kwantlen.
- Senate Standing Committee on Curriculum
Currently known as “Degree and Program Assessment Committee (DPAC),” this committee works with curriculum at the programs level and makes recommendations to Education Council. It is a central part of academic peer review and governance. Under the DPAC name, however, not everyone at Kwantlen understood that DPAC was a subcommittee of Education Council. A new name of this style may send a clearer message. This committee will also gain the task of overseeing other Senate committees whose mandates are curricular in nature. For example,
- Senate Standing Committee on Curriculum - Subcommittee on Course Curriculum
Currently known as “Education Council Curriculum Subcommittee,” this committee works with curriculum at the course level. Interestingly, this committee has no mandate statement captured in one place. One is being drafted.

Other committees of Education Council to be continued include the Committee for a Multicentric Curriculum (as an ad hoc committee) and B.A. Quantitative (Q) Committee (as a subcommittee of Senate Standing Committee on Curriculum).

Committees to be established immediately

The following committees are recommended to be established immediately. The first three will serve to support the operations of the Senate itself, and the remaining (classified as “Standing Committees”) to support the Senate in fulfilling its duties and responsibilities as outlined in the *University Act*. The details are outlined in the form of draft committee mandate statements in Appendix 4.

- Senate Nominating Committee
- Senate Executive Committee
- Senate Governance Committee
- Senate Standing Committee on Academic Planning & Priorities
- Senate Standing Committee on University Budget
- Senate Standing Committee on the Library
- Senate Standing Committee on Tributes

Committee/Process that currently exists outside of EdCo/Senate

In this time of major transition, the working group recommends that the following process that currently exists be asked to continue its operation in the short term despite the fact that its work belongs within the responsibilities of Senate. It will be invited to make reports to Senate and to add members drawn from Senate as appropriate.

In the longer term, i.e. no later than end of 2009, its structure should be reviewed in light of the new governance model and its requirements.

- Appeals Committee
Kwantlen has a long standing process for appeals which is detailed in Policy L.6 *Appeals of Academic Decisions*. Interestingly, this Education Council approved, Education Council owned policy does not place any part of the process with Education Council itself. As a result, Education Council has had no direct and formal knowledge of the appeals occurring at Kwantlen or how well the process it approved is working. Going forward, as the senior academic body, Senate should take a greater involvement in the process. This evolution will require revisions to Policy L.6 into a senate-based model and re-establishing the committee as Senate Standing Committee on Academic Appeals.

Committee to be established at earliest opportunity (and no later than 2010)

- Service Review Committee
As a product of *Creating Our Future*, Kwantlen is working to establish a service review process, to be guided by a Service Review Committee. Recognition has been made that the *College and Institute Act*, and now the *University Act*, places advisory responsibility for “evaluation of educational services” on Education Council / Senate and the current proposal includes an annual report to Education Council by the Service Review Committee, which is established outside of governance. It is recommended that the committee’s relationship with Senate be reviewed at the earliest opportunity.

Committees to be established at a later time

Among the sorts of topics debated at senates across the country two areas may become timely for Kwantlen in the near future.

- Senate Standing Committee on Research and Scholarship
Working with issues arising primarily from academics, this forum is a common feature among university Senates.
- Graduate Studies Committee
A decade ago, Kwantlen worked through the issues involved in establishing its first baccalaureate degrees. This committee could be charged with exploring general issues in advance of the first Masters degree proposals being submitted to Senate. This committee may later evolve into the faculty council for a Faculty of Graduate Studies.

Common Features of All Senate Committees

In general, the following features are suggested for all committees of Senate.

- The Chancellor and the President are recognised as voting members of all committees. However, it is understood that they are unlikely to be able to attend most meetings and their presence or absence shall not count toward quorum.
- Each Senate committee is populated with some number of Senators, as appropriate for that committee.
- Each Senate committee is chaired by a Senator.
- Chair of a committee should not be the administrator whose portfolio mirrors that of the committee.
- Committee membership will be reviewed annually unless otherwise specified. Members are eligible for reappointment.
- Quorum for committee meetings will be 50% plus one of the voting members, unless otherwise specified.

IV. Policies

The *University Act* directs Senate to set policy or to advise the Board of Governors on policies on specified matters. Kwantlen already has existing policies on most such matters. Those policies developed under Education Council may require only housekeeping changes. In other cases, policies developed as administrative policies, perhaps of a community college, will now have to be redesigned as Senate policies. In other areas, no officially articulated policy exists. The following tables summarise the recommendations.

Table 1. Policies to be established at the earliest opportunity

Topic	Univ. Act
Student withdrawal from courses, programs or the University	35.2(5)g
Discontinuance of programs	35.2(6)b
Establishment or discontinuance of faculties	35.2(6)e
Library and resource centres	35.2(6)g

Table 2. Policies to be revised at the earliest opportunity

Number	Title	Univ. Act
B.3	Advisory Committees	35.2(6)l
B.10	Continuing Education and Contract Services	35.2(6)c
C.7	Kwantlen University College Scholarships	35.2(5)i
E.19	Honorary Degrees / Awards	35.2(5)b
G.7b	Minimum Qualifications / Faculty Positions	35.2(6)i
L.2	Joint Approval	35.2(5)k
L.3	President's Honour Roll	35.2(5)i

Faculties

Units within Kwantlen previously referred to as “divisions” will become Faculties in the University. They will have greater duties, responsibilities and autonomy. While this working group suggests that each Faculty must have the freedom to establish its own systems, some suggested, necessary and/or legislated features of the Faculties are outlined in Appendix 5.

University Secretariat

A University Secretariat is being established to support the governance bodies of Kwantlen, separately from the executive administration. Headed by the University Secretary, the University Secretariat will also house the offices of the Chair of the Board of Governors and the First Vice Chair of Senate.

Appendix 1: Composition

I. Senate

Chancellor

President & Vice Chancellor (Chair of Senate)

Vice President, Academic & Provost

Deans of Faculties:

Faculty of Applied Design and Communications

Faculty of Business

Faculty of Community and Health Studies

Faculty of Humanities

Faculty of Qualifying Studies

Faculty of Science and Horticulture

Faculty of Social Sciences

Faculty of Trades and Technology

Chief Librarian

Registrar (non-voting)

Faculty members* (two from each of):

Faculty of Applied Design and Communications

Faculty of Business

Faculty of Community and Health Studies

Faculty of Humanities

Faculty of Qualifying Studies

Faculty of Science and Horticulture

Faculty of Social Sciences

Faculty of Trades and Technology

Librarian[†]

Student Senators* (four)

Alumni Senator

Professional Support Staff Senators* (two)

Board of Governors Appointee (non-voting)

(38 members)

* Faculty, Student and Professional Support staff Senators are elected for three, one and three year terms, respectively.

[†] The Librarian position is a continuation of an Education Council faculty position, to be continued until August 2010 (the original term of this position) with the incumbent member while a permanent structure is developed.

Definitions:

“Professional Support Staff” means employees of the University who are not officers of the University, deans, or faculty members (from the *University Act, 2008*).

“Faculty” means an educational administrative division of a university constituted by the board as a faculty, or the dean and faculty members of a faculty, as the context requires (from the *University Act 2008*).

“Officers” of Kwantlen Polytechnic University include the President, Vice Presidents, Associate Vice Presidents and the University Secretary.

II. Board of Governors

Chancellor¹

Appointed by the Board of Governors on nomination by the alumni association
and after consultation with the Senate

President and Vice Chancellor

Faculty² (two)

Elected

Community Representatives (six)

Appointed by the Lieutenant Governor in Council

Alumni (two)

Appointed by the Lieutenant Governor in Council from among persons nominated
by the alumni association

Students² (two)

Elected

Professional Support Staff² (one)

Elected

¹ Under the University Amendment Act 2008, the process for appointing the first Chancellor during the transition was different from the future, ongoing procedure.

² Faculty, Student and Professional Support staff members of the Board of Governors are elected for three, one and three year terms, respectively, by their respective constituencies.

Appendix 2: Senate Bylaws

A draft of Senate bylaws based on the existing Education Council bylaws is attached.

SENATE
BYLAWS [DRAFT]
(revised September 2008)

1. Terms and Conditions of Membership on Senate
 - 1.01 Members of Senate, in their function as members of this body, do not act as delegates of the bodies or constituencies from which they were drawn; rather, as members, all must endeavour to serve the interest of the entire University to the best of their ability.
 - 1.02 The terms and office for voting members shall be consistent with the *University Act*.
 - 1.03 Faculty, Professional Support Staff, and student elections for Senate will be held in the Spring semester each year.
 - 1.04 The term of each elected faculty, staff, or student or appointed member shall normally begin on September 1.
 - 1.05 An elected member may resign from the Senate by giving the Chair notice in writing.
 - 1.06 The seat of a member who leaves the constituency from which that member has been elected shall be declared vacant.
 - 1.07 Any member who will be absent from a meeting will notify the University Secretariat prior to the meeting.
 - 1.07.1 The use of alternates for elected members is not permitted.
 - 1.07.2 The use of alternates for a member appointed to Senate by virtue of her/his positions with the University is permitted only by those officially acting in that individual's capacity in all respects during her/his absence from the University and with prior notice to the University Secretariat.
 - 1.08 The seat of any elected member who fails to attend three meetings of Senate within an academic year may be declared vacant by the Chair.
 - 1.09 In the event a seat of an elected member becomes vacant it shall be filled by the candidate who received the most votes among those who were nominated but not elected in the most recent election. In the event the seat was filled by acclamation, the Chair shall request the Registrar to fill the vacant seat through by-election provided four (4) or more months remain in its term of office. Members of Senate shall commit to serving on a minimum number of its committees, as set from time to time by Senate.
2. Operational Procedures of the Senate

- 2.01 All proceedings of the Senate shall be governed by the most recent revision of Robert's Rules of Order, except as otherwise provided.
- 2.02 A quorum of the Senate shall consist of 50 percent plus one of the voting members.
- 2.03 Any business conducted at a meeting (regular or otherwise) where there is no quorum present will be considered as unofficial and subject to ratification at the next meeting held where a quorum is present. Any communication coming out of a meeting where no quorum was present shall be prefaced with a clear indication the communication is subject to ratification.
- 2.03.1 While this provision covers a meeting called knowing there will likely be no quorum, it is possible for a regular meeting without a quorum to continue under this same provision, providing all members present are in agreement.
- 2.04 A simple majority of the voting members present is required to carry a motion.
- 2.05 The Senate shall establish such committees, consisting of members or non-members, as the Senate from time to time may think fit and may specify the duties to be performed by such committees. Committees of the Senate may not assume any of the powers of the Senate and are restricted to making recommendations to the Senate unless otherwise tasked by Senate.
- 2.06 Members of the Kwantlen Polytechnic University community shall be encouraged to attend and observe meetings of the Senate. Observers will have no speaking or voting privileges.
- 2.07 From time to time the Senate may invite guests to make presentations to Senate meetings and to answer questions related to their presentations.
- 2.08 If a topic on the agenda contains material of a private or confidential nature, the Senate will have the right to close to observers that portion of the meeting in which that topic is discussed.
- 2.09 The Senate may hold such additional special meetings as are deemed necessary by the Senate or Executive Committee after serving notice of not fewer than five working days to Senate members.
- 2.10 A proposed agenda and supporting material for any meeting shall be circulated to Senate members not fewer than two working days prior to any meetings.
- 2.11 Approved minutes of the Senate will be made public and readily accessible.
- 2.12 Senate By-Laws may be amended by:
- 2.12.1 Giving Notice of a Motion to Amend By-Laws at a Senate Meeting;
- 2.12.2 Voting at a subsequent Senate Meeting with a two-thirds majority vote of those present; and
- 2.12.3 Fulfilling any other legislated requirements.

3. Conflict of Interest

3.01 A Conflict of Interest arises when a Senate member's private interests supersede or compete with his or her dedication to the interests of the University. This could arise from a Real, Potential, or Apparent Conflict of Interest for a Senate member or related persons and may be financial or otherwise. For this purpose:

3.01.1 A "Real Conflict of Interest" occurs when a Senate member exercises an official power or performs an official duty or function and at the same time, knows that in the performance of this duty or function or in the exercise of power there is the opportunity to further a private interest.

3.01.2 A "Potential Conflict of Interest" occurs when there exists some private interest that could influence the performance of a member's duty or function or in the exercise of power provided that he or she has not yet exercised that duty or function.

3.01.3 An "Apparent Conflict of Interest" exists when there is a reasonable apprehension which reasonably well-informed persons could properly have that a Real Conflict of Interest exists on the part of the member.

3.02 Senate members must arrange their private affairs and conduct themselves in a manner to avoid conflict of interest. In cases where conflict cannot be avoided, a Senate member has an obligation to declare a conflict of interest prior to discussion or decision of an issue. Upon declaration of a conflict the person recording the events of the meeting should duly note the declaration and the Senate member must refrain from discussion or voting on that particular matter, contract or arrangement.

3.03 Where a Senate member is unsure whether he or she is in conflict that member should raise the perceived potential conflict with the Senate, and the Senate should determine by majority vote whether or not a conflict of interest exists. The member perceived to be in conflict should refrain from voting on the issues. Where a conflict of interest is discovered after consideration of a matter, the conflict must be declared to the Senate and appropriately recorded at first opportunity. If the Senate determines that involvement of said member influenced the decision of the matter, the Senate shall re-examine the matter and may rescind, vary, or confirm its decision.

3.04 Any Senate member who perceives another member to be in conflict of interest in a matter under consideration must identify the perceived conflict to the Senate at the first opportunity. The Senate should determine by majority vote whether or not a conflict of interest exists and the member perceived to be in conflict should refrain from voting.

3.05 At its discretion, the Senate may invite the member in conflict to state his or her position on the issue in question prior to absenting himself or herself.

4. Vice Chairs

4.01 Each year at the April meeting, voting members of the Senate will elect one First Vice Chair and one Second Vice Chair from within the Senate's voting membership.

4.02 The First Vice-Chair will fulfill the duties of the Chair in the Chair's absence and will assist in the performance of the Chair's duties.

4.03 The Second Vice Chair will fulfill the duties of the First Vice Chair in the First Vice Chair's absence and will assist in the performance of the First Vice Chair's duties.

Appendix 3: Committees to be continued

The existing mandate statements of the following Education Council committees are attached.

I. Program Review Committee

To become Senate Standing Committee on Program Review

II. Policy Review Committee

To become Senate Standing Committee on Policy Articulation

III. Degree and Programs Assessment Committee

To become Senate Standing Committee on Curriculum

Program Review Committee Mandate

Approved by Education Council Jan. 29, 2007

MANDATE:

1. THAT Kwantlen University College, through PRC, performs regular and consistent reviews of educational offerings and programs that are under the jurisdiction of Education Council.
2. THAT Kwantlen University College, through PRC, develops policies and procedures to coordinate and monitor program and educational offering evaluations.

MEMBERSHIP:

1. Terms and Conditions of Membership on Program Review Committee
 - 1.01 The composition of the Program Review Committee consists of broad representation from faculty, staff, students, and administration, including:
 - One faculty member to be selected by each of the University College's educational divisions (plus membership from Library, Counseling, and Academic and Career Preparation)
 - The Chair of Education Council
 - One representative from the Office of the Provost & Vice President Academic
 - One student
 - Two deans/associate deans, to be selected by the Office of the Provost & Vice President Academic
 - One representative from the Enrolment and Registrar Services
 - One representative from the Office of Strategic Services
 - One representative from Institutional Analysis and Planning
 - 1.02 The seat of a committee member who fails to attend three meetings of the Program Review Committee within an academic year may be declared vacant by the Committee.
2. Terms of Office
 - 2.01 Chair: The Chair of the committee will usually be elected in April from among the current membership for a two year term to commence the following September.
 - 2.02 Faculty Members: A three year term, with one-third of the faculty to be selected each year with the term to commence the following September. The Program Review Committee will determine the cohort groups. The faculty selection procedure is the responsibility of each division or service area.
 - 2.03 Students: One year with selection made in September.
 - 2.04 Administration: To be determined by the Office of the Provo & Vice President Academic.
 - 2.05 Enrollment and Registrar Services: To be determined by the Registrar.
3. Operational Procedures of the Program Review Committee

- 3.01 Quorum: Quorum of the committee shall consist of 50 percent plus one of the members.
- 3.02 Business Conducted at a Meeting Where No Quorum is Present: Any business conducted at a meeting (regular or otherwise) where there is no quorum present will be considered as unofficial and subject to ratification at the next meeting held where a quorum is present. Any communication coming out of a meeting where no quorum was present shall be prefaced with a clear indication the communication is subject to ratification.
- 3.03 Motions: A simple majority of the members present is required to carry a motion.

Mandate & Membership

Mandate

Policy may be defined as accumulated standing decisions of governing bodies that regulate, control, and influence matters within spheres of authority. At Kwantlen University College, the Policy Review Committee is a standing committee of Education Council. As such, policy revision will not occur without final approval of Education Council. The Policy Review Committee's mandate is as follows:

1. To review, and as necessary, revise policies which fall under the purview of Education Council. These policies will be reviewed on periodic cycles between one and three years.
2. To maintain consistency between policies that fall under the purview of Education Council and Kwantlen's mission.
3. To periodically review the Policy Review Committee's mandate and membership.

Membership

1. The Policy Review Committee will be chaired by Education Council's Chair or Vice-Chair.
2. The Policy Review Committee will be comprised of no less than nine members including:
 - the committee's chair;
 - a representative from the Office of the Registrar;
 - a representative from the Office of the President;
 - four faculty representatives;
 - one student representative;
 - one staff representative.
3. All representatives will be voting members. Quorum shall consist of 50% of the committee, plus one.

DEGREE AND PROGRAM ASSESSMENT COMMITTEE (DPAC)

Approved by Education Council Mar. 26, 2007

Mandate

The Degree and Program Assessment Committee is a sub-committee of the Education Council with a mandate to:

1. Receive and review Program Concepts and Full Program Proposals for degree and non-degree programs (such as post-baccalaureate credentials, associate degrees, diplomas, certificates, and citations).
2. Receive and review program revisions for degree and non-degree programs (such as post-baccalaureate credentials, associate degrees, diplomas, certificates, and citations).
3. Report with recommendations to the Education Council on the status of all program concepts, full program proposals, program implementations, and program revisions in such a manner and at such times as the program approval/implementation process and the Education Council may require.
4. Review the implementation of new degree and non-degree programs following:
 - One complete cycle of new degree and diploma programs
 - Two complete cycles of new certificate, citation, and post-baccalaureate credential programs

Any and all changes will be presented to DPAC for consideration and recommendation for approval by Education Council. After the initial implementation schedule is complete, the division implementing the new program can request to stay under the purview of DPAC for an additional cycle (or cycles) if they will be making significant revisions. Otherwise, further reviews will be conducted under the direction of the Program Review Committee pursuant to Policy B.12.

5. Review periodically DPAC's mandate, composition, processes, and approval criteria and make such recommendations to the Education Council concerning these as may be appropriate.

MEMBERSHIP

The composition of DPAC consists of:

- one faculty member to be selected by each of the University College's educational divisions (with a curriculum committee), and representatives from Library, Counselling, and Cooperative Education;
- the Chair of Education Council;
- one representative from the office of the Vice President, Academic;
- one student to be selected by the Education Council;
- two additional administrators to be selected by the Vice President, Academic;
- one representative from Enrolment and Registrar Services

The Chair of the committee will usually be elected in April from among the current membership for a two-year term to commence the following September.

TERMS OF OFFICE

Faculty Members

- Three years with one-third of the faculty to be selected each year (4, 4 and 4 members) – DPAC to determine the cohort groups. The faculty selection procedure is the responsibility of each division or service area.

Student Members

- One year with selection made as soon as possible following the seating of student members on Education Council.

Administration

- To be determined by the Vice President, Academic

Support

The Office of the Vice President, Academic, will provide support for the work of DPAC and the degree-related work of the Education Council. This will consist of:

- managing all internal and external correspondence, materials distribution, etc., as required;
- providing research and proposal writing advice to interested applicants;
- serving as the University College's principal contact with the appropriate Ministry concerning Full Program Proposals once these have been approved by the Education Council and the Board;
- notifying DPAC and the Education Council of any changes to Ministry regulations, procedures or timelines that might impact on the degree approval process.

Appendix 4: Committees to be established immediately

I. Senate Nominating Committee

Responsibilities:

- Ensure that nominations are made for all elections for Senate.
- As directed by Senate, nominate members to serve on Senate committees.
- Other duties as assigned by Senate

Membership:

Chair: A voting member of the Committee who is a Senator, nominated by the Committee and approved by Senate

Voting Members:

- Chancellor
- President
- Seven Senators, approved by Senate

Ex Officio Non-Voting Members:

- Up to two other members of the University community, approved by the voting members of the committee

Administrative Support: University Secretariat

II. Senate Executive Committee

Responsibilities:

- Assists the Chair in setting the Senate meeting agenda.
- Act on behalf of Senate on urgent items of business between regular meetings of Senate. Such actions and decisions must be ratified by Senate at a subsequent meeting of Senate.
- Other duties as assigned by Senate

In addition, Senate annually, at the last regular meeting of the academic year, empowers the Executive to act for Senate on urgent items of regular business during the months of July and August. Notice of any meetings of the Executive held under this authority (except those called for the purposes of the Executive dealing with its own regular business) shall be given to all members of Senate who may attend and vote. Any actions under this authority are reported to Senate at its next meeting.

Membership:

Chair: A voting member of the Committee, nominated by the Committee and approved by Senate

Voting Members:

- Chancellor
- President
- Vice Chair of Senate
- Four Senators, approved by Senate
- One student Senator, approved by Senate

Administrative Support: University Secretariat

Quorum:

When acting on behalf of Senate, quorum shall be two thirds of the voting members.

III. Senate Governance Committee

Responsibilities:

- Advise Senate on all matters related to the ways it conducts the business of Senate, its meetings and its proceedings
- Coordinate the work of Senate committees, especially where consultation between standing committees is required
- Review regularly the by-laws of Senate and recommend revisions to Senate
- Advise Senate on matters related to duties of members and conflict of interest.
- Advise Senate on procedures for the recommendation and selection of candidates for president, deans, librarians, the registrar and other senior academic administrators.
- Advise Senate on matters related to Senate and Board of Governors elections
- Review at least once every three years the configuration of standing committees of Senate, their membership, terms of reference, and their consultation and reporting relationships, and propose to Senate any recommendations for change
- Establish such subcommittees as needed to fulfill the Committee's responsibilities
- Other duties as assigned by Senate

Membership:

Chair: A voting member of the Committee, nominated by the Committee and approved by Senate

Voting Members:

- Chancellor
- President
- Vice chair of Senate
- One Dean, approved by Senate
- One Professional Support Staff member, approved by Senate
- One student, approved by Senate.
- Four additional Senators, approved by Senate

Ex Officio Non-Voting Members:

- Vice President, Academic or designate
- Registrar or designate

Administrative Support: University Secretariat

IV. Senate Standing Committee on Academic Planning & Priorities

Responsibilities:

- Advise Senate on the mission statement and the educational goals, objectives, strategies and priorities of the University
- Following consultation with the Senate Standing Committee on Curriculum and the Senate Standing Committee on the University Budget, advise Senate on the establishment, revision or discontinuance of educational programs and other curricular changes requiring Senate approval
- Following consultation with the Senate Standing Committee on Curriculum and the Senate Standing Committee on the University Budget, advise Senate on the priorities for implementation of new programs leading to certificates, diplomas and degrees
- Following consultation with the Senate Standing Committee on Curriculum and the Senate Standing Committee on the University Budget, advise Senate on the establishment or discontinuance of Faculties, Schools, Divisions and Departments of the University
- Following consultation with the Senate Standing Committee on the University Budget, advise Senate on the establishment, revision or discontinuance of research centres, institutes, and research chairs and professorships, and other research-related matters requiring Senate approval
- Following consultation with other relevant standing committees, review and advise Senate on the terms of affiliation, articulation and other contractual agreements with other post-secondary institutions
- Following consultation with the Senate Standing Committee on Curriculum and the Senate Standing Committee on the University Budget, and any other relevant standing committees, advise senate on the number of students that may be accommodated by the university and policies for enrolment management
- Advise Senate on policies and processes for the development, review, implementation and communication of educational plans that support the priorities of the University
- Advise the Senate Standing Committee on the University Budget on the academic priorities for the allocation of funds
- Review the reports and recommendations of the Senate Standing Committee on Program Review and advise Senate on actions
- Establish such subcommittees as needed to fulfill the Committee's responsibilities
- Other duties as assigned by Senate

Membership:

Chair: A voting member of the Committee, nominated by the Committee and approved by Senate

Voting Members:

- Chancellor

- President
- Chairs of the following standing committees of Senate: University Budget, Curriculum
- Six additional members, approved by Senate, at least three of whom shall be members of Senate, selected to ensure that the composition of the Committee reflects the diversity of disciplines at the University.
- One Professional Support Staff member, approved by Senate
- Two students, approved by Senate.

Ex Officio Non-Voting Members:

- Provost & Vice President, Academic
- Associate Vice President, Research
- Associate Vice President, Academic
- Director, Institutional Analysis and Planning or designate

Administrative Support: University Secretariat

V. Senate Standing Committee on the University Budget

The Budget Committee of Senate serves two important roles. Its responsibilities include: 1) those related to its role as an advisory body to Senate on matters within the jurisdiction of Senate, and 2) those related to its role as an advisory body to the President and Vice Presidents on budgetary policy, processes and allocations.

Responsibilities:

- Advise Senate and its committees on the budgetary implications of matters within the jurisdiction of Senate and its Committees, including proposals for new educational, research or other programs or initiatives, as required by Senate and its committees
- On behalf of Senate, and in consultation with the Senate Standing Committee on Academic Planning & Priorities, advise the President and Vice Presidents on the review and development of academic budgetary priorities, major capital plans, and the allocation of funds.
- At the request of the President, Board of Governors and Senate, provide advice on matters related to the University's property, buildings and structures
- Assist the President and Vice Presidents in the development of budgetary policies, guidelines, processes and models
- Assist the President and Vice Presidents with the development of consultation and communication strategies related to budgetary matters.
- Present the annual University budget to Senate.
- Establish such subcommittees as needed to fulfill the Committee's responsibilities
- Other duties as assigned by Senate

Membership:

Chair: A voting member of the Committee, nominated by the Committee and approved by Senate

Voting Members:

- Chancellor
- President
- 12 members, approved by Senate, two of whom shall be Deans and at least two others shall be members of Senate. Normally, there shall be one member from each of the Faculties reflecting the diversity of disciplines at the University
- One Professional Support Staff member, approved by Senate
- One student member, approved by Senate.

Ex Officio Non-Voting Members:

- Provost & Vice President, Academic (or designate)
- Vice President, Finance & Administration (or designate)
- Associate Vice President, Finance
- Associate Vice President, Academic

Administrative Support: University Secretariat

VI. Senate Standing Committee on the Library

Responsibilities:

- To advise and assist the Chief Librarian in:
 - Formulating a policy for the development of resources for instruction and research
 - Advising on the allocation of collection funds to the fields of instruction and research
 - Developing a general program of library service for all the interests of the University
 - Keeping informed about the library needs of instructional and research staffs
 - Keeping the academic community informed about the library
 - Keeping the academic community informed about developments in libraries
- To report to Senate on matters of policy under discussion by the Committee
- To recommend to the Senate with respect to rules on the management and conduct of the Library.
- Other duties as assigned by Senate

Membership:

Chair: A Senator on the Committee, nominated by the Committee and approved by Senate

Voting members:

- Chancellor
- President
- Five members (including at least one student member and at least three Senators)
- Three Librarians

Ex Officio Non-Voting Members:

- Chief Librarian
- One member from Kwantlen Foundation

Administrative Support: University Secretariat

VII Senate Standing Committee on Tributes

Responsibilities:

- Establish and publish eligibility criteria and procedures for nominating candidates for honorary degrees and emeritus designation
- From time to time recommend modifications to criteria and qualifications for awards
- Make recommendations to Senate on other matters concerning forms of recognition which may be referred to the Committee
- Develop operational procedures to be followed by the Committee for the selection and recommendation of candidates for honorary degrees / awards
- Invite nominations from the Kwantlen community and evaluate these nominations
- Recommend candidates for honorary degrees / awards to Senate
- Other duties as assigned by Senate

Membership:

Chair: A Senator on the Committee, nominated by the Committee and approved by Senate

Voting members:

- Chancellor
- President
- Eight members (including at least five Senators) the majority of whom are to be faculty

Administrative Support: University Secretariat

Appendix 5: Faculties

A Faculty is an educational administrative division of the University constituted by the board as a faculty on the recommendation of the Senate (from *University Act* 2008). Meetings of the Faculty provide a forum for Faculty wide dissemination of information, discussion and academic decision making related to the governance and management of the Faculty and its activities. While respecting the authority of more senior university governance bodies and administration, each Faculty is responsible for its own planning, priority setting, development, management and ongoing review of the teaching, research and other related programs and services within the Faculty. No recommendation on behalf of a Faculty or its departments will be made to a senior governance body without the approval of that Faculty.

Senate recommends that each Faculty maintain a meeting frequency sufficient to discharge the duties assigned to Faculties under the *University Act*. The act also stipulates that Faculties must provide for student representation.

If a Faculty chooses to form a representative Council, involving less than the full faculty membership of the Faculty, then the structure and membership of that Council must be approved annually by a majority of the faculty members of the Faculty.

University Act: Part 8 — Faculties

Faculties

- 39 (1) The faculties of each university may be constituted by the board, on the recommendation of the senate.
- (2) A dean of a faculty is the chair of the faculty of which he or she is the dean.

Powers and duties of faculty

- 40 A faculty has the following powers and duties:
- (a) to make rules governing its proceedings, including the determining of the quorum necessary for the transaction of business;
 - (b) to provide for student representation in the meetings and proceedings of the faculty;
 - (c) subject to this Act and to the approval of the senate, to make rules for the government, direction and management of the faculty and its affairs and business;
 - (d) to determine, subject to the approval of the senate, the courses of instruction in the faculty;
 - (e) subject to an order of the president to the contrary, to prohibit lecturing and teaching in the faculty by persons other than appointed members of the teaching staff of the faculty and persons authorized by the faculty, and to prevent lecturing or teaching so prohibited;
 - (f) subject to the approval of the senate, to appoint for the examinations in each faculty examiners, who, subject to an appeal to the senate, must conduct examinations and determine the results;
 - (g) to deal with and, subject to an appeal to the senate, to decide on all applications and memorials by students and others in connection with their respective faculties;
 - (h) generally, to deal with all matters assigned to it by the board or the senate.

Approval of rules

- 41 A general rule made by a faculty is not effective or enforceable until a copy has been sent to the senate and the senate has given its approval.

Advice to president

- 42 Any of the faculties may advise the president in any matter affecting the interests of the university, whether academic or disciplinary, but that advice does not limit the powers and authority of the president.

Senate recommends that each faculty maintain or create standing committees and *ad hoc* committees as needed to conduct its business. The terms of reference and membership of these committees shall be determined by the Faculty. Useful existing committees to be continued likely include Curriculum, Search and Chairs Committees, some of which are also mandated by other processes.